


Sustainability


Through co-creation and fair business activities, help create a society that "leaves no one behind"

Connect. Deliver the future via green logistics.




Commitment from Senior Management

Details




Yamato Group Sustainability

Details




ESG Policy and Declaration

Details

ESG Data


Calculation Methods and Conversion factors

Yamato Group Initiatives



Environmental Initiatives


Details




Social Initiatives

Details


Governance  
Compliance  
Details




The Signing the United Nations Global Compact  
Details




External Recognition  
Details



FTSE4Good

GRI Standards


Stakeholder

https://www.yamato-hd.co.jp/english/csr/

1/2


Content Index


▶ Details



Engagement

▶ Details





CSR Report Archive

Details



Company Profile	Yamato Business Profile	Investor Relations	Sustainability	PR
<div>Greetings</div> <div>Management Philosophy</div> <div>Corporate Governance</div> <div>Corporate Overview</div> <div>Profile of Executives</div> <div>Group Organizational Chart</div>	<div>Retail Business</div> <div>Corporate Business</div> <div>Functions</div> <div>Other Services</div> <div>Related Organizations</div>	<div>Management Policy</div> <div>To Our Individual Investors</div> <div>IR Information</div> <div>Financial Information</div> <div>Stock and Other Information</div> <div>IR News</div> <div>IR Site Map</div> <div>FAQ</div> <div>Contact</div> <div>IR Calendar</div>	<div>Commitment from Senior Management</div> <div>Yamato Group Sustainability</div> <div>ESG Policy and Declaration</div> <div>ESG Data</div> <div>Environmental Initiatives</div> <div>Social Initiatives</div> <div>Governance Compliance</div> <div>The Signing the United Nations Global Compact</div> <div>External Recognition</div> <div>GRI Standards Content Index</div> <div>Stakeholder Engagement</div> <div>CSR Report PDF Download</div>	<div>News Releases</div> <div>Site Map</div> <div>Privacy</div> <div>GDPR Privacy Policy</div> <div>Site Use</div> <div>Yamato Group Social Media Policy</div>



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[Company Profile](#)[Yamato Business Profile](#)[Investor Relations](#)[Sustainability](#)[PR](#)[News Releases](#)[Home](#) > [Sustainability](#) > [Commitment from Senior Management](#)

## Commitment from Senior Management



### Reliably Executing our Sustainable Medium-Term Plans and Aiming for the Sustainable Development of Society and Our Business.

Yamato Holdings Co., Ltd.  
Representative Director, Executive Officer and President  
**Yutaka Nagao**

Under its Management Philosophy of contributing to the realization of a prosperous society, the Yamato Group has worked constantly to tackle the needs and expectations of customers and society since the time of its founding. Until now, we have continued to grow by providing valuable new services that meet contemporary needs to match changing times. The foundation of our growth has always been the sound development of society and trusting relationships with our stakeholders.

Today, the society around us has numerous issues that include climate change, labor, human rights and inequality, and they are intricately intertwined. COVID-19 also continues to run rage globally, and is having a major impact not only on people's health but also on the economy. There is also a growing need to face up to and tackle rapidly changing social issues head-on.

The Yamato Group operates together with a variety of stakeholders, including customers, partner companies, suppliers, employees (approx. 220,000) and local communities, so addressing social issues is a natural responsibility.

We also have a broad customer base with business locations and vehicles covering the whole of Japan. We therefore use a lot of energy and other resources, and generate greenhouse gas emissions and waste in our business operations. We recognize that these are serious risks that relate to impact on the global environment, negative impact on customer business operations, and business continuity.

In January 2020, the Yamato Group laid out "Sustainability initiatives: Management embodying the environment and society" under its YAMATO NEXT100 grand design for medium to long-term management. With regard to the environment, we outlined the long-term vision of "Connect. Deliver the future via green logistics." and identified four materialities: Energy & Climate, Atmosphere, Resource Conservation & Waste, and Resilience of Companies & Society. With regard to society, we outlined the long-term vision of helping to create a society that "leaves no one behind" through co-creation and fair business activities, and identified six materialities: Labor, Human Rights & Diversity, Safety & Security, Data Utilization & Security, Supply Chain Management, and Local Community.

In January 2021, we announced the Sustainable Medium-Term Plans 2023 and set targets and plans for each environmental and social materiality in order to actualize the long-term environmental and social visions outlined in YAMATO NEXT100 and achieve effectively zero CO<sub>2</sub> emissions by 2050.

As a sustainability promotion system led by our senior management team, including myself, we have established the Environment Committee and the Social Promotion Committee to advance measures in response to the goals and plans set forth in the Medium-Term Plans.

The Yamato Group has also established the Yamato Group Environmental Policy, which declares that it will conduct business activities that contribute to environmental protection. Based on this policy, we will also practice environmental management as a sustainable social infrastructure company.

The Yamato Group's sustainable management reforms have only just begun.

As of April 2021, we took a new step forward with the ONE Yamato structure. We will continue to increase the speed of our management activities and lead the Yamato Group and the logistics industry so that everyone can feel and appreciate this evolution as soon as possible.

I will continue to take responsibility for the sustainable growth of the Yamato Group and society, believing in the power of our employees and feeling the encouragement of our supporters as we work sincerely toward the actualization of our long-term vision.

October 2021  
Representative Director,  
Executive Officer and President  
Yutaka Nagao



#### Company Profile

Greetings  
Management Philosophy  
Corporate Governance  
Corporate Overview  
Profile of Executives  
Group Organizational Chart

#### Yamato Business Profile

Retail Business  
Corporate Business  
Functions  
Other Services  
Related Organizations

#### Investor Relations

Management Policy  
To Our Individual Investors  
IR Information  
Financial Information  
Stock and Other Information  
IR News  
IR Site Map  
FAQ

#### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability  
ESG Policy and Declaration  
ESG Data  
Environmental Initiatives  
Social Initiatives  
Governance Compliance  
The Signing the United Nations Global Compact  
External Recognition

#### PR

##### News Releases

Site Map  
Privacy  
GDPR Privacy Policy  
Site Use  
Yamato Group Social Media Policy

- [Contact](#)  
[IR Calendar](#)
- [GRI Standards Content Index](#)  
[Stakeholder Engagement](#)  
[CSR Report PDF Download](#)



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# Yamato Group Sustainability

## Vision

The Yamato Group aims to be the company that is most loved and trusted by society, providing highly public services and growing together with society. To that end, we established the Yamato Group Corporate Philosophy-consisting of the Management Philosophy, Corporate Stance and Employee Code of Conduct-all originating from the Core Values established in 1931.

The Yamato Group's vision is to realize this Management Philosophy, through its stance as a company and the conduct of individual employees as outlined in the Group Corporate Philosophy, and continue to achieve sustainable growth for society and as a company.

## Sustainability Promotion Structure

Yamato Holdings Co., Ltd. has established a dedicated department to promote and supervise sustainability for the entire Group. Sustainability personnel are also assigned to each Group company, to promote sustainability throughout the Group.

The Yamato Group Environment Committee and Yamato Group Social Promotion Committee-which are chaired by the President, with membership consisting of the general managers of each business division and functional division of Yamato Transport Co., Ltd., and the presidents of the major Group companies-meet once a year to share information and deliberate on sustainability-related issues. Important agenda items are discussed and resolved by the Management Committee and the Board of Directors as appropriate.



## Toward Sustainable Management

### Identifying Materialities

We used the following process to identify materialities that are important and a priority in order to increase the Yamato Group's corporate value in the medium to long-term and create a sustainable society.

#### STEP 1: Narrowing Down Candidate Materialities

Based on international frameworks such as the GRI Guidelines, SASB standards, ISO26000 and the SDGs (Sustainable Development Goals), and ESG survey items that investors consider to be highly important to the Group's business, we considered risks and opportunities in our business using actual data, and narrowed down candidate materialities that contribute to building a sustainable society and enhancing the Group's corporate value.

#### STEP 2: Stakeholder Dialogues (held in November 2019)

We received opinions from stakeholders with regard to the candidate materialities narrowed down in STEP 1, and held stakeholder dialogues to confirm their validity.

## Formulation of YAMATO NEXT100 GRAND DESIGN

On January 23, 2020, we announced the YAMATO NEXT100 sustainable management reform plan; a grand design for the Yamato Group's medium to long-term management in the future.

The plan outlines three business structure transformations and three infrastructure transformations.

We will focus on creating a sustainable society by establishing Sustainability Initiatives: Management Incorporating the Environment and Society as one of our infrastructure transformations.


Under this plan, we have identified two visions-for the environment and society-as visions to open up a sustainable future, and identified materialities.

### Environmental Vision

Connect. Deliver the future via green logistics.

Yamato Group will further strive to connect and deliver the future through green logistics. By leveraging cutting-edge connections between data, people, and resources, we will increase the efficiency of transportation and provide delivery that is better for the planet, our lifestyles, and the economy. We will support a strong, smart society by striving toward carbon neutrality and by creating business models based on sustainable resource use and consumption.

\*Scope 1 & 2 emissions (Yamato Group operations)

 PDF: <YAMATO NEXT100> Sustainability Initiatives (Environment) [PDF:470KB]


### Social Vision

Through co-creation and fair business activities, help create a society that "leaves no one behind"

As a social infrastructure company, Yamato Group will contribute to improving the quality of life (QOL) of various people, including employees and customers, by reducing and eliminating various inequalities and obstacles in society. We will do this by delivering goods and value to everyone in society through fair and efficient business processes.

By promoting digital innovation and our strengths offline, as well as co-creation with various partners, we will be a leader in solving social challenges and creating a society that leaves no one behind.

\* To leave no one behind: Basic philosophy of the SDGs

 PDF: <YAMATO NEXT100> Sustainability Initiatives (Social) [PDF:533KB]

## Formulation of Sustainable Medium-Term Plans 2023

On January 29, 2021, the Yamato Group established the Sustainable Medium-Term Plans 2023 to enhance its sustainable management.

 PDF: Sustainable Medium-Term Plans 2023 [PDF:820KB]

## SDGs Initiatives

Yamato Group supports international efforts to create a sustainable society, such as signing the UN Global Compact in April 2014.

The SDGs (Sustainable Development Goals) adopted by the United Nations in September 2015 are common goals for the international community toward 2030. The Yamato Group, will work to solve the pressing global social issues presented in the SDGs through its business activities.



\* We indicate related SDGs in the "Environmental Initiatives" and "Social Initiatives"

### Company Profile

Greetings  
Management Philosophy  
Corporate Governance  
Corporate Overview

### Yamato Business Profile

Retail Business  
Corporate Business  
Functions  
Other Services

### Investor Relations

Management Policy  
To Our Individual Investors  
IR Information  
Financial Information

### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability  
ESG Policy and Declaration  
ESG Data

### PR

News Releases  
Site Map  
Privacy  
GDPR Privacy Policy



[Profile of Executives](#)  
[Group Organizational Chart](#)

[Related Organizations](#)

[Stock and Other Information](#)  
[IR News](#)  
[IR Site Map](#)  
[FAQ](#)  
[Contact](#)  
[IR Calendar](#)

[Environmental Initiatives](#)  
[Social Initiatives](#)  
[Governance Compliance](#)  
[The Signing the United Nations Global Compact](#)  
[External Recognition](#)  
[GRI Standards Content Index](#)  
[Stakeholder Engagement](#)  
[CSR Report PDF Download](#)

[Site Use](#)  
[Yamato Group Social Media Policy](#)



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## ESG Policy and Declaration

- ▼ United Nations Global Compact   ▼ Core Values   ▼ Group Corporate Philosophy   ▼ Statement of Compliance
- ▼ Statement of Information Security   ▼ Yamato Group Human Rights Policy   ▼ Diversity Policy   ▼ Yamato Group Health Declaration
- ▼ Yamato Group Environmental Policy   ▼ Management of Pension Assets Policy

### United Nations Global Compact

For details, please see [the Signing of the United Nations Global Compact](#) page.

### Core Values

For details, please see the [Management Philosophy](#) page in the Company Profile section.

### Group Corporate Philosophy (Management Philosophy / Corporate Stance / Employee Code of Conduct)

For details, please see the [Management Philosophy](#) page in the Company Profile section.

### Statement of Compliance

For details, please see the [Corporate Governance](#) page in the Company Profile Section.

### Statement of Information Security

In our daily lives we come into contact with various types of information. Information in its various forms-such as conversations with other people, mass media such as television, books and magazines, and the Internet including social media-is very convenient for our lives. Information is also essential for the smooth progress of the Yamato Group's business operations.

However, if we mishandle the information we use in our business it may cause a great deal of damage to customers, such as in the leakage of important customer information or confidential information of other companies, which could damage public confidence in the Yamato Group in an instant.

We, the Yamato Group, therefore recognize that information security is an extremely important corporate social responsibility, and work to ensure safety and reliability by striving to ensure that individual employees operate and handle information correctly in accordance with the rules.

#### Yamato Group Information Security Key Compliance Matters

1. Protection of Personal Information  
Yamato Group employees must not use personal information for any purpose other than that for which it was provided by customers, or divulge it to outside parties.
2. Confidentiality Obligations for Corporate Information  
Yamato Group employees must not disclose company information that is not publicly available-such as company know-how and business information that they have learned during the course of their work-to outside parties. Confidentiality obligations with regard to this information continue to apply not only during an employee's time with the Yamato Group, but also after his/her resignation or retirement.
3. Prohibition of Falsification and Concealment  
Yamato Group employees must not falsify information or conceal matters that should be reported, for any reason whatsoever.

### Yamato Group Human Rights Policy

As a social infrastructure company, the Yamato Group's mission is to continuously contribute to realizing the well-being and enrichment of society. We recognize that respecting human rights is our corporate responsibility while running our business with the cooperation of our diverse stakeholders, including customers, business partners,\* local communities, and employees in Japan and overseas. Furthermore, we will contribute to the creation of a society that "leaves no one behind" and which respects human rights and recognizes diversity by achieving decent work.

The Yamato Group supports the Ten Principles of the United Nations (UN) Global Compact and respects guidelines including the International Bill of Human Rights and other international treaties regarding human rights, as well as the UN Guiding Principles on Business and Human Rights. Additionally, we understand the need to comply with the principles set out in the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, which fall under the categories of "freedom of association and the effective recognition of the right to collective bargaining, the elimination of forced or compulsory labour, the abolition of child labour, and the elimination of discrimination in respect of employment and occupation."

We established the Yamato Group Human Rights Policy as our basic principle and will promote initiatives regarding human rights based thereon.

\* Includes suppliers, pickup and delivery subcontractors, and transportation partners

### 1. Scope

This policy applies to all Yamato Group executives and employees. We also respect the human rights of all of our stakeholders—including customers, local communities, and business partners—and understand and recognize the potential impact we may have. Furthermore, we expect all of our business partners to support and comply with this policy while engaging in respecting human rights across the entire supply chain.

### 2. Significant Human Rights Issues

The Yamato Group has identified the following as key human rights issues based on the diversity of its employees, on the characteristics of its businesses using vehicles, and on business expansion in Japan and overseas.

- (1) Discrimination and harassment: We will not carry out any form of discrimination or harassment based on nationality, race, ethnicity, religion, ideology, birthplace, gender, age, disability, gender identity, sexual orientation, form of employment, or any other factor.
- (2) Overwork: We will manage the regular working hours and overtime hours of all employees and adhere to appropriate working hours. We will also promote work–life balance to enable flexible work styles.
- (3) Rights of people in vulnerable positions: We will employ diverse human resources, including female employees, non-Japanese employees, and employees with disabilities. We will respect diversity and create an environment where employees can work comfortably.
- (4) Occupational health and safety: We will establish a workplace environment that allows all employees to work safely and in good health.
- (5) Road traffic accidents: As our business activities are mainly carried out on public roads, it is essential to ensure the safety of local communities. We are responsible for the local communities in which we carry out our business activities and will accordingly endeavor to prevent road traffic accidents.
- (6) Personal information and privacy: We handle the personal information of our customers and business partners on a daily basis. We thus recognize our social responsibility toward information security and will endeavor to prevent information leaks.

### 3. Human Rights Due Diligence and Remedy

Based on the UN Guiding Principles on Business and Human Rights, the Yamato Group has implemented human rights due diligence. Accordingly, we are enacting the following human rights due diligence initiatives.

- (1) We will regularly identify and assess human rights impacts.
- (2) We will take preventive and mitigation measures to prevent these human rights impacts from occurring and will promote engagement between employees and stakeholders. Additionally, we will implement regular human rights training for all employees that enables them to act in a way that respects human rights.
- (3) We will create an appropriate and effective grievance mechanism. When it becomes clear, through our whistle-blower system, customer call center, or online customer inquiry page, that a human rights violation has been caused or contributed to by a business partner, we will protect whistle-blowers through appropriate procedures and work to remedy the situation.
- (4) We will track the effectiveness of initiatives to mitigate human rights impacts enacted by the Yamato Group and all of our business partners.
- (5) We will regularly disclose information regarding the status of initiatives for responding to human rights impacts.

### 4. Reporting and Stakeholder Engagement

The series of initiatives under this policy is disclosed on our website, among other sources. Furthermore, we endeavor to engage with the relevant stakeholders, so as to ensure they appropriately understand and respond to the impact of human rights.

Established in 2021

## Diversity Policy

Yamato Group respects the diversity of its employees, and believes that enabling each and every employee to reach the full potential of his/her abilities is a source of innovation for creating new value, leading to the growth of the company and the realization of a more enriched society.

Based on the Yamato Group's "DNA" and core value of management by full participation (we all represent the company), we promote diversity throughout the Group by creating a workplace environment where diverse human resources can play an active role and fostering diverse human resources.

### About Diversity and Inclusion

Diversity and inclusion means accepting and making mutual use of individual "differences" (such as age, gender, nationality, disabilities, sexual orientation and gender identity) and "values."

By making use of the diversity of each employee, we strengthen the competitiveness of the Yamato Group as a whole, leading to sustainable growth.

At Yamato Group, we aim to enable everyone and those around them to engage in active roles.

### Actions Toward Achieving Diversity

1. Fostering awareness of diversity and inclusion  
We avoid imposing our own values, recognize that there are various differences between each person, and maintain a broad perspective.
2. Creating pleasant working environments  
We consider the circumstances of each team member and work to create an atmosphere of mutual assistance.
3. Active career development  
We value opportunities for personal learning and growth, and actively attempt new challenges.

## Yamato Group Health Declaration

We work to build health so that each and every employee is both physically and mentally healthy, is constantly filled with the joy of working, and can contribute to the creation of a more enriched society.

Three Initiatives

1. Tackling lifestyle-related diseases
- Lifestyle-related diseases can be prevented by continuing healthy lifestyle habits little by little each day.  
Yamato Group supports employees who review their lifestyle habits and are working to improve their health.
2. Mental health initiatives
- Mental health problems can affect anyone.  
For this reason, the Yamato Group values awareness and responds at an early stage.
3. Anti-smoking initiatives
- Even if a person wants to quit smoking, it can sometimes be difficult to succeed.  
The Yamato Group is working to create an environment that makes it easier for employees to quit smoking.

Yamato Group Environmental Policy

The Yamato Group pursues business activities that contribute to the protection of the environment as a company working toward the well-being and enrichment of society in the future. As part of a sustainable social infrastructure, we provide environmentally friendly goods and services, protect the earth's environment, which is the basis of life for present and future generations, and contribute to the realization of the well-being and enrichment of society.

1. Reduction of Environmental Burden and Prevention of Pollution
- (1) Carry out environmentally friendly procurement.

(2) Use energy efficiently, reduce energy consumption, and promote the use of renewable energy. Reduce greenhouse gas emissions with the aim of achieving climate neutrality to mitigate climate change.

(3) Value limited resources, promote the reuse and recycling of resources, reduce waste, and pursue resource conservation.

(4) Optimize land use to conserve biodiversity and conduct sound chemical substance management.

(5) Strive to prevent environmental pollution, such as air, water, and soil pollution, and minimize our negative impact on human health and the environment.
2. Provision of Sustainable Goods and Services
- (1) Consider the environmental impact across the life cycle of our goods and services as well as develop and provide goods and services with a lower environmental burden that improve quality of life.

(2) Lead the transition to achieving carbon neutrality and sustainable patterns of consumption in society by actively proposing and providing environmentally friendly goods and services.
3. Environmental Management and Compliance
- (1) Entrust top management with implementing an environmental management system, monitoring environmental performance, and making continual improvements.

(2) Comply with environmental laws and regulations, international environmental standards and agreements, and the Company's own environmental code.

(3) Provide opportunities to deepen knowledge of the environment to raise awareness in everyone involved in the business, including business partners, and promote the creation of value and the reduction of the environmental impact of daily business activities.
4. Collaboration and Communication
- (1) Deepen collaboration and cooperation with various partners with the aim of creating value that realizes improved quality of life and environmental protection. Cooperate with partners to use technology and advance initiatives to resolve environmental issues, such as mitigating climate change by reducing greenhouse gas emissions and adapting to the impacts of climate change, and to enhance resilience.

(2) Endeavor to earn the trust of our stakeholders by increasing the transparency of our business activities through means such as conducting stakeholder engagement and enhancing communication and the disclosure of environmental information.

Established in 2021

Management of Pension Assets Policy

As of July 29, 2014, the Yamato Group Corporate Pension Fund has stipulated in its the Management of Pension Assets Policy that pension fund assets should be managed with consideration for social responsibilities, based on the concepts of the UN Global Compact and the UN Principles for Responsible Investment (UNPRI).



Company Profile	Yamato Business Profile	Investor Relations	Sustainability	PR
Greetings Management Philosophy Corporate Governance Corporate Overview Profile of Executives Group Organizational Chart	Retail Business Corporate Business Functions Other Services Related Organizations	Management Policy To Our Individual Investors IR Information Financial Information Stock and Other Information IR News IR Site Map	Commitment from Senior Management Yamato Group Sustainability ESG Policy and Declaration ESG Data Environmental Initiatives Social Initiatives Governance Compliance	News Releases  Site Map Privacy GDPR Privacy Policy Site Use Yamato Group Social Media Policy



- [FAQ](#)  
[Contact](#)  
[IR Calendar](#)
- [The Signing the United Nations Global Compact](#)  
[External Recognition](#)  
[GRI Standards Content Index](#)  
[Stakeholder Engagement](#)  
[CSR Report PDF Download](#)



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Company Profile

Yamato Business Profile

Investor Relations

Sustainability

PR

News Releases

Home &gt; Sustainability &gt; ESG Data

## ESG Data

▼ Human Resources Data   ▼ Corporate Citizenship Activities Data   ▼ Environmental Data   ▼ Corporate Governance Data   ▼ Certifications

### Human Resources Data

#### Employees

Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
Number of employees	Total	201,784	213,096	225,125	224,945	223,309	Consolidated Group (worldwide)
	Male	130,604	136,530	143,839	144,610	143,234	
	Female	71,180	76,566	81,286	80,335	80,075	
Out of which, employees in overseas offices	Total	-	-	-	2,089	1,474	Consolidated Group companies (overseas) *1
	Male	-	-	-	1,327	809	
	Female	-	-	-	762	665	
Employment type	Full timers	90,737	93,534	97,587	98,744	96,944	Consolidated Group (worldwide)
	Part timers	111,047	119,562	127,538	126,201	126,365	
Number of employees by business	Delivery Business	180,716	191,433	203,141	202,770	201,179	Consolidated Group (worldwide)
	BIZ-Logi Business	5,962	6,253	8,207	8,181	8,561	
	Home Convenience Business	5,067	4,937	4,645	4,790	4,187	
	e-Business	4,586	4,890	3,497	3,495	3,528	
	Financial Business	851	828	809	799	798	
	Autoworks Business	2,164	2,176	2,164	2,211	2,274	
	Others Businesses	2,438	2,579	2,662	2,699	2,782	
Average age	Total	-	-	41.5	41.8	42.4	Consolidated Group companies in Japan and Swan Co., Ltd. (Full timers)
	Male	-	-	41.5	41.9	42.5	
	Female	-	-	40.8	41.1	41.6	
Average number of years of employment	Total	-	-	10.6	10.7	11.2	Consolidated Group companies in Japan and Swan Co., Ltd. (Full timers)
	Male	-	-	11.1	11.3	11.8	
	Female	-	-	6.7	6.6	6.7	
Number of managers	Total	5,636	6,137	6,405	6,543	6,612	Consolidated Group (worldwide)

Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
	Male	5,399	5,800	6,089	6,207	6,276	
	Female	237	337	316	336	336	
Female managers(%)		4.2	5.5	4.9	5.1	5.1	
Number of new employee hires	Total	-	-	821	826	774	Consolidated Group companies in Japan and Swan Co., Ltd.
	Male	-	-	488	494	473	
	Female	-	-	333	332	301	
Number of local hires in overseas offices *2		-	-	-	2,018	1,426	Consolidated Group companies (overseas) *1
Turnover rate(%)	Voluntary	-	-	3	3.9	2.8	Consolidated Group companies in Japan and Swan Co., Ltd. (Full timers)
Number and percentage of disabled employees	Number of employees	2,310	2,416	2,529	2,718	2,632	Consolidated Group companies in Japan and Swan Co., Ltd.
	Percentage	2.15	2.14	2.11	2.23	2.36	
Expenses to develop talent of employees (JPY MM)		-	-	533	549	224 *3	Yamato Holdings Co., Ltd. and Yamato Transport Co., Ltd.
Number of days of training spent on employee talent development		-	-	5	5.5	3	Yamato Transport Co., Ltd. (managers)

\*1 "Consolidated Group companies (overseas)" includes Yamato (China) Transport, Yamato Transport USA, Yamato Europe, Yamato International Logistics, Yamato Logistics (Hong Kong), Taiwan Yamato Intl. Logistics, Yamato Transport Singapore, Yamato Transport Malaysia, Yamato Management (China), Yamato Hong Kong and Yamato Asia

\*2 Cumulative number of full and part time hires, including locally-hired Japanese individuals

\*3 Training was conducted online due to the impact of the COVID-19 pandemic.

#### Employee Engagement

Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
Employee Awareness Survey	Response rate	35.2	77.6	68.4	82.6	74.3	Consolidated Group companies in Japan and Swan Co., Ltd.
	Rate of respecting diversity (%)	46.2	61.2	59.6	65.8	70.0	
	Rate of fairness and equality (average score out of 5)	Male 3.83	Male 4.04	4.01	4.14	3.90	
		Female 3.53	Female 3.93	3.87	3.93	3.75	
	Rate of contribution (average score out of 5)	Male 3.91	Male 4.09	4.06	4.11	4.05	
		Female 3.73	Female 3.99	3.93	3.99	3.93	
	Total satisfaction in workplace comfort (average score out of 5)	Male 3.43	Male 3.91	3.87	3.93	3.94	
		Female 3.55	Female 3.98	3.91	3.99	3.88	

Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
	Total satisfaction in workplace motivation (average score out of 5)	Male 3.55	Male 3.84	3.84	3.89	3.88	
		Female 3.56	Female 3.88	3.84	3.90	3.84	

\* Survey was called "Diversity Awareness Survey" in FY2016. Changed some of the questions in 2016. Current style of survey started in FY2017.

► Please see here for related article

#### Diverse Working Styles

Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
Number of employees who took childcare leave	Total	715	766	840	894	1,134	Consolidated Group companies in Japan and Swan Co., Ltd.
	Male	21	25	32	60	113	
	Female	694	741	808	834	1,021	
Number of employees who chose short-time working for childcare	Total	570	586	656	717	878	Consolidated Group companies in Japan and Swan Co., Ltd.
	Male	14	16	19	31	45	
	Female	556	570	637	686	833	
Number of employees who took nursing care leave	Total	33	35	47	33	70	Consolidated Group companies in Japan and Swan Co., Ltd.
	Male	15	17	15	12	28	
	Female	18	18	32	21	42	
Number of employees who chose short-time working for nursing care	Total	42	50	66	64	88	Consolidated Group companies in Japan and Swan Co., Ltd.
	Male	27	32	36	39	53	
	Female	15	18	30	25	35	
Annual paid leave utilization	Average number of days	-	-	15.4	16.7	16.8	Consolidated Group companies in Japan and Swan Co., Ltd.
	Utilization rate	-	-	81.5	89.1	90.0	

► See here for related article

#### Occupational Health and Safety / Health Management

Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
Number of serious occupational diseases *1		0	1	1	0	0	Consolidated Group companies in Japan and Swan Co., Ltd.
Ratio of frequency of lost workday injuries *2		-	-	4.56	5.25	5.47	Consolidated Group companies in Japan and Swan Co., Ltd.
Employees taking stress checks *3	Number of employees	-	102,474	113,578	126,345	125,535	Consolidated Group companies in Japan and Swan Co., Ltd.
	Percentage	-	88.4	92.3	95.2	94.9	
Ratio of employees taking specific health checkups *4	Employees only	98.4	97.5	98.1	98.1	98.8	Companies/offices subject to Yamato Group health

Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	insurance Scope
	Including dependents	84.8	85.3	86.4	85.3	87.4	
Ratio of completing specific health guidance (%) *4	Employees only	84	85	88.9	85.1	76	Companies/offices subject to Yamato Group health insurance
	Including dependents	79.4	80.6	84.3	80.8	72.6	
Ratio of employees receiving breast cancer screenings *5	Number of locations served by health checkup bus (locations)	135	156	168	174	177	Companies/offices subject to Yamato Group health insurance
	Number of employees taking check-up (total of bus and hospital)	6,748	10,510	12,725	14,247	16,814	
	Check-up ratio (total of bus and hospital)	45.2	46.7	47.1	44.7	50.8	
Health management certification system (companies with health declaration) *6	Number of companies with health declaration (companies)	-	20	21	19	13	Companies/offices subject to Yamato Group health insurance
	Number of companies with gold certification	-	2	3	3	3	
	Number of companies with silver certification	-	12*7	13	13	9	

\*1 Incident involving a fatality

\*2 An indicator that expresses the frequency of industrial accidents, based on the number of casualties due to industrial accidents per million hours worked. Number of casualties due to industrial accidents requiring leave of absence of one day or more ÷ actual total number of hours worked × 1,000,000.

The average value for the transportation and postal industry in the 2020 industrial accident trend survey conducted by the Ministry of Health, Labour and Welfare (MHLW) was 3.31.

\*3 Scope was reviewed, and the figures for FY2017 have been revised

\*4 Employees aged 35 or above, dependents aged 40 or above are subject to the health check

\*5 Total number of employees aged 30 or above who took the health check at the bus or hospital

\*6 Conducted by the Health Management Declaration Tokyo Promotion Committee

\*7 Out of which 2 overlap with gold certification

► See here for related article (Occupational Health and Safety)

► See here for related article (Health)

#### Occupational Health and Safety Training

Item	Employees subject to training	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
Training for employees and managers in charge of safety promotion	Managers and employees in charge of safety promotion	-	-	-	394	123	Consolidated Group companies in Japan and Swan Co., Ltd.
Forklift training	Workers using forklifts	-	-	-	184	244	
New hire training	Newly-joined employees	-	-	-	1,226	743	
e-Learning	Relevant employees / all employees	-	-	-	3,417	4,117	
Other occupational health and safety-related training	Relevant employees, managers, etc.	-	-	-	2,809	3,669	

#### Safety in Transportation

Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
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Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
Number of serious traffic accidents *1		3	1	1	2	4	Consolidated Group companies in Japan and Swan Co., Ltd.
Number of safety experts		349	365	402	413	408	Consolidated Group companies in Japan
Number of long-running no accident commendation awardees (persons)	Yamato Transport Co., Ltd. *2	8,034	7,941	9,159	9,974	11,291	-
	Yamato Home Convenience Co., Ltd. *2	222	176	190	272	272	
	Yamato Global Express Co., Ltd. *3	130	172	113	152	172	
	Okinawa Yamato Co., Ltd. *4	35	20	53	108	127	
	Yamato Multi Charter Co., Ltd. *5	24	38	39	53	51	
	Yamato Box Charter *6	136	128	139	412	211	
	Yamato Global Logistics Japan Co., Ltd. *7	0	0	14	15	13	

\*1 Traffic accidents leading to fatality (in which the employee is the responsible party). Reviewed the scope and recalculated the data for 2015~2017.

\*2 Number of years or distance travelled without an accident: 25 years or 2.7mm km (Diamond), 18 years or 1.9mm km (Gold), 8 years or 800,000 km (Silver), 5 years or 500,000 km (Bronze), 2yrs or 200,000 km (Safety Driver Award). Includes part timers from FY2018.

\*3 Number of years without accident: 25 (Diamond), 18 (Gold), 8 (Silver), 5 (Bronze), 2 (Safety Driver Award)

\*4 Number of years without accident: 2, 5, 8, 18, 25 years

\*5 Number of years without accident: 5, 10, 15, 20, 25, 30, 35 years

\*6 Number of years without accident: 2, 5 years

\*7 Number of years without accident: 25 (Diamond), 18 (Gold), 8 (Silver), 5 (Bronze), 2 (Safety Driver Award), Special Traffic Safety Award (employees who continued to work without traffic accidents for 5 years or longer after receiving the Diamond Award, and reaching the retirement age.)

► See here for related article

## Corporate Citizenship Activities Data

### Results of Corporate Citizenship Activities

Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
Amount spent on social contribution activities (JPY MM)	Total	710	410	687	673	402	Yamato Holdings Co., Ltd. and Yamato Transport Co., Ltd.
	Out of which, amount donated *2	446	163	445	386	170	
	Out of which, amount spent on other corporate citizenship activities	264	247	242	287	232	
Employees who are supporting members of Public Interest Incorporated Foundation "Yamato Welfare Foundation"	Number of employees who are supporting members	71,528	70,813	71,080	75,158	77,674	Consolidated Group companies in Japan and Swan Co., Ltd.
	Donations from supporting members (JPY MM)	68	71	71	73	78	
Music TA-Q-BIN (1986~)	Number of times implemented	9	8	8	10	7*3	
	Number of participants	11,588	10,981	9,531	11,465	52,786*3	
	Cumulative total number of times implemented	311	319	327	337	344	



Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
	Cumulative total number of participants	463,654	474,635	484,166	495,631	548,417	
Children's Traffic Safety Workshop (1998~) *1	Number of times implemented	1,754	1,440	1,223	970	24*4	
	Number of participants	184,353	168,214	139,315	103,059	911*4	
	Cumulative total number of times implemented	27,871	29,311	30,534	31,504	31,528	
	Cumulative total number of participants	2,987,205	3,155,419	3,294,734	3,397,793	3,398,704	
Kuroneko Yamato Environment Class (2005~) *1	Number of times implemented	128	110	57	63	0*4	
	Number of participants	9,236	8,636	4,319	9,798	0*4	
	Cumulative total number of times implemented	3,121	3,231	3,288	3,351	3,351	
	Cumulative total number of participants	231,979	240,615	244,934	254,732	254,732	

\*1 as of March end of each fiscal year

\*2 Community investments through donations to Yamato Welfare Foundation, Yamato Soken Research Institute, social welfare organizations, local governments (for disaster reconstruction), and NPO groups

\*3 In FY2020, Music TA-Q-BIN (Kuroneko Family Concert) was held online. Numbers of participants were calculated by conversion from number of viewers of live streams, live stream archive videos, and Kanto, Hokkaido, Tohoku and Kansai region archive videos.

\*4 The number of actual activities conducted decreased significantly as a result of the COVID-19 pandemic.

