



Energy & Climate

Related SDGs



	FY2023 Targets	FY2021 Targets	FY2021 Results
Mitigate Climate Change	Reduce greenhouse gas emissions by 10% compared to fiscal 2020 *1	Reduce greenhouse gas emissions by 3% compared to fiscal 2020*1	GHG emissions were reduced 2% from fiscal 2020
	Reduce greenhouse gas emission intensity by 10% compared to fiscal 2020*1*2	Reduce greenhouse gas emission intensity by 3% compared to fiscal 2020*1*2	GHG emission intensity was reduced by 2% compared to fiscal 2020
	Use 30% of electricity generated via renewable energy sources*3	Promote the introduction of electricity generated via renewable energy sources*3	Electricity generated via renewable energy sources accounts for 11% of total electricity used.
	Reduce greenhouse gas emissions by 3% compared to 2022*4	Collect data regarding greenhouse gas emissions of overseas subsidiaries (education/acquisition management)*4	Data collection started at overseas consolidated subsidiaries
Low-carbon transportation/offices: *Introduce low-carbon technology *Enhance operational efficiency	Continue field tests of new electric vehicles (EVs) and fuel cell vehicles (FCVs) (including medium size trucks for long-distance travel) with other industries	Develop and collaboratively research electric vehicles (EVs) and fuel cell vehicles (FCVs