► See here for related article on corporate citizenship activities and the next generation

► See here for related article on corporate citizenship activities and disabled individuals

📄 See here for Music TA-Q-BIN (Japanese only)

#### Status of Local Community Activities

Item	FY2016	FY2017	FY2018	FY2019	FY2020
Total number of projects implemented or considered *	1,928	2,087	966	1,102	1,234
Of these, number being implemented *	604	648	293	343	427
Number of agreements concluded with local governments *	364	394	388	416	499

\* as of March end of each fiscal year

► See here for related article

#### Combined Passenger-Cargo Operations

Region	Partner	Started in
Kyoto	Keifuku Electric Railroad	May 2011
Iwate	Northern Iwate Transportation	June 2015
Miyazaki	Miyazaki Kotsu, Miyazaki Prefectural Government, Saito City, Nishimera Village, Japan Post	Oct 2015
		June 2016
Hokkaido	Meishi Bus	July 2016

Region	Partner	Started in
	Shibetsu Kido	July 2016
	Tokachi Bus	July 2016
Kumamoto	Kyushu Sanko Bus	Oct 2016
Hyogo	Zentan Bus	June 2017
		Dec 2018
Hokkaido	Engan Bus, Teshio Town	Sept 2017
Nagano	Iizuna Town, Nagaden Bus	Oct 2017
Wakayama	Arida Tetsudo, Aridagawa Town	Oct 2017
Tokushima	Shikoku Kotsu	Nov 2017
Aichi	Toyota City, Hoei Kotsu	Jan 2018
Gifu	Nagaragawa Railway	Feb 2018
Wakayama	Wakayama Electric Railway	Feb 2018
Oita	Oita Kotsu, Oita Air Terminal	April 2018
Fukui	Fukui Railway	Aug 2018
Nagano	Aoki Village, Chikuma Bus	Oct 2018
Gunma	Kanetsu Kotsu	Oct 2018
Hyogo	Zentan Bus	Dec 2018
Gunma	Shibukawa City, Shibukawa Ikaho Onsen Tourism Assoc., Kanetsu Kotsu	May 2019
Tokyo	Nishi-Tokyo Bus	Nov 2019
Saitama	Kokusai Kogyo	Feb 2020
Miyazaki	Nishimera Village, Sagawa Express, Japan Post, Nippon Koei	March 2020
Hokkaido	Hokkaido Shimukappu Village Bus	July 2020
Gifu	Hachikan Bus Co., Ltd.	July 2020
Nagano	ALPICO Kotsu Co., Ltd.	Nov 2020

Note: Conducted by Yamato Transport (in some cases by Group companies)

► See here for related article

## Environmental Data

### Energy and climate

Energy usage

(GJ)

Item	FY2017	FY2018	FY2019	FY2020
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Item		FY2017	FY2018	FY2019	FY2020
Electricity	From fossil fuel	5,406,860	5,495,649	5,561,645	5,764,661
	From renewable energy	2,023	1,930	1,858	6,972
	Ratio of power derived from renewable energy	0.04%	0.04%	0.03%	0.12%
	Ratio of power derived from renewable energy (power derived from renewable energy MWh / total power consumption MWh)	0.10%	0.10%	0.09%	0.18%
Gasoline	Offices	3,633	3,529	3,045	5,081
	Transportation etc.	300,581	341,172	520,557	608,156
Kerosene		43,967	55,454	59,381	51,777
Diesel oil	Offices	7,917	5,052	4,976	12,169
	Transportation etc.	7,787,465	7,655,221	7,569,934	7,527,100
Heavy oil A	Offices	2,737	2,972	3,754	2,822
	Transportation etc.	0	0	52,277	0
Liquefied petroleum gases (LPG)	Offices	36,043	89,988	38,565	35,685
	Transportation etc.	186,613	110,682	72,175	44,071
Petroleum hydrocarbon gases		0	0	0	0
Liquefied natural gas (LNG)	Offices	0	0	0	37
Other flammable natural gases		0	0	0	35
City gas	Offices	36,332	44,826	39,468	42,511
	Transportation etc.	342	6	0	5
Estimated usage volume of energy		459	243	239	0
Total (GJ)		13,814,973	13,806,723	13,927,872	14,101,081
Total (MWh)		2,885,338	2,865,805	2,889,069	2,892,994

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.
- The breakdown may not add up to the total due to rounding.
- [See here for calculation methods and conversion factors](#)
- Data for FY2017, FY2018 and FY2019 partially revised.
- Energy intensity FY2017: 767, FY2018: 733, FY2019: 734, FY2020: 713 (units: GJ/100 million yen of operating revenues)

Greenhouse Gas Emissions (Scope1 and Scope2) and Greenhouse Gas Emission Intensity

(Top: tCO<sub>2</sub>e, bottom: tCO<sub>2</sub>e/100 million yen of operating revenues)

Item	FY2016	FY2017	FY2018	FY2019	FY2020
Greenhouse gas emissions	904,819	930,373	936,594	916,887	915,104

Item	FY2016	FY2017	FY2018	FY2019	FY2020
Greenhouse gas emission intensity	51.9	51.7	49.7	48.3	46.3

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.
- Greenhouse gas emission volume used for calculation of greenhouse gas emission intensity covers Scope1 and Scope2 emissions.
- [See here for calculation methods and conversion factors](#)
- Data for FY2017, FY2018 and FY2019 partially revised.

## Breakdown of Greenhouse Gas Emissions

(tCO<sub>2</sub>e)

Item		FY2018	FY2019	FY2020
Scope1	CO <sub>2</sub> from energy sources	566,432	570,950	567,610
	CO <sub>2</sub> from non-energy sources	78,273	70,525	72,163
	CH <sub>4</sub>	3	2	0
	N <sub>2</sub> O	1	0	0
	HFCs	23,658	19,715	23,061
	<b>Subtotal</b>	<b>668,367</b>	<b>661,193</b>	<b>662,834</b>
Scope2		268,228	255,694	252,271
<b>Subtotal (Scope1 + Scope2)</b>		<b>936,594</b>	<b>916,887</b>	<b>915,104</b>
Scope3	1.Purchased Goods and services	296,509	1,197,664	1,355,319
	2.Capital goods	312,339	212,525	108,001
	3.Fuel and energy-related activities not included in Scope1 or Scope2	144,428	141,399	139,138
	4.Upstream transportation, and distribution	492,334	N/A	N/A
	5.Waste generated in operations	3,061	3,196	3,638
	6.Business travel	4,325	6,779	3,697
	7.Employee commuting	18,409	41,257	47,730
	8.Upstream leased assets	N/A	N/A	N/A
	<b>Subtotal (upstream)</b>	<b>1,271,405</b>	<b>1,602,820</b>	<b>1,657,522</b>
	9.Downstream transportation and distribution	N/A	N/A	N/A
	10.Processing of sold products	N/A	N/A	N/A
	11. Use of sold products	114,966	118,565	96,529
	12.End-of-life treatment of sold products	N/A	37	41
	13.Downstream leased assets	N/A	N/A	N/A
	14.Franchises	N/A	N/A	N/A
	15. Investments	N/A	N/A	N/A

	Item	FY2018	FY2019	FY2020
	Subtotal (downstream)	114,966	118,601	96,571
	Subtotal (upstream + downstream)	1,386,371	1,721,421	1,754,093
Total (Scope1 + Scope2 + Scope3)		2,322,965	2,638,308	2,669,197

- Scope of Scope1 and Scope2: Consolidated Group companies in Japan, and Swan Co., Ltd.
- See "[Calculation methods and conversion factors](#)" for the scope and calculation method of Scope3
- The breakdown may not add up to the total due to rounding.
- Data for FY2018 and FY2019 partially revised.

Breakdown of emissions by business(Scope1 and Scope2)

(tCO<sub>2</sub>e)

Business	FY2018	FY2019	FY2020
Delivery business (small-lot parcel delivery business)	815,259	799,205	804,326
BIZ-Logi business (corporate logistics services)	13,348	14,543	11,978
Home Convenience business (Consumer support services)	14,651	12,753	13,689
e-Business (IT system development)	7,564	6,351	6,057
Financial business (payment services, etc.)	719	696	348
Auto Works business (vehicle maintenance etc.)	3,648	3,793	3,895
Others (trunk route transportation, etc.)	81,404	79,547	74,812

- [See here for calculation methods and conversion factors](#)
- Data for FY2018 and FY2019 partially revised.

## Resource conservation and pollution prevention

Input volume

Materials etc.

Item	Details	FY2017	FY2018	FY2019			FY2020		
		Input volume (t)		Input volume (t)	Recycled input materials (t)	Percentage of recycled input materials (%)	Input volume (t)	Recycled input materials (t)	Percentage of recycled input materials (%)
Raw materials	Raw materials	0	0	0	0	0	0	0	0
Chemicals	Paint, etc.	0.1	0.0	0.1	-	-	0.1	-	-
Auto parts	Vehicle parts	163	8	4	0	0	3	0	0
	Vehicle tyres and tyre tubes	394	1,720	1,528	32	2	329	13	4
Vehicles	Car bodies	7,368	22,305	18,123	33	0	15,310	0	0
Sorting equipment	Automatic sorters, belt conveyors	1,474	1,045	280	0	0	102	0	0
Tools and equipment	Roll box pallettes, cold boxes, etc.	5,877	6,293	3,235	0	0	4,392	0	0

Item	Details	FY2017	FY2018	FY2019			FY2020		
		Input volume (t)		Input volume (t)	Recycled input materials (t)	Percentage of recycled input materials (%)	Input volume (t)	Recycled input materials (t)	Percentage of recycled input materials (%)
Pick-up and delivery equipment	Bags for temperature-controlled deliveries	130	202	116	0	0	125	0	0
Paper material	Slips	9,002	8,374	6,910	0	0	9,084	0	0
	Copy paper	3,359	3,409	3,208	703	22	2,701	596	22
	Cardboard boxes for packing	11,892	8,888	7,526	6,580	87	15,352	12,196	79
	Material for pick-up and delivery (delivery notices, PP roll paper, etc.)	2,202	2,445	2,326	0	0	1,648	0	0
	<b>Paper materials total</b>	<b>26,454</b>	<b>23,117</b>	<b>19,970</b>	<b>7,283</b>	<b>36</b>	<b>28,785</b>	<b>12,793</b>	<b>44</b>
Containers and packaging material	Packaging material	3,955	3,261	2,443	7	0	4,311	1,427	33
	Cushioning material	2,030	1,753	1,736	1,207	70	1,060	259	24
	Bento lunch box containers and bread packaging bags *	-	-	-	-	-	2	0	0
	<b>Containers and packaging materials total</b>	<b>5,984</b>	<b>5,013</b>	<b>4,179</b>	<b>1,214</b>	<b>29</b>	<b>5,372</b>	<b>1,686</b>	<b>31</b>

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.
- Widened scope of coverage such as car bodies from FY2018
- The breakdown may not add up to the total due to rounding.
- Data for FY2017, FY2018 and FY2019 partially revised.

\* Used at Swan Co., Ltd. Data tabulated since FY2020.

Collection volume

(t)

Item	Details	FY2017	FY2018	FY2019	FY2020
Furniture	Beds, tables, chairs, etc.	8	1	0	0
Packaging material	Styrofoam	115	112	105	57

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.

Green procurement ratio

(%)

FY2016	FY2017	FY2018	FY2019	FY2020
86.1	87.7	92.5	92.1	92.5

- Scope: Yamato Transport Co., Ltd.



## Emissions of air contaminants, VOC, etc.

Item	Scope · Details	Emission (t)				
		FY2016	FY2017	FY2018	FY2019	FY2020
NOx (nitrogen oxide)	Domestic consolidated companies and Swan Co., Ltd.	590	574	550	608	665
	Yamato Transport Co., Ltd.	520	477	442	500	501
SOx (sulphur oxide)		0	0	0	0	0
PM (particulate matter)	Domestic consolidated companies and Swan Co., Ltd.	27	25	24	14	15
	Yamato Transport Co., Ltd.	24	22	21	12	11
Chemicals	Chemicals other than VOC	-	0	0	0	0
	VOC *	0	0	0.92	0.92	0.92

- Scope of SOx and chemical substances: Consolidated Group companies in Japan, and Swan Co., Ltd.
- Data for FY2016, FY2017, FY2018 and FY2019 partially revised.

\*For VOC (volatile organic compounds), Yamato Autoworks Co., Ltd. began monitoring since FY2018

## Waste and recycling

Fiscal year	Item	Hazardous waste (t)	Non-hazardous waste (t)	Total (t)	Percent (%)	Waste volume intensity (t/100 million yen of operating revenues)
FY2016	Generated volume	97	67,418	67,515	100	3.87
	Recycled volume	88	32,717	32,805	49	
	Collected volume	1	5,755	5,756	9	
	Incinerated volume	8	23,067	23,075	34	
	Final disposal volume	1	5,879	5,880	9	
FY2017	Generated volume	14	66,401	66,415	100	3.69
	Recycled volume	3	35,867	35,869	54	
	Collected volume	1	6,151	6,152	9	
	Incinerated volume	9	17,604	17,613	27	
	Final disposal volume	1	6,780	6,781	10	
FY2018	Generated volume	9	63,074	63,083	100	3.35
	Recycled volume	3	37,885	37,888	60	
	Collected volume	0	4,218	4,218	7	
	Incinerated volume	6	14,813	14,819	23	

Fiscal year	Item	Hazardous waste (t)	Non-hazardous waste (t)	Total (t)	Percent (%)	Waste volume intensity (t/100 million yen of operating revenues)
	Final disposal volume	1	6,158	6,159	10	
FY2019	Generated volume	8	55,272	55,280	100	2.91
	Recycled volume	4	30,478	30,481	55	-
	Collected volume	0	4,703	4,703	9	
	Incinerated volume	4	13,501	13,505	24	
	Final disposal volume	1	6,590	6,590	12	
FY2020	Generated volume	10	48,269	48,280	100	2.44
	Recycled volume	1	22,811	22,812	47	-
	Collected volume	0	4,752	4,752	10	
	Incinerated volume	6	15,801	15,807	33	
	Final disposal volume	3	4,905	4,908	10	

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.
- Hazardous waste refers to "Specially managed waste", designated by Japan's Waste Disposal Law. Non-hazardous waste refers to other waste (industrial waste other than Specially managed waste, general waste, valuables).
- The breakdown may not add up to the total due to rounding
- [See here for calculation methods and conversion factors](#)
- Data for FY2016, FY2017, FY2018 and FY2019 partially revised.

## Water and biodiversity

### Water

#### Breakdown by water source

Item	FY2016	FY2017	FY2018	FY2019	FY2020
Surface water (1,000m <sup>3</sup> )	0	0	0	0	3
Ground water (1,000m <sup>3</sup> )	0	0	0	0	9
Rain water (1,000m <sup>3</sup> )	1	1	0	0	0
Tap water (1,000m <sup>3</sup> )	1,631	1,684	1,779	1,787	1,687
<b>Total (1,000m<sup>3</sup>)</b>	<b>1,632</b>	<b>1,685</b>	<b>1,779</b>	<b>1,787</b>	<b>1,699</b>
Reused water (1,000m <sup>3</sup> )			0	1	5
Water reuse ratio (%)			0	0	0
<b>Water consumption intensity (1,000m<sup>3</sup> / 100 million yen of operating revenues)</b>	<b>0.0936</b>	<b>0.0936</b>	<b>0.0945</b>	<b>0.0941</b>	<b>0.0859</b>

Breakdown by location of water discharge

(1,000m<sup>3</sup>)

Item	FY2017	FY2018	FY2019	FY2020
Surface water (rivers, lakes, sea)	0	0	0	2
Sewage	1,415	1,213	1,222	1,402
Ground water	0	0	0	0
<b>Total</b>	<b>1,415</b>	<b>1,213</b>	<b>1,222</b>	<b>1,404</b>

- Scope: Water source and water discharge data (FY2020) is for domestic consolidated companies and Swan Co., Ltd. Water discharge data (up to and including FY2019) is for 13 domestic consolidated companies.
- Both water source and water discharge includes estimates.
- [See here for calculation methods and conversion factors](#)
- Data for FY2019 partially revised.

Leakage volume

(1,000m<sup>3</sup>)

FY2018	FY2019	FY2020
0	0	0

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.

Size of habitat areas restored through biotopes, etc.

(m<sup>2</sup>)

FY2018	FY2019	FY2020
2,800	2,800	2,800

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.
- [See here for calculation methods and conversion factors](#)

## Management

Compliance with Environmental Laws and Regulations

Item	FY2018	FY2019	FY2020
Violations of environmental laws (incidents)	0	0	0
Out of which, leakages and pollutions (incidents)	0	0	0
Fines and penalties (yen)	0	0	0

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.
- Took 1 corrective action to prevent a potential violation of laws and regulations in FY2018

Environmental accounting

(Million yen)

Category	Main initiatives	FY2017		FY2018		FY2019		FY2020	
		Investment	Costs	Investment	Costs	Investment	Costs	Investment	Costs
1.Cost within business area									
(1) Pollution-prevention cost	Cost for pollution-prevention	0	0	0	0	0	0	0	0
(2) Global environmental conservation cost	Cost for introducing low-carbon vehicles and new threeters (3-wheeled bicycles)	12,418	41	15,187	67	4,802	0	10,764	44
	Cost for preventing the ozone depletion	0	0	0	1	0	99	0	10

Category	Main initiatives	FY2017		FY2018		FY2019		FY2020	
		Investment	Costs	Investment	Costs	Investment	Costs	Investment	Costs
(3) Resource circulation cost	Waste disposal cost	0	619	0	684	0	700	0	791
	Cost for efficiently using resources	0	3,387	0	4,232	0	3,709	0	3,979
2.Upstream and downstream cost	Green procurement of uniforms	0	429	0	970	0	523	0	3,063
3.Administration cost	Operating environmental management system, training, cleaning	0	12	0	32	0	34	0	202
4.R&D cost	Costs for research & development	0	111	0	0	0	0	0	0
5.Social activity cost	Hosting environmental classes in each region	0	0	0	0.5	0	0.4	0	0
6.Environmental remediation cost	Costs to restore damaged environments etc.	0	0	0	0	0	0	0	0
<b>Total</b>		<b>12,418</b>	<b>4,599</b>	<b>15,187</b>	<b>5,986</b>	<b>4,802</b>	<b>5,066</b>	<b>10,764</b>	<b>8,089</b>

- Scope: Yamato Holdings Co., Ltd. and Yamato Transport Co., Ltd.
- The cost of purchasing vehicles with less greenhouse gas emissions, to reduce air pollution, is categorized as "Global environmental conservation cost".
- "Cost for efficiently using resources" includes repair costs of roll boxes, cold boxes, etc.
- Cost for the green procurement of uniforms is the total cost, not the difference with the cost of non-green procurement of uniforms.
- Data for FY2019 partially revised.

## Environmental conservation effects

Item	FY2018	FY2019	FY2020
Waste reduction through improvements (t)	0.1	0	0
Reduction in greenhouse gases (emissions) through energy saving (tCO <sub>2</sub> e)	130	30	8

- Waste reduction refers to the reduction of waste paper, from initiatives to use less paper (digitization of documents) (Yamato Management Service Co., Ltd.)
- Reduction in greenhouse gases (emissions) through energy saving include the effects of introducing automated air conditioning control systems in FY2018 and FY2019 (Yamato System Development Co., Ltd.), and LED lighting in buildings in FY2020 (Yamato Transport Co., Ltd.)
- Effects represent the difference with the previous year

## Corporate Governance Data

## Officer Composition and Number of Board Meetings (as of March 31 each fiscal year)

Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
Number of Directors	Total	5	8	8	8	9	Yamato Holdings Co., Ltd.
	Internal	3	5	5	4	4	
	External	2	3	3	4	5	
	Male	5	7	7	7	8	
	Female	0	1	1	1	1	

Item	Details	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
Number of Auditors	Total	4	4	4	4	5	
	Internal	2	2	2	2	2	
	External	1	2	2	2	3	
	Male	3	3	3	4	5	
	Female	1	1	1	0	0	
Number of Executive Officers	Total	21	22	22	16	19	
	Male	20	21	21	15	18	
	Female	1	1	1	1	1	

Attendance of Board meetings, and Audit and Nomination Committees (From April 1, 2020 to March 31, 2021)

Position	Name	Attendance of Board meetings	Attendance of Audit Committee	Attendance of Nomination Committee
Directors	Masaki Yamauchi	19/19 times (100%)	-	4/4 times (100%)
	Yutaka Nagao	19/19 times (100%)	-	4/4 times (100%)
	Haruo Kanda	19/19 times (100%)	-	-
	Kenichi Shibasaki	19/19 times (100%)	-	-
	Masakatsu Mori	19/19 times (100%)	-	4/4 times (100%)
	Mariko Tokuno	19/19 times (100%)	-	4/4 times (100%)
	Yoichi Kobayashi	19/19 times (100%)	-	4/4 times (100%)
	Shiro Sugata	19/19 times (100%)	-	4/4 times (100%)
	Noriyuki Kuga (appointed June 2020)	15/15 times (100%)	-	-
Auditors	Yoshihiro Kawasaki	19/19 times (100%)	18/18 times (100%)	-
	Mamoru Matsuno	18/19 times (95%)	18/18 times (100%)	-
	Hiroyuki Kanae (dismissed June 2020)	4/4 times (100%)	2/2 times (100%)	-
	Takashi Yamashita	18/19 times (95%)	18/18 times (100%)	-
	Ryuji Matsuda (appointed June 2020)	15/15 times (100%)	16/16 times (100%)	-
	Yoshihide Shimoyama (appointed June 2020)	15/15 times (100%)	16/16 times (100%)	-

For details on corporate governance, please refer to the below pages.

- ▶ Corporate governance (corporate information)
- ▶ Financial disclosure (Yuho Report) (Japanese only)
- ▶ General Meeting of Shareholders information

## Compliance and risk management indicators

Item	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
Compliance and Risk Management Committee (number of times held)	4	4	4	4	4	Yamato Holdings Co., Ltd.
Number of whistleblower reports/consults (reports/consults) *1		392	453	696	827*2	Consolidated Group (worldwide), and Swan Co., Ltd.

\*1 Total of cases raised to the "Compliance & Risk Committee" of Yamato Holdings, to the President, and to external lawyers. Scope was reviewed and recalculated for FY2017.

\*2 A temporary COVID-19 Consultation Desk was established to respond to inquiries and consultations regarding matters such as requirements relating to workplace hygiene and compensation for temporary closures, etc., in light of the spread of the COVID-19 pandemic. Activities such as revising compliance declaration posters and holding explanatory briefings for HR personnel in light of the enactment of the so-called Power Harassment Prevention Act led to greater awareness of the internal reporting (whistleblowing) system.

► See here for related article

## Anti-corruption

Item	FY2016	FY2017	FY2018	FY2019	FY2020	Scope
Political donations (JPY)	-	-	0	0	0	Yamato Holdings Co., Ltd.
Dismissals and penalties resulting from violations of anti-corruption policy	-	-	0	0	0	Consolidated Group (worldwide)
Amount of penalties and punishments from serious incidents of corruption	-	-	0	0	0	Consolidated Group (worldwide)

► See here for related article

## Certifications (As of March 31, 2021)

## General

Certification	Company name	Acquired in
JIS Q 9001:2015/ISO 9001:2015 (Quality management system)	Yamato System Development Co., Ltd.	
	System Development Division	2016
	Musashi Kosugi Office	2015
	Shin-Tokyo IDS	2006
	Yamato Transport Co., Ltd.	
	Matsudo Logistics Center	1997
	Shin-Tokyo Logistics Center	2005
	Komaki Logistics Center	2007
	Kadoma Logistics Center	2007
	Higashi-Yodogawa Logistics Center	2007
	Osaka Minato Logistics Center	2011
	Haneda Logistics Center	2014
	Ooi Logistics Center	2005



Certification	Company name	Acquired in
	Yamato Transport Co., Ltd.	
	Operation Promotion Section, Global Strategy Department, Global SCM Business Division	2019
	Keihinjima Packing Center, Global SCM Business Division	2019
	Sagamihara Logistics Center, Corporate Business Division	2019
Excellent Safe Driving Business Certification (G-Mark)	Kobe Yamato Transport Co., Ltd. : certified at 4 locations	2012
	Yamato Multi Charter Co., Ltd. : certified at 5 locations. Osaka Branch awarded 10 years in a row	2009
	Yamato Transport Co., Ltd. : Certification obtained for 2,686 business locations in FY2020.	2016
	Okinawa Yamato Transport Co., Ltd. : certified at 28 locations as of March end 2021	2016
	Yamato Global Express Co., Ltd. : certified at 55 locations as of March end 2021	2016
	Yamato Home Convenience Co., Ltd. : certified at 122 locations as of March end 2021	2016
	Yamato Box Charter Co., Ltd. : certified at 49 locations as of March end 2021	2016
	Yamato Global Logistics Japan Co., Ltd. : certified at 9 locations as of March end 2021	2019
FSSC22000 (Food safety management system)	Yamato Transport Co., Ltd. : Haneda Chronogate Base	2017
	Yamato Global Logistics Japan Co., Ltd.	2017
	Okinawa Yamato Transport Co., Ltd. , Global Express Division	2017
ISO 23412:2020 (Indirect, temperature-controlled refrigerated delivery services - Land transport of parcels with intermediate transfer)	Yamato Transport Co., Ltd.	2017
	Okinawa Yamato Transport Co., Ltd.	2017
	YAMATO LOGISTICS (HK) LTD.	2017
	Yamato Staff Supply Co., Ltd.	2021

\*ISO 23412:2020 is an international standard covering small-lot refrigerated delivery services with methods of transportation accompanying unloading and re-loading of packages.

#### Information security

Certification	Company name	Acquired in
JISQ15001   Privacy mark * Yamato Contact Service obtained JISQ15001 in 2017 only(Security management system for personal information)	Yamato System Development Co., Ltd.	1999
	Yamato Financial Co., Ltd.	2006
	Yamato Web Solutions Co., Ltd.	2007
	Yamato Credit Finance Co., Ltd.	2016
	Yamato Contact Service Co., Ltd. *	

Certification	Company name	Acquired in
	Headquarters	2007
	Tokyo Contact Center	2015
	Miyakonojo Contact Center	2010
	Wakayama Contact Center	2012
	Tottori Contact Center	2013
	Tome Contact Center	2013
	Kanto Mother Center	2014
	Kansai Mother Center	2015
ISO27001 (Information security management system)	Yamato Transport Co., Ltd.	
	Headquarters	2015
	Haneda Chrono Gate Base	2017
	Atsugi Main Branch	2017
	Atsugi GW Base	2019
	Atsugi Corporate Sales Branch	2019
	Yamato System Development Co., Ltd.	
	Shin-Tokyo IDC	2004
	Osaka IDC	2002
	Data processing service for large affiliate retailers (contactless credit cards)	2009
	Credit card terminal application processing center operations	2012
	CAT joint usage system	2013
	Sorting and sending operations of account transfer requests	2012
	Member approach services	2014
	Web notification service of joint usage statements	2014
	Operations for immediate suspension of card usage	2014
	Registration operations of requests to newly place terminals	2015
	Account transfer system (development)	2015
	Credit card terminal application center operations (development)	2015
	Web processing service of applications	2015
	Payment network	2015

Certification	Company name	Acquired in
	Payment information database	2015
	Yamato Contact Service Co., Ltd.	
	Headquarters	2006
	Tokyo Contact Center	2015
	Miyakonojo Contact Center	2010
	Wakayama Contact Center	2012
	Tottori Contact Center	2013
	Tome Contact Center	2013
	Kanto Mother Center	2014
	Kansai Mother Center	2015
	Yamato Transport Co., Ltd.	
	Koto Logistics Center	2005
	Haneda Logistics Center	2021
	Haneda Medical center	2021
	Haneda Vision Care Center	2021
	Atsugi Logistics Center	2021
	Aichi Logistics Center	2021
	Kita Osaka Logistics Center	2021
	Tokyo Medical Center	2021
	Kanagawa Logistics Center	2021
	Kanagawa Medical Center	2021
	Mikawa Logistics Center	2021
	Osaka Minami Logistics Center	2021
	Tokyo Recall Support Center	2021
	Extended Warranty Service Center	2021
	Tokyo Logistics Center	2021
	Oi Logistics Center	2021
	New Tokyo Logistics Center	2021
	Matsudo Logistics Center	2021

Certification	Company name	Acquired in
	Ichikawa Logistics Center	2021
	Soka Logistics Center	2021
	Kuki Logistics Center	2021
	Itami Logistics Center	2021
	Hiroshima Logistics Center	2021
	Kagawa Logistics Center	2021
	Niigata Logistics Center	2021
	Yamato Management Service Co., Ltd.	
	Head Office	2021
	Ginza Office	2021
	Saga BPO Center	2021
ISO20000 (IT service management)	Yamato System Development Co., Ltd.	
	Shin-Tokyo IDC	2006
	Toyochō Office	2016
PCIDSS (Security standard for the credit industry)	Yamato System Development Co., Ltd.	
	Credit card settlement operations	2006
	WEB statement services	2011
Information security auditing company registered	Yamato System Development Co., Ltd.	2004



**YAMATO  
HOLDINGS**

#### Company Profile

Greetings  
Management Philosophy  
Corporate Governance  
Corporate Overview  
Profile of Executives  
Group Organizational Chart

#### Yamato Business Profile

Retail Business  
Corporate Business  
Functions  
Other Services  
Related Organizations

#### Investor Relations

Management Policy  
To Our Individual Investors  
IR Information  
Financial Information  
Stock and Other Information  
IR News  
IR Site Map  
FAQ  
Contact  
IR Calendar

#### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability  
ESG Policy and Declaration  
ESG Data  
Environmental Initiatives  
Social Initiatives  
Governance Compliance  
The Signing the United Nations Global Compact  
External Recognition  
GRI Standards Content Index  
Stakeholder Engagement  
CSR Report PDF Download

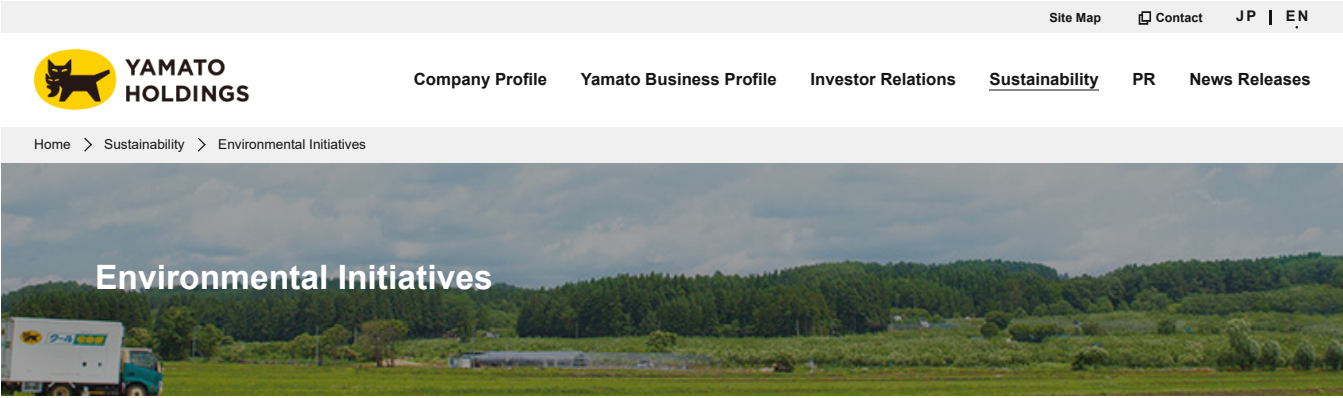
#### PR

##### News Releases

Site Map  
Privacy  
GDPR Privacy Policy  
Site Use  
Yamato Group Social Media Policy




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"Connect. Deliver the future via green logistics." This is the Yamato Group's environmental vision: a vision for creating a sustainable future. We aim to connect people, resources and data at a higher level than ever before, and to provide better logistics for the planet, lifestyles and the economy. Through our daily efforts, we are transforming our business - which has lasted for more than 100 years - so that it can continue to be loved by future generations and continue in harmony with the environment.


▶ Yamato Group Environmental Policy



Environmental vision / Materiality / long-term goals (YAMATO NEXT100 GRAND DESIGN)



Sustainable Medium-Term Plans 2023




## Yamato Group Initiatives

▶ Environmental Management

### Four materialities

Energy & Climate




Atmosphere (Preventing Air Pollution)



Resource Conservation & Waste



Resilience of Companies & Society




▶ Response to TCFD

▶ Material Balance

Related SDGs



ESG-related data (environment)





Corporate Governance	Corporate Business	To Our Individual Investors	ESG Policy and Declaration	Site Map
Corporate Overview	Functions	IR Information	ESG Data	Privacy
Profile of Executives	Other Services	Financial Information	Environmental Initiatives	GDPR Privacy Policy
Group Organizational Chart	Related Organizations	Stock and Other Information	Social Initiatives	Site Use
		IR News	Governance Compliance	Yamato Group Social Media Policy
		IR Site Map	The Signing the United Nations Global Compact	
		FAQ	External Recognition	
		Contact	GRI Standards Content Index	
		IR Calendar	Stakeholder Engagement	
			CSR Report PDF Download	



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## Environmental Management

▼ Yamato Group Environmental Policy   ▼ Environmental materialities and Vision   ▼ Environmental Management System

▼ Identifying Environmental Impacts and Improving Management

To achieve corporate management in harmony with the environment, the Yamato Group strives to identify and reduce the environmental impact of its business activities and create environmental value that contributes to the advancement of society.

### Yamato Group Environmental Policy

The Yamato Group engages in business activities that contribute to environmental protection, in accordance with its environmental policy. Recognizing our responsibility as a key part of social infrastructure in our management philosophy, we established an environmental policy in 2021, in order to evolve further into a more sustainable part of social infrastructure. The policy is a commitment demonstrating the Group's intentions and reflecting the opinions of its various stakeholders - including employees and experts \* - based on resolutions by its Board of Directors. Based on this policy, we are implementing initiatives daily to support a more enriched society in the future, as a part of sustainable social infrastructure. For details, please refer to [the Yamato Group Environmental Policy](#).



\* Experts: Prof. Jusen Asuka, Professor, Center for Northeast Asian Studies and Graduate School of Environmental Sciences, Tohoku University; Dr. Tomohiro Tasaki, Head, Material Cycles and Social Systems Research Section, National Institute for Environmental Studies, Japan

### Environmental materialities and Vision

We have identified four environmental materialities that relate deeply to the Yamato Group's business growth and the global environment: Energy & Climate, Atmosphere, Resource Conservation & Waste, and Resilience of Companies & Society. The Group will commit to solving these issues through the realization of its Environmental Vision ("Connect. Deliver the future via green logistics.") Refer to the following materials for details on the vision and long-term goals by priority. Based on our recognition of the particular importance of climate change risks and opportunities, we have set a long-term target of climate neutrality (Yamato Group operations). In pursuit of services that not only reduce the environmental impact of our business but also contribute to the reduction of GHG emissions, we are making recommendations for deregulation and cooperating with local governments, and we are sincerely working to mitigate and adapt to climate change.

The Group has also formulated medium-term targets for each materiality up until FY2023 with a determination to achieve sustainable management.

Environmental vision / Materiality / long-term goals (YAMATO NEXT100 GRAND DESIGN) [PDF:470KB]

Sustainable Medium-Term Plans 2023 [PDF:820KB]

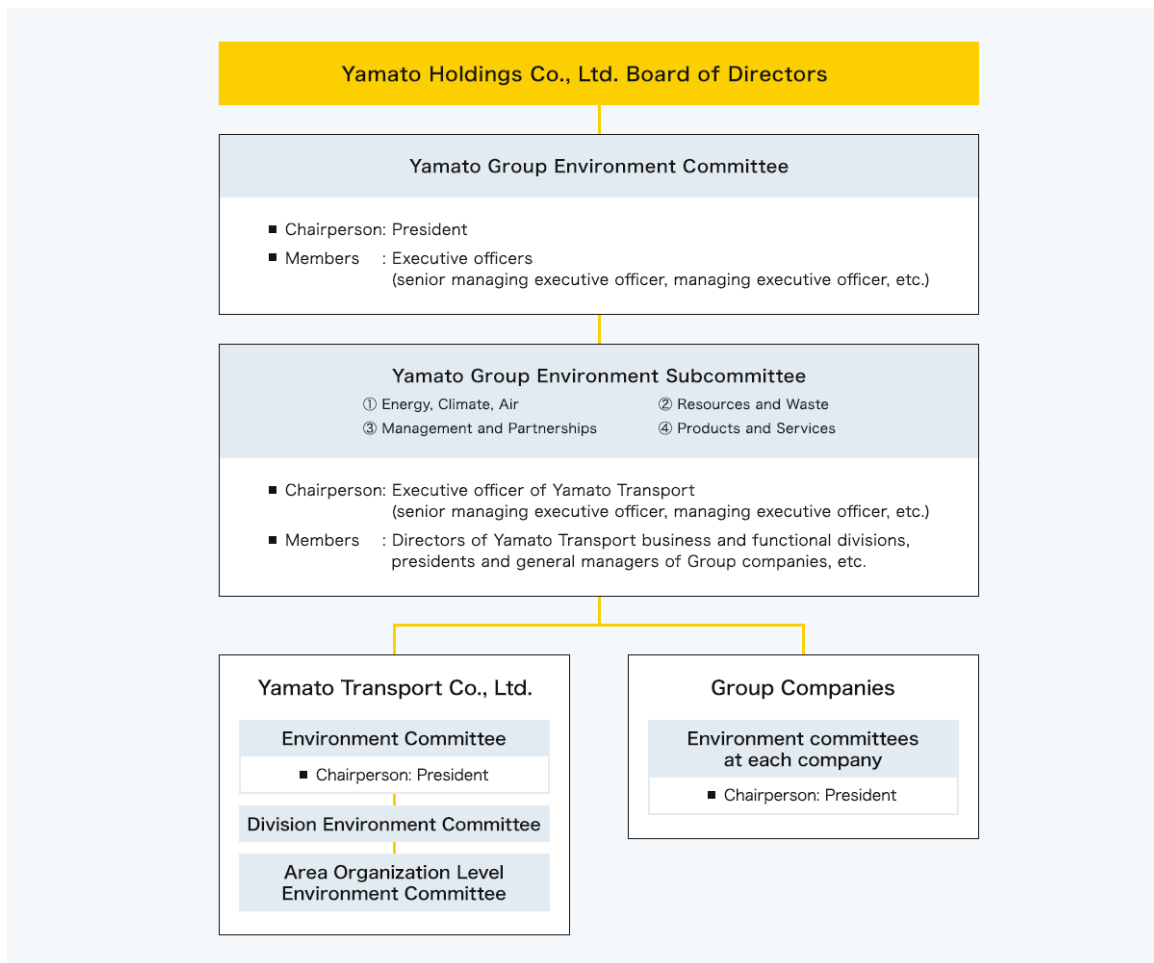
### Environmental Management System

The Yamato Group has established an environmental management system under the supervision of its Board of Directors, with the Environmental Committee as the main decision-making body; which deliberates, makes decisions and supervises with regard to environmental issues, including climate change. The President serves as chairperson of the Environmental Committee, and reports important matters discussed by the Environmental Committee to the Board of Directors, as the overall supervisor responsible for the Environmental Management System. For example, environmental policies, including climate change mitigation and adaptation, have been approved by the Environmental Committee and resolved by the Board of Directors. The Board of Directors also deliberates on identification of material issues and vision, long-term targets including reducing GHG emissions, and medium-term environmental plans (targets and strategies).

Executive officers in the environmental field, directors of business divisions and function divisions, and presidents of Group companies are responsible for ensuring implementation, maintenance and supervision of environmental management, and also responsible for conditions for enabling execution, such as by preparing necessary management resources. As a general rule, all managers and heads of front-line organizational structures are also responsible for managing environmental risks and opportunities, including climate, as environmental managers.

Performance with respect to environmental targets such as progress in reducing GHG emissions, status of response to environmental issues including climate transition risks, compliance with laws and regulations, audit results and plans for the next fiscal year are reported to committees at each level (attended by the above-mentioned management team members and executives) for monitoring, supervision and evaluation. Specifically, these matters are reported from the front-line area organizational level Environment Committee (four times a year) to the Division Environment Committee (four times a year), the Environmental Committee of each Group company (once a year), the Environmental Subcommittee which discusses the four environmental issues (three times a year), and the Group Environment Committee (once a year). These reports are also subject to top management reviews by the President, and reported to the Board of Directors for supervision. In this way, we appropriately manage environmental risks, including climate change risks, in company-wide management processes. We also constantly review the effectiveness of environmental management and strive for continual improvement by incorporating the opinions of employees and experts in the decision-making process, and holding stakeholder dialogues.

**Environmental Management System Diagram (as of October 2021)**



## Identifying Environmental Impacts and Improving Management

The Yamato Group has introduced an environmental management system throughout the Group and at each Group company to drive environmental activities through a PDCA cycle.

Each Group company strives to identify the impact of its business activities on the environment, and is working to improve it. We also have a person responsible for environmental compliance at each business site, to identify and comply with applicable laws and regulations.

Yamato Transport Co., Ltd. aims to acquire ISO 14001 at some of its business sites. We identify the environmental aspects of each department's business operations, and set targets for items with a large environmental impact.

We also conduct regular internal audits to confirm these processes to take appropriate measures against issues that have been identified and prepare manuals and other measures to improve management and prevent pollution.

Additionally, we also provide education such as environmental management training, environmental compliance training, and internal auditor training, according to the roles of personnel in the environmental management system.

### Compliance with Environmental Laws and Regulations

Item	FY2018	FY2019	FY2020
Violations of environmental laws (incidents)	0	0	0
Out of which, leakages and pollutions (incidents)	0	0	0
Fines and penalties (yen)	0	0	0

• Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.

• Took 1 corrective action to prevent a potential violation of laws and regulations in FY2018



#### Company Profile

Greetings  
Management Philosophy  
Corporate Governance  
Corporate Overview  
Profile of Executives

#### Yamato Business Profile

Retail Business  
Corporate Business  
Functions  
Other Services  
Related Organizations

#### Investor Relations

Management Policy  
To Our Individual Investors  
IR Information  
Financial Information  
Stock and Other Information

#### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability  
ESG Policy and Declaration  
ESG Data  
Environmental Initiatives  
Social Initiatives

#### PR

News Releases  
Site Map  
Privacy  
GDPR Privacy Policy  
Site Use



[Group Organizational Chart](#)

[IR News](#)  
[IR Site Map](#)  
[FAQ](#)  
[Contact](#)  
[IR Calendar](#)

[Governance Compliance](#)  
[The Signing the United Nations Global Compact](#)  
[External Recognition](#)  
[GRI Standards Content Index](#)  
[Stakeholder Engagement](#)  
[CSR Report PDF Download](#)

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## Energy & Climate ~Mitigate Climate Change~

▼ Our Approach to Climate Change   ▼ Key Initiatives to Mitigate and Adapt to Climate Change   ▼ Performance Data

Climate change is one of the most important issues for the international community. The Yamato Group has identified "Energy & Climate" as one of its materialities, and is driving initiatives based on its environmental policy.

Related links

[YAMATO NEXT100 GRAND DESIGN: Sustainability Initiatives \(Environmental\)](#) [PDF:470KB]

▶ [Yamato Group Environmental Policy](#)

**Long-term target: Climate neutrality by 2050\***   \* In-house emissions (Scope1 and Scope2)

### Main Targets of the Sustainable Medium-Term Plans 2023

- Reduce greenhouse gas (GHG) emissions by 10% compared to fiscal 2020<sup>\*1</sup>
- Reduce GHG emission intensity by 10% compared to fiscal 2020<sup>\*2</sup>
- Use 30% of electricity generated via renewable energy sources<sup>\*3</sup>

\*1 In-house emissions of consolidated companies in Japan and Swan Co., Ltd. (Scope1 & Scope2).

\*2 In the same range as \*1. tCO<sub>2</sub>e / operating revenues of ¥100 million.

\*3 In the same range as \*1.

For more detailed targets, please refer to [the Sustainable Medium-Term Plans 2023](#) [PDF:820KB].

### (Reference) Past targets and results

- **Target:** Reduce GHG emission intensity by 10% compared to fiscal 2009 by fiscal 2019
- **Result:** Reduced GHG emission intensity by 16% compared to fiscal 2009 (target achieved)

### Related SDGs



## Our Approach to Climate Change



The Yamato Group recognizes that climate change is an important issue for creating a sustainable society, and for the Group itself. We identify and evaluate climate-related risks, opportunities, and impacts. We strive to disclose information based on the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). We aim to contribute to the realization of a low-carbon society by mitigating and adapting to climate change through our business activities, managing risks and creating opportunities, and growing together with society.

\* TCFD was established by the Financial Stability Board (FSB) in 2015. In 2017, it issued recommendations on climate-related financial disclosures.

Related links

▶ [Responding to the Recommendations of the Task Force on Climate-related Financial Disclosures \(TCFD\)](#)

## Key Initiatives to Mitigate and Adapt to Climate Change

For details of the impact of risks and opportunities brought about by climate change and risk management activities, see [Response to the Task Force on Climate-Related Financial Disclosures \(TCFD\)](#) Recommendations.

### Low-Carbon Transportation and Offices

The Yamato Group is shifting to the use of low-carbon vehicles such as hybrid and electric vehicles (EVs), and electric-assisted bicycles and carts for urban pickup and delivery operations. (As of March 2021, we have around 4,100 electric bicycles, 4,200 hybrid vehicles and 570 electric vehicles. See the graph "Number of environmentally friendly vehicles owned.") In fiscal 2019 and fiscal 2020, we introduced approximately 500 compact commercial electric trucks that can be driven with a regular driver's license (no medium-sized license required). By 2030, we aim to convert around 5,000 compact pickup and delivery vehicles (half the current fleet) to EVs.

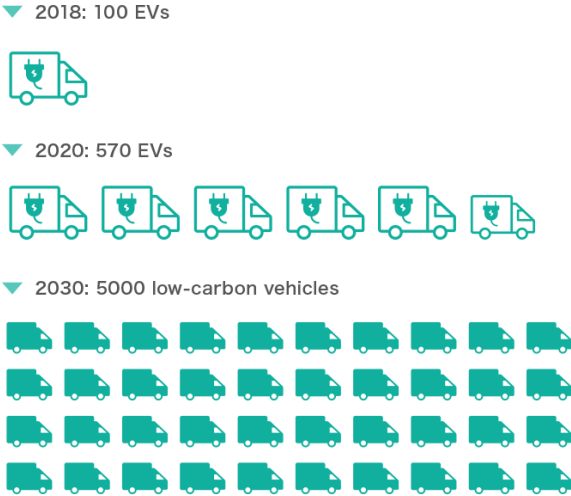
We are also conducting demonstrative testing of EVs and FCVs in collaboration with other industries, including medium-sized trucks for long-distance use,

along with surveys and joint research on automated mobility aimed at lowering our carbon footprint and preventing air pollution, and modal shift (from road transport to railways and shipping).

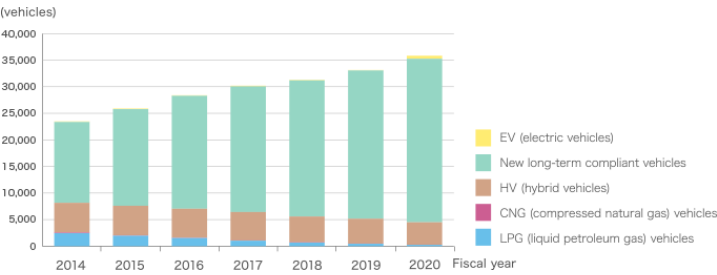
Medium-Sized Commercial EV trucks



Introduction of Low-Carbon Vehicles



Number of environmentally friendly vehicles owned (Japan, consolidated)



In addition, we are also working to reduce GHG emissions by introducing LED lighting in buildings, switching electricity usage to renewable energy-derived power, and reducing use of dry ice for cooling cargo in transit.



D-mobico compact mobile refrigerator

D-mobico is a compact, lightweight, portable refrigerator developed together with DENSO Corporation. Since the shape and dimensions of the insulating box can be selected according to the application of use and load volume, it can be used to respond flexibly to various delivery operations. It is also powered by a mobile battery, which means that it does not place any additional load on the vehicle engine, and does not use dry ice, contributing to improved fuel efficiency and reducing GHG emissions while driving.



Yamato Autoworks Co., Ltd. plant with low environmental impact (Super Works Nagoya)  
The Super Works Nagoya is a low-carbon plant that uses solar power generation and energy storage systems, with LED lighting throughout.

Green logistics in collaboration with our business partners

The Yamato Group implements green logistics in collaboration with partners, such as joint transportation operations, contributing to improving transportation efficiency and reducing fuel consumption throughout the industry. For details, please refer to the related link "Green logistics in collaboration with our business partners" below.

Related links

▶ Green logistics in collaboration with our business partners

Increasing Low-Carbon Products and Services

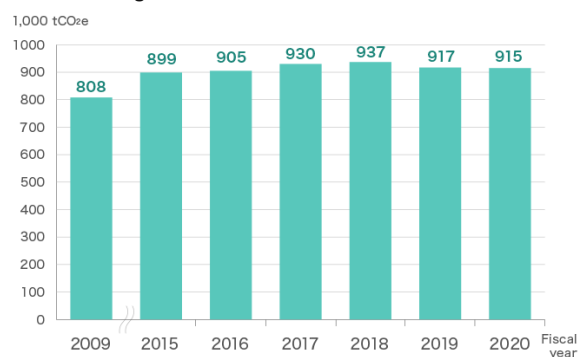
The Yamato Group is expanding its range of low-carbon products and services that offer improved customer convenience, limit redeliveries and reduce GHG emissions. For details, please refer to the related link "Provide environmentally friendly products and services" below.

Related links

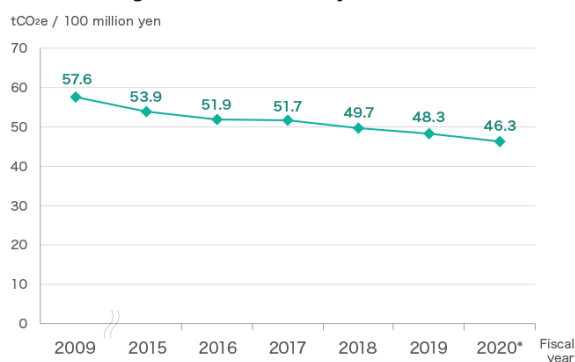
► Provide environmentally friendly products and services

## Performance Data

### Greenhouse gas emissions



### Greenhouse gas emission intensity



- GHG emission volume and GHG emission volume used for calculation of GHG emission intensity covers Scope1 and Scope2 emissions.
- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.
- Data for FY2017, FY2018 and FY2019 partially revised.
- \* GHG emission intensity decreased due to an increase in operating revenues and a decrease in the emission factors of electric power companies.

For energy consumption, renewable energy-derived power consumption rates, and other GHG-related data, please refer to [ESG-related data \(environmental data\)](#).

### Scope3<sup>\*</sup> emissions (FY2020)

Category	Emission volume (tCO <sub>2</sub> e)	Emission rate (%)
1.Purchased Goods and services	1,355,319	77
2.Capital goods	108,001	6
3.Fuel and energy-related activities not included in Scope1 or Scope2	139,138	8
4.Upstream transportation, and distribution	N/A	-
5.Waste generated in operations	3,638	0
6.Business travel	3,697	0
7.Employee commuting	47,730	3
8.Upstream leased assets	N/A	-
<b>Subtotal (upstream)</b>	<b>1,657,522</b>	<b>94</b>
9.Downstream transportation and distribution	N/A	-
10.Processing of sold products	N/A	-
11.Use of sold products	96,529	6
12.End-of-life treatment of sold products	41	0
13.Downstream leased assets	N/A	-
14.Franchises	N/A	-
15. Investments	N/A	-

Category	Emission volume (tCO <sub>2</sub> e)	Emission rate (%)
Subtotal (downstream)	96,571	6
Total	1,754,093	100

• Please refer to "Calculation Methods and Conversion factors" for the scope and method of calculation used.

\*Scope3 refers to the emissions of other parties related to the activities of business sites, and includes indirect emissions such as those from procured materials, waste, business trips and commuting, and transportation other than in-house logistics.

Additional detailed energy and climate-related information can also be found in Yamato Holdings Co., Ltd. CDP climate change questionnaire response.



Company Profile

- Greetings
- Management Philosophy
- Corporate Governance
- Corporate Overview
- Profile of Executives
- Group Organizational Chart

Yamato Business Profile

- Retail Business
- Corporate Business
- Functions
- Other Services
- Related Organizations

Investor Relations

- Management Policy
- To Our Individual Investors
- IR Information
- Financial Information
- Stock and Other Information
- IR News
- IR Site Map
- FAQ
- Contact
- IR Calendar

Sustainability

- Commitment from Senior Management
- Yamato Group Sustainability
- ESG Policy and Declaration
- ESG Data
- Environmental Initiatives
- Social Initiatives
- Governance Compliance
- The Signing the United Nations Global Compact
- External Recognition
- GRI Standards Content Index
- Stakeholder Engagement
- CSR Report PDF Download

PR

News Releases

- Site Map
- Privacy
- GDPR Privacy Policy
- Site Use
- Yamato Group Social Media Policy



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## Atmosphere ~Clean Up the Skies (Prevent Air Pollution)~

As a heavy vehicle user, preventing air pollution is a key issue for the Yamato Group. The Group has identified "Atmosphere" as one of its materialities, and is engaged in initiatives in this area based on its environmental policy. The Group's Medium-Term Environmental Plan sets targets for this issue and pursue transportation that reduces the impact of air pollutants emitted by vehicles and clean up the skies in local communities.



Related links

- YAMATO NEXT100 GRAND DESIGN: Sustainability Initiatives (Environmental) [PDF:470KB]
- Yamato Group Environmental Policy

**Main Targets of the Sustainable Medium-Term Plans 2023**

- Reduce NOx and PM emissions from vehicles by 25% compared to fiscal 2020\*
- Introduce vehicles that emit fewer air pollutants

\* The range refers to Yamato Transport Co., Ltd.

For more detailed targets, please refer to [the Sustainable Medium-Term Plans 2023](#) [PDF:820KB].

**Related SDGs**

The Yamato Group has been replacing existing vehicles with vehicles that generate lower emissions of NOx and particulate matter (PM), and has been working to comply with regulations and prevent air pollution. We also keep track of air pollutants and chemical substances used in painting, etc., and work to reduce and conduct appropriate management of these substances.

Related links

- Introduce vehicles that emit fewer air pollutants

Emissions of air contaminants, VOC, etc.

Item	Scope・Details	Emission (t)				
		FY2016	FY2017	FY2018	FY2019	FY2020
NOx (nitrogen oxide)	Domestic consolidated companies and Swan Co., Ltd.	590	574	550	608	665
	Yamato Transport Co., Ltd.	520	477	442	500	501
SOx (sulphur oxide)		0	0	0	0	0
PM (particulate matter)	Domestic consolidated companies and Swan Co., Ltd.	27	25	24	14	15
	Yamato Transport Co., Ltd.	24	22	21	12	11
Chemicals	Chemicals other than VOC	-	0	0	0	0
	VOC *	0	0	0.92	0.92	0.92

- Scope of SOx and chemical substances: Consolidated Group companies in Japan, and Swan Co., Ltd.
- Data for FY2016, FY2017, FY2018 and FY2019 partially revised.

\*For VOC (volatile organic compounds), Yamato Autoworks Co., Ltd. began monitoring since FY2018



Greetings	Retail Business	Management Policy	Commitment from Senior Management	<b>News Releases</b>
Management Philosophy	Corporate Business	To Our Individual Investors	Yamato Group Sustainability	Site Map
Corporate Governance	Functions	IR Information	ESG Policy and Declaration	Privacy
Corporate Overview	Other Services	Financial Information	ESG Data	GDPR Privacy Policy
Profile of Executives	Related Organizations	Stock and Other Information	Environmental Initiatives	Site Use
Group Organizational Chart		IR News	Social Initiatives	Yamato Group Social Media Policy
		IR Site Map	Governance Compliance	
		FAQ	The Signing the United Nations Global Compact	
		Contact	External Recognition	
		IR Calendar	GRI Standards Content Index	
			Stakeholder Engagement	
			CSR Report PDF Download	



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# Resource Conservation & Waste ~Promote Resource Conservation and Reduce Waste~

In Resource Conservation & Waste - one of its materialities - the Yamato Group is working to protect the environment based on its environmental policy, to drastically reduce environmental burden, and promote the use of technology and create opportunities for minimizing environmental impact.

Related links

- YAMATO NEXT100 GRAND DESIGN: Sustainability Initiatives (Environmental) [PDF:470KB]
- ▶ Yamato Group Environmental Policy

**Main Targets of the Sustainable Medium-Term Plans 2023**

- Use 55% renewable resources and recycled materials for paper materials
- Reduce landfill disposal rate to 5% or less
- Provide products utilizing recycled materials and resource-saving materials

For more detailed targets, please refer to [the Sustainable Medium-Term Plans 2023](#) [PDF:820KB].

**Related SDGs**

## Sustainable Use of Resources

The Yamato Group promotes green purchasing and recycling, engages in the development of environmentally friendly materials, and strives to conserve resources.

Yamato Transport Co., Ltd. has a green purchasing rate of 92.5% based on its green purchasing policy (FY 2020). Materials and goods that are no longer used due to the relocation of facilities and changes in collection and delivery methods are effectively utilized via the "Effective Use of Assets Site" on the company's intranet (4,308 registrations in FY 2020). We are contributing to the creation of a circular economy by recycling uniforms and waste tires after use, researching and developing packaging materials that do not require cushioning materials or are easy to sort and separate, and providing overseas relocation support services with packaging using recycled materials. The Group is committed to ensuring sustainable production and consumption patterns in accordance with Goal 12 of the Sustainable Development Goals (SDGs).



Neco Fit: a returnable packaging material (Yamato Transport Co., Ltd.)



Quick Fit: packaging material that enables reduction of cushioning materials and easy sorting of waste (Yamato Transport Co., Ltd.)



Pallets made using recycled materials (Yamato Transport Co., Ltd.)

Green procurement ratio

(%)

FY2016	FY2017	FY2018	FY2019	FY2020
86.1	87.7	92.5	92.1	92.5

• Scope: Yamato Transport Co., Ltd.

Materials Used, etc.

Item	Details	FY2017	FY2018	FY2019	FY2020



Item	Details	FY2017	FY2018		FY2019 Recycled	Percentage of recycled		FY2020 Recycled	Percentage of recycled
		Input volume (t)		Input volume (t)	input materials (t)	input materials (%)	Input volume (t)	input materials (t)	input materials (%)
		Input volume (t)		Input volume (t)	Recycled input materials (t)	Percentage of recycled input materials (%)	Input volume (t)	Recycled input materials (t)	Percentage of recycled input materials (%)
Raw materials	Raw materials	0	0	0	0	0	0	0	0
Chemicals	Paint, etc.	0.1	0.0	0.1	-	-	0.1	-	-
Auto parts	Vehicle parts	163	8	4	0	0	3	0	0
	Vehicle tyres and tyre tubes	394	1,720	1,528	32	2	329	13	4
Vehicles	Car bodies	7,368	22,305	18,123	33	0	15,310	0	0
Sorting equipment	Automatic sorters, belt conveyors	1,474	1,045	280	0	0	102	0	0
Tools and equipment	Roll box pallettes, cold boxes, etc.	5,877	6,293	3,235	0	0	4,392	0	0
Pick-up and delivery equipment	Bags for temperature-controlled deliveries	130	202	116	0	0	125	0	0
Paper material	Slips	9,002	8,374	6,910	0	0	9,084	0	0
	Copy paper	3,359	3,409	3,208	703	22	2,701	596	22
	Cardboard boxes for packing	11,892	8,888	7,526	6,580	87	15,352	12,196	79
	Material for pick-up and delivery (delivery notices, PP roll paper, etc.)	2,202	2,445	2,326	0	0	1,648	0	0
	<b>Paper materials total</b>	<b>26,454</b>	<b>23,117</b>	<b>19,970</b>	<b>7,283</b>	<b>36</b>	<b>28,785</b>	<b>12,793</b>	<b>44</b>
Containers and packaging material	Packaging material	3,955	3,261	2,443	7	0	4,311	1,427	33
	Cushioning material	2,030	1,753	1,736	1,207	70	1,060	259	24
	Bento lunch box containers and bread packaging bags *	-	-	-	-	-	2	0	0
	<b>Containers and packaging materials total</b>	<b>5,984</b>	<b>5,013</b>	<b>4,179</b>	<b>1,214</b>	<b>29</b>	<b>5,372</b>	<b>1,686</b>	<b>31</b>

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.
- Widened scope of coverage such as car bodies from FY2018
- The breakdown may not add up to the total due to rounding.
- Data for FY2017, FY2018 and FY2019 partially revised.

\* Used at Swan Co., Ltd. Data tabulated since FY2020.

## Collection volume

(t)

Item	Details	FY2017	FY2018	FY2019	FY2020
Furniture	Beds, tables, chairs, etc.	8	1	0	0
Packaging material	Styrofoam	115	112	105	57

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.

## Breakdown by water source

Item	FY2016	FY2017	FY2018	FY2019	FY2020
Surface water (1,000m <sup>3</sup> )	0	0	0	0	3
Ground water (1,000m <sup>3</sup> )	0	0	0	0	9
Rain water (1,000m <sup>3</sup> )	1	1	0	0	0
Tap water (1,000m <sup>3</sup> )	1,631	1,684	1,779	1,787	1,687
<b>Total (1,000m<sup>3</sup>)</b>	<b>1,632</b>	<b>1,685</b>	<b>1,779</b>	<b>1,787</b>	<b>1,699</b>
Reused water (1,000m <sup>3</sup> )			0	1	5
Water reuse ratio (%)			0	0	0
<b>Water consumption intensity (1,000m<sup>3</sup> / 100 million yen of operating revenues)</b>	<b>0.0936</b>	<b>0.0936</b>	<b>0.0945</b>	<b>0.0941</b>	<b>0.0859</b>

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.
- Includes estimates.
- [Calculation Methods and Conversion factors](#)
- Data for FY2019 partially revised.

## Waste and recycling

Fiscal year	Item	Hazardous waste (t)	Non-hazardous waste (t)	Total (t)	Percent (%)	Waste volume intensity (t/100 million yen of operating revenues)
FY2016	Generated volume	97	67,418	67,515	100	3.87
	Recycled volume	88	32,717	32,805	49	-
	Collected volume	1	5,755	5,756	9	
	Incinerated volume	8	23,067	23,075	34	
	Final disposal volume	1	5,879	5,880	9	
FY2017	Generated volume	14	66,401	66,415	100	3.69

Fiscal year	Item	Hazardous waste (t)	Non-hazardous waste (t)	Total (t)	Percent (%)	Waste volume intensity (t/100 million yen of operating revenues)
	Recycled volume	3	35,867	35,869	54	-
	Collected volume	1	6,151	6,152	9	
	Incinerated volume	9	17,604	17,613	27	
	Final disposal volume	1	6,780	6,781	10	
FY2018	Generated volume	9	63,074	63,083	100	3.35
	Recycled volume	3	37,885	37,888	60	-
	Collected volume	0	4,218	4,218	7	
	Incinerated volume	6	14,813	14,819	23	
	Final disposal volume	1	6,158	6,159	10	
FY2019	Generated volume	8	55,272	55,280	100	2.91
	Recycled volume	4	30,478	30,481	55	-
	Collected volume	0	4,703	4,703	9	
	Incinerated volume	4	13,501	13,505	24	
	Final disposal volume	1	6,590	6,590	12	
FY2020	Generated volume	10	48,269	48,280	100	2.44
	Recycled volume	1	22,811	22,812	47	-
	Collected volume	0	4,752	4,752	10	
	Incinerated volume	6	15,801	15,807	33	
	Final disposal volume	3	4,905	4,908	10	

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.
- Hazardous waste refers to "Specially managed waste", designated by Japan's Waste Disposal Law. Non-hazardous waste refers to other waste (industrial waste other than Specially managed waste, general waste, valuables).
- The breakdown may not add up to the total due to rounding
- [See here for calculation methods and conversion factors](#)
- Data for FY2016, FY2017, FY2018 and FY2019 partially revised.



Leakage volume (1,000m³)

FY2018	FY2019	FY2020
0	0	0

• Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.

Other fuel and emissions data

► ESG-related data (environmental data)

## Initiatives to Reduce Environmental Impact

### Case Study 1 : Collaborative programs with other companies on recycling and reuse of waste tires

Tires are indispensable for the Yamato Group, which is engaged primarily in the transportation industry. They are also consumables, and require particular care and consideration to limit environmental impact in conducting business activities. The Group is engaged in a collaborative program together with Toko Tire Industrial Co., Ltd. and other partners on tire reuse and recycling. Waste tires are recycled at partner facilities, and the Yamato Group then purchases and uses the recycled tires. In this way, we are working to reduce the number of newly produced tires purchased and the number of used tires that are sent to landfill as waste. Through such collaborative programs and green procurement, Yamato Transport Co., Ltd. alone purchased 22,286 recycled tires in FY 2020.

### Case Study 2 : Green purchasing of uniforms and collaboration with other companies related to recycling

In 2000, the Yamato Group introduced uniforms made from recycled materials, for the purpose of protecting the natural environment and reusing resources. In order to minimize the environmental impact of uniforms after their use, the Group outsources recycling operations to A-K-TECH Co., Ltd., which specializes in recycling used clothing. Uniforms are converted into felt, and reused mainly as sound absorbent materials for automotive applications. The amount of uniforms recycled in FY 2020 will be approximately 755 tons, contributing to a reduction in waste generated and plastic resources required for production.

### Case Study 3 : Provision of confidential document recycling services

Yamato Transport Co., Ltd. offers a confidential document recycling service that enables easy disposal of confidential documents simply by placing them in a dedicated box. Since the unopened boxes are dissolved, there is no need to worry about information leakage. After dissolving, 100% of the material is reused as toilet paper.

In FY 2020, around 21,694 tons of confidential documents were dissolved and recycled nationwide.

Related links

► Yamato Transport's confidential document recycling service (Japanese only)



Dedicated boxes used in the confidential document recycling service



Company Profile

- Greetings
- Management Philosophy
- Corporate Governance
- Corporate Overview
- Profile of Executives
- Group Organizational Chart

Yamato Business Profile

- Retail Business
- Corporate Business
- Functions
- Other Services
- Related Organizations

Investor Relations

- Management Policy
- To Our Individual Investors
- IR Information
- Financial Information
- Stock and Other Information
- IR News
- IR Site Map
- FAQ
- Contact
- IR Calendar

Sustainability

- Commitment from Senior Management
- Yamato Group Sustainability
- ESG Policy and Declaration
- ESG Data
- Environmental Initiatives
- Social Initiatives
- Governance Compliance
- The Signing the United Nations Global Compact
- External Recognition
- GRI Standards Content Index
- Stakeholder Engagement
- CSR Report PDF Download

PR

News Releases

- Site Map
- Privacy
- GDPR Privacy Policy
- Site Use
- Yamato Group Social Media Policy



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# Resilience of Companies & Society ~Support a Society That Combats Environmental Changes~

- ▼ Green logistics in collaboration with our business partners
- ▼ Collaborate with society to improve environmental resilience
- ▼ Provide environmentally friendly products and services
- ▼ Environmental communication
- ▼ Biodiversity conservation

The Yamato Group conducts its business activities throughout Japan, supported by the benefits of nature and biodiversity. At the same time, it is said that the impact of climate change and the loss of biodiversity are becoming increasingly serious. In response to these environmental changes, we recognize the need to further enhance the resilience of our business to fulfill our function as a part of social infrastructure. We are also collaborating with diverse partners to increase the resilience of not only our own group but also its stakeholders and local communities, and to create environmental value. Based on our environmental policy, we are pursuing the ideal form of logistics infrastructure that leads to a society in harmony with the environment.

### Related links

- YAMATO NEXT100 GRAND DESIGN: Sustainability Initiatives (Environmental) [PDF:470KB]
- ▶ Yamato Group Environmental Policy

### Main Targets of the Sustainable Medium-Term Plans 2023

- Green logistics in collaboration with our business partners
- Collaborate with society to improve environmental resilience (Test and distribution of information for adapting to climate change, etc.)
- Provide environmentally friendly products and services

For more detailed targets, please refer to [the Sustainable Medium-Term Plans 2023](#) [PDF:820KB].

### Related SDGs

## Green logistics in collaboration with our business partners

### Collaboration with external organizations

In order to realize efficient trunk transportation between major cities, we engage in joint trunk transportation with other logistics companies using the "Super Full Trailer 25" (SF25, a detachable trailer with a length of 25m). Since this initiative was certified by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) under the revised Logistics Comprehensive Efficiency Act in 2019, we are now able to utilize the subsidy scheme for improving efficiency. Joint transportation using the SF25 was achieved in cooperation with [the Tokyo route truck conference association \(Japanese only\)](#) and its member companies. The Association aims to achieve logistics that enable harmonious coexistence of the diverse interests of society, including the global environment, and improve daily life; and is working to reduce GHG emissions through transportation. Yamato Transport Co., Ltd. supports these objectives, and participates in green logistics and other initiatives as a member. In operating the SF25, we joined other members in supporting the relaxation of the Special Vehicle Traffic Permit Standard (relaxing the restriction on vehicle length from 21m to 25m), and participated in the demonstrative driving experiment to this end. Subsequently, in FY 2018, MLIT revised the Special Vehicle Traffic Permit Standard, enabling us to commence joint transportation using the SF25. The SF25 can carry the same load as two heavy trucks in a single unit, which is expected to offer higher transportation efficiency and reduce GHG emissions.



Yamato Transport Co., Ltd. has introduced 24 Super Full Trailers (SF25) and 22 full tractors to pull them (as of August 2021)

### Related links

- Status of Passenger-Cargo Combination Initiatives (Japanese only)

## Collaborate with society to improve environmental resilience

### Initiatives to Adapt to Climate Change

As the severity of heavy rains, typhoons and other waterclimate-related disasters, we are working to enhance resilient logistics to adapt to climate change as a part of social infrastructure. Yamato Transport Co., Ltd. conducts training and responds based on a disaster response manual, to ensure the safety of employees and protect cargo, etc., in the event of natural disasters. If TA-Q-BIN pickup and delivery services are suspended due to a disaster, information is provided on the website to minimize the impact. After the restoration of services, we cooperate with local governments and others to transport relief

supplies and support disaster-stricken areas.

The following control measures are being taken against chronic risks of rising average temperatures and sea levels. Firstly, as a countermeasure against heat stroke, we are investing in adaptation measures, such as introducing coolers suitable for work at hub bases and TA-Q-BIN sales offices, and adopting sweat-absorbent and quick-drying fabrics for employee uniforms. We also evaluate the risk of flood damage at facilities throughout Japan, and conducts flood drills to enhance response capabilities and business continuity.



Yamato Transport Co., Ltd. flood readiness training (left: measures to protect forklifts from flooding, right: fixing cool boxes in place to ensure safety in the event of flooding)

## Provide environmentally friendly products and services

The Yamato Group is expanding its range of products and services that have a low environmental impact and offer environmental value.

Yamato Transport Co., Ltd. offers Kuroneko Members: a personal membership service that allows registered users to specify their desired delivery date, time of day and location. We are also pursuing improved convenience, limiting the need for redeliveries and reducing GHG emissions by expanding PUDO Station infrastructure - an open-type courier delivery locker that can be used to receive and send packages - and opening a self-service store called Kuroneko Stand.



In order to contribute to the sound growth of the small-lot refrigerated delivery market, we have promoted the development of international standards for these services in coordination with the British Standards Institution (BSI), based on the requests of the Yamato Group. As a result of these efforts, BSI published the PAS 1018: 2017 standard in 2017. Looking ahead, we will continue working to create a sound market and expand opportunities for the provision of these services.



Yamato Autoworks Co., Ltd. is increasing its number of dedicated facilities and qualified personnel in the maintenance of electric vehicles. We also plan to enhance energy management services, including charger installation and maintenance.

## Environmental communication

The Yamato Group values environmental communication with stakeholders and local communities, and strives to expand and enhance information disclosure and engage in two-way communication, such as dialogues with investors.

In FY 2020, we released corporate commercials ( "Net zero CO<sub>2</sub> (Japanese only)" and "Net zero CO<sub>2</sub> Single Cut (Japanese only)" explaining the Yamato Group's long-term target of achieving climate neutrality (Yamato Group operations) by 2050.

We are also working to promote understanding of sustainable management and foster a corporate culture through internal newsletters and training for Group employees. For more information on communication with stakeholders, please refer to [the Stakeholder Engagement section](#).

- Related links
- ▶ Responding to the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

### Kuroneko Yamato Environmental Classes



Yamato Transport's Kuroneko Yamato Environmental Class - which conveys details of environmental initiatives and the importance of the environment - is one example of environmental communication with local communities. The classes are a form of environmental education for children who will lead the next generation, and have been held since 2005. We provide opportunities for children to learn and deepen their understanding of the environment, using grade-specific learning materials such as books, sticker books and picture-story shows, and enable them to actually observe environmentally friendly cars and new three-wheel motor scooters.

- Approx. 3,351 classes held up until FY2019
- Approx. 254,782 participants up until FY2019 (cumulative total)

\* In FY2020, classes were not held given the state of the COVID-19 pandemic.



Biodiversity conservation

The Yamato Group is working to conserve local biodiversity, in order to coexist in harmony with the natural environment that supports our affluent society

Case Study 1 : Restoration of habitats for wildlife

The Haneda Chronogate logistics terminal has a facility named Wa no Sato (loosely translatable as "Village of Harmony") that aims to achieve harmonious coexistence with the natural environment. The area features trees planted to match the local ecosystem and biotopes utilizing natural stone materials.



Biotope made from natural stone

Related links

- Haneda Chronogate / Yamato Transport Co., Ltd.

Size of habitat areas restored through biotopes, etc. (m<sup>2</sup>)

FY2018	FY2019	FY2020
2,800	2,800	2,800

- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.

Related links

- Calculation Methods and Conversion factors

Case Study 2 : Participation in coral reef conservation projects

Death of coral due to rising sea temperatures has become a problem in recent years. Okinawa Yamato Transport Co., Ltd. participates in Team Tyura Sango, a coral conservation activity conducted by local governments, local residents, and companies. As a member of the team, Okinawa Yamato Transport Co., Ltd. supports coral seedling cultivation, planting, and awareness-raising activities.

Related links

- 📄 Members of Team Tyura Sango (Japanese only)





Company Profile

- Greetings
- Management Philosophy
- Corporate Governance
- Corporate Overview
- Profile of Executives
- Group Organizational Chart

Yamato Business Profile

- Retail Business
- Corporate Business
- Functions
- Other Services
- Related Organizations

Investor Relations

- Management Policy
- To Our Individual Investors
- IR Information
- Financial Information
- Stock and Other Information
- IR News
- IR Site Map
- FAQ
- Contact
- IR Calendar

Sustainability

- Commitment from Senior Management
- Yamato Group Sustainability
- ESG Policy and Declaration
- ESG Data
- Environmental Initiatives
- Social Initiatives
- Governance Compliance
- The Signing the United Nations Global Compact
- External Recognition
- GRI Standards Content Index
- Stakeholder Engagement
- CSR Report PDF Download

PR

News Releases

- Site Map
- Privacy
- GDPR Privacy Policy
- Site Use
- Yamato Group Social Media Policy



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# Responding to the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)

▼ Governance   ▼ Strategy   ▼ Risk Management   ▼ Metrics and Targets

The Task Force on Climate-Related Financial Disclosures (TCFD) was established by the Financial Stability Board (FSB) in 2015. In June 2017, the task force made a final report recommending the disclosure of climate-related information that has financial impact. The TCFD recommends disclosure of the risks and opportunities posed by climate change based on four factors: Governance, Strategy, Risk Management, and Metrics and Targets. Specifically, it requires that various climate-related scenarios be considered when disclosing strategies.

The Yamato Group recognizes the risks that climate change poses to financial markets, and strives to disclose information based on the TCFD recommendations. We will continue to analyze and discuss information, and gradually increase our disclosure of information.

We aim to contribute to the realization of a low-carbon society by mitigating and adapting to climate change through our business activities, managing risks and creating opportunities, and growing together with society.

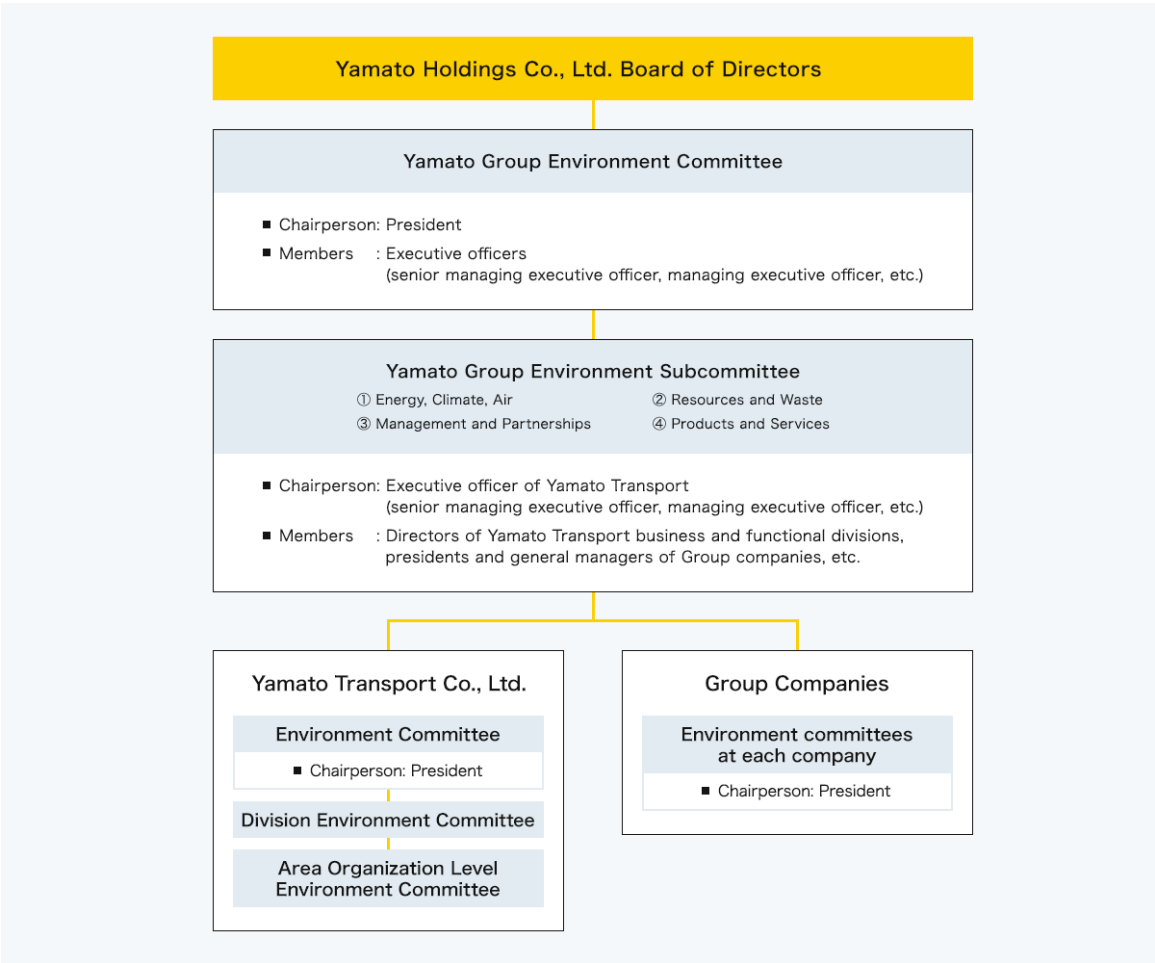
## Governance

TCFD recommended disclosures

a. Describe the board's oversight of climate-related risks and opportunities.

b. Describe management's role in assessing and managing climate-related risks and opportunities.

The Yamato Group has established an environmental management system under the supervision of its Board of Directors, with the Environmental Committee as the main decision-making body; which deliberates, makes decisions and supervises with regard to environmental issues, including climate change. The President serves as chairperson of the Environmental Committee, and reports important matters discussed by the Environmental Committee to the Board of Directors, as the overall supervisor responsible for the Environmental Management System. Executive officers in the environmental field, directors of business divisions and function divisions, and presidents of Group companies are responsible for the ensurable implementation, maintenance and supervision of environmental management, and also responsible for conditions for enabling execution, such as by preparing necessary management resources. As a general rule, all managers and heads of front-line organizational structures are also responsible for managing environmental risks and opportunities, including climate, as environmental managers.



## Related links

- ▶ Sustainability Promotion Structure
- ▶ Corporate Governance

## Strategy

## TCFD recommended disclosures

- a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.
- b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.
- c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Short, medium and long-term climate-related risks and opportunities and expected impacts			Management / Strategy
Transition Risks	Policy and Legal	If greenhouse gas (GHG) emission regulations and reduction obligations are toughened, costs such as introduction of low-carbon vehicles and equipment renovations may increase / be brought forward, which may affect transportation and administrative costs. Business operators who are unable to meet reduction obligations may incur "credit" purchase costs.	We monitor energy consumption, analyze causes, and take energy-saving measures to reduce GHG emissions. We are also shifting toward low-carbon vehicles such as hybrid vehicles and electric vehicles, and using electrically assisted bicycles and trolleys in urban pickup and delivery operations.
Physical Risks	Acute	If the severity of heavy rains and typhoons, etc., increases, employees fall victim to these disasters or business recovery is delayed there is a risk of service suspension, and there is a possibility that this may affect earnings.	Yamato Transport Co., Ltd. conducts training and responds based on a disaster response manual, to ensure the safety of employees and protect cargo, etc. If TA-Q-BIN pickup and delivery services are suspended due to a disaster, information is provided on the website to minimize the impact. After the restoration of services, we cooperate with local governments and others to transport relief supplies and support disaster-stricken areas.
	Chronic	An increase in average temperatures may increase the risk of employees suffering from heat stroke, and result in increases in workers' compensation insurance, etc. Additionally, due to the rise in sea levels, it will be necessary to review flood damage countermeasures and base plans for facilities with high flood risk. Capital investment may increase, and insurance premiums at those facilities may increase.	As a countermeasure against heat stroke, we are investing in adaptation measures, such as introducing coolers suitable for work at hub bases and TA-Q-BIN sales offices, and adopting sweat-absorbent and quick-drying fabrics for employee uniforms. Yamato Transport Co., Ltd. evaluates the risk of flood damage at facilities throughout Japan, and conducts flood drills to enhance response capabilities and business continuity.
Opportunities	Resource Efficiency	By diversifying transportation methods, increasing opportunities to cooperate with other companies such as in joint transportation, and enhancing eco-driving capabilities, transportation efficiency may be improved, and fuel use and fuel oil costs may be reduced.	To realize efficient trunk transportation between major cities, we engage in joint trunk transportation with other logistics companies using the "Super Full Trailer 25" (SF25, a detachable trailer with a length of 25m). Since this initiative was certified by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) under the revised Logistics Comprehensive Efficiency Act in 2019, we are now able to utilize the subsidy scheme for improving efficiency. Yamato Transport Co., Ltd. is also enhancing eco-driving capabilities by conducting eco-driving training and regular escorted instruction by safety guidance supervisors.

Short, medium and long-term climate-related risks and opportunities and expected impacts		Management / Strategy
	<p>Products and Services</p> <p>Expanding services that improve customer convenience and limit redeliveries may contribute not only to reducing GHG emissions, but may also increase orders and profits. Alternatively, the use of small-scale refrigerated delivery services will increase due to the increase in temperature, which may have a positive impact on earnings. By developing new technology maintenance and services in advance, there is also a possibility that we may gain an advantage in the maintenance market, which may lead to securing profits.</p>	<p>Yamato Transport Co., Ltd. offers Kuroneko Members: a personal membership service that allows registered users to specify their desired receipt date, time of day and location. We are also pursuing improved convenience, limiting the need for redeliveries and reducing GHG emissions by expanding PUDO Station infrastructure - an open-type courier delivery locker that can be used to receive and send packages - and opening a self-service store called Kuroneko Stand. Yamato Autoworks Co., Ltd. is increasing its number of dedicated facilities and qualified personnel in the development of electric vehicles. We also plan to enhance energy management services, including charger installation and maintenance.</p>

Going forward, we plan to further examine measures to respond to expected impacts and proceed with scenario analyses.

\* Detailed information on analyses and assessments can also be found in the answers to the Yamato Holdings Co., Ltd. CDP Climate Change Questionnaire.

#### Related links

- ▶ Key Initiatives to Mitigate and Adapt to Climate Change
- ▶ Green logistics in collaboration with partners, improvement of environmental resilience in cooperation with society, and provision of environmental products and services

## Risk Management

#### TCFD recommended disclosures

- a. Describe the organization's processes for identifying and assessing climate-related risks.
- b. Describe the organization's processes for managing climate-related risks.
- c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

The Board of Directors deliberates on identification of material issues (including climate) and vision, long-term targets including reducing GHG emissions, and medium-term environmental plans (targets and strategies). For example, the Yamato Group Environmental Policy - which includes policies on climate mitigation and adaptation - was approved by the Environment Committee and resolved by the Board of Directors. Performance with respect to environmental targets such as progress in reducing GHG emissions, status of response to environmental issues including climate transition risks, compliance with laws and regulations, audit results and plans for the next fiscal year are reported to Environmental Committees at each level (attended by the above management team members and executives) for monitoring, supervision and evaluation, in accordance with the Group's corporate governance system. Specifically, these matters are reported from the front-line area organizational level Environment Committee (four times a year) to the Division Environment Committee (four times a year), the Environmental Committee of each Group company (once a year), the Environmental Subcommittee which discusses the four environmental issues (three times a year), and the Group Environment Committee (once a year). These reports are also subject to top management reviews by the President, and reported to the Board of Directors for supervision. In this way, we appropriately manage environmental risks, including climate change risks, in company-wide management processes. We also constantly review the effectiveness of environmental management and strive for continual improvement by incorporating the opinions of employees and experts in the decision-making process, and holding stakeholder dialogues.



## Metrics and Targets

#### TCFD recommended disclosures

- a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.
- b. Disclose Scope1, Scope2 and, if appropriate, Scope3 greenhouse gas (GHG) emissions and the related risks.
- c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

To mitigate the risks caused by climate change and increase opportunities, the Yamato Group has set medium to long-term targets for reducing GHG emissions. For more details, please see the following link.

#### Related links

- ▶ Energy & Climate
- ▶ ESG-related data (environmental data)
-  YAMATO NEXT100 GRAND DESIGN: Sustainability Initiatives (Environmental) [PDF:470KB]
-  Sustainable Medium-Term Plans 2023 (refer to targets on the Energy & Climate and Resilience of Companies & Society pages) [PDF:820KB]



Company Profile

- Greetings
- Management Philosophy
- Corporate Governance
- Corporate Overview
- Profile of Executives
- Group Organizational Chart

Yamato Business Profile

- Retail Business
- Corporate Business
- Functions
- Other Services
- Related Organizations

Investor Relations

- Management Policy
- To Our Individual Investors
- IR Information
- Financial Information
- Stock and Other Information
- IR News
- IR Site Map
- FAQ
- Contact
- IR Calendar

Sustainability

- Commitment from Senior Management
- Yamato Group Sustainability
- ESG Policy and Declaration
- ESG Data
- Environmental Initiatives
- Social Initiatives
- Governance Compliance
- The Signing the United Nations Global Compact
- External Recognition
- GRI Standards Content Index
- Stakeholder Engagement
- CSR Report PDF Download

PR

News Releases

- Site Map
- Privacy
- GDPR Privacy Policy
- Site Use
- Yamato Group Social Media Policy



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**YAMATO  
HOLDINGS**
[Company Profile](#)
[Yamato Business Profile](#)
[Investor Relations](#)
[Sustainability](#)
[PR](#)
[News Releases](#)
[Home](#) > [Sustainability](#) > [Environmental Initiatives](#) > [Material Balance](#)

## Material Balance

The Yamato Group works to reduce its environmental impact by identifying the amount of energy and resources, etc. (inputs) that have been put in and emissions of greenhouse gases and waste, etc. (outputs) generated by business activities.

### Material Balance for FY 2020 (Overall Environmental Impact)

INPUT		OUTPUT	
Energy		Greenhouse gases (GHGs)	
	(GJ)		(tCO <sub>2</sub> e)
Electricity		Scope 1	662,834
From fossil fuel	5,764,661	Scope 2	252,271
From renewable energy	6,972	Scope 3	1,754,093
Gasoline		<b>Air contaminants</b> (t)	
Offices	5,081	NOx(Nitrogen oxides)	665
Transportation, etc.	608,156	SOx(Sulfur oxides)	0
Kerosene	51,777	PM(Particulate matter)	15
Diesel oil		<b>Chemicals and VOC*</b> (t)	
Offices	12,169	Chemicals other than VOC	0
Transportation, etc.	7,527,100	VOC*	1
Heavy oil A		<b>Waste</b> (t)	
Offices	2,822	Hazardous waste	10
Transportation, etc.	0	Non-hazardous waste	48,269
Liquefied petroleum gases (LPG)		Volumes of the above waste by method of disposal	
Offices	35,685	Recycled volume	22,812
Transportation, etc.	44,071	Collected volume	4,752
Petroleum hydrocarbon gases	0	Incinerated volume	15,807
Liquefied natural gas (LNG)		Final disposed volume	4,908
Offices	37	<b>Water discharge</b> (1,000m <sup>3</sup> )	
Other flammable natural gases	35	Surface water (rivers, lakes, sea)	2
City gas		Sewage	1,402
Offices	42,511	Ground water	0
Transportation, etc.	5	<b>Leakage</b> (1,000m <sup>3</sup> )	
Estimated usage volume of energy	0		0
Total	14,101,081		
<b>Resources</b> (t)			
Vehicles and auto parts	15,643		
Of which recycled materials	13		
Equipment	4,619		
Of which recycled materials	0		
Paper materials	28,785		
Of which recycled materials	12,793		
Containers and packaging materials	5,372		
Of which recycled materials	1,686		
Collection volume	57		
Chemicals	0		
<b>Water</b> (1,000m <sup>3</sup> )			
Surface water	3		
Ground water	9		
Rain water	0		
Tap water	1,687		
Of which reused water	5		

**Procurement**

**Business & Transportation**

**Collection**


\* VOC: Volatile Organic Compounds

- Period: April 2020 through March 2021
- Scope: Consolidated Group companies in Japan, and Swan Co., Ltd.
- "Hazardous waste" refers to "Specially Controlled Waste" as defined under Japan's Waste Management and Public Cleansing Act. "Non-hazardous waste" refers to other waste (i.e. industrial waste, general waste and valuable materials other than waste included under the definition of Specially Controlled Waste). Totals and breakdown figures may not match due to rounding.

Related links

- ▶ [Calculation Methods and Conversion factors](#)
- ▶ [ESG-related data \(environmental data\)](#)

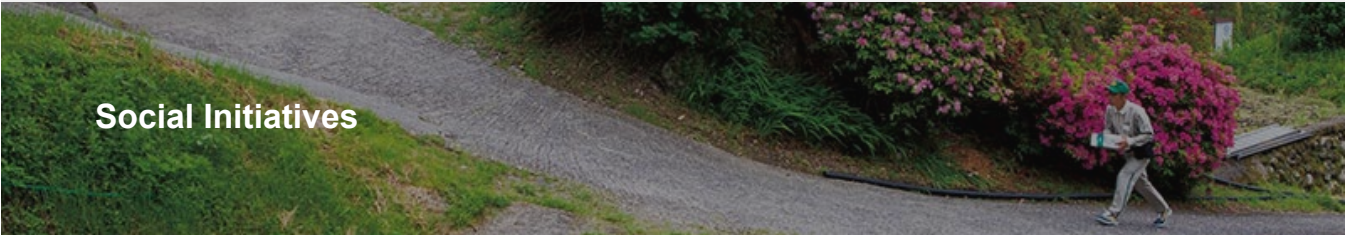
[Company Profile](#)
[Greetings](#)
[Yamato Business  
Profile](#)
[Investor Relations](#)
[Management Policy](#)
[Sustainability](#)
[Commitment from Senior Management](#)
[PR](#)
[News Releases](#)



Management Philosophy	Retail Business	To Our Individual Investors	Yamato Group Sustainability	Site Map
Corporate Governance	Corporate Business	IR Information	ESG Policy and Declaration	Privacy
Corporate Overview	Functions	Financial Information	ESG Data	GDPR Privacy Policy
Profile of Executives	Other Services	Stock and Other Information	Environmental Initiatives	Site Use
Group Organizational Chart	Related Organizations	IR News	Social Initiatives	Yamato Group Social Media Policy
		IR Site Map	Governance Compliance	
		FAQ	The Signing the United Nations Global Compact	
		Contact	External Recognition	
		IR Calendar	GRI Standards Content Index	
			Stakeholder Engagement	
			CSR Report PDF Download	



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# Social Initiatives

The Yamato Group has grown in step with society. Based on its social vision of helping to create a society that "leaves no one behind" through co-creation and fair business activities, the Group aims to solve social issues together with members of its supply chain and local communities, through respect for diverse human resources and by working to create a workplace environment in which employees can play active roles, in order to achieve the realization of a more enriched society through its business activities.

- PDF: Social vision / materiality / long-term goals (YAMATO NEXT100 GRAND DESIGN) [PDF:533KB]
- PDF: Sustainable Medium-Term Plans 2023 [PDF:821KB]

## Promotion Structure

The Yamato Group has established a Social Promotion Committee to work on strategies and enlightenment initiatives, under the supervision of the Board of Directors. The committee is chaired by Executive Officer and President. It holds discussions on strategies for creating a sustainable society, and coordinates with various divisions and departments to implement strategies.

## Yamato Group Initiatives

Labor

Human Rights & Diversity

Safety & Security

Data Utilization & Security

Supply Chain Management

Local Community



Company Profile	Yamato Business Profile	Investor Relations	Sustainability	PR
Greetings Management Philosophy Corporate Governance Corporate Overview Profile of Executives Group Organizational Chart	Retail Business Corporate Business Functions Other Services Related Organizations	Management Policy To Our Individual Investors IR Information Financial Information Stock and Other Information IR News IR Site Map FAQ Contact IR Calendar	Commitment from Senior Management Yamato Group Sustainability ESG Policy and Declaration ESG Data Environmental Initiatives Social Initiatives Governance Compliance The Signing the United Nations Global Compact External Recognition GRI Standards Content Index Stakeholder Engagement CSR Report PDF Download	News Releases  Site Map Privacy GDPR Privacy Policy Site Use Yamato Group Social Media Policy





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## Labor

### Basic Approach

The Yamato Group's greatest assets are its (approximately) 230,000 employees. It is only through a working environment where each and every employee can refine and make full use of his or her individual strengths that the Group itself will become stronger. In addition to establishing schemes and mechanisms related to the working environment, we are also focusing on fostering a corporate culture with appropriate labor practices. In its employee code of conduct, which emphasizes "the pleasure of work" and "co-existence and co-prosperity with stakeholders," the Yamato Group advocates respect for the human rights of individuals and respect for diversity (including nationality, race, ethnicity, religion, ideology, place of origin, gender, age, disabilities, gender identity, sexual orientation and employment status), and prohibits discrimination, violence, and harassment.

#### ► Management Philosophy (Employee Code of Conduct)

As a supporter of the United Nations Global Compact, the Yamato Group supports and implements the recognition of freedom of association and the effective recognition of the right to collective bargaining, the elimination of forced and compulsory labor, the effective abolition of child labor, and the elimination of discrimination in respect of employment and occupation.

#### Main Targets of the Sustainable Medium-Term Plans 2023

- Improve operating revenue per employee (through high-value-added work)
- Reduce overtime for employees by 20% compared with fiscal 2020
- Ensure annual paid leave utilization rate is 90% (achieve work-life balance)

For more detailed targets, please refer to [the Sustainable Medium-Term Plans 2023](#) [PDF:821KB].

#### Related SDGs



#### Labor Practices

##### ► Details



#### Human Resources Development

##### ► Details



#### Health

##### ► Details



#### Company Profile

Greetings  
Management Philosophy  
Corporate Governance  
Corporate Overview  
Profile of Executives  
Group Organizational Chart

#### Yamato Business Profile

Retail Business  
Corporate Business  
Functions  
Other Services  
Related Organizations

#### Investor Relations

Management Policy  
To Our Individual Investors  
IR Information  
Financial Information  
Stock and Other Information  
IR News  
IR Site Map  
FAQ  
Contact  
IR Calendar

#### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability  
ESG Policy and Declaration  
ESG Data  
Environmental Initiatives  
Social Initiatives  
Governance Compliance  
The Signing the United Nations Global Compact  
External Recognition  
GRI Standards Content Index  
Stakeholder Engagement  
CSR Report PDF Download

#### PR

#### News Releases

Site Map  
Privacy  
GDPR Privacy Policy  
Site Use  
Yamato Group Social Media Policy





## Labor Practices

▼ Promotion Structure ▼ Decent Work Strategies ▼ Dialogues with Employees / Improving Satisfaction

### Promotion Structure

The Yamato Group accepts freedom of association, the right to organize and the right to collective bargaining as the rights of employees, and concludes labor agreements with labor unions. It also holds labor-management consultations and committee meetings between employee representatives and management, and implements labor-management dialogues while improving various schemes and exchanging opinions on the management environment on a regular basis, in addition to holding consultations on wages, lump sums, and occupational health and safety.

In terms of labor standards such as salaries and working hours, we comply thoroughly with the laws and regulations of each country and pay living wages and lump-sum payments that enable employees to maintain a certain standard of living, in order to create a better working environment.

The Yamato Group believes that in order to conduct its business activities in a sustainable manner it is important to contribute to the development of the countries and regions in which it conducts business, and to build good relationships. At our locations in each country and region we focus on hiring local human resources, and engage in management based on the unique cultures and current situations in each area.

The Yamato Group will continue to pursue better labor practices and contribute to the achievement of decent working conditions.



### Decent Work Strategies

#### "All-inclusive management"

Each and every Yamato Group employee thinks from the customer's point of view, making decisions and acting on their own initiative. The coming together of its employees is the source of the Yamato Group's power. This is the DNA that we have inherited from generation to generation. A major prerequisite for all-inclusive management, is a workplace environment where employees can work actively, and we believe that creating such an environment is the most important issue for management.

In our KAIKAKU 2019 for NEXT100 Medium-Term Management Plan, we highlighted "Reforming Working Styles" as a core management issue, and have since taken various measures to enhance both ease of working and job satisfaction.

In terms of measures to prevent long working hours, we reviewed the rules for managing working hours at Yamato Transport, digitized building entry and exit data, and reorganized main branch offices. We have also pursued ease of working by taking the lifestyles of each employee into account, such as by improving the workplace environment, introducing a selection system for working days and working hours, and reviewing the content of our services.

In order to revitalize internal communication, we have held panel discussions with front-line employees, enabling them to directly convey their voices and proposals for business process improvements to the president and other executive officers. At the same time, we have also been working on measures to help employees feel greater job satisfaction and the joy of working on a daily basis, by establishing rules for conversion to permanent (unlimited term) employment, reviewing personnel schemes and evaluation systems, and enhancing welfare and benefits programs.

The YAMATO NEXT100 Grand Design management structural reform plan highlights labor as one of the material issues toward the next 100 years, and aims to contribute to achieving "decent work" by 2030. Under the Sustainable Medium-Term Plans 2023 announced in January 2021, we will implement measures for equal pay for equal work and create a comfortable workplace environment for employees, with the aim of realizing a high added-value labor model and promoting "decent work." Moving forward, we will continue to build a comfortable workplace environment where employees can take pride in their jobs.

### TOPICS

#### Supporting the "White Logistics" Movement Toward Work Style Reform for Logistics

In the face of major environmental changes, such as the rapid growth of the e-commerce market and tight supply and demand in the labor market, stabilization of logistics functionality is a major issue for society as a whole.

In response to this, the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), the Ministry of Economy, Trade and Industry (METI) and the Ministry of Agriculture, Forestry and Fisheries (MAFF) launched the White Logistics Movement, with the aim of improving trucking productivity and logistics

efficiency and creating a sound and healthy working environment that is easier for workers, including female and senior drivers (in their 60s) to work comfortably.

Yamato Transport supports the White Logistics Movement-an initiative for companies involved in logistics-and is working to improve logistics in mutual understanding and cooperation with suppliers and other stakeholders in order to achieve the realization of highly productive logistics and working style reforms.

### Implementation of Telework System for Call Centers

In order to reduce the risk of COVID-19 infections and facilitate various working styles, we have made it possible for call center personnel to work remotely. This has enabled workers to work at home and from satellite offices, and given them more options for working locations and times.

We offer this telework system not only to employees but also to part-time workers, to make work more comfortable for as many people as possible. We aim to enable workers to achieve a healthy work-life balance through flexible working styles.

### Support for Ensuring a Balance Between Work and Childcare / Caregiving Responsibilities

In 2018, the Yamato Group conducted a survey on awareness and actual conditions related to childcare and caregiving, and is considering and developing group-wide support schemes and measures for employees with childcare and caregiving responsibilities, in order to improve the ease of working for these employees.

Major Group companies support the work-life balance of employees by allowing employees to work shorter working hours for childcare until the end of the sixth grade of elementary school, and take up to 365 days of caregiving leave, both of which are in excess of the statutory periods.

In addition, since September 2018, Yamato Transport has been working to create an environment that makes it easier to use these schemes, such as allowing employees with childcare and nursing care responsibilities to choose their number of working days per week, from three or four days.

We have created a handbook for employees with childcare and caregiving responsibilities (and their superiors) in order to support a healthy work-life balance, and have made it available for download from our intranet site. In addition, we have established a 24-hour telephone consultation desk for caregiving, which can be used by employees and their families to consult with external experts 24 hours a day, 365 days a year. We are also introducing telework and flextime schemes. The point of whether or not there is an atmosphere in the workplace with superiors that make it easy to talk about childcare and caregiving has a major impact on the continuation of employment of employees balancing work with childcare or caregiving responsibilities. Since the number of male employees taking childcare leave is also increasing, we will continue to consider measures that lead to greater understanding in the workplace and from superiors, and continue to periodically communicate information on work-balance support schemes.

Support Schemes for Childcare and Caregiving (Yamato Transport examples)

<b>Childcare leave</b>	<ul style="list-style-type: none"> <li>Spouses can take childcare leave until the child reaches the age of one year and two months old</li> <li>Depending on the circumstances, leave can be extended until the day before the child's second birthday</li> </ul>
<b>Child nursing care leave</b>	<ul style="list-style-type: none"> <li>For preschool children, parents can take up to five days a year for a single child, or up to ten days a year for two or more children</li> </ul>
<b>Shorter working hours for childcare</b>	<ul style="list-style-type: none"> <li>Parents can work shorter working hours until their child finishes the sixth grade of elementary school</li> <li>Parents can choose their number of working days per week (from three or four days) and number of working hours per day (from four, five, six, seven or eight hours)</li> <li>Parents can take shorter working hours up to twice per child relating to the request</li> </ul>
<b>Caregiving leave</b>	<ul style="list-style-type: none"> <li>For each eligible family member, caregivers can take up to a total of 365 days of caregiving leave</li> </ul>
<b>Shorter working hours for caregiving</b>	<ul style="list-style-type: none"> <li>For each eligible family member, caregivers can work shorter working hours for up to a maximum of four years</li> <li>Parents can choose their number of working days per week (from three or four days) and number of working hours per day (from four, five, six, seven or eight hours)</li> <li>Extension of applicable period               <ul style="list-style-type: none"> <li>If certain criteria are met the application period can be extended, until such time as the reason for application ceases to apply</li> </ul> </li> </ul>

Numbers of employees taking childcare and caregiving leave and shorter working hours

► ESG data (human resources related)

As a result of these initiatives, Yamato Management Service has obtained Kurumin certification and Yamato System Development has obtained Platinum Kurumin certification from the Ministry of Health, Labour and Welfare (MHLW) as companies that engage in efforts to provide childcare support, based on the Act on Advancement of Measures to Support Raising Next-Generation Children. (as of April 2021)

## Dialogues with Employees / Improving Satisfaction

We are implementing various measures to increase the job satisfaction of employees throughout the Group.

### Employee Awareness Survey

We conduct group-wide employee awareness surveys.

Surveying employee awareness enables us to learn about the current situation, and we are working to improve items with low point scores by reflecting them in our initiatives.

Scores have improved in all categories in comparison with before the implementation of working style reforms. While it is thought that stay-home demand has grown and workloads have increased, and stress relating to preventing infections has increased as a result of the COVID-19 pandemic, improvements

in ease of working are regarded as the result of management's appropriate sending of messages and building and supporting work / business process systems at companies and workplaces. We believe that the improvement in the rate of affirmative responses with regard to intention to continue working has been influenced by increased pride in work, business, and the company due to an increase in social needs due to the COVID-19 pandemic. Looking ahead, we will continue working to improve the working environment, in order to become a company where employees can work easily and feel greater job satisfaction.

Results of employee awareness survey

► ESG data (human resources related)

### Yamato Transport : Performance Commendation System

Yamato Transport has established a performance commendation system that recognizes examples of voluntary success that produce results in the first half and second half of each fiscal year, on an individual business location or project basis. The President's Award is presented to particularly outstanding Groups, with assessment criteria for selection including a clear causal relationship between purpose, efforts and results.

In FY2020 there were 459 entries, eight of which received the President's Award. The Center of Excellence Award was presented to 226 centers that successfully achieved zero incident rates for traffic accidents, industrial accidents, work task accidents, and complaints over a period of six months, as well as receiving at least one or more compliments.

The number of entries and awards is also increasing year by year, as a result of increases in awareness of improvements and reforms among individual employees and various initiatives being implemented on the front lines.

### Yamato Transport : "Kuroneko Tamago" Proposal System

"Kuroneko Tamago" is a system that allows all Yamato Transport employees to make proposals for business improvements, new products and services. In addition to making their own proposals, employees can also vote and give their opinions on those submitted by other employees. Among the proposals and opinions received, the Hint Award is awarded to those proposals considered for actualization.

In FY2020 there were 414 proposal entries, 27 of which received the Hint Award.



**YAMATO  
HOLDINGS**

#### Company Profile

Greetings  
Management Philosophy  
Corporate Governance  
Corporate Overview  
Profile of Executives  
Group Organizational Chart

#### Yamato Business Profile

Retail Business  
Corporate Business  
Functions  
Other Services  
Related Organizations

#### Investor Relations

Management Policy  
To Our Individual Investors  
IR Information  
Financial Information  
Stock and Other Information  
IR News  
IR Site Map  
FAQ  
Contact  
IR Calendar

#### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability  
ESG Policy and Declaration  
ESG Data  
Environmental Initiatives  
Social Initiatives  
Governance Compliance  
The Signing the United Nations Global Compact  
External Recognition  
GRI Standards Content Index  
Stakeholder Engagement  
CSR Report PDF Download

#### PR

##### News Releases

Site Map  
Privacy  
GDPR Privacy Policy  
Site Use  
Yamato Group Social Media Policy



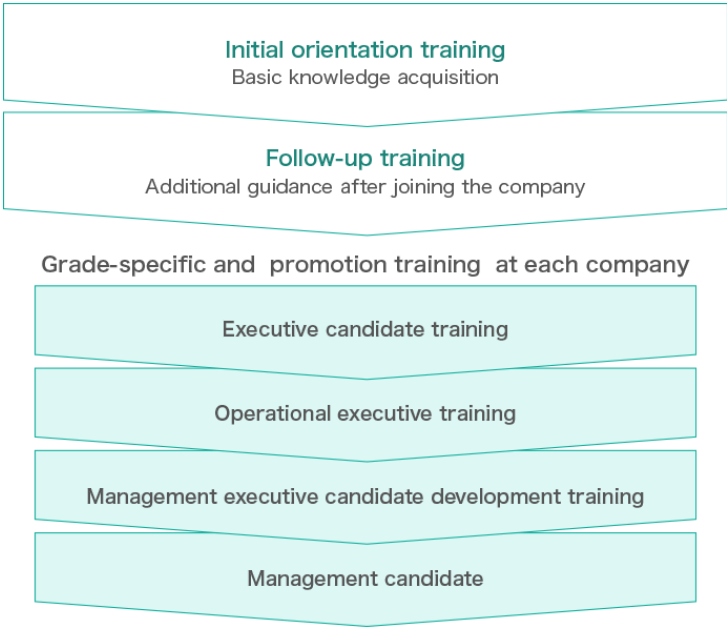
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# Human Resources Development

## Personnel Systems for Career Improvement / Ability Development Training Systems

The Yamato Group's greatest assets are its employees, and for the Group to grow it is essential for each employee to refine their individual strengths and achieve personal growth. In addition to instilling the philosophy of providing services sincerely and responsibly and improving communication abilities, we believe that it is also necessary to cultivate the ability to think independently in order to create new value amid rapid changes in the business environment. For this reason, each of the Yamato Group companies have established and operate personnel schemes and ability development training systems that allow each employee to realize their full potential and abilities through fair treatment.



## Human Resources Development Initiatives

### Kuroneko Academy

In FY2021, we launched the Kuroneko Academy educational organization and are building a new training system. Going forward, we will seek to further enhance educational opportunities by establishing an in-house instructor system and introducing learning platforms.

### Kuroneko Academy Human Resources Development Policy

Kuroneko Academy has established this policy as a guideline for human resources development based on the Yamato Group Corporate Philosophy.

Human resources development is the driving force for achieving the transformation from simple transportation to value creation through transportation.

The aim is to create job satisfaction for employees, to give them self-awareness and pride, and to help drive the development of local communities by improving their human and on-site / workplace capabilities.

- In order to face up to customers thoroughly and create value through transportation, we will train employees who can embody all-inclusive management through education based on our management philosophy and ethical values.
- In order to provide the best value to customers, we will train employees who can make effective use of their expertise by gaining various experiences in specialist fields and refining their knowledge and abilities.
- We will train employees who will be next-generation leaders in order to continuously produce human resources who will be responsible for business creation and business development, and to further improve our on-site capabilities.
- We will train employees who have the will to grow on their own, and can learn for themselves and act actively.
- In order to provide good services to our customers in perpetuity, we will create a culture in which all employees learn and develop together, by understanding and practicing the importance of training.

### Building a New Training System

- (1) Standard training**

We will incorporate management philosophy and ethics training as a pillar of our standard education, and conduct training such that opportunities for repeated reflection instill these values in individuals and lead to their effective demonstration as an organization. Employees are trained to think about Yamato from a customer perspective, think about what they should do from our own position, and make it their own personal issue.
- (2) Job-class-specific training**

Through various types of training including initial orientation training at the time of joining the company, follow-up training, operational executive training and management executive training, etc., we will refine the necessary attitude, thinking, skills and knowledge required at each level to revitalize workplaces and the organization as a whole.
- (3) Building a Training System for Specialist Human Resources**

We will build a training system to develop the expertise required for each business division and functional division. We will establish a system for the stable supply of necessary knowledge and skills both quantitatively and qualitatively, leading to the achievement of results.
- (4) Promotion Training**

We provide training for candidates for operational and management executive positions as training to level up their careers based on workplace recommendations and the will of the individuals in question.

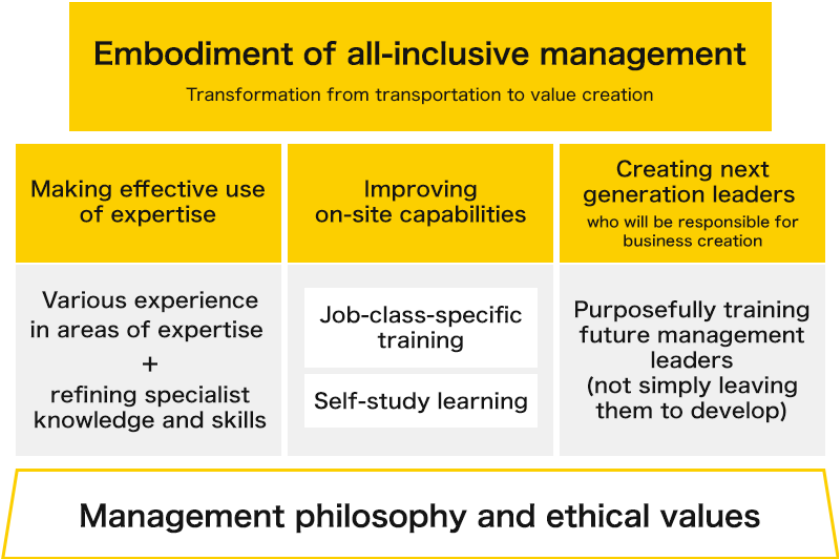
Building an In-house Lecturer System

We train and certify in-house lecturers. Going forward, we will establish a system for the training of in-house lecturers as human resources development professionals and consulting partners for human resources development for each business function, and implement continuous and successive educational strategies.

Introducing a Learning Platform

By utilizing digital technology for education we are building a learning platform to strengthen the educational base such that is not affected by the external environment, and to promote self-study among employees. Through this, we will develop human assets from an early stage and provide career development support tailored to each individual.

<Overall Academy Training Structure>



Personnel Evaluation System

The Yamato Group has a personnel evaluation system that leads to further personal growth for employees. For personnel evaluations, we evaluate using target achievement evaluations and employee evaluations.

For target achievement evaluations, each employee sets work goals every six months, and their achievements (including day-to-day efforts) are evaluated based on the opinions of the workplace review committee. The employee evaluation is an evaluation of whether the Yamato Group employees / persons in charge of certain duties have performed their expected roles. Evaluations are made based on evaluations by coworkers in the same workplace.

We aim to improve the abilities of each and every employee by obtaining objective evaluations from various perspectives.



<p><b>Company Profile</b></p> <p>Greetings</p> <p>Management Philosophy</p> <p>Corporate Governance</p> <p>Corporate Overview</p> <p>Profile of Executives</p> <p>Group Organizational Chart</p>	<p><b>Yamato Business Profile</b></p> <p>Retail Business</p> <p>Corporate Business Functions</p> <p>Other Services</p> <p>Related Organizations</p>	<p><b>Investor Relations</b></p> <p>Management Policy</p> <p>To Our Individual Investors</p> <p>IR Information</p> <p>Financial Information</p> <p>Stock and Other Information</p> <p>IR News</p> <p>IR Site Map</p> <p>FAQ</p>	<p><b>Sustainability</b></p> <p>Commitment from Senior Management</p> <p>Yamato Group Sustainability</p> <p>ESG Policy and Declaration</p> <p>ESG Data</p> <p>Environmental Initiatives</p> <p>Social Initiatives</p> <p>Governance Compliance</p> <p>The Signing the United Nations Global Compact</p>	<p><b>PR</b></p> <p><b>News Releases</b></p> <p>Site Map</p> <p>Privacy</p> <p>GDPR Privacy Policy</p> <p>Site Use</p> <p>Yamato Group Social Media Policy</p>
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- [Contact](#)  
[IR Calendar](#)
- [External Recognition](#)  
[GRI Standards Content Index](#)  
[Stakeholder Engagement](#)  
[CSR Report PDF Download](#)



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Health

The Yamato Group believes that ensuring its approximately 230,000 employees are physically and mentally fit, healthy and always filled with the joy of working is a source of corporate value. The Yamato Group Health Insurance Union takes a leading role in implementing various initiatives according to the characteristics of the business.

Promoting Improvements in Employee Health

We believe that ensuring the physical and mental health of our employees will enable us to provide high-quality services to society and increase our strength as a company. The Yamato Group conducts regular health checks to maintain and improve the health of its employees.

Health-related Numerical Data

▶ ESG data (human resources related)

Mental Health Initiatives

The Yamato Group conducts stress checks and activities to improve the workplace environment, to create workplaces that are physically and mentally healthy.

Specifically, industrial doctors attend monthly health and safety meetings held at Yamato Transport to consider measures to maintain and improve the health of employees.

Yamato Group Health Declaration

In September 2010, the Yamato Group formulated the Yamato Group Health Declaration with the aim of enhancing each employee's health and contributing to the creation of a more enriched society. Based on this, the Yamato Group Health Insurance Union has implemented various health strategies relating to the health of employees and their families, and provided support for health and productivity management being implemented by each Group company.

Since 2017, a total of 21 Yamato Group companies have taken on the challenge of the Health Company Declaration scheme-a health and productivity management certification system-in cooperation with other Yamato Group companies and the Health Insurance Union. Thirteen Group companies have obtained Silver Certification, which is the first step in this process. Three Group companies (Yamato Credit & Finance Co., Ltd., Express Network Co., Ltd. and Yamato System Development Co., Ltd.) have obtained the second step Gold Certification.

Yamato System Development has also been recognized under the 2021 Certified Health & Productivity Management Outstanding Organizations Recognition Program, jointly selected by the Ministry of Economy, Trade and Industry (METI) and the Nippon Kenko Kaigi.

▶ Yamato Group Health Declaration



Yamato Group Health Declaration poster



The three companies that have obtained Gold Certification (Yamato Credit & Finance Co., Ltd., Express Network Co., Ltd. and Yamato System Development Co., Ltd.)

Yamato Group Health Insurance Union: Specific Health Guidance

The Yamato Group Health Insurance Union is toughening the implementation of specific health checks and specific health guidance, with the aim of reducing the risk of lifestyle-related diseases for employees.

To achieve this, Group companies and partner companies such as health check operators cooperated with the health insurance union to examine implementation methods that match the characteristics of each Group company. As a result, the percentage of employees receiving medical checkups reached 98.8%, and the most recent completion rate for specified health guidance rose to 76.0%.

In addition, the proportion of employees being given specific health guidance (due to specific risks in their lifestyle habits and health checkup results) is decreasing year by year. In FY2019, around 40% of those employees showed improvements in their state of health as a result of specific health guidance given in the previous fiscal year, and have been removed from the scope of guidance.

Health support is also being provided according to health risks for employees taking medications that were not covered by specific health guidance until now.

Employees who are at risk from blood pressure, blood sugar and neutral fat were also individually recommended to visit medical institutions. Out of those employees, 96% visited medical institutions, and around 70% showed improvement in their state of health.

### Yamato Group Health Insurance Union: Comprehensive Cancer Checkups

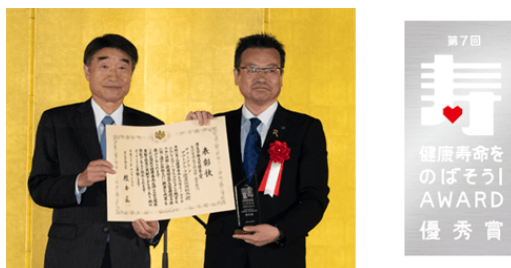
The Yamato Group Health Insurance Union conducts multiple cancer screenings together with regular employee health checks for early-stage detection of cancer.

As a measure against female-specific cancers, a breast cancer screening bus visits business locations nationwide, enabling employees to undergo medical examinations without personal cost. In FY2020 the bus visited 174 locations nationwide, with 16,814 employees undergoing screenings (a screening rate of 50.8%). Since FY2018, we have been providing subsidies for patients who have undergone cervical cancer screenings, to support the creation of a workplace environment where female employees can work actively.

We also encourage employees with findings in their cancer screenings to visit medical institutions at an early stage to undergo a thorough examination.

### Yamato Group Health Insurance Union: Received MHLW Minister's Award at the 7th "Let's Extend Healthy Life Expectancy!" Awards

The Yamato Group Health Insurance Union conducts specific health checks for dependents aged 40 and over. While these checks are mainly for housewives, there are currently many who are busy with housework, childcare and caregiving responsibilities, etc., and unable to take time out to undergo medical examinations. We have therefore sought to improve the percentage of busy housewives and other dependents undergoing examinations by enabling them to choose from four types of examination-based on location, date, time and test items, etc.-according to their lifestyles. Our efforts in this area were recognized by presentation of the Minister of Health, Labour and Welfare Excellence Award.



### Yamato Group Health Insurance Union: Involving Families to Improve Health

The Yamato Group Health Insurance Union is also working actively to improve the health of employees' family members (dependents).

In addition to Kenpodayori, a public relations magazine that delivers health information for families four times a year (in spring, summer, fall and winter), we also publish Kenpodayori Kids for families with elementary school children twice a year, to coincide with the summer and winter vacation. This is a 10-day challenge for children to learn about the importance of health and lifestyle habits from elementary school, and for the whole family to work on lifestyle improvement. In this way, we are working to increase the number of healthy families aiming to improve their health as a whole family.



### Yamato Group Health Insurance Union: Creation of Data Health Plans

The Yamato Group Health Insurance Union analyzes health check and illness data for employees and their families, identifies Yamato Group health issues, and implements more effective, targeted health projects. Over the next six years, companies and health insurance unions will work together to determine target figures and check the level of achievement, in national policy initiative called the Data Health Plan.

We are also continuing the following initiatives, and supporting the active lifestyles of our employees by implementing various health improvement measures.

#### Health Improvement Web Service

We distribute personal health information-such as health checkup results and histories of hospital visits for each employee-and relevant health articles based on this information to employees' smartphones in order to raise interest in health and lifestyle habits. As of March 31, 2020, there were 24,900 registered employees.

#### Walking Event, Minna de Hokatsu

Walking events were held in May and November to encourage employees to develop exercise habits and improve their lifestyle habits. A total of around 6,500 employees participated.

#### Health Awareness Survey Questionnaire

We conducted a questionnaire for employees to check their health awareness, and to help formulate strategies to increase health literacy. Surveys have been conducted periodically three times in the past, with a total of 191,260 responses received.



Yamato Group: Initiatives to Tackle Global Health Issues

As a corporate group engaged in logistics both in Japan and overseas, the Yamato Group recognizes the importance of global health issues such as HIV, tuberculosis and malaria, and is actively responding to them.

For employees posted overseas, we provide information on infectious diseases in various locations through training before travel, and provide information and arrange vaccinations as a measure against those infectious diseases.



Company Profile

- Greetings
- Management Philosophy
- Corporate Governance
- Corporate Overview
- Profile of Executives
- Group Organizational Chart

Yamato Business Profile

- Retail Business
- Corporate Business
- Functions
- Other Services
- Related Organizations

Investor Relations

- Management Policy
- To Our Individual Investors
- IR Information
- Financial Information
- Stock and Other Information
- IR News
- IR Site Map
- FAQ
- Contact
- IR Calendar

Sustainability

- Commitment from Senior Management
- Yamato Group Sustainability
- ESG Policy and Declaration
- ESG Data
- Environmental Initiatives
- Social Initiatives
- Governance Compliance
- The Signing the United Nations Global Compact
- External Recognition
- GRI Standards Content Index
- Stakeholder Engagement
- CSR Report PDF Download

PR

- News Releases
- Site Map
- Privacy
- GDPR Privacy Policy
- Site Use
- Yamato Group Social Media Policy



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## Human Rights & Diversity

### Basic Approach

The Yamato Group's Corporate Stance under its Group Corporate Philosophy advocates respect for human rights in all business activities. As a signatory of the UN Global Compact, we also support and respect The Ten Principles of the UN Global Compact and international norms\* regarding human rights. In addition to engaging in business activities that take the human rights of all stakeholders into consideration, we also prohibit any and all forms of discrimination or harassment based on the guidelines for recognizing, accepting and utilizing individual differences (including age, gender, nationality, disabilities, sexual orientation and gender identity) and values.

The social environment is currently undergoing major changes, and the needs of society are diversifying rapidly. In order for us to respond flexibly to these changes, it is necessary to increase the diversity of human resources active within our organization.

By promoting diversity and respect for human rights, we aim to be an internationally competitive corporate group that is resistant to market changes.

\* The Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights, the Children's Rights and Business Principles, etc.

#### Main Targets of the Sustainable Medium-Term Plans 2023

- Ensure 100% attendance rate in human rights training for all employees
- Ensure percentage rate of employees with disabilities is 2.5%
- Double number of female managers (executives) compared with fiscal 2020 and ensure 10% of all managers are female

For more detailed targets, please refer to [PDF the Sustainable Medium-Term Plans 2023](#)  
[PDF:821KB]

#### Related SDGs



### Promotion Structure

The Yamato Group has established the EX Promotion Committee (Work Style Reform Committee) and the Human Rights and Diversity Subcommittee to further promote respect for human rights. The Managing Executive Officer in charge of human resources is responsible for, and serves as the chairperson for, these committees. The committees consider and check the progress of strategy measures relating to human rights issues within the Yamato Group, and strive to raise awareness with regard to these issues.

### Policies on Human Rights and Diversity

#### Yamato Group Human Rights Policy

The Yamato Group established the "Yamato Group Human Rights Policy" in 2021 based on the UN Guiding Principles on Business and Human Rights, with the aim of realizing a enriched society as stated in the Group's Management Philosophy. This commitment indicates the Yamato Group's intention and direction to respect human rights through a resolution of the Board of Directors. Based on this policy, we will strengthen our efforts to respect human rights.

► [Yamato Group Human Rights Policy](#)

#### Basic Policy on Diversity

We have established a Basic Policy on Diversity with the aim of creating a workplace environment that respects the diversity of employees, fosters diverse human resources, and enables them to engage in active roles. Based on the Yamato Group's "DNA" and core value of management by full participation (we all represent the company), we promote diversity throughout the Group by creating a workplace environment where diverse human resources can play an active role and fostering diverse human resources.

► [Diversity Policy](#)

### Human Rights Due Diligence

The Yamato Group has been working to create a workplace environment that offers greater ease of working and job satisfaction for employees through work style reforms.

In order to instill these ideas more deeply, both within and outside the company, we have started to implement human rights due diligence based on the United Nations Guiding Principles on Business and Human Rights. We hold stakeholder dialogues with outside experts to identify human rights risks throughout the Group. We will also continue to formulate human rights policies in the future. In FY2020, we conducted sustainability management training on human rights for a total of 574 executive and management personnel (management executives) to further promote understanding of human rights issues. Participants learned about overseas trends in human rights issues, and the human rights due diligence demanded of companies. By FY2023, we will roll out human rights training for all employees.

We also participate in the Human Rights Due Diligence Working Group organized by the Global Compact Network Japan, and are working to build a human rights due diligence system within the Group.

## Training on Human Rights and Diversity

### Harassment Prevention Training

The Yamato Group distributes mini-booklets explaining its Group Corporate Philosophy to all employees, to enlighten them about the Group's stance on human rights and the importance of respecting human rights.

We also distribute a group-wide harassment handbook, and conduct training to prevent harassment at each Group company. In FY2019, 148,454 Yamato Transport employees engaged in harassment prevention training. In particular, management personnel are trained to respond appropriately when they receive a report or consultation on human rights-related cases such as bullying or harassment.

- \* In FY2020, group training was cancelled due to the impact of the COVID-19 pandemic. In addition to conducting a survey of the actual state of harassment in the workplace (twice a year), we have also set action targets for creating workplaces that are free of harassment (on an individual workplace basis) and created opportunities to implement them (once a year).

### Conducting Diversity Management Training for Management Personnel

As one of its strategies to create workplace environments with respect for diversity, the Yamato Group conducts diversity management training to reform the awareness of its management personnel. In FY2019, we provided opportunities for firm establishment and application with an emphasis on follow-up, to enable continuous implementation of activities in the workplace aimed at maximizing individual abilities. The training included reflection on the contents of the training in FY2018, sharing points that participants have been aware of and practiced during the past year, and learning about better methods for communication with subordinates. Communication-particularly feedback-is essential in order to revitalize the organization. Going forward, we will continue in our aim to create workplaces where each and every employee in the Yamato Group can make use of their individuality and unique characteristics.

- \* In FY2020, training was cancelled due to the impact of the COVID-19 pandemic.



Training for management personnel

## Human Rights and Diversity Initiatives

### Yamato Group: Initiatives on Respect for Human Rights

The Yamato Group engages with outside experts on human rights risks and considerations in its business activities. At a stakeholder dialogue held in November 2019, Ryusuke Tanaka, Program Officer of the International Labour Organization (ILO) office in Japan, gave opinions on human rights issues across a wide range of topics, such as labor and supply chain. Going forward, we will continue to incorporate valuable opinions from third-party perspectives into the identification of material issues and consideration of strategies, and make use of them in future initiatives.

As a corporate group that is mainly engaged in the delivery business, we believe that special consideration is necessary because children are in a position where their rights are more likely to be violated. We are working to protect and promote children's rights in our business activities through the Children's Traffic Safety Class, which we have been conducting continuously since 1998.

For details, please refer to "[Children's Traffic Safety Class](#)."



### Yamato Group: Diversity and Inclusion Initiatives

It is said that many sexual minorities work in the transportation industry because the differences in the appearance of uniforms worn by male and female employees are minor in comparison with other industries. In FY2019 (the fiscal year ended March 31, 2019) we conducted executive training, with members of LGBT minorities taking to the stage to speak to executives, in order to help create a workplace environment where sexual minorities can engage in active roles in the future.

In the future, we will be working with Mirairo Inc. (in which we invested in February 2021) to enhance universal manner education for all employees, in order to develop human resources who are able to act from the perspectives of others that differ from their own.



## Empowerment of Female Employees

Since 2017, as part of its career development support efforts, the Yamato Group has been holding female leader meetings and dispatching female employees to women's cross industry training and external training with outside organizations. In addition, we will continue to aim to create workplaces where women can play an active role throughout the Yamato Group, such as by holding sessions for superiors to train female subordinates and support further active roles for them.



Female leader meeting



Session for superiors

## Employment of Persons with Disabilities

The Yamato Group continues to create employment opportunities for persons with disabilities based on our Corporate Stance, which states that we will actively support persons with disabilities in the hope of furthering their independence. Yamato Transport has assigned personnel in charge of promoting the employment of persons with disabilities nationwide, and holds monthly meetings on a regional basis to share issues and examples of good initiatives for promoting employment, engage in recruitment activities, and provide support to help employees stay in their jobs.

As of March 2021, the number of Group employees with disabilities was 2,632\*, and the employment rate was 2.36%. In order to promote employment, we will continue to engage in recruitment activities in cooperation with Hello Work, schools, and employment transition support facilities, and will focus on the employment of persons with disabilities by providing training and other opportunities for personnel in charge to learn, in order to strengthen the system of workplaces where people with disabilities can work together. In order to deepen understanding of working with people with disabilities, on-site managers will visit schools and facilities to continue initiatives with direct points of contact.

\* Conversion to number of people

### Regular Liaison Meetings for Personnel in Charge of Employment of Persons with Disabilities

Since FY2018, the Yamato Group has held regular liaison meetings (three times a year) for HR personnel at Group companies in charge of hiring people with disabilities. We have been working to promote the employment of people with disabilities from various perspectives, such as hiring and ensuring retention of people with disabilities, labor management, and teleworking. At each liaison meeting, participants drafted employment plans for people with disabilities from a medium to long-term perspective, reviewed recruitment methods in implementing the plan, and learned how to manage and follow up to achieve stable employment after hiring. Going forward, we will continue to make progress in each company's action plan by relaying the latest information on the environment surrounding the employment of people with disabilities, and obtaining input from outside experts.

### Workplace Environments with Active Roles for Non-Japanese Employees

The Yamato Group employs approximately 9,000 non-Japanese employees. We provide multilingual work manuals for non-Japanese employees in English, Chinese, Nepali, and Vietnamese. We also provide multilingual support in our employee awareness survey, investigate opinions on job satisfaction and ease of working for non-Japanese employees, and reflect our findings in efforts to improve the workplace environment.

### Post-Retirement Life Plan Support

We organize the Yamato Life Plan Seminar, which provides employees approaching retirement about pension plans, how to work after retirement, and financial planning after retirement. Employees can participate in the seminar with their spouses, and receive assistance for them and their families to transition smoothly to their second life after retirement.

Yamato Staff Supply enables applicants to register for reemployment after retirement, and dispatches them to companies both within and outside the Group based on their wishes and aptitudes.

Reemploying retired employees is very meaningful in terms of passing on and maintaining high-level skills such as safety and service skills cultivated over many years within the Group. These highly skilled human resources are also a great asset at companies aside from the Yamato Group.

## Points of Contact for Consultations

The Group's common compliance consultation desks (Corporate Fraud Report Desk, Compliance Hotline and Opinions Box) are available to all Group employees, and also accept reports and consultations on human rights issues, including discrimination and harassment. In all cases, the department in

charge investigates in line with internal reporting regulations, taking care to ensure that whistleblowers and consulting employees are protected and do not suffer disadvantages, and taking appropriate measures and action based on internal regulations. The contents of reports by whistleblowers are reported to the Compliance and Risk Committee, and to the Board of Directors on a regular basis.

We have also established a call center and inquiry desk for customers to contact us by phone and e-mail, and an inquiry desk for shareholders and investors on our website.

 [Inquiries \(Japanese only\)](#)



**Company Profile**

- Greetings
- Management Philosophy
- Corporate Governance
- Corporate Overview
- Profile of Executives
- Group Organizational Chart

**Yamato Business Profile**

- Retail Business
- Corporate Business
- Functions
- Other Services
- Related Organizations

**Investor Relations**

- Management Policy
- To Our Individual Investors
- IR Information
- Financial Information
- Stock and Other Information
- IR News
- IR Site Map
- FAQ
- Contact
- IR Calendar

**Sustainability**

- Commitment from Senior Management
- Yamato Group Sustainability
- ESG Policy and Declaration
- ESG Data
- Environmental Initiatives
- Social Initiatives
- Governance Compliance
- The Signing the United Nations Global Compact
- External Recognition
- GRI Standards Content Index
- Stakeholder Engagement
- CSR Report PDF Download

**PR**

**News Releases**

- Site Map
- Privacy
- GDPR Privacy Policy
- Site Use
- Yamato Group Social Media Policy



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[Company Profile](#)[Yamato Business Profile](#)[Investor Relations](#)[Sustainability](#)[PR](#)[News Releases](#)[Home](#) > [Sustainability](#) > [Social Initiatives](#) > [Safety & Security](#)

## Safety & Security

### Basic Approach

The Yamato Group owns a large number of vehicles, and uses public roads as its main place of business. The Group's business operations therefore have a major impact on society, and we believe that ensuring the safety of local communities is an important responsibility. Road safety is also an aspect of occupational safety for the employees who drive and ride in our vehicles.

The Yamato Group has highlighted respect for human life and endeavoring to ensure safety in its Group Corporate Philosophy and Corporate Stance, and thoroughly implements the philosophy of "safety first, sales second" in order to give top priority to respect for human life at all times in its business operations. We also share the philosophy of respect for human life and ensuring safety with our partner companies and business suppliers, and strive to ensure safety in all business activities.

In addition to transportation safety, we are also engaged in occupational health and safety initiatives to provide better services to our customers, based on the belief that the safety and health of the more than 220,000 employees who support the Yamato Group are the foundation for the Group's sustainable growth. We are also engaged in quality safety initiatives to create customer satisfaction.

#### Main Targets of the Sustainable Medium-Term Plans 2023

- Achieve zero serious traffic accidents (fatal traffic accidents where the Company is responsible)
- Reduce number of traffic accidents (where bodily injury occurs) by 50% compared with fiscal 2019
- Achieve zero serious occupational diseases (work-related deaths)
- Reduce frequency of lost workday injuries by 20% compared with fiscal 2019

For more detailed targets, please refer to [the Sustainable Medium-Term Plans 2023](#) [PDF:821KB].

#### Related SDGs



#### Transport Safety

[▶ Details](#)

#### Occupational Safety & Health

[▶ Details](#)

#### Quality Management

[▶ Details](#)

#### Company Profile

Greetings  
Management Philosophy  
Corporate Governance  
Corporate Overview  
Profile of Executives  
Group Organizational Chart

#### Yamato Business Profile

Retail Business  
Corporate Business  
Functions  
Other Services  
Related Organizations

#### Investor Relations

Management Policy  
To Our Individual Investors  
IR Information  
Financial Information  
Stock and Other Information  
IR News  
IR Site Map  
FAQ  
Contact  
IR Calendar

#### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability  
ESG Policy and Declaration  
ESG Data  
Environmental Initiatives  
Social Initiatives  
Governance Compliance  
The Signing the United Nations Global Compact  
External Recognition  
GRI Standards Content Index  
Stakeholder Engagement  
CSR Report PDF Download

#### PR

#### News Releases

Site Map  
Privacy  
GDPR Privacy Policy  
Site Use  
Yamato Group Social Media Policy









## Transport Safety

▼ Safety Management Regulations ▼ Promotion Structure ▼ Education on Traffic Safety ▼ Safety Management Measures

### Safety Management Regulations

General motor truck (freight) transportation business operators of a certain size are required to establish safety management regulations and notify the Minister of Land, Infrastructure, Transport and Tourism. Yamato Group operating companies subject to this rule have also established safety management regulations in accordance with the law.

The 14 items to be listed in these safety management regulations are: Commitments of Top Management, Responsibilities of Top Management, Safety Policies, etc., Safety Supervisors, Responsibilities and Authority of Personnel, Ensuring Communication and Transmission of Information, Reporting Information on Accidents, etc., Responding to Serious Accidents, Ensuring Compliance with Relevant Laws and Regulations, etc., Education and Training Necessary to Maintain a Safety Management System, Internal Audits, Reviews and Continuous Improvement, Creation and Management of Documents, and Creation and Maintenance of Records.

The Yamato Group also emphasizes the concept of "conducting safety management systematically and continuously through the leadership of top management" as indicated by the law, and is engaged in various efforts to achieve this.

#### Safety management regulations and transportation safety management at Group companies (published online)

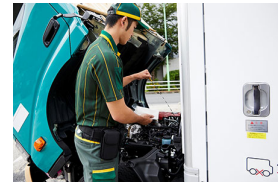
\*Japanese only

Yamato Transport [PDF:282KB]

Okinawa Yamato Transport [PDF:106KB]

Yamato Box Charter [PDF:216KB]

Kobe Yamato Transport



### Promotion Structure

Each Group company has established its own safety management system, in accordance with the safety management regulations.

In order to enhance the effectiveness of transportation safety management, we have established a system that allows organizational management through coordination between management departments and transportation personnel in the field, under the leadership of top management. Each Group company engaged in transportation safety management conducts regular reviews by top management, reviews actual performance and results, clarifies problems and issues, and improves upon them.

We have also established a system for sharing important information-such as details of serious transportation accidents-with Yamato Transport corporate headquarters, which oversees and promotes transportation safety throughout the Yamato Group.

#### Yamato Transport: Head Safety Instructor System

The foundation of Yamato Transport's safety strategy is the head safety instructor system, which has consistently underpinned our safety since its introduction in 1974.

The head safety instructor is a specialist in safety measures, assigned to each major branch. As of March 2021, there are 364 head safety instructors nationwide. head safety instructors patrol centers under their supervision on a daily basis, working to ensure compliance with laws and regulations, improve the driving competence level of individual drivers, and make thorough efforts to prevent traffic accidents and other industrial accidents.

Other operating companies aside from Yamato Transport have also established head safety instructor systems and other similar systems. For details of numbers at each company, please see our ESG data.

► ESG data (human resources related)

### Education on Traffic Safety

Yamato Group companies are working to improve their employees' safety awareness through regular safety education.

#### Yamato Transport: Internal License System

Yamato Transport drivers hired through rigorous aptitude tests receive training over the course of around one month after joining the company, and can only begin to engage in actual driving duties after obtaining their internal license. Drivers continue to refine their safe driving skills through further training one year after joining the company, regular escort guidance and road patrols by head safety instructors and managers, and driving aptitude checks conducted once every three years.

## Yamato Transport: Road Patrols and Escort Guidance

At Yamato Transport's main branches nationwide, safety guidance supervisors and managers provide direct safety guidance to individual drivers through road patrols and escort guidance.

## 1. Road Patrols

Supervisors patrol the collection and delivery routes for each area, identify Yamato Transport's pickup and delivery vehicles, and observe driving behavior. We perform strict checks for speed violations during driving, safety checks and point-and-call checks at intersections, temporary stops when making right turns, etc., and give guidance to drivers when they stop their vehicles.

## 2. Escort Guidance

Escorts accompany and observe drivers during collection and delivery, and check and instruct them in detail as to whether or not they are implementing safe and economical driving.



## Yamato Transport: Creating Educational Tools

Yamato Transport uses a variety of tools to raise awareness of safety and implement its "safety first" philosophy. These include the information magazine Safety First that shares safety information, a Driver Safety Notebook carried by all drivers, and a "Safety Calendar" that can increase sensitivity to danger through hazard perception training.

We are also working to prevent accidents through a biannual initiative to achieve zero traffic accidents, using actual footage from drive recorders installed in delivery vehicles to compile a collection of "near miss" cases and create traffic safety training videos.



### Traffic safety training video



## Safety Calendar

## Driver Training Results

Training program	Number of participants in FY2020 (persons)
Initial orientation training	2,252
Escort guidance	36,021
Driving aptitude check	21,897

## Yamato Multi Charter: E-Learning

Yamato Multi Charter has introduced an e-learning program entitled "Anzen-Drive: Learn Safe Driving for Peace of Mind." By learning about the following two topics every month, employees are encouraged to improve their safety awareness.

### Study Topics

- Guidelines for general guidance and supervision of Ministry of Land, Infrastructure, Transport and Tourism Notification No. 1366\* (12 items)
- Preventing serious accidents

\*Guidelines for guidance and supervision of drivers of commercial vehicles provided by motor truck (freight) transportation business operators

## Safety Management Measures

In order to ensure transportation safety, we have taken various safety management measures, both across the Group and at each Group company individually, in line with our transportation safety management policies.

### Yamato Group: Zero Traffic Accident Movement

The Yamato Group conducts a group-wide Zero Traffic Accident Movement in the spring and autumn of each year, which includes overseas operating companies. Yamato Transport has been engaged in the movement since 1970. A priority issue for the whole Group under the Zero Traffic Accident Movement is to prevent traffic accidents during driving as part of business operations. Operating companies that own vehicles have set their own themes for the movement according to the content of their specific business operations, and are engaged in initiatives to implement these priority items.

Group companies that do not have their own vehicles have also formulated their own safety measures, with priority items such as "prevention of industrial accidents" and "prevention of traffic accidents incurred by employees."

During the movement period, we summarize the state of occurrence of accidents every day for the Group as a whole, and share the current situation with Group members for a certain period. After the end of the period, we ask operating companies where accidents occurred to investigate the causes and consider measures to prevent future recurrences. In this way, we are working to raise safety awareness throughout the entire Group throughout the year.



Poster for Zero Traffic Accident Movement

### Yamato Group Companies: Accident-Free Commendation

The implementation of Yamato Group's Safety First philosophy is underpinned by the safe driving of its drivers on a daily basis. Every year, Yamato Transport, Yamato Home Convenience, Okinawa Yamato Transport, Yamato Multi Charter, and Yamato Box Charter commend and reward drivers who excel in safe driving and continue to have no accidents.

Yamato Transport also commended 3,116 locations that achieved zero accidents or disasters for a one-year period as Safety Excellence Sales Offices. (FY2020)

Numbers of accident-free drivers at each company

- ▶ ESG data (human resources related)



Award ceremony to commend drivers who remained accident-free throughout the year

### Yamato Group: G Mark Certification (Motor Truck Transportation Business Operator Safety Assessment Project)

G Mark (Motor Truck Transportation Business Operator Safety Assessment Project) is a certification system operated by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) which certifies business locations that achieve safety excellence. The program certifies business establishments that work actively to ensure transportation safety, from the viewpoint of making it easier for users to choose businesses that maintain high standards of safety. The Japan Trucking Association-a government-designated organization for the establishing order in the motor vehicle (freight) transportation industry-has set 38 assessment criteria, based on which business operators are certified by the organization's safety evaluation committee.

The Yamato Group is actively acquiring G Mark certification to improve transportation safety.

For details of G Mark certification status at each company, please see our ESG data.

- ▶ ESG data (certifications)

### Yamato Transport: Internal Driver Contest (Safety Competition)

Yamato Transport has held the Yamato Transport National Safety Competition every year since 2010, with the aim of raising the level of safe driving as professional drivers and improving safety awareness and driving skills throughout the company. At the 9th annual contest in 2019, 38 sales drivers and 11 operation managers who won the preliminary rounds of each main branch office and branch company nationwide competed with their driving skills and knowledge necessary for safe driving. \*The contest was cancelled in FY2020 due to the impact of the COVID-19 pandemic.



**Yamato Transport: Safety Instructor Skills Test**

In FY2019, Yamato Transport launched the Safety Instructor Skills Test, with the aim of improving the skills of head safety instructors and establishing a system that enables effective safety guidance by instructors with a certain skill level. Head safety instructors engage in training to cultivate their knowledge, skills and leadership, and measure the degree of knowledge and skills acquired in safety guidance training.

**Yamato Transport Co., Ltd.: In-car Terminals Equipped with Communication Functionality Integrating Drive Recorders and Digital Tachographs**

Yamato Transport has installed integrated terminal devices in all pickup and delivery vehicles to collect driving data, such as footage collected from drive recorders and driving routes created using information obtained from GPS antennas, in addition to the speed and parking position information already collected by digital tachographs. The data collected by these devices is automatically sent via communications network connections and stored in a cloud-type database in real time. We have also enabled automation in registering "near miss" locations, labor saving for drive start and endpoint settings, and automation of software updates for in-car devices, so that sales drivers can concentrate more on safe driving. Visualizing and analyzing the driving data collected and centrally managed via these in-car devices, it is possible for head safety instructors and other relevant personnel to more accurately grasp specific details of the driving characteristics of each sales driver. As a result of this, we will be able to provide more finely tuned preventive safe driving training tailored to the individual driving characteristics of each driver.



**Yamato Autoworks: Thorough Vehicle Maintenance and Management to Support Safety**

Yamato Autoworks covers over 4,000 Yamato Group collection and delivery locations, and is responsible for the inspection and maintenance of around 50,000 vehicles. The company has 71 maintenance plants located around Japan, 26 of which are Super Works locations: state-of-the-art factories that pursue greater efficiency of vehicle maintenance systems, consideration for the environment, and ease of work for employees. Most of these maintenance plants-including Super Works locations-are open 24 hours a day, 365 days a year, and perform statutory periodic inspections on all vehicles by centralized management throughout the year, in addition to rapid response in the event of breakdowns. By continuously checking the status of vehicles and accumulating information, the company also achieves preventive maintenance, performing maintenance on vehicles before breakdowns occur. Of the approximately 900 mechanics, around 600 are qualified automobile inspectors who can perform completion inspections after maintenance work has been completed to ensure that vehicles comply with safety standards. In maintenance, the accuracy of inspections is improved through double-checking conducted by another mechanic, for both midway and completion inspections.



Super Works Kashiwa Plant (completed in March 2020)



Company Profile

- Greetings
- Management Philosophy
- Corporate Governance
- Corporate Overview
- Profile of Executives
- Group Organizational Chart

Yamato Business Profile

- Retail Business
- Corporate Business
- Functions
- Other Services
- Related Organizations

Investor Relations

- Management Policy
- To Our Individual Investors
- IR Information
- Financial Information
- Stock and Other Information
- IR News
- IR Site Map
- FAQ
- Contact
- IR Calendar

Sustainability

- Commitment from Senior Management
- Yamato Group Sustainability
- ESG Policy and Declaration
- ESG Data
- Environmental Initiatives
- Social Initiatives
- Governance Compliance
- The Signing the United Nations Global Compact
- External Recognition
- GRI Standards Content Index
- Stakeholder Engagement
- CSR Report PDF Download

PR

News Releases

- Site Map
- Privacy
- GDPR Privacy Policy
- Site Use
- Yamato Group Social Media Policy



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## Occupational Safety & Health

### Promotion Structure

Yamato Transport-which plays a central role in the Group's transportation business-regards ensuring safety as one of its most important management issues, and is steadily implementing occupational health and safety initiatives in accordance with safety and health management regulations. In addition to establishing a dedicated department in charge of occupational safety and health at our corporate headquarters, we have also established a Central Safety and Health Committee-chaired by the executive in charge of occupational safety-to address health and safety for the whole company.

Yamato Transport is working to enhance its safety and health management system to create a safe working environment free of occupational accidents, and ensure that employees can work with peace of mind. In July 2021, we held a Zero Occupational Accidents Week. We created posters to spread awareness of our key targets, and worked to eliminate occupational accidents at all of our business locations.

#### FY2021 Key Targets

Scene / timing	Guidance
Collection and delivery	Do not look at handheld devices, paper slips or other such items while walking.
Getting on and off truck bed	Check the height and shape of vehicle steps on a daily basis. Place parcels on the truck bed, hold a handrail, etc., and climb down backwards when getting off.
Operating forklift	Carry out work within the clearly specified area and pay attention to the movement of pedestrians where the work area intersects with lines of movement.
Loading and unloading boxes	Use Power Gate trucks correctly, including the fall prevention belt. Do not approach the work area unnecessarily.
Working at centers	Ensure thorough fixed position management to prevent trips and falls over duckboards and small containers.
Working at bases	Ensure thorough manual rechecking when using material handling systems and wear protective equipment when working.
Using hand lifts	Avoid loading personnel as weight when withdrawing from empty pallets, and be sure to store pallets in fixed position management locations.
Using stepladders	When using stepladders, check that the open/close hinge latch is properly locked.
Collecting and delivering inside buildings (using a cart)	When loading luggage in a cart (including 6-wheeled carts), only load to eye level, and pay due care to the movement of people around you.
Working inside offices	Do not place objects on lines of movement that people walk along, and install cord covers on power cords along lines of movement to prevent trips and falls.

### Education on Occupational Safety

The Yamato Group provides education at each group company to prevent occupational accidents.

#### Yamato Transport: Occupational Safety Training

In order for all employees to acquire basic knowledge on preventing occupational accidents, Yamato Transport uses standardized work procedure manuals and internal safety information magazines, both at the time of joining the company and in regular education. In FY2021, we conducted basic occupational health and safety and risk assessment courses for personnel responsible for business locations.

#### Yamato Box Charter: Safety Lectures

Yamato Box Charter invited external instructors to conduct practical training for forklift operators and business locations with forklifts, in order to prevent serious accidents caused by forklifts.



## Occupational Safety Initiatives

### Yamato Group: Initiatives to Prevent the Spread of COVID-19

The Yamato Group is taking measures to prevent the spread of COVID-19, with its first priority on maintaining the health and safety of its employees. Specifically, in order to prevent infections between employees themselves and their families, we supplied one box of masks per employee to all employees (approximately 220,000), and distributed summer-use masks as one aspect of our measures against heatstroke during summer. Each business location has also installed disinfectant (hand sanitizer, etc.) to help prevent infections among employees.

### Yamato Transport: Measures Against Heatstroke

Yamato Transport has implemented various measures to suppress the onset and severity of heatstroke in daily life and during work. Specifically, we have created a more comfortable work environment by installing air coolers and spot coolers at bases and other parcel sorting locations. We have also introduced other items as measures against heatstroke, such as neck coolers, salt candies, and tablets for employee health management. Additionally, we have prepared guidelines and manuals on heatstroke countermeasures to alert all employees to the dangers of heatstroke and inform them about the flow of reporting when heatstroke occurs.

### Yamato Transport: Unification of On-Premises Sign Display Rules

Yamato Transport is working to create a safe and secure working environment free of occupational accidents. In order to prevent occupational accidents associated with the handling of roll box pallets (boxes) and forklift work, we have clarified areas of operation for forklifts and designated safe routes for pedestrians. We have also established common standards for safe routes, areas of operation for forklifts and lines of movement for boxes, specifying details such as the colors, widths of markings, signs and installation locations; and unified rules for signs and markings on premises. Through these efforts, we aim to ensure that employees have common awareness of safe and dangerous areas, and prevent occupational accidents.



Safe route indicated by uniform markings



#### Company Profile

Greetings  
Management Philosophy  
Corporate Governance  
Corporate Overview  
Profile of Executives  
Group Organizational Chart

#### Yamato Business Profile

Retail Business  
Corporate Business  
Functions  
Other Services  
Related Organizations

#### Investor Relations

Management Policy  
To Our Individual Investors  
IR Information  
Financial Information  
Stock and Other Information  
IR News  
IR Site Map  
FAQ  
Contact  
IR Calendar

#### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability  
ESG Policy and Declaration  
ESG Data  
Environmental Initiatives  
Social Initiatives  
Governance Compliance  
The Signing the United Nations Global Compact  
External Recognition  
GRI Standards Content Index  
Stakeholder Engagement  
CSR Report PDF Download

#### PR

##### News Releases

Site Map  
Privacy  
GDPR Privacy Policy  
Site Use  
Yamato Group Social Media Policy



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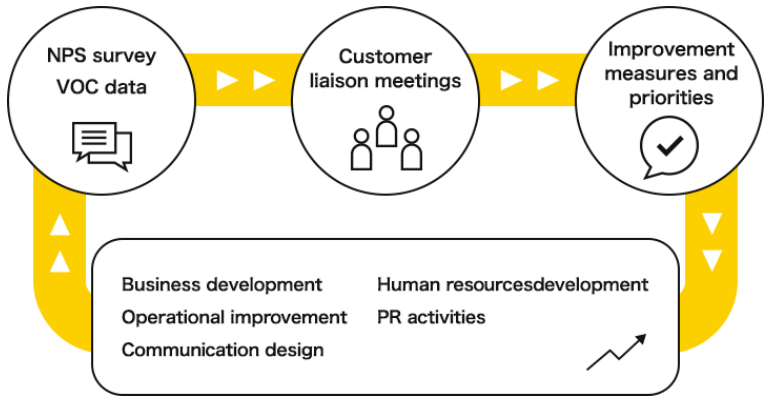




# Quality Management

## Basic Approach

The Yamato Group strategies are based on "customer-driven" and "data utilization" approaches. As a business with two distinct customer demographics (consumer and corporate customers), we need to maintain quality of service from the perspectives of both kinds of customers. By doing so, we believe that we can achieve our goal of continuing to be recognized as offering the highest standards of quality. Based on the evaluations of individual customers and the expectations of corporate customers, we are working to improve customer evaluations of our services and the value that we provide by operating a company-wide improvement cycle.



## Promotion Structure

At our customer liaison meetings, which are led by senior management personnel, we share evaluations of the entire Yamato Group, and details such as customer complaints and requests. Our senior management team is working as one to actualize services from customer perspectives, including ideal visions of what the Group should be like now and in the future.

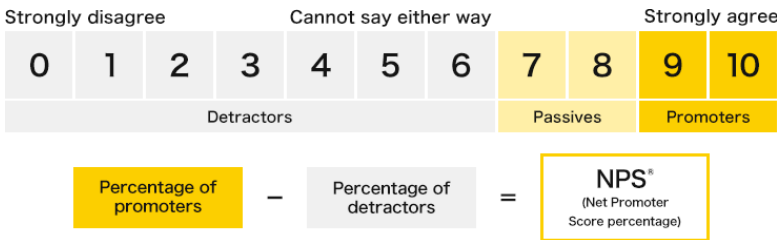


## Main Initiatives

### NPS (Net Promoter Score)\* Customer evaluations based on survey

NPS is an index that measures the level of attachment and trust in companies and brands based on "promotion." It is used to visualize relationships with customers and improve engagement. In recent years, it has become possible to measure not only the degree of attachment but also customer perspectives with regard to services, such as panes and expectations for each driving factor. Yamato Transport has been using the evaluations of individual and corporate customers to improve its services based on the three perspectives of (1) views about the company, (2) comparison with competitors, and (3) what is taken for granted by society.

\* NPS® is a customer loyalty index that scores customer loyalty (trust, attachment and favorable impressions) to a company's products and services numerically using an 11-step scoring system (0-10).



### Visualizing Quality by Customer Satisfaction Index

Although each of our departments engage in development and improvement efforts on a daily basis, doing so requires a clear indication of what indicators must be achieved. The whole group is working together to improve quality in order to achieve customer satisfaction in all fields, based on the obvious quality logic which says that "contemporary customer perspective = customer satisfaction index."

Building a Customer Opinion Database

Customer opinions and evaluations can be obtained from various sources, including NPS surveys, telephone, email and chat inquiries, direct verbal comments and digital logs.

We have built an integrated database to make a top-down, comprehensive judgment of this, and ascertain, analyze and visualize the current situation by linking it with BI tools.

The purpose of this is to enable comprehensive analysis of the quality of the entire business; such as the percentage of total shipments, area characteristics, situations in which complaints frequently arise, situations where the company has been slow to begin making improvements, and journeys where (customer) experiences should be improved.



Examples of Improvements Based on Customer Opinions

Yamato Transport receives opinions and requests from customers to improve its services.

For more information, please see [here](#) (Japanese only).



Company Profile	Yamato Business Profile	Investor Relations	Sustainability	PR
<a href="#">Greetings</a> <a href="#">Management Philosophy</a> <a href="#">Corporate Governance</a> <a href="#">Corporate Overview</a> <a href="#">Profile of Executives</a> <a href="#">Group Organizational Chart</a>	<a href="#">Retail Business</a> <a href="#">Corporate Business</a> <a href="#">Functions</a> <a href="#">Other Services</a> <a href="#">Related Organizations</a>	<a href="#">Management Policy</a> <a href="#">To Our Individual Investors</a> <a href="#">IR Information</a> <a href="#">Financial Information</a> <a href="#">Stock and Other Information</a> <a href="#">IR News</a> <a href="#">IR Site Map</a> <a href="#">FAQ</a> <a href="#">Contact</a> <a href="#">IR Calendar</a>	<a href="#">Commitment from Senior Management</a> <a href="#">Yamato Group Sustainability</a> <a href="#">ESG Policy and Declaration</a> <a href="#">ESG Data</a> <a href="#">Environmental Initiatives</a> <a href="#">Social Initiatives</a> <a href="#">Governance Compliance</a> <a href="#">The Signing the United Nations Global Compact</a> <a href="#">External Recognition</a> <a href="#">GRI Standards Content Index</a> <a href="#">Stakeholder Engagement</a> <a href="#">CSR Report PDF Download</a>	<b>News Releases</b>  <a href="#">Site Map</a> <a href="#">Privacy</a> <a href="#">GDPR Privacy Policy</a> <a href="#">Site Use</a> <a href="#">Yamato Group Social Media Policy</a>



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## Data Utilization & Security

### Basic Approach

The Yamato Group stores and handles the important personal information of many customers. In order to continue operating our business sustainably in the future, we believe that it is essential to ensure information security. We are working to prevent the leakage of personal information by setting based on our Group Corporate Philosophy and Corporate Stance, which advocate the protection of personal information. Going forward, in addition to ensuring information security, we will also utilize big data obtained from vehicles nationwide to solve social issues and provide new value.

#### Main Targets of the Sustainable Medium-Term Plans 2023

- Develop an infrastructure for creating businesses that utilize data to resolve social issues
- Achieve zero serious information security incidents
- Ensure 100% deployment of information security managers at major organizations and 100% implementation of training for information managers

For more detailed targets, please refer to [the Sustainable Medium-Term Plans 2023](#) [PDF:820KB].

#### Related SDGs



### Promotion Structure

In order to ensure information security, the Yamato Group has established a system to continuously supervise and handle information security-related matters, led by the Compliance and Risk Committee, chaired by the officer responsible for compliance and risk management. The Yamato Group business divisions that handle confidential information most frequently have also acquired ISO 27001 (ISMS) certifications. To drive information security activities, ISO 27001-certified divisions appoint dedicated ISMS promoters, and hold monthly ISMS promoter meetings to deepen their understanding of information security.

For details of ISO 27001 certification status, please refer to [ESG data](#).

### Policies on Data Utilization and Security

As a custodian of customers' personal information, the Yamato Group considers it its social responsibility to protect information assets. We have therefore formulated the following information security policies.

- ▶ Information Security Declaration
- ▶ Privacy

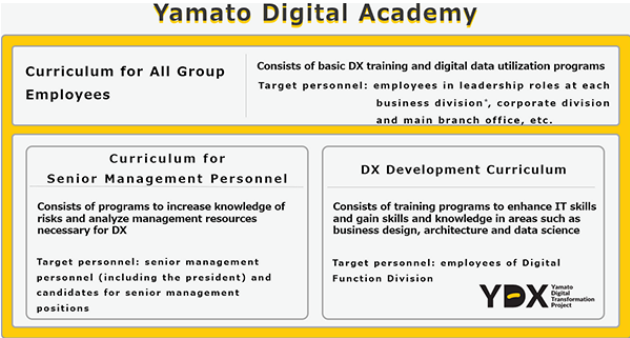
### Information Security Initiatives

The Yamato Group conducts information security training once a year, aiming for a 100% attendance rate. We also conduct regular internal and external audits at our ISO27001-compliant business locations. The risk of cyber-attacks from outside has increased in recent years, and we believe that countermeasures against cyber-attacks are an urgent issue. The Yamato Group has established a dedicated department (YAMATO CSIRT) to combat cyber-attacks, and is engaged in various preventive measures. In order to ensure safe and appropriate handling of personal information, we will continue striving to improve customer confidence by instilling rules on information security and expanding educational opportunities.

### Data Utilization Initiatives

#### Enhancing Development of Digital Human Resources

In FY2021 the Yamato Group launched Yamato Digital Academy, an educational program designed to foster the development of digital human resources at an early stage, and is working to implement data-driven management throughout the Group.



\* Employees selected from each business division

Enhancing Data Management

In addition to the development of human resources, we believe that quality control of data is also important in order to achieve the effective realization of data-driven management, and are enhancing data management to support this. As part of this effort, we have launched the concierge function, an internal inquiry desk for data-related matters.

Initiatives for Achieving Carbon Neutrality

Yamato Holdings' YAMATO NEXT100 management structure reform plan sets the target of achieving effectively zero CO<sub>2</sub> emissions/green logistics by 2050. Going forward, we will work to build a low-carbon logistics infrastructure utilizing solar power generation, energy storage systems and electrically powered trucks. We will aim to cut peak-time power usage using power supply and demand data measured from our logistics infrastructure, adjust supply and demand between regions, and expand into disaster-resistant infrastructure.



Company Profile

- Greetings
- Management Philosophy
- Corporate Governance
- Corporate Overview
- Profile of Executives
- Group Organizational Chart

Yamato Business Profile

- Retail Business
- Corporate Business
- Functions
- Other Services
- Related Organizations

Investor Relations

- Management Policy
- To Our Individual Investors
- IR Information
- Financial Information
- Stock and Other Information
- IR News
- IR Site Map
- FAQ
- Contact
- IR Calendar

Sustainability

- Commitment from Senior Management
- Yamato Group Sustainability
- ESG Policy and Declaration
- ESG Data
- Environmental Initiatives
- Social Initiatives
- Governance Compliance
- The Signing the United Nations Global Compact
- External Recognition
- GRI Standards Content Index
- Stakeholder Engagement
- CSR Report PDF Download

PR

- News Releases
- Site Map
- Privacy
- GDPR Privacy Policy
- Site Use
- Yamato Group Social Media Policy



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## Supply Chain Management

### Basic Approach

It is becoming increasingly necessary for companies to address social issues such as human rights and the environment, and there is a need to make the entire supply chain sound and resilient. The Yamato Group conducts its business operations with the support of numerous business partners. We believe that it is our social responsibility to address sustainability issues throughout the supply chain for the development of a sustainable society.

#### Main Targets of the Sustainable Medium-Term Plans 2023

- Complete creation and demonstration of monitoring framework

For more detailed targets, please refer to [the Sustainable Medium-Term Plans 2023](#) [PDF:820KB].

#### Related SDGs



### Promotion Structure

To build policies, strategies and systems for the creation, maintenance, and improvement of a sustainable supply chain, the Yamato Group has established a supply chain management subcommittee headed by the Division Director of the Professional Services Function Division (a department that aims to achieve fair and sustainable transactions by building procurement-related business processes).

### Supply Chain Management Policy

The Yamato Group aims to engage in responsible procurement activities, together with various partners who support its business.

Yamato Transport has formulated a Procurement Policy and established a hotline for partners, to ensure sincerity and fairness in procurement.

[Yamato Transport Procurement Policy \(Japanese only\)](#) [PDF:176KB]

Moving forward, we aim to build a more sustainable and resilient supply chain, such as by formulating Guidelines for Responsible Procurement to share the Yamato Group's philosophy and ideal actions with its business partners.

### Supply Chain Management Initiatives

#### Partners (partner stores / Kuroneko Mate / transportation partners / Eazy Crew)

##### [Partner stores / agencies]

Around 180,000 stores nationwide (including convenience stores and shops) act as important partners connecting customers with Yamato Transport.

##### [Kuroneko Mate (Kuroneko DM-BIN contracted couriers)]

Kuroneko Mates (commonly known simply as "Mates") are a network of around 32,000 contracted couriers nationwide, who support Kuroneko DM-BIN services.

##### [Transportation partners]

Yamato Transport outsources part of its trunk transportation operations, etc., to other general motor truck transportation business operators. We sign subcontractor agreements with all transportation partners.

##### [EASY CREW]

EASY is a new delivery service for e-commerce business operators, launched in June 2020. This service is supported by around 21,000 EASY CREW members (external partners) nationwide. As important partners in building the e-commerce ecosystem that the Yamato Group is working to create, we aim to build sustainable relationships with crew members by providing next-generation mobility that can be used even by those who do not hold a driver's license, while at the same time providing delivery support, education / training and work support.

#### Daily Communication with Partner Stores

Yamato Transport is working to improve its services by conveying information on the Group's business activities, new services, and local information in a timely manner by publishing the informational magazine Kuroneko Dayori and daily visits to stores, and by deepening the level of two-way communication

with partner stores, such as by listening to the opinions and requests of customers who use TA-Q-BIN received from stores.



We deepen the level of communication through daily collection visits.

Kuroneko Mate Liaison Meetings

Yamato Transport holds Kuroneko Mate liaison meetings four times a year at locations throughout Japan, to promote communication with Mates and improve the quality of operations. Many issues are discussed at each meeting, including communication between Mates and notifications from Yamato Transport to Mates. The meetings also offer the opportunity to hear opinions from Mates, discuss delivery strategies and exchange opinions. We also publish the informational magazine Mate Press four times a year, introducing the best Mates in each region, and details of Kuroneko Mate liaison meetings. These efforts help to form connections between Mates throughout Japan

Safety Meetings with Transportation Partners

Yamato Transport regards its transportation partners as partners in carrying and delivering important parcels to customers together. Based on this idea, we actively implement safety measures and safety training to ensure that our subcontractors implement safety first, which is the top priority in the logistics field. For example, during busy periods -such as at the end of the fiscal year, when the number of people living alone away from home increases- we set up a forum for consultation with transportation subcontractors in advance, and study accident cases.

Business Partner Questionnaire Surveys

The Yamato Group conducts business partner questionnaires of contractors and suppliers of equipment, etc., as an initiative aimed at implementing and realizing its Corporate Stance. We work to maintain good relationships with our partners through improvement activities based on the results of our questionnaires, and by strengthening communication.

► Corporate Stance



Company Profile

- Greetings
- Management Philosophy
- Corporate Governance
- Corporate Overview
- Profile of Executives
- Group Organizational Chart

Yamato Business Profile

- Retail Business
- Corporate Business
- Functions
- Other Services
- Related Organizations

Investor Relations

- Management Policy
- To Our Individual Investors
- IR Information
- Financial Information
- Stock and Other Information
- IR News
- IR Site Map
- FAQ
- Contact
- IR Calendar

Sustainability

- Commitment from Senior Management
- Yamato Group Sustainability
- ESG Policy and Declaration
- ESG Data
- Environmental Initiatives
- Social Initiatives
- Governance Compliance
- The Signing the United Nations Global Compact
- External Recognition
- GRI Standards Content Index
- Stakeholder Engagement
- CSR Report PDF Download

PR

News Releases

- Site Map
- Privacy
- GDPR Privacy Policy
- Site Use
- Yamato Group Social Media Policy



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[Company Profile](#)
[Yamato Business Profile](#)
[Investor Relations](#)
[Sustainability](#)
[PR](#)
[News Releases](#)
[Home](#) > [Sustainability](#) > [Social Initiatives](#) > [Local Community](#)

## Local Community

### Basic Approach

The Yamato Group has approximately 3,600 business locations throughout Japan, and engages in business activities that are deeply rooted in local communities. We believe that coexistence and prosperity together with local communities is essential in order for us to continue to grow sustainably in the future. Through its corporate citizen activities, social problem-solving businesses and core business operations, the Yamato Group will work to build a business model that accelerates the revitalization of local economies.

#### Main Targets of the Sustainable Medium-Term Plans 2023

- Complete creation of a framework to measure effectiveness of corporate citizenship activities and business in resolving social issues

For more detailed targets, please refer to [the Sustainable Medium-Term Plans 2023](#) [PDF:820KB].

#### Related SDGs



### Promotion Structure

The Yamato Group has established a Local Community Subcommittee, chaired by the executive officer in charge of promoting sustainability. The subcommittee considers and deliberates on strategy measures, action plans and policies relating to local communities.

#### Corporate Citizenship Activities

[Details](#)


#### Business in Resolving Social Issues

[Details](#)


#### Company Profile

[Greetings](#)  
[Management Philosophy](#)  
[Corporate Governance](#)  
[Corporate Overview](#)  
[Profile of Executives](#)  
[Group Organizational Chart](#)

#### Yamato Business Profile

[Retail Business](#)  
[Corporate Business Functions](#)  
[Other Services](#)  
[Related Organizations](#)

#### Investor Relations

[Management Policy](#)  
[To Our Individual Investors](#)  
[IR Information](#)  
[Financial Information](#)  
[Stock and Other Information](#)  
[IR News](#)  
[IR Site Map](#)  
[FAQ](#)  
[Contact](#)  
[IR Calendar](#)

#### Sustainability

[Commitment from Senior Management](#)  
[Yamato Group Sustainability](#)  
[ESG Policy and Declaration](#)  
[ESG Data](#)  
[Environmental Initiatives](#)  
[Social Initiatives](#)  
[Governance Compliance](#)  
[The Signing the United Nations Global Compact](#)  
[External Recognition](#)  
[GRI Standards Content Index](#)  
[Stakeholder Engagement](#)  
[CSR Report PDF Download](#)

#### PR

#### News Releases

[Site Map](#)  
[Privacy](#)  
[GDPR Privacy Policy](#)  
[Site Use](#)  
[Yamato Group Social Media Policy](#)



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[Company Profile](#)[Yamato Business Profile](#)[Investor Relations](#)[Sustainability](#)[PR](#)[News Releases](#)[Home](#) > [Sustainability](#) > [Social Initiatives](#) > [Local Community](#) > [Corporate Citizenship Activities](#)

## Corporate Citizenship Activities

### Enriching Communities as a Corporate Citizenship

Since its founding, the Yamato Group has grown hand in hand with society. We believe that enriching local communities is the foundation for the Group's growth and development. The Yamato Group is therefore engaged in corporate citizen activities utilizing its various assets (including networks, know-how and human resources), with the aim of ensuring the sound and sustainable development of local communities and quality of life for the people who live in them.

### Corporate Citizenship Activity Themes

Based on its Core Values and Group Corporate Philosophy, the Yamato Group is engaged in corporate citizen activities centered on themes such as social contribution through core business operations, future generations, local communities and international society, and people with disabilities. We are working on these themes in conjunction with our medium-term management plans, to enable the simultaneous creation of both economic and social value by combining business characteristics and capital, considering our unique character in creating a variety of services such as TA-Q-BIN, and our track record of expanding our business while solving customer issues. Yamato Transport also launched a volunteering leave system in FY2020 for activities relating to natural disasters such as earthquakes.

#### Social Contribution Through Core Business Operations



#### Future Generations



#### Local Communities and International Society



#### People with Disabilities



For numerical data on corporate citizenship activities, please refer to our ESG data.

► [ESG data \(corporate citizenship activities\)](#)



#### Company Profile

[Greetings](#)  
[Management Philosophy](#)  
[Corporate Governance](#)  
[Corporate Overview](#)  
[Profile of Executives](#)  
[Group Organizational Chart](#)

#### Yamato Business Profile

[Retail Business](#)  
[Corporate Business](#)  
[Functions](#)  
[Other Services](#)  
[Related Organizations](#)

#### Investor Relations

[Management Policy](#)  
[To Our Individual Investors](#)  
[IR Information](#)  
[Financial Information](#)  
[Stock and Other Information](#)  
[IR News](#)  
[IR Site Map](#)  
[FAQ](#)  
[Contact](#)  
[IR Calendar](#)

#### Sustainability

[Commitment from Senior Management](#)  
[Yamato Group Sustainability](#)  
[ESG Policy and Declaration](#)  
[ESG Data](#)  
[Environmental Initiatives](#)  
[Social Initiatives](#)  
[Governance Compliance](#)  
[The Signing the United Nations Global Compact](#)  
[External Recognition](#)  
[GRI Standards Content Index](#)  
[Stakeholder Engagement](#)  
[CSR Report PDF Download](#)

#### PR

#### News Releases

[Site Map](#)  
[Privacy](#)  
[GDPR Privacy Policy](#)  
[Site Use](#)  
[Yamato Group Social Media Policy](#)



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## Social contribution through core business operations

▼ All Aspects of Daily Life Through Transportation and Delivery ▼ Community Revitalization Initiatives

Since the launch of TA-Q-BIN, the Yamato Group has created numerous services and simultaneously created both economic and social value as a company while solving customer issues. This is the very essence of CSV (Creating Shared Value) initiatives, with the Group improving its own economic competitiveness while at the same time solving social issues.

Japan is currently facing a variety of social issues, including a declining birthrate, aging population, and rural flight (depopulation of rural areas). The Yamato Group is focusing on new CSV initiatives, in other words, contributing to the resolution of these social issues in cooperation with local governments and other partners, as a contribution to society through its core business operations.

### All Aspects of Daily Life Through Transportation and Delivery

#### Developing Initiatives to Watch Over Senior Citizens Wherever Population Aging Is Progressing

With the declining birthrate and the concentration of population in urban areas, rural flight (depopulation of rural areas) and aging are nationwide issues. As one consequence of this, the need to regularly visit elderly people who do not have family members in the neighborhood to check their state of health has increased. Yamato Transport has been developing various initiatives since FY2010 in cooperation with local governments and other partners, including watching over the home status of senior citizens when making regular deliveries.

As of March 2021, we have signed 172 agreements with local governments and related organizations nationwide. Based on the situation in each region, we will continue to expand the regional scope of our activities while reviewing their content as needed.

### Community Revitalization Initiatives

#### Passenger / Cargo Mixed Transportation Initiatives

Yamato Transport is working with local governments and bus companies to maintain the bus route networks in mountainous areas where depopulation and aging are progressing by introducing passenger/cargo mixed transportation (simultaneously transporting passengers and cargo together), and improving lifestyle services for local residents by improving the efficiency of logistics.

#### Advantages of Mixed Transportation

##### Local customers

Since the bus route networks in depopulated areas are maintained and stable use of route buses can continue, residents can access facilities such as hospitals and supermarkets, stabilizing their lifestyle base. TA-Q-BIN services also become more convenient, since sales drivers stay in the area for longer periods of time, enabling longer collection deadlines. It is also expected to have a beneficial effect on traffic safety and the environment by reducing the number of vehicles running in the region.

##### Bus companies

Transporting TA-Q-BIN in the free spaces of local buses can provide new revenue streams that enable bus companies to maintain their bus networks and increase productivity.

Yamato Transport has launched passenger / cargo mixed transportation services in cooperation with Miyazaki Kotsu Co., Ltd. and local government agencies. This initiative has increased the length of time that sales drivers can stay in villages, enabling them to respond to requests such as wanting to change delivery times, and allows consideration of other services such as shopping support and watching over senior citizens at the time of delivery.

In 2017, we also introduced route buses equipped with dedicated cool boxes. We are also contributing to the expansion of sales channels for local specialties, such as by quickly delivering the local specialty Nishimera salmon overseas while maintaining freshness.



Departure ceremony in Nobeoka city

#### Lifestyle Support Utilizing Community Hubs

The Yamato Group established Life Support Service Nekosapo locations-in Tama, Tokyo in April 2016, in Matsudo, Chiba in October 2019, and in Fujisawa, Kanagawa in June 2021, aiming to enrich the lives of local residents.

Through these locations, we are seeking to revitalize local communities by sharing local information and holding exchange events at Nekosapo Stations-community hubs established in public housing complexes and commercial facilities.

We also provide lifestyle-related services such as housework and shopping agent services to support the lives of local residents through cooperation between local governments and private companies. In Tama, Yamato Transport



provides batch delivery services, delivering the cargo of other couriers in bulk.

Through these initiatives, we are seeking to revitalize local communities that connect various generations, such as senior citizens and child-rearing households, and to support the secure and comfortable lives of local residents.

Supporting the lives of local people through Nekosapo Station



Nekosapo Station, Terrace Mall Matsudo

### Coordination with local government and companies

The Yamato Group aims to be a partner that solves local issues together with communities, as the company that is loved and trusted most by society.

Breakdown of initiatives by type (as of March 31, 2021)

	Number of local governments signing agreements	Total number of initiatives
Watchover assistance	172	133
Shopping assistance	14	55
Produce support	14	133
Tourism support	14	120
Event support	4	71
Disaster support	151	157
Passenger / cargo mixed transportation	11	45
Hometown tax donations (furusato nozei)	20	265
Environmental conservation	2	6
Other community support	22	177
Comprehensive support	75	72
Total	499	1,234



#### Company Profile

Greetings  
Management Philosophy  
Corporate Governance  
Corporate Overview  
Profile of Executives  
Group Organizational Chart

#### Yamato Business Profile

Retail Business  
Corporate Business  
Functions  
Other Services  
Related Organizations

#### Investor Relations

Management Policy  
To Our Individual Investors  
IR Information  
Financial Information  
Stock and Other Information  
IR News  
IR Site Map  
FAQ  
Contact  
IR Calendar

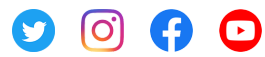
#### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability  
ESG Policy and Declaration  
ESG Data  
Environmental Initiatives  
Social Initiatives  
Governance Compliance  
The Signing the United Nations Global Compact  
External Recognition  
GRI Standards Content Index  
Stakeholder Engagement  
CSR Report PDF Download

#### PR

##### News Releases

Site Map  
Privacy  
GDPR Privacy Policy  
Site Use  
Yamato Group Social Media Policy



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## Future Generations

### ▼ Safety Education ▼ Support for Education

The Yamato Group has always been focused on transportation safety. We believe that it is our mission to help children who will lead future generations learn the importance of traffic safety. In addition to our own programs, we also participate actively in other related events.

We are also actively engaged in efforts on themes that we want to convey to children who will create the society of the future, such as environmental education and career education.

## Safety Education

### Children's Safety Class (Yamato Transport)

One of the Yamato Group's greatest wishes is to prevent traffic accidents involving children. Since 1998, Yamato Transport has been holding children's traffic safety classes at locations throughout Japan, to convey knowledge about traffic rules and traffic safety to local children. Yamato Transport employees -mainly sales drivers- visit local nursery schools, kindergartens and elementary schools to provide fun, easy-to-understand traffic safety guidance using costumes. In particular, observation experiences of collection and delivery trucks enable children to actually sit in the driver's seat, experience the blind spots of sales drivers, and also enjoy tours of the vehicles themselves, which is something that can not be experienced often. These visits have been well received by children, parents and teachers alike.

Approximately 30,000 events have been held to date, and around 3.4 million people have participated.

This initiative has also spread to other group companies in various ways, including those overseas.



[Head Office / South Tokyo Regional Branch]

Since 2016, the Head Office Service Center and South Tokyo Regional Branch have been conducting traffic safety classes for children with hearing impairments in cooperation with the Tokyo Metropolitan Police Department. In addition to the usual blind spot experience and training on how to cross the road safely, we also utilize sign language to encourage traffic safety.



Safety class using sign language

### Children's Safety Class (other group companies)

[Yamato Unyu (Thailand) / SCG Yamato Express]

In July 2019, Yamato Unyu (Thailand) and SCG Yamato Express held children's traffic safety classes at ten elementary schools in Bangkok, in collaboration with Thai Yazaki Network Service Co., Ltd. and Sanshiro Academy.

The event was held making use of the combined expertise and insights of the four companies, as an initiative to help reduce accidents by raising awareness of traffic safety in Thailand. A total of 860 children participated, learning how to get into and out of vehicles and cross pedestrian crossings safely.



Support for Education

Kuroneko Yamato Environmental Classes

Since October 2005, Yamato Transport has been holding Kuroneko Yamato Environmental Class sessions to support environmental education for children who will lead future generations. For details, please refer to [Environmental Communication](#)

Presenting the Satisfaction and Struggle of Work

Sponsoring theme parks that offer work experience

[Yamato Transport]  
Yamato Transport sponsors theme parks where children can experience various occupations, and provides child-sized collection and delivery trucks and carts to collect and distribute TA-Q-BIN parcels.  
"Delivery Center" pavilions were exhibited at KidZania Tokyo in Tokyo, and at KidZania Koshien in Hyogo prefecture. Through the experience of working in miniature towns recreated inside these facilities, we provide opportunities for children to learn important lessons about the relationship between themselves and society, the workings of the economy, what money is, and what work is.



Elementary and junior high school students are invited to engage in work experience

[Yamato Transport]  
Yamato Transport accepts social studies tours and work experience (mainly from elementary schools) at its bases and centers in various locations. As a private company training program, we also accept elementary school teachers to help deepen their understanding of the logistics industry.



[Yamato Transport (S) Pte. Ltd.] (Singapore)  
Since 2018, Yamato Transport (S) Pte. Ltd. has been offering work experience for junior high school students at Japanese schools in Singapore as part of its contribution to the local community. In FY2020, due to the impact of the COVID-19 pandemic, we were interviewed by students online (since actual work experience could not be conducted).  
Students gained an understanding of the history of the Yamato Group, services such as TA-Q-BIN, and the rewarding nature of our work.

Social Contributions Utilizing Expertise from our Core Business

PC computing classes for people with disabilities

[Yamato System Development]  
Yamato System Development holds monthly PC computing classes aimed at people with disabilities.  
In the class, employees volunteer to act as instructors, while students enjoy learning about topics ranging from how to start up a PC to simple document creation and spreadsheets.  
Every year since they started in FY2011, these classes have produced students who successfully passed the Japanese Word Processor and Information Processing Proficiency skills tests.



PC computing class



Company Profile	Yamato Business Profile	Investor Relations	Sustainability	PR
Greetings Management Philosophy Corporate Governance Corporate Overview Profile of Executives Group Organizational Chart	Retail Business Corporate Business Functions Other Services Related Organizations	Management Policy To Our Individual Investors IR Information Financial Information Stock and Other Information IR News IR Site Map FAQ Contact IR Calendar	Commitment from Senior Management Yamato Group Sustainability ESG Policy and Declaration ESG Data Environmental Initiatives Social Initiatives Governance Compliance The Signing the United Nations Global Compact External Recognition GRI Standards Content Index Stakeholder Engagement CSR Report PDF Download	News Releases  Site Map Privacy GDPR Privacy Policy Site Use Yamato Group Social Media Policy



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## Local Communities and International Society

▼ Sponsoring the National Remote Island Exchange Junior High School Baseball Tournament ▼ Kuroneko Family Concert, the Music TA-Q-BIN

▼ Activities Aimed at Overseas ▼ Local Community Cleanup and Beautification Activities

In order to aid the enrichment of local communities and the international community, we are engaged in a variety of efforts, including not only implementing our own programs, but also sponsoring and participating in external events.

### Sponsoring the National Remote Island Exchange Junior High School Baseball Tournament

Yamato Transport cosponsored the 12th Minister of Land, Infrastructure, Transport and Tourism Cup National Remote Island Exchange Junior High School Baseball Tournament, commonly known as "Remote Island Koshien," held from August 19 through 23, 2019.

The tournament began in 2008, with the aim of creating exchange opportunities for baseball players living on remote islands, where it is difficult to play against outside teams. Yamato Transport is empathetic of the tournament's aims-of creating opportunities for exchanges between boys and girls who will lead the future of remote islands, teaching the importance of hopes, dreams and courage, and fostering a mindset of taking pride in remote island heritage- and has been sponsoring the tournament since its initial year.

Players in the tournament were presented with an original design wristband and banners bearing messages of support from local people on each remote island. Yamato Transport also utilized its nationwide network to support the delivery of luggage for players participating in the tournament.

The tournament was held in Tsushima, Nagasaki. 25 teams from all over Japan participated in the tournament.

\*In FY2020 and FY2021 the tournament was canceled due to the impact of the COVID-19 pandemic.

### Kuroneko Family Concert, the Music TA-Q-BIN

Since 1986, we have held the Music TA-Q-BIN Kuroneko Family Concert, a concert that delivers good and authentic music to customers and people in local communities and cultivates children's aesthetic sensibilities through music. The event has been held 343 times in total.

In FY2021-the 36th year of the event-we held Music TA-Q-BIN online for home viewing.

For details, please refer to the following special website.

► Kuroneko Family Concert dedicated site (Japanese only)



### Activities Aimed at Overseas

#### Delivering Shoes to Children in Africa

[Taiwan Yamato International Logistics]

More than a million children in Africa do not have shoes, which can cause them to suffer from a skin disease called tungiasis (sand flea infestation), which can lead to gangrene of both feet. Taiwan Yamato is working to deliver discarded shoes that are no longer needed to Africa through public interest groups, based on the wishes of employees to fulfill their social responsibilities even during the COVID-19 pandemic. Obtaining shoes in this way can prevent children from contracting tungiasis and other such skin diseases. When transporting shoes, employees were also able to observe public interest groups and learn about the current situation of children in Africa.



Taiwan Yamato received a letter of gratitude from a public interest group

Delivering Picture Books to Children in Asia Participation in the Campaign to Deliver Picture Books

[Yamato System Development]

Since 2013, Yamato System Development has been participating continuously in support of the Campaign to Deliver Picture Books organized by the Shanti Volunteer Association (SVA). Employees and their families cooperate to attach stickers printed in local languages to the Japanese portions of picture books published in Japan. As of the end of FY2019, the company has succeeded in delivering approximately 460 picture books to children in Cambodia, Laos, Myanmar, Afghanistan, and other parts of Asia.



The Campaign to Deliver Picture Books

Local Community Cleanup and Beautification Activities

As a member of society and local communities, the Yamato Group participates in cleanup and beautification activities conducted in local communities throughout the year, in order to contribute to the improvement of the environment.

[Yamato Transport]

As one example, in 2021, Yamato Transport's Yokohama Regional Branch started cleaning activities around its business location as a community contribution activity, in order to experience and appreciate first-hand that our work is dependent upon the understanding and cooperation of all customers in the area. The initiative was launched in response to opinions received at a certain sales office. The daily activities have become a regular habit, and participating employees now feel proud to be contributing to the local community. This activity has grown beyond the original area to the entire branch.



Cleaning activities at Zushi Sales Office, Yokohama Regional Branch



Company Profile	Yamato Business Profile	Investor Relations	Sustainability	PR
Greetings Management Philosophy Corporate Governance Corporate Overview Profile of Executives Group Organizational Chart	Retail Business Corporate Business Functions Other Services Related Organizations	Management Policy To Our Individual Investors IR Information Financial Information Stock and Other Information IR News IR Site Map FAQ Contact IR Calendar	Commitment from Senior Management Yamato Group Sustainability ESG Policy and Declaration ESG Data Environmental Initiatives Social Initiatives Governance Compliance The Signing the United Nations Global Compact External Recognition GRI Standards Content Index Stakeholder Engagement	<b>News Releases</b>  Site Map Privacy GDPR Privacy Policy Site Use Yamato Group Social Media Policy





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[Company Profile](#)
[Yamato Business Profile](#)
[Investor Relations](#)
[Sustainability](#)
[PR](#)
[News Releases](#)
[Home](#) > [Sustainability](#) > [Social Initiatives](#) > [Local Community](#) > [Corporate Citizenship Activities](#) > [People with Disabilities](#)

## People with Disabilities

▼ [Yamato Welfare Foundation Activities](#) ▼ [Activities of Group Companies](#) ▼ [Other Activities](#)

The Yamato Group has highlighted support for those who are vulnerable in society under its Employee Code of Conduct. One of its key themes is to provide employment opportunities and actively engage in support activities for people with disabilities.

We are working together with the Yamato Welfare Foundation to support the independence of people with disabilities.

### Yamato Welfare Foundation Activities

The Yamato Welfare Foundation was established in 1993 by the late Masao Ogura, the creator of TA-Q-BIN and the former chairman of Yamato Transport, who invested his private fortune after retiring. Based on the Yamato Group's Corporate Stance of being a company trusted by local communities, the foundation functions as a separate detachment responsible for the Group's social contribution activities by narrowing down its activities to supporting the economic independence of people with disabilities.

[Yamato Welfare Foundation \(Japanese only\)](#)

#### Power-up Forums and Practical Cram Schools

The Group holds a Power-up Forum where up to around 200 people can learn over the course of a day, under the main theme of "People can feel happiness by becoming independent." The forum originates from the Power-up Seminar launched by Masao Ogura, Yamato Welfare Foundation's first director. \*In 2020 and 2021, the event was held online.



Power-Up Forum

[Opportunities for people with disabilities to work: Power-up Forum \(Japanese only\)](#)

#### Employment Promotion Project

In order to increase opportunities for people with disabilities to work, we are working to encourage and support employment at each Group company.

[Yamato Transport: Utilization of human resources in Kuroneko DM-bin delivery business]

Since October 2004, we have been working on a project to arrange for deliveries of Yamato Transport's Kuroneko DM-BIN mail delivery service to facilities for people with disabilities under the title of "Kuroneko mail delivery service for persons with disabilities" (now Kuroneko DM-BIN delivery service for persons with disabilities). We have been continually arranging the delivery of Kuroneko DM-Bin mail by since April 2015.



[Yamato Jiritsu Center Swan Kosha: Career Transition Support Project]

Yamato Jiritsu Center Swan Kosha-which supports general employment through job training-provides support for people with disabilities to enable them to acquire knowledge and skills, search for job openings, establish themselves firmly after finding employment, and live independently in the community; through bread manufacturing and sales, dry cleaning of clothing, and building cleaning services.

The Yamato Welfare Foundation also supports these activities.



#### Subsidized Projects

Independence support for people with disabilities

In order to support the independence of people with disabilities, we conduct subsidy projects to aid in the purchase of tools and equipment necessary for the development of new products and improvement of productivity in order to support the financial independence of welfare facilities. In addition to subsidizing projects and activities that engage people with disabilities in their independence and social participation, we also offer scholarships that do not require repayment, for university students with disabilities.

In 2021, we called for recipients for a temporary subsidy grant to combat COVID-19.



[Welfare subsidy program for people with disabilities \(Japanese only\)](#)

[Scholarships for university students with disabilities \(Japanese only\)](#)

#### Yamato Welfare Foundation: Masao Ogura Award

The Yamato Welfare Foundation Masao Ogura Award is presented to two individuals every year in recognition of their achievements in actively advancing independence support for people with disabilities, the creation and expansion of employment, and the improvement of working conditions.

📄 Yamato Welfare Foundation Masao Ogura Award (Japanese only)



Activities of Group Companies

[Taiwan Yamato International Logistics]

Taiwan Yamato actively employs people with disabilities from the foundation, a welfare foundation. After hiring, employees are assigned according to their individual abilities. We strive to create a workplace where employees with disabilities can play an active role, participating in company events such as employee trips, birthday parties, and year-end celebrations. In December 2017, Taiwan Yamato received a letter of appreciation from the Taiwan Ito Foundation in recognition of these efforts.



Letter of appreciation



Focusing on creating a workplace where employees with disabilities can work actively

Other Activities

Summer Fund Raising

The Federation of Yamato Group Corporate Labor Unions holds an annual summer campaign every year. In FY2021, the campaign received donations from around 230,000 Yamato Group employees, totaling 93,523,000 yen. Campaign funds are presented to the Yamato Welfare Foundation, which supports the independence and social participation of people with disabilities, and to Ashinaga, which offers physical and mental support for children who have lost their parents due to illness, accidents, disasters or other such causes.

The summer campaign-which began with the aim of supporting the bereaved families of traffic accident victims, given that the federation members are labor unions of companies that work on public roads-is now in its 35th year, and the total amount of campaign funds gathered so far has exceeded 1.7 billion yen.



Company Profile	Yamato Business Profile	Investor Relations	Sustainability	PR
Greetings Management Philosophy Corporate Governance Corporate Overview Profile of Executives Group Organizational Chart	Retail Business Corporate Business Functions Other Services Related Organizations	Management Policy To Our Individual Investors IR Information Financial Information Stock and Other Information IR News IR Site Map FAQ Contact IR Calendar	Commitment from Senior Management Yamato Group Sustainability ESG Policy and Declaration ESG Data Environmental Initiatives Social Initiatives Governance Compliance The Signing the United Nations Global Compact External Recognition GRI Standards Content Index Stakeholder Engagement CSR Report PDF Download	News Releases  Site Map Privacy GDPR Privacy Policy Site Use Yamato Group Social Media Policy




[Company Profile](#)
[Yamato Business Profile](#)
[Investor Relations](#)
[Sustainability](#)
[PR](#)
[News Releases](#)
[Home](#) > [Sustainability](#) > [Social Initiatives](#) > [Local Community](#) > [Business in Resolving Social Issues](#)

## Business in Resolving Social Issues

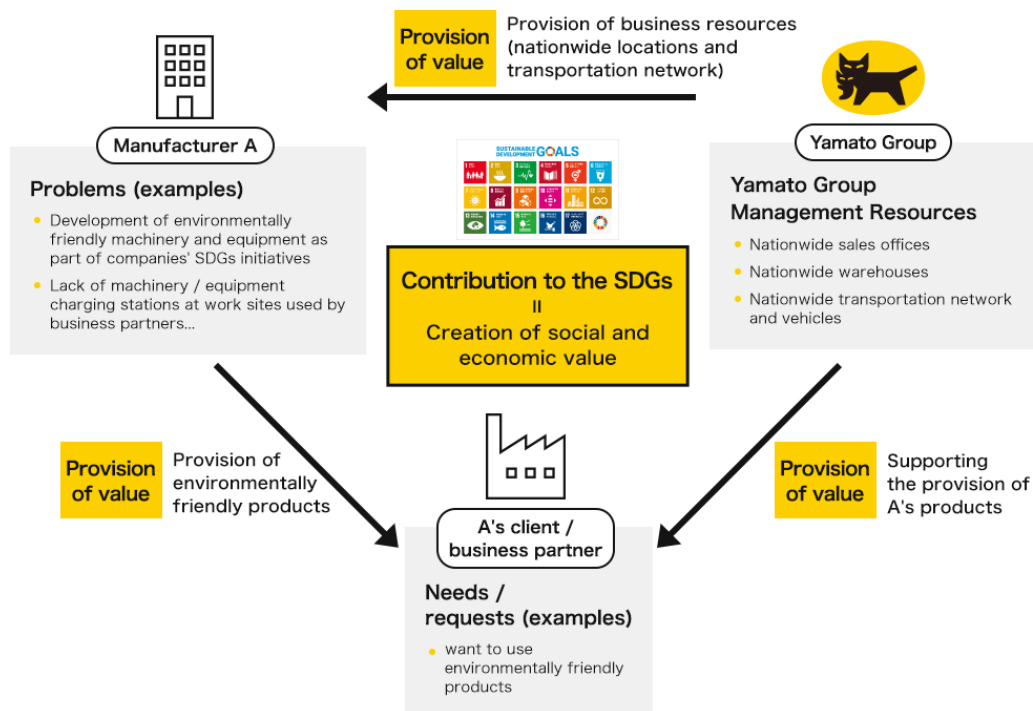
### Creation of Economic and Social Value

The Yamato Group will continue to contribute to resolving social issues by leveraging the strengths of its business activities rooted in local communities. Based on our concept of an outside-in approach, we will continue to collaborate and co-create with local community partners, with the aim of creating a sustainable society. By solving social issues, we will create social and economic value and provide social impact. Looking ahead, we will analyze risks and business opportunities in the Yamato Group's business activities and determine themes for businesses aimed at resolving social issues.

### Initiatives to Solve Social Issues

#### Tackling the SDGs Together with Business Partners

At Yamato Transport, sales drivers engaged in front-line business operations are in direct contact with customers. We have introduced a system in which sales drivers communicate with customers and enter details of customer feedback and problems into a mobile app. The information entered is linked to corporate division systems. Inquiries from customers regarding SDGs-related Yamato Group initiatives and projects have been increasing in recent years, due to growing public interest in social issues. Through this system, the Yamato Group examines and formulates strategies to address customer problems and issues, and engages in proposal activities to solve social issues.



#### Company Profile

Greetings  
Management Philosophy  
Corporate Governance  
Corporate Overview  
Profile of Executives  
Group Organizational Chart

#### Yamato Business Profile

Retail Business  
Corporate Business  
Functions  
Other Services  
Related Organizations

#### Investor Relations

Management Policy  
To Our Individual Investors  
IR Information  
Financial Information  
Stock and Other Information  
IR News  
IR Site Map  
FAQ  
Contact  
IR Calendar

#### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability  
ESG Policy and Declaration  
ESG Data  
Environmental Initiatives  
Social Initiatives  
Governance Compliance  
The Signing the United Nations Global Compact  
External Recognition  
GRI Standards Content Index  
Stakeholder Engagement  
CSR Report PDF Download

#### PR

News Releases  
Site Map  
Privacy  
GDPR Privacy Policy  
Site Use  
Yamato Group Social Media Policy



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## Governance Compliance

### Organizational Structure

The Yamato Group has established a Compliance and Risk Committee chaired by the executive officer in charge of compliance and risk management to spread awareness of compliance throughout the Group, prevent situations that have a significant impact on corporate activities, and supervise and manage strategy measures to resolve issues promptly and smoothly in the event of an emergency. The committee discusses issues and countermeasures related to the promotion of risk management throughout the Group, and exercises thorough management with respect to each Group company through the Executive Committee. Content discussed by the committee is reported quarterly to the Board of Directors. In the event of an emergency where a serious risk arises, the committee ascertains the situation swiftly and accurately, and shares information promptly with directors, auditors, and other relevant parties.

### Corporate Governance

The Yamato Group conducts its business activities in accordance with laws and social norms and engages in compliance management, in line with the Yamato Group Corporate Philosophy. The Group regards maximizing corporate value by making effective use of its management resources as one of the most important management issues, and implements measures to strengthen its management structure as a corporate governance initiative.

For details, please refer to the [Corporate Governance](#) section of the corporate information page.

### Internal Control

The Yamato Group has constructed and operates an internal control system to instill a sound corporate culture throughout the Group, prevent fraudulence and mistakes, and conduct business efficiently and effectively. We have established a Basic Internal Control System Policy, in line with which we are working to enhance our internal control system to meet the four objectives of operational effectiveness and efficiency, reliability of financial reporting, compliance with laws and regulations relating to business activities, and preservation of assets.

The Internal Control Department works together with other departments responsible for major Group companies, to ensure effective operation throughout the Group. The Department is working to enhance and improve the internal control system as necessary, and the state of development and operation of the system is reported to and checked quarterly by the Group's Board of Directors and Audit and Supervisory Board.

Major Yamato Group companies have departments that are responsible for internal auditing, which conduct internal audits to ensure that business operations are conducted in accordance with the rules. Companies that do not have a department in charge of internal auditing are audited by the Yamato Holdings Audit Department. Yamato Holdings Audit Department reports the results of its audits to the president and Audit and Supervisory Board members, and to the Board of Directors on a quarterly basis for checking.

### Compliance and Risk management

As a social infrastructure company, the Yamato Group believes that it is very important to continue to earn the trust of customers and society. In order to do so, all business activities and employee actions must be conducted not only in compliance with laws and regulations—which are the rules of society—but also with high ethical standards.

The Yamato Group is committed to management with compliance as the top priority, based on the Declaration of Compliance in the name of its president. Based on the Group's Core Values as an unchanging set of values we have established the Group Corporate Philosophy, which consists of a Management Philosophy, Corporate Stance and Employee Code of Conduct. These summarize the way in which the Yamato Group contributes to society and what kind of attitude it as a company—and also its individual employees—should take in order to realize it. In order to foster a corporate culture with high ethical values, the Group conducts ethics training focused primarily on instilling its Corporate Philosophy, through initial orientation training for employees at the time of joining the company and subsequent regular training sessions. We also distribute Group Corporate Philosophy booklets for all employees to carry with them, as a guide to check whether their judgment is correct, and as a solid rock of support when they are lost and do not know the answer. We also display posters of the Compliance Declaration at all business locations of each Group company, to raise employee awareness and explain cases of noncompliance in an easily understandable manner, with illustrations to draw attention.

In addition to fostering ethical values, the Group conducts risk management in accordance with the Basic Risk Management Regulations—against economic losses, interruptions and suspensions of business, loss of confidence and brand image, and various other risks that impede the achievement of the Group's Corporate Philosophy, management plans, and management strategies. By doing so, we aim to ensure business continuity and achieve stable development.

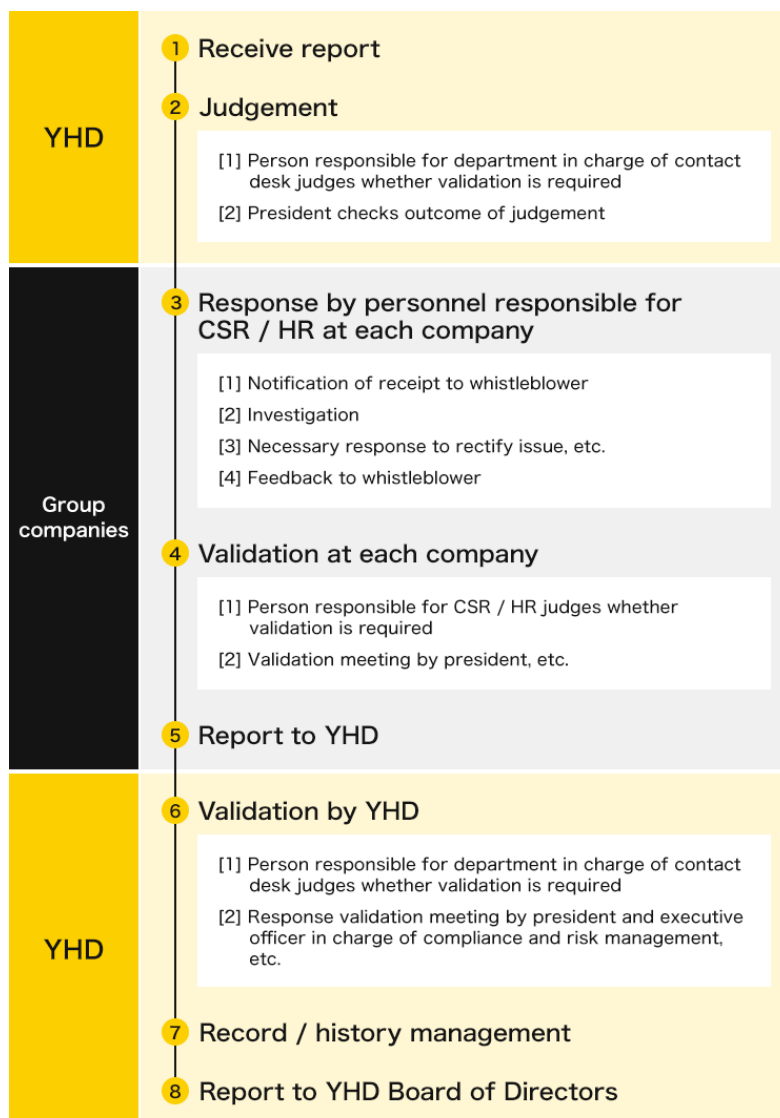
### Internal Reporting (Whistleblowing) System

The Yamato Group has established an internal reporting (whistleblowing) system to detect violations of laws and regulations and internal regulations at an early stage, and take appropriate measures. The reporting system accepts reports on all aspects of corruption including bribery, compliance, including human rights violations such as bullying and harassment, and all behavior that violates internal rules and the Group's Corporate Philosophy. We have established Opinions Box for suggestions to the Group's president, Compliance Hotline administered by the Compliance and Risk Committee, and Corporate Fraud Report Desk managed by outside lawyers, accepting reports by e-mail, phone or written correspondence. As of February 2019, we have also established dedicated contact points for group companies, as a familiar consultation desk. Posters showing the president's face are posted at all business locations, making these consultation desks known to employees. In accordance with our Internal Reporting Regulations, we strictly protect the privacy of whistleblowers, maintain a system in which they are protected and not subjected to disadvantageous treatment as a result of reporting, and

create an environment that makes it easy for employees to report anonymously if they wish to do so.

In the event of a report, we have established a system to promptly confirm facts and take necessary measures to rectify problems and prevent recurrences. Specifically, we have established specific group-wide response procedures, processing methods, and risk judgment criteria for internal reports, and apply a consistent operational flow to all reports to prevent any oversight of serious risks. We have improved the level of risk awareness by unifying standards and clarifying the persons responsible for making decisions at the time of receipt and reporting.

We have also formulated internal rules for conducting meetings to verify reports, and are preventing recurrences by conducting appropriate investigations and verifying responses. In addition, by centrally managing reporting information and responses by the Group, we grasp overall trends, seek to apply the same effective response measures across the board, and periodically report to the Board of Directors, leading to improvements throughout the entire Group.



\*YHD = Yamato Holdings Co., Ltd.

In FY2020, YHD contact desks received 827 reports, which were then handled appropriately based on investigation and confirmation of facts. \*2 In FY2020, a temporary COVID-19 Consultation Desk was established to respond to inquiries and consultations regarding matters such as requirements relating to workplace hygiene and compensation for temporary closures, etc., in light of the spread of the COVID-19 pandemic. Activities such as revising compliance declaration posters and holding explanatory briefings for HR personnel in light of the enactment of the so-called Power Harassment Prevention Act has led to greater awareness and recognition of the internal reporting (whistleblowing) system.

## TOPICS

### Yamato Group Internal Reporting System Acquires Whistleblowing Compliance Management System Certification (WCMS Certification)

In recent years, whistleblowing systems have been indispensable for implementing compliance management and ensuring sound business performance through the provision of safe and secure products and services, and have become an important element in internal control and corporate governance, which are the basic systems that underpin corporate management.

Whistleblowing Compliance Management System (WCMS\*) is a certification based on the Guidelines for Private Enterprises Regarding the Development and Operation of Internal Reporting Systems Based on the Whistleblower Protection Act (Consumer Affairs Agency, December 9, 2016). The certification aims to foster a socio-economic environment in which business operators who appropriately establish and operate whistleblowing systems are regarded highly by society, leading to confidence of consumers and business partners, improvement of corporate brands, recognition in public procurement and securing excellent human resources; and to improve the quality of whistleblowing systems by promoting such efforts, thereby ensuring the safety and security of people's lives.

The Yamato Group internal reporting system acquired WCMS certification on July 31, 2020.

\*WCMS: Whistleblowing Compliance Management System





[Main Activities of the Yamato Group]

- Strengthen awareness of whistleblowing contact points for employees  
(Renewal of posters for business sites, publication of reporting desk information on employee-use websites, etc.)
- Holding various training on whistleblowing (training for responders, training for officers, etc.)
- Conducting a questionnaire survey of employees on the whistleblowing system

## Preventing Corruption

As a supporter of the UN Global Compact, the Yamato Group strives to prohibit and prevent corruption. Our Group Corporate Philosophy and Employee Code of Conduct advocate adherence to laws and fair practices and state clearly that "When we entertain or give gifts, we will do so within the scope of what is socially appropriate. We will not engage in any bribery that violates the laws, regulations, or rules of any country or region, nor will we engage in any act that could be suspected of being bribery." In order for employees to confirm risks related to corruption and incorporate measures against them into their individual actions, we have prepared and distributed a carry-sized Group Corporate Philosophy booklet to all employees.

The Compliance and Risk Committee reports on compliance risks-including corruption-to the Board of Directors on a quarterly basis.

In FY2020, there were zero disciplinary actions and dismissals due to anti-corruption-related noncompliance violations. In addition, the total amount of fines related to corruption last year was 0 yen, and the number of penalties and approvals other than fines was also 0.

## Business Continuity Planning (BCP)

As a corporate group responsible for TA-Q-BIN, a part of social infrastructure, we have formulated a Business Continuity Plan (BCP) to ensure that stable provision of services can be continued even under unforeseen circumstances. Based on our experiences during the 2011 Tohoku Earthquake, we are working to enhance our group-wide crisis management system in anticipation of various emergencies.

The Yamato Group's Basic BCP Policy stipulates the three key pillars of giving top priority to human life, aiming for the early restoration of the businesses of each Group company, and meeting the expectations of local communities as a part of social infrastructure. Based on our basic policy, we have established various group-wide standards and prepared manuals according to the business characteristics of each Group company.

Each Group company has established a BCP department and supervisor, as well as the BCP department within Yamato Holdings that oversees BCP for the whole Group. In the event of an emergency, based on the standards, we establish a response headquarters within Yamato Holdings (headed by the president) and coordinate with the departments in charge at each Group company.

As of 2020, we have also introduced a safety / disaster status confirmation system, and regularly conduct training on initial safety checks and reporting on damage status in the event of a disaster.

We distribute disaster-response pocket cards to all of our employees-describing actions that they should take in the event of a disaster-and conduct regular disaster response training. We have also introduced a system that allows us to confirm the safety of employees in the event of a disaster.

In addition to toughening our response to natural disasters such as earthquakes, torrential rain and flooding, which are expected to cause large-scale damage, we will also continue to consider a wide range of new measures against infectious diseases and other such disasters.

The Group has established a COVID-19 Countermeasure Liaison Office as an emergency response headquarters to help combat the COVID-19 pandemic, which has been raging since January 2020. As essential workers, we recognize that our services are an essential and indispensable part of life in society. In view of this, we have developed company-wide guidelines to ensure business continuity while at the same time protecting the safety of our employees and customers, and are working to prevent the spread of infection.

## Initiatives to Prevent the Spread of COVID-19



At each workplace, we thoroughly implement basic measures to prevent infection, such as wearing masks, washing hands, and disinfecting hands and other surfaces.

### Company Profile

Greetings  
Management Philosophy

### Yamato Business Profile

Retail Business  
Corporate Business

### Investor Relations

Management Policy  
To Our Individual Investors

### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability

### PR

News Releases  
Site Map





Corporate Governance	Functions	IR Information	ESG Policy and Declaration	Privacy
Corporate Overview	Other Services	Financial Information	ESG Data	GDPR Privacy Policy
Profile of Executives	Related Organizations	Stock and Other Information	Environmental Initiatives	Site Use
Group Organizational Chart		IR News	Social Initiatives	Yamato Group Social Media Policy
		IR Site Map	Governance Compliance	
		FAQ	The Signing the United Nations Global Compact	
		Contact	External Recognition	
		IR Calendar	GRI Standards Content Index	
			Stakeholder Engagement	
			CSR Report PDF Download	



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[Company Profile](#)
[Yamato Business Profile](#)
[Investor Relations](#)
[Sustainability](#)
[PR](#)
[News Releases](#)
[Home](#) > [Sustainability](#) > [The Signing the United Nations Global Compact](#)

## The Signing the United Nations Global Compact

In April 2014 the Yamato Group signed the United Nations Global Compact, a global framework for achieving sustainable growth.

By supporting the ten principles of the UN Global Compact and implementing them in its business activities, the Group contributes to the sustainable development of society by fostering a sound corporate culture.

### About the UN Global Compact

The UN Global Compact is a voluntary initiative under which each company and organization participates in the development of a global framework for participants to act as good members of society and realize sustainable growth by demonstrating creative, responsible leadership. It was proposed by then-UN Secretary-General Coffey Annan at the World Economic Forum in 1999, and officially launched at the UN headquarters in New York in July 2000.

For details, please refer to [the United Nations Global Compact website](#).

### The Ten Principles of the United Nations Global Compact

The UN Global Compact defines ten principles in four key areas (Human Rights, Labour, the Environment, and Anti-Corruption), and calls on companies and organizations to support and implement them.

#### Human Rights

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. make sure that they are not complicit in human rights abuses.

#### Labour

3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
4. the elimination of all forms of forced and compulsory labour;
5. the effective abolition of child labour; and
6. the elimination of discrimination in respect of employment and occupation.

#### Environment

7. Businesses should support a precautionary approach to environmental challenges;
8. undertake initiatives to promote greater environmental responsibility; and
9. encourage the development and diffusion of environmentally friendly technologies.

#### Anti-Corruption

10. Businesses should work against corruption in all its forms, including extortion and bribery.



#### Company Profile

[Greetings](#)  
[Management Philosophy](#)  
[Corporate Governance](#)  
[Corporate Overview](#)  
[Profile of Executives](#)  
[Group Organizational Chart](#)

#### Yamato Business Profile

[Retail Business](#)  
[Corporate Business](#)  
[Functions](#)  
[Other Services](#)  
[Related Organizations](#)

#### Investor Relations

[Management Policy](#)  
[To Our Individual Investors](#)  
[IR Information](#)  
[Financial Information](#)  
[Stock and Other Information](#)  
[IR News](#)  
[IR Site Map](#)  
[FAQ](#)  
[Contact](#)  
[IR Calendar](#)

#### Sustainability

[Commitment from Senior Management](#)  
[Yamato Group Sustainability](#)  
[ESG Policy and Declaration](#)  
[ESG Data](#)  
[Environmental Initiatives](#)  
[Social Initiatives](#)  
[Governance Compliance](#)  
[The Signing the United Nations Global Compact](#)  
[External Recognition](#)  
[GRI Standards Content Index](#)  
[Stakeholder Engagement](#)  
[CSR Report PDF Download](#)

#### PR

##### News Releases

[Site Map](#)  
[Privacy](#)  
[GDPR Privacy Policy](#)  
[Site Use](#)  
[Yamato Group Social Media Policy](#)





## External Recognition

In recent years, it has become important for companies to make efforts in terms of not only financial aspects but also non-financial fields such as ESG. Yamato Holdings was selected in the following ESG indices in recognition of its ESG initiatives. (As of October 31, 2021)

### FTSE4Good Index Series

An index created by FTSE Russell, a company on the London Stock Exchange. It includes companies around the world that meet ESG assessment criteria.

▶ Related website



FTSE4Good

### FTSE Blossom Japan Index

One of the ESG investment indices adopted by Japan's Government Pension Investment Fund (GPIF), also created by FTSE Russell.

It is designed to measure the performance of Japanese companies that excel in ESG.

▶ Related website



FTSE Blossom  
Japan

### MSCI Japan Empowering Women Index (WIN)

One of the ESG investment indices adopted by Japan's Government Pension Investment Fund (GPIF), developed by MSCI (USA). It selects Japanese companies with excellent gender diversity.

THE INCLUSION OF Yamato Holdings Co., Ltd. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Yamato Holdings Co., Ltd. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

▶ Related website

2021 CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

### SOMPO Sustainability Index

A SOMPO Sustainable Investment brand index offered by SOMPO Asset Management Co., Ltd. Companies are selected based on the results of ESG research conducted by SOMPO Risk Management Inc.

▶ Related website



Sompo Sustainability Index

### S&P/JPX Carbon Efficient Index

An environmental stock index jointly developed by Japan Exchange Group (JPX) and S&P Dow Jones Indices LLC, and adopted by Japan's Government Pension Investment Fund (GPIF) since 2018.

It determines the weighting of constituent stocks, focusing on the disclosure status of environmental information and carbon efficiency levels (carbon emissions per unit sales), within the scope of stocks that make up the TOPIX index.

▶ Related website





Management Philosophy	Retail Business	To Our Individual Investors	Yamato Group Sustainability	Site Map
Corporate Governance	Corporate Business	IR Information	ESG Policy and Declaration	Privacy
Corporate Overview	Functions	Financial Information	ESG Data	GDPR Privacy Policy
Profile of Executives	Other Services	Stock and Other Information	Environmental Initiatives	Site Use
Group Organizational Chart	Related Organizations	IR News	Social Initiatives	Yamato Group Social Media Policy
		IR Site Map	Governance Compliance	
		FAQ	The Signing the United Nations Global Compact	
		Contact	External Recognition	
		IR Calendar	GRI Standards Content Index	
			Stakeholder Engagement	
			CSR Report PDF Download	



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## GRI Standards Content Index

The following is a comparison table for the GRI Standards and Yamato Group initiatives.

Item	Disclosures	Reporting Requirements	Corresponding Section
<b>Organizational profile (2016)</b>			
102-1	Name of the organization	a. Name of the organization.	<a href="#">Corporate Overview</a>
102-2	Activities, brands, products, and services	a. A description of the organization's business activities. b. Primary brands, products, and services, including an explanation of any products or services that are banned in certain markets.	<a href="#">Yamato Business Profile</a>
102-3	Location of headquarters	a. Location of the organization's headquarters.	<a href="#">Corporate Overview</a>
102-4	Location of operations	a. Number of countries where the organization operates, and the names of countries where it has significant operations, and/or that are relevant to the topics covered in the report.	<a href="#">Yamato Business Profile</a>
102-5	Ownership and legal form	a. The organization's nature of ownership and legal form.	<a href="#">Corporate Overview</a>
102-6	Markets served	a. Markets served, including: i. geographic locations where products and services are offered; ii. sectors served; iii. types of customers and beneficiaries.	<a href="#">Yamato Business Profile</a>
102-7	Scale of the organization	a. Scale of the organization, including: i. total number of employees; ii. total number of operations; iii. net sales (for private sector organizations) or net revenues (for public sector organizations); iv. total capitalization (for private sector organizations) broken down in terms of debt and equity; v. quantity of products or services provided.	<a href="#">Integrated Report</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
102-8	Information on employees and other workers	a. Total number of employees by employment contract (permanent and temporary), by gender. b. Total number of employees by employment contract (permanent and temporary), by region. c. Total number of employees by employment type (full-time and part-time), by gender. d. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees. e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries). f. An explanation of how the data have been compiled, including any assumptions made.	<a href="#">ESG Data (status of employees)</a>
102-9	Supply chain	a. A description of the organization's supply chain, including its main elements as they relate to the organization's activities, primary brands, products, and services.	<a href="#">Integrated Report</a> <a href="#">Supply Chain Management</a>
102-11	Precautionary Principle or approach	a. Whether and how the organization applies the Precautionary Principle or approach.	<a href="#">Governance Compliance</a> <a href="#">Transport Safety</a> <a href="#">Occupational Safety and Health</a> <a href="#">Labor</a> <a href="#">Human Rights and Diversity</a> <a href="#">Data Utilization and Security</a> <a href="#">Supply Chain Management</a> <a href="#">Energy and Climate</a> <a href="#">Atmosphere (Prevent Air Pollution)</a> <a href="#">Resource Conservation &amp; Waste</a> <a href="#">Resilience of Companies &amp; Society</a>
102-12	External initiatives	a. A list of externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.	<a href="#">Yamato Group Sustainability</a> <a href="#">About Signing the United Nations Global Compact</a>
<b>Strategy</b>			
102-14	Statement from senior decision-maker	a. A statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy for addressing sustainability.	<a href="#">Commitment from Senior Management</a>
102-15	Key impacts, risks, and opportunities	a. A description of key impacts, risks, and opportunities.	<a href="#">Commitment from Senior Management</a> <a href="#">Yamato Group Sustainability</a> <a href="#">Governance Compliance</a> <a href="#">Responding to the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)</a>
<b>Ethics and integrity</b>			

Item	Disclosures	Reporting Requirements	Corresponding Section
102-16	Values, principles, standards, and norms of behavior	a. A description of the organization's values, principles, standards, and norms of behavior.	<a href="#">Management Philosophy</a>
102-17	Mechanisms for advice and concerns about ethics	a. A description of internal and external mechanisms for: i. seeking advice about ethical and lawful behavior, and organizational integrity; ii. reporting concerns about unethical or unlawful behavior, and organizational integrity.	<a href="#">Corporate Governance</a> <a href="#">Governance Compliance</a>
<b>Governance</b>			
102-18	Governance structure	a. Governance structure of the organization, including committees of the highest governance body. b. Committees responsible for decision-making on economic, environmental, and social topics.	<a href="#">Corporate Governance</a> <a href="#">Yamato Group Sustainability</a> <a href="#">Environmental Management</a> <a href="#">Social Initiatives</a>
102-19	Delegating authority	a. Process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.	<a href="#">Corporate Governance</a> <a href="#">Yamato Group Sustainability</a> <a href="#">Environmental Management</a>
102-20	Executive-level responsibility for economic, environmental, and social topics	a. Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics. b. Whether post holders report directly to the highest governance body.	<a href="#">Corporate Governance</a> <a href="#">Yamato Group Sustainability</a> <a href="#">Environmental Management</a>
102-21	Consulting stakeholders on economic, environmental, and social topics	a. Processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics. b. If consultation is delegated, describe to whom it is delegated and how the resulting feedback is provided to the highest governance body.	<a href="#">Corporate Governance</a> <a href="#">Governance Compliance</a> <a href="#">Yamato Group Sustainability</a> <a href="#">Environmental Management</a>
102-22	Composition of the highest governance body and its committees	a. Composition of the highest governance body and its committees by: i. executive or non-executive; ii. independence; iii. tenure on the governance body; iv. number of each individual's other significant positions and commitments, and the nature of the commitments; v. gender; vi. membership of under-represented social groups; vii. competencies relating to economic, environmental, and social topics; viii. stakeholder representation.	<a href="#">Corporate Governance</a> <a href="#">Integrated Report</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
102-23	Chair of the highest governance body	a. Whether the chair of the highest governance body is also an executive officer in the organization.  b. If the chair is also an executive officer, describe his or her function within the organization's management and the reasons for this arrangement.	<a href="#">Corporate Governance</a>
102-24	Nominating and selecting the highest governance body	a. Nomination and selection processes for the highest governance body and its committees.  b. Criteria used for nominating and selecting highest governance body members, including whether and how, including: i. stakeholders (including shareholders) are involved; ii. diversity is considered; iii. independence is considered; iv. expertise and experience relating to economic, environmental, and social topics are considered.	<a href="#">Corporate Governance</a>
102-25	Conflicts of interest	a. Processes for the highest governance body to ensure conflicts of interest are avoided and managed.  b. Whether conflicts of interest are disclosed to stakeholders, including, as a minimum: i. Cross-board membership; ii. Cross-shareholding with suppliers and other stakeholders; iii. Existence of controlling shareholder; iv. Related party disclosures.	<a href="#">Corporate Governance</a> <a href="#">Governance Compliance</a>
102-26	Role of highest governance body in setting purpose, values, and strategy	a. Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, values or mission statements, strategies, policies, and goals related to economic, environmental, and social topics.	<a href="#">Yamato Group Sustainability</a> <a href="#">Environmental Management</a>
102-28	Evaluating the highest governance body's performance	a. Processes for evaluating the highest governance body's performance with respect to governance of economic, environmental, and social topics.  b. Whether such evaluation is independent or not, and its frequency.  c. Whether such evaluation is a self-assessment.  d. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics, including, as a minimum, changes in membership and organizational practice.	<a href="#">Governance Compliance</a>



Item	Disclosures	Reporting Requirements	Corresponding Section
102-29	Identifying and managing economic, environmental, and social impacts	<p>a. Highest governance body's role in identifying and managing economic, environmental, and social topics and their impacts, risks, and opportunities - including its role in the implementation of due diligence processes.</p> <p>b. Whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental, and social topics and their impacts, risks, and opportunities.</p>	<a href="#">Governance Compliance</a> <a href="#">Yamato Group Sustainability</a> <a href="#">Environmental Management</a> <a href="#">Responding to the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)</a>
102-30	Effectiveness of risk management processes	<p>a. Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental, and social topics.</p>	<a href="#">Governance Compliance</a> <a href="#">Responding to the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)</a>
102-31	Review of economic, environmental, and social topics	<p>a. Frequency of the highest governance body's review of economic, environmental, and social topics and their impacts, risks, and opportunities.</p>	<a href="#">Governance Compliance</a> <a href="#">Yamato Group Sustainability</a> <a href="#">Environmental Management</a> <a href="#">Responding to the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)</a>
102-32	Highest governance body's role in sustainability reporting	<p>a. The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material topics are covered.</p>	<a href="#">Yamato Group Sustainability</a>
102-33	Communicating critical concerns	<p>a. Process for communicating critical concerns to the highest governance body.</p>	<a href="#">Corporate Governance</a> <a href="#">Governance Compliance</a>
102-34	Nature and total number of critical concerns	<p>a. Total number and nature of critical concerns that were communicated to the highest governance body.</p> <p>b. Mechanism(s) used to address and resolve critical concerns.</p>	<a href="#">Governance Compliance</a>
102-35	Remuneration policies	<p>a. Remuneration policies for the highest governance body and senior executives for the following types of remuneration:</p> <ul style="list-style-type: none"> <li>i. Fixed pay and variable pay, including performance-based pay, equity-based pay, bonuses, and deferred or vested shares;</li> <li>ii. Sign-on bonuses or recruitment incentive payments;</li> <li>iii. Termination payments;</li> <li>iv. Clawbacks;</li> <li>v. Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees.</li> </ul> <p>b. How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental, and social topics.</p>	<a href="#">Integrated Report</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
102-37	Stakeholders' involvement in remuneration	a. How stakeholders' views are sought and taken into account regarding remuneration. b. If applicable, the results of votes on remuneration policies and proposals.	<a href="#">Integrated Report</a>
<b>Stakeholder engagement</b>			
102-40	List of stakeholder groups	a. A list of stakeholder groups engaged by the organization.	<a href="#">Stakeholder Engagement</a>
102-43	Approach to stakeholder engagement	a. The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	<a href="#">Stakeholder Engagement</a>
102-44	Key topics and concerns raised	a. Key topics and concerns that have been raised through stakeholder engagement, including: i. how the organization has responded to those key topics and concerns, including through its reporting; ii. the stakeholder groups that raised each of the key topics and concerns.	<a href="#">Stakeholder Engagement</a>
<b>Reporting practice</b>			
102-45	Entities included in the consolidated financial statements	a. A list all entities included in the organization's consolidated financial statements or equivalent documents. b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	<a href="#">Integrated Report</a>
102-46	Defining report content and topic Boundaries	a. An explanation of the process for defining the report content and the topic Boundaries. b. An explanation of how the organization has implemented the Reporting Principles for defining report content.	<a href="#">Yamato Group Sustainability.</a>
102-47	List of material topics	a. A list of the material topics identified in the process for defining report content.	<a href="#">Yamato Group Sustainability.</a>
102-48	Restatements of information	a. The effect of any restatements of information given in previous reports, and the reasons for such restatements.	Not applicable
102-49	Changes in reporting	a. Significant changes from previous reporting periods in the list of material topics and topic Boundaries.	<a href="#">Yamato Group Sustainability.</a>
102-52	Reporting cycle	a. Reporting cycle	Yearly

Item	Disclosures	Reporting Requirements	Corresponding Section
102-55	GRI content index	a. The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report. b. For each disclosure, the content index shall include: i. the number of the disclosure (for disclosures covered by the GRI Standards); ii. the page number(s) or URL(s) where the information can be found, either within the report or in other published materials; iii. if applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.	<a href="#">GRI Standards Content Index</a>
<b>Management Approach (2016)</b>			
103-1	Explanation of the material topic and its Boundary	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	<a href="#">Yamato Group Sustainability</a>
103-2	The management approach and its components	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Management resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	<a href="#">Commitment from Senior Management</a> <a href="#">Yamato Group Sustainability</a> <a href="#">ESG Policy and Declaration</a>
<b>Economic Performance (2016)</b>			

Item	Disclosures	Reporting Requirements	Corresponding Section
201-1	Direct economic value generated and distributed	<p>a. Direct economic value generated and distributed (EVG&amp;D) on an accruals basis, including the basic components for the organization's global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components:</p> <p>i. Direct economic value generated: revenues;</p> <p>ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments;</p> <p>iii. Economic value retained: 'direct economic value generated' less 'economic value distributed'.</p> <p>b. Where significant, report EVG&amp;D separately at country, regional, or market levels, and the criteria used for defining significance.</p>	<a href="#">Integrated Report</a>
201-2	Financial implications and other risks and opportunities due to climate change	<p>a. Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure, including:</p> <p>i. a description of the risk or opportunity and its classification as either physical, regulatory, or other;</p> <p>ii. a description of the impact associated with the risk or opportunity;</p> <p>iii. the financial implications of the risk or opportunity before action is taken;</p> <p>iv. the methods used to manage the risk or opportunity;</p> <p>v. the costs of actions taken to manage the risk or opportunity.</p>	<a href="#">Responding to the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
201-3	Defined benefit plan obligations and other retirement plans	a. If the plan's liabilities are met by the organization's general resources, the estimated value of those liabilities. b. If a separate fund exists to pay the plan's pension liabilities: i. the extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them; ii. the basis on which that estimate has been arrived at; iii. when that estimate was made. c. If a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage. d. Percentage of salary contributed by employee or employer. e. Level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional, or country-based schemes, or those with financial impact.	<a href="#">Integrated Report</a>
<b>Indirect Economic Impacts (2016)</b>			
203-1	Infrastructure investments and services supported	a. Extent of development of significant infrastructure investments and services supported. b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant. c. Whether these investments and services are commercial, in-kind, or pro bono engagements.	<a href="#">Corporate Citizenship Activities</a> <a href="#">Business in Resolving Social Issues</a>
203-2	Significant indirect economic impacts	a. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts. b. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.	<a href="#">Responding to the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)</a>
<b>Anti-corruption (2016)</b>			
205-1	Operations assessed for risks related to corruption	a. Total number and percentage of operations assessed for risks related to corruption. b. Significant risks related to corruption identified through the risk assessment.	<a href="#">ESG Data (anti-corruption related)</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
205-2	Communication and training about anti-corruption policies and procedures.	a. Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region.  b. Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region.  c. Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations.  d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.  e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.	<u>Governance Compliance</u>
205-3	Confirmed incidents of corruption and actions taken	a. Total number and nature of confirmed incidents of corruption.  b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption.  c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.  d. Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.	<u>ESG Data (anti-corruption related)</u>
<b>Anti-competitive behavior (2016)</b>			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	a. Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant.  b. Main outcomes of completed legal actions, including any decisions or judgments.	<u>ESG Data (anti-corruption related)</u>
<b>Tax (2019)</b>			

Item	Disclosures	Reporting Requirements	Corresponding Section
207-1	Approach to tax	a. A description of the approach to tax, including: <ul style="list-style-type: none"> <li>i. whether the organization has a tax strategy and, if so, a link to this strategy if publicly available;</li> <li>ii. the governance body or executive-level position within the organization that formally reviews and approves the tax strategy, and the frequency of this review;</li> <li>iii. the approach to regulatory compliance;</li> <li>iv. how the approach to tax is linked to the business and sustainable development strategies of the organization.</li> </ul>	<a href="#">Tax Policy (Japanese only)</a>
207-2	Tax governance, control, and risk management	a. A description of the tax governance and control framework, including: <ul style="list-style-type: none"> <li>i. the governance body or executive-level position within the organization accountable for compliance with the tax strategy;</li> <li>ii. how the approach to tax is embedded within the organization;</li> <li>iii. the approach to tax risks, including how risks are identified, managed, and monitored;</li> <li>iv. how compliance with the tax governance and control framework is evaluated.</li> </ul> b. A description of the mechanisms for reporting concerns about unethical or unlawful behavior and the organization's integrity in relation to tax.           c. A description of the assurance process for disclosures on tax and, if applicable, a reference to the assurance report, statement, or opinion.	<a href="#">Tax Policy (Japanese only)</a>
<b>Materials (2016)</b>			
301-1	Materials used by weight or volume	a. Total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by: <ul style="list-style-type: none"> <li>i. non-renewable materials used;</li> <li>ii. renewable materials used.</li> </ul>	<a href="#">ESG Data (material usage)</a>
301-2	Recycled input materials used	a. Percentage of recycled input materials used to manufacture the organization's primary products and services.	<a href="#">ESG Data (material usage)</a>
301-3	Reclaimed products and their packaging materials	a. Percentage of reclaimed products and their packaging materials for each product category.           b. How the data for this disclosure have been collected.	<a href="#">ESG Data (products and materials collected)</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
<b>Energy (2016)</b>			
302-1	Energy consumption within the organization	<ul style="list-style-type: none"> <li>a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used.</li> <li>b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used.</li> <li>c. In joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> <li>i. electricity consumption</li> <li>ii. heating consumption</li> <li>iii. cooling consumption</li> <li>iv. steam consumption</li> </ul> </li> <li>d. In joules, watt-hours or multiples, the total: <ul style="list-style-type: none"> <li>i. electricity sold</li> <li>ii. heating sold</li> <li>iii. cooling sold</li> <li>iv. steam sold</li> </ul> </li> <li>e. Total energy consumption within the organization, in joules or multiples.</li> <li>f. Standards, methodologies, assumptions, and/or calculation tools used.</li> <li>g. Source of the conversion factors used.</li> </ul>	<u>ESG Data (energy usage).</u>
302-3	Energy intensity	<ul style="list-style-type: none"> <li>a. Energy intensity ratio for the organization.</li> <li>b. Organization-specific metric (the denominator) chosen to calculate the ratio.</li> <li>c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all.</li> <li>d. Whether the ratio uses energy consumption within the organization, outside of it, or both.</li> </ul>	<u>ESG Data (Scope 1 and Scope 2 GHG emissions and GHG emission intensity).</u>
302-4	Reduction of energy consumption	<ul style="list-style-type: none"> <li>a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples.</li> <li>b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all.</li> <li>c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it.</li> <li>d. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ul>	<u>ESG Data (energy usage).</u>



Item	Disclosures	Reporting Requirements	Corresponding Section
302-5	Reductions in energy requirements of products and services	a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples.  b. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it.  c. Standards, methodologies, assumptions, and/or calculation tools used.	<u>Resilience of Companies &amp; Society</u> ( <u>provision of environmental products and services</u> ).
<b>Water and Effluents (2018)</b>			
303-1	Interactions with water as a shared resource	a. A description of how the organization interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts caused or contributed to, or directly linked to the organization's activities, products or services by a business relationship (e.g., impacts caused by runoff).  b. A description of the approach used to identify water-related impacts, including the scope of assessments, their timeframe, and any tools or methodologies used.  c. A description of how water-related impacts are addressed, including how the organization works with stakeholders to steward water as a shared resource, and how it engages with suppliers or customers with significant water-related impacts.  d. An explanation of the process for setting any water-related goals and targets that are part of the organization's management approach, and how they relate to public policy and the local context of each area with water stress.	<u>ESG Data (water)</u>

Item	Disclosures	Reporting Requirements	Corresponding Section
303-3	Water withdrawal	<p>a. Total water withdrawal from all areas in megaliters, and a breakdown of this total by the following sources, if applicable:</p> <ul style="list-style-type: none"> <li>i. Surface water</li> <li>ii. Groundwater</li> <li>iii. Seawater</li> <li>iv. Produced water</li> <li>v. Third-party water</li> </ul> <p>b. Total water withdrawal from all areas with water stress in megaliters, and a breakdown of this total by the following sources, if applicable:</p> <ul style="list-style-type: none"> <li>i. Surface water</li> <li>ii. Groundwater</li> <li>iii. Seawater</li> <li>iv. Produced water</li> <li>v. Third-party water, and a breakdown of this total by the withdrawal sources listed in i-iv.</li> </ul> <p>c. A breakdown of total water withdrawal from each of the sources listed in Disclosures 303-3-a and 303-3-b in megaliters by the following categories:</p> <ul style="list-style-type: none"> <li>i. Freshwater (<math>\leq 1,000</math> mg/L Total Dissolved Solids);</li> <li>ii. Other water (<math>&gt; 1,000</math> mg/L Total Dissolved Solids).</li> </ul> <p>d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>	<a href="#">ESG Data (water)</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
303-4	Wastewater discharge	<ul style="list-style-type: none"> <li>a. Total water discharge to all areas in megaliters, and a breakdown of this total by the following types of destination, if applicable: <ul style="list-style-type: none"> <li>i. Surface water</li> <li>ii. Groundwater</li> <li>iii. Seawater</li> <li>iv. Third-party water, and the volume of this total sent for use to other organizations, if applicable.</li> </ul> </li> <li>b. A breakdown of total water discharge to all areas in megaliters by the following categories: <ul style="list-style-type: none"> <li>i. Freshwater (<math>\leq 1,000</math> mg/L Total Dissolved Solids);</li> <li>ii. Other water (<math>&gt; 1,000</math> mg/L Total Dissolved Solids).</li> </ul> </li> <li>c. Total water discharge to all areas with water stress in megaliters, and a breakdown of this total by the following categories: <ul style="list-style-type: none"> <li>i. Freshwater (<math>\leq 1,000</math> mg/L Total Dissolved Solids);</li> <li>ii. Other water (<math>&gt; 1,000</math> mg/L Total Dissolved Solids).</li> </ul> </li> <li>d. Priority substances of concern for which discharges are treated, including: <ul style="list-style-type: none"> <li>i. how priority substances of concern were defined, and any international standard, authoritative list, or criteria used;</li> <li>ii. the approach for setting discharge limits for priority substances of concern;</li> <li>iii. number of incidents of non-compliance with discharge limits.</li> </ul> </li> <li>e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</li> </ul>	<a href="#">ESG Data (water)</a>
303-5	Water consumption	<ul style="list-style-type: none"> <li>a. Total water consumption from all areas in megaliters.</li> <li>b. Total water consumption from all areas with water stress in megaliters.</li> <li>c. Change in water storage in megaliters, if water storage has been identified as having a significant water-related impact.</li> <li>d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used, including whether the information is calculated, estimated, modeled, or sourced from direct measurements, and the approach taken for this, such as the use of any sector-specific factors.</li> </ul>	<a href="#">ESG Data (water)</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
<b>Biodiversity (2016)</b>			
304-3	Habitats protected or restored	<p>The reporting organization shall report the following information:</p> <ol style="list-style-type: none"> <li>Size and location of all habitat areas protected or restored, and whether the success of the restoration measure was or is approved by independent external professionals.</li> <li>Whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has overseen and implemented restoration or protection measures.</li> <li>Status of each area based on its condition at the close of the reporting period.</li> <li>Standards, methodologies, and assumptions used.</li> </ol>	<u>ESG Data (area of biotopes and other natural habitats restored)</u>
<b>Emissions (2016)</b>			
305-1	Direct (Scope 1) GHG emissions	<ol style="list-style-type: none"> <li>Gross direct (Scope 1) GHG emissions in metric tons of CO<sub>2</sub> equivalent.</li> <li>Gases included in the calculation; whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all.</li> <li>Biogenic CO<sub>2</sub> emissions in metric tons of CO<sub>2</sub> equivalent.</li> <li>Base year for the calculation, if applicable, including: <ol style="list-style-type: none"> <li>the rationale for choosing it;</li> <li>emissions in the base year;</li> <li>the context for any significant changes in emissions that triggered recalculations of base year emissions.</li> </ol> </li> <li>Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</li> <li>Consolidation approach for emissions; whether equity share, financial control, or operational control.</li> <li>Standards, methodologies, assumptions, and/or calculation tools used.</li> </ol>	<u>ESG Data (breakdown of GHG emissions)</u>

Item	Disclosures	Reporting Requirements	Corresponding Section
305-2	Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> <li>a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent.</li> <li>b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent.</li> <li>c. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.</li> <li>d. Base year for the calculation, if applicable, including: <ul style="list-style-type: none"> <li>i. the rationale for choosing it;</li> <li>ii. emissions in the base year;</li> <li>iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.</li> </ul> </li> <li>e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</li> <li>f. Consolidation approach for emissions; whether equity share, financial control, or operational control.</li> <li>g. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ul>	<a href="#">ESG Data (breakdown of GHG emissions)</a>
305-3	Other indirect (Scope 3) GHG emissions	<ul style="list-style-type: none"> <li>a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent.</li> <li>b. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.</li> <li>c. Biogenic CO2 emissions in metric tons of CO2 equivalent.</li> <li>d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation.</li> <li>e. Base year for the calculation, if applicable, including: <ul style="list-style-type: none"> <li>i. the rationale for choosing it;</li> <li>ii. emissions in the base year;</li> <li>iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.</li> </ul> </li> <li>f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.</li> <li>g. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ul>	<a href="#">ESG Data (breakdown of GHG emissions)</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
305-4	GHG emissions intensity	a. GHG emissions intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). d. Gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all.	<a href="#">ESG Data (Scope 1 and Scope 2 GHG emissions and GHG emission intensity).</a>
305-5	Reduction of GHG emissions	a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO <sub>2</sub> equivalent. b. Gases included in the calculation; whether CO <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O, HFCs, PFCs, SF <sub>6</sub> , NF <sub>3</sub> , or all. c. Base year or baseline, including the rationale for choosing it. d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). e. Standards, methodologies, assumptions, and/or calculation tools used.	<a href="#">ESG Data (breakdown of GHG emissions).</a>
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	a. Significant air emissions, in kilograms or multiples, for each of the following: <ol style="list-style-type: none"> <li>NO<sub>x</sub></li> <li>SO<sub>x</sub></li> <li>Persistent organic pollutants (POP)</li> <li>Volatile organic compounds (VOC)</li> <li>Hazardous air pollutants (HAP)</li> <li>Particulate matter (PM)</li> <li>Other standard categories of air emissions identified in relevant regulations</li> </ol> b. Source of the emission factors used. c. Standards, methodologies, assumptions, and/or calculation tools used.	<a href="#">ESG Data (emissions of air pollutants and VOCs, etc.)</a>
<b>Waste (2020)</b>			
306-1	Waste generation and significant waste-related impacts	a. For the organization's significant actual and potential waste-related impacts, a description of: <ol style="list-style-type: none"> <li>the inputs, activities, and outputs that lead or could lead to these impacts;</li> <li>whether these impacts relate to waste generated in the organization's own activities or to waste generated upstream or downstream in its value chain.</li> </ol>	<a href="#">Material Balance</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
306-2	Management of significant waste-related impacts	<ul style="list-style-type: none"> <li>a. Actions, including circularity measures, taken to prevent waste generation in the organization's own activities and upstream and downstream in its value chain, and to manage significant impacts from waste generated.</li> <li>b. If the waste generated by the organization in its own activities is managed by a third party, a description of the processes used to determine whether the third party manages the waste in line with contractual or legislative obligations.</li> <li>c. The processes used to collect and monitor waste-related data.</li> </ul>	<u>Resource Conservation &amp; Waste</u>
306-3	Waste generated	<ul style="list-style-type: none"> <li>a. Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste.</li> <li>b. Contextual information necessary to understand the data and how the data has been compiled.</li> </ul>	<u>ESG Data (waste and recycling)</u>
306-4	Waste diverted from disposal	<ul style="list-style-type: none"> <li>a. Total weight of waste diverted from disposal in metric tons, and a breakdown of this total by composition of the waste.</li> <li>b. Total weight of hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: <ul style="list-style-type: none"> <li>i. Preparation for reuse;</li> <li>ii. Recycling;</li> <li>iii. Other recovery operations.</li> </ul> </li> <li>c. Total weight of non-hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: <ul style="list-style-type: none"> <li>i. Preparation for reuse;</li> <li>ii. Recycling;</li> <li>iii. Other recovery operations.</li> </ul> </li> <li>d. For each recovery operation listed in Disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste diverted from disposal: <ul style="list-style-type: none"> <li>i. onsite;</li> <li>ii. offsite.</li> </ul> </li> <li>e. Contextual information necessary to understand the data and how the data has been compiled.</li> </ul>	<u>ESG Data (waste and recycling)</u>

Item	Disclosures	Reporting Requirements	Corresponding Section
306-5	Waste directed to disposal	a. Total weight of waste directed to disposal in metric tons, and a breakdown of this total by composition of the waste.  b. Total weight of hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations:  i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations.  c. Total weight of non-hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations:  i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations.  d. For each disposal operation listed in Disclosures 306-5-b and 306-5-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste directed to disposal:  i. onsite; ii. offsite.  e. Contextual information necessary to understand the data and how the data has been compiled.	<a href="#">ESG Data (waste and recycling)</a>
<b>Environmental Compliance (2016)</b>			
307-1	Non-compliance with environmental laws and regulations	a. Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of:  i. total monetary value of significant fines; ii. total number of non-monetary sanctions; iii. cases brought through dispute resolution mechanisms.  b. If the organization has not identified any non-compliance with environmental laws and/or regulations, a brief statement of this fact is sufficient.	<a href="#">ESG Data (compliance with environmental laws and regulations)</a>
<b>Employment (2016)</b>			



Item	Disclosures	Reporting Requirements	Corresponding Section
401-1	New employee hires and employee turnover	a. Total number and rate of new employee hires during the reporting period, by age group, gender and region.  b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	<a href="#">ESG Data (status of employees)</a>
401-3	Parental leave	a. Total number of employees that were entitled to parental leave, by gender.  b. Total number of employees that took parental leave, by gender.  c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender.  d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.  e. Return to work and retention rates of employees that took parental leave, by gender.	<a href="#">ESG Data (diversity in working styles)</a>
<b>Occupational Health and Safety (2018)</b>			
403-2	Hazard identification, risk assessment, and incident investigation	a. A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimize risks, including:  i. how the organization ensures the quality of these processes, including the competency of persons who carry them out;  ii. how the results of these processes are used to evaluate and continually improve the occupational health and safety management system.  b. A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals.  c. A description of the policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against reprisals.  d. A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to the incidents, to determine corrective actions using the hierarchy of controls, and to determine improvements needed in the occupational health and safety management system.	<a href="#">ESG Data (occupational safety and health, health management)</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
403-3	Occupational health services	a. A description of the occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks, and an explanation of how the organization ensures the quality of these services and facilitates workers' access to them.	<a href="#">Occupational Safety and Health Health</a>
403-4	Worker participation, consultation, and communication on occupational health and safety	a. A description of the processes for worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to workers.  b. Where formal joint management-worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.	<a href="#">Occupational Safety and Health</a>
403-5	Worker training on occupational health and safety	a. A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations.	<a href="#">Occupational Safety and Health ESG Data (occupational safety and health training)</a>
403-6	Promotion of worker health	a. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided.  b. A description of any voluntary health promotion services and programs offered to workers to address major non-work-related health risks, including the specific health risks addressed, and how the organization facilitates workers' access to these services and programs.	<a href="#">Health</a>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	a. A description of the organization's approach to preventing or mitigating significant negative occupational health and safety impacts that are directly linked to its operations, products, or services by its business relationships, and the related hazards and risks.	<a href="#">Occupational Safety and Health</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
403-9	Work-related injuries	a. For all employees: <ul style="list-style-type: none"> <li>i. The number and rate of fatalities as a result of work-related injury;</li> <li>ii. The number and rate of high-consequence work-related injuries (excluding fatalities);</li> <li>iii. The number and rate of recordable work-related injuries;</li> <li>iv. The main types of work-related injury;</li> <li>v. The number of hours worked.</li> </ul> b. For all workers who are not employees but whose work and/or workplace is controlled by the organization: <ul style="list-style-type: none"> <li>i. The number and rate of fatalities as a result of work-related injury;</li> <li>ii. The number and rate of high-consequence work-related injuries (excluding fatalities);</li> <li>iii. The number and rate of recordable work-related injuries;</li> <li>iv. The main types of work-related injury;</li> <li>v. The number of hours worked.</li> </ul> c. The work-related hazards that pose a risk of high-consequence injury, including: <ul style="list-style-type: none"> <li>i. how these hazards have been determined;</li> <li>ii. which of these hazards have caused or contributed to high-consequence injuries during the reporting period;</li> <li>iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls.</li> </ul> d. Any actions taken or underway to eliminate other work-related hazards and minimize risks using the hierarchy of controls. <li>e. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked.</li> <li>f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded.</li> <li>g. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</li>	<a href="#">ESG Data (occupational safety and health, health management)</a>
<b>Training and Education (2016)</b>			
404-1	Average hours of training per year per employee	a. Average hours of training that the organization's employees have undertaken during the reporting period, by: <ul style="list-style-type: none"> <li>i. gender;</li> <li>ii. employee category.</li> </ul>	<a href="#">ESG Data (status of employees)</a>

Item	Disclosures	Reporting Requirements	Corresponding Section
404-2	Programs for upgrading employee skills and transition assistance programs	a. Type and scope of programs implemented and assistance provided to upgrade employee skills.  b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	<a href="#">Human Resources Development</a> <a href="#">Human Rights and Diversity</a>
<b>Diversity and Equal Opportunity (2016)</b>			
405-1	Diversity of governance bodies and employees	a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories:  i. gender;  ii. Age group: under 30 years old, 30-50 years old, over 50 years old;  iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).  b. Percentage of employees per employee category in each of the following diversity categories:  i. gender;  ii. Age group: under 30 years old, 30-50 years old, over 50 years old;  iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).	<a href="#">ESG Data (status of employees)</a>
<b>Human Rights Assessment (2016)</b>			
412-2	Employee training on human rights policies or procedures	a. Total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations.  b. Percentage of employees trained during the reporting period in human rights policies or procedures concerning aspects of human rights that are relevant to operations.	<a href="#">Human Rights and Diversity</a>
<b>Local Communities (2016)</b>			

Item	Disclosures	Reporting Requirements	Corresponding Section
413-1	Operations with local community engagement, impact assessments, and development programs	a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of:  i. social impact assessments, including gender impact assessments, based on participatory processes;  ii. environmental impact assessments and ongoing monitoring;  iii. public disclosure of results of environmental and social impact assessments;  iv. local community development programs based on local communities' needs;  v. stakeholder engagement plans based on stakeholder mapping;  vi. broad based local community consultation committees and processes that include vulnerable groups;  vii. works councils, occupational health and safety committees and other worker representation bodies to deal with impacts;  viii. formal local community grievance processes.	<a href="#">Corporate Citizenship Activities</a>
<b>Public Policy (2016)</b>			
415-1	Political contributions	a. Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary.  b. If applicable, how the monetary value of in-kind contributions was estimated.	<a href="#">ESG Data (anti-corruption related)</a>
<b>Customer Health and Safety (2016)</b>			
416-1	Assessment of the health and safety impacts of product and service categories	a. Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	<a href="#">Governance Compliance</a> <a href="#">Quality Management</a>



**YAMATO  
HOLDINGS**

#### Company Profile

Greetings  
Management Philosophy  
Corporate Governance  
Corporate Overview  
Profile of Executives  
Group Organizational Chart

#### Yamato Business Profile

Retail Business  
Corporate Business  
Functions  
Other Services  
Related Organizations

#### Investor Relations

Management Policy  
To Our Individual Investors  
IR Information  
Financial Information  
Stock and Other Information  
IR News  
IR Site Map  
FAQ  
Contact  
IR Calendar

#### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability  
ESG Policy and Declaration  
ESG Data  
Environmental Initiatives  
Social Initiatives  
Governance Compliance  
The Signing the United Nations Global Compact  
External Recognition  
GRI Standards Content Index  
Stakeholder Engagement  
CSR Report PDF Download

#### PR

##### News Releases

Site Map  
Privacy  
GDPR Privacy Policy  
Site Use  
Yamato Group Social Media Policy



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## Stakeholder Engagement

▼ Basic Approach   ▼ Responsibilities and Methods of Communication with Stakeholders

### Basic Approach

The Yamato Group believes that building good relationships with stakeholders-such as customers, employees, local and international communities, business partners and suppliers, shareholders and investors-and coexisting and prospering together with them is the foundation for sustainable growth. In addition to upholding its core values and corporate philosophy, the Group works to appropriately convey its thoughts and ideas to stakeholders and help their understanding, taking the opinions and expectations of stakeholders seriously, and reflecting them in its business.

### Responsibilities and Methods of Communication with Stakeholders

Stakeholder	Main responsibilities	Methods of communication	Examples of relevant initiatives
Customers	<ul style="list-style-type: none"> <li>• Appropriate provision of products and services</li> <li>• Appropriate understanding of requests and expectations through communication, and contribution to the development of new services and improving quality</li> </ul>	<ul style="list-style-type: none"> <li>• Customer call center</li> <li>• Information disclosure on the website</li> <li>• Social media services (YouTube, Facebook, Twitter, Instagram)</li> <li>• Television commercials</li> <li>• NPS survey</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Quality Management</a></li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Respect for human rights and creating a safe and hygienic work environment free of discrimination and harassment</li> <li>• Provision of ability development training schemes</li> <li>• Development of strategies and systems to achieve decent work</li> </ul>	<ul style="list-style-type: none"> <li>• Various training schemes</li> <li>• Surveys on awareness of work style reforms</li> <li>• Issuing internal newsletters</li> <li>• Internal reporting (whistleblowing) systems</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Labor</a></li> <li>• <a href="#">Governance Compliance</a></li> <li>• <a href="#">Human Rights and Diversity</a></li> </ul>
Local Communities and International Society	<ul style="list-style-type: none"> <li>• Contributing to the resolution of local community and international social issues</li> <li>• Coexisting with local communities and international society through corporate citizenship activities</li> </ul>	<ul style="list-style-type: none"> <li>• Social problem-solving business conducted in collaboration with local governments and private-sector companies</li> <li>• Corporate citizenship activities such as children's traffic safety classes and environmental classes</li> <li>• Logistics facilities open to the public for tours</li> <li>• Museum open to the general public</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Local community</a></li> <li>• <a href="#">Haneda Chronogate Tour</a></li> <li>• <a href="#">Kansai Gateway Tour</a></li> <li>• <a href="#">Kuroneko Yamato Museum</a></li> </ul>
Partners and Suppliers	<ul style="list-style-type: none"> <li>• Fair and equitable business relationships</li> <li>• Building responsible procurement activities</li> <li>• Respect for human rights and creating a safe and hygienic work environment free of discrimination and harassment</li> </ul>	<ul style="list-style-type: none"> <li>• Publication of the informational magazine Kuroneko Dayori</li> <li>• Education for transportation partners, Eazy Crew members and other partners who support logistics operations</li> <li>• Questionnaire surveys of business partners and suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Supply Chain Management</a></li> </ul>

Stakeholder	Main responsibilities	Methods of communication	Examples of relevant initiatives
Shareholders and investors	<ul style="list-style-type: none"> <li>Active disclosure of information</li> <li>Appropriate shareholder returns</li> <li>Understanding opinions through dialogues and contributing to the sustainable growth and improvement of corporate value</li> </ul>	<ul style="list-style-type: none"> <li>Holding general meetings of shareholders and financial results briefings</li> <li>Issuing of integrated reports and shareholder newsletters</li> <li>Communicating information via company websites</li> <li>Responding to questionnaire surveys from assessment and survey organizations relating to ESG, etc.</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Investor Relations</a></li> <li><a href="#">Sustainability</a></li> </ul>



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#### Company Profile

Greetings  
Management Philosophy  
Corporate Governance  
Corporate Overview  
Profile of Executives  
Group Organizational Chart

#### Yamato Business Profile

Retail Business  
Corporate Business  
Functions  
Other Services  
Related Organizations

#### Investor Relations

Management Policy  
To Our Individual Investors  
IR Information  
Financial Information  
Stock and Other Information  
IR News  
IR Site Map  
FAQ  
Contact  
IR Calendar

#### Sustainability

Commitment from Senior Management  
Yamato Group Sustainability  
ESG Policy and Declaration  
ESG Data  
Environmental Initiatives  
Social Initiatives  
Governance Compliance  
The Signing the United Nations Global Compact  
External Recognition  
GRI Standards Content Index  
Stakeholder Engagement  
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Privacy  
GDPR Privacy Policy  
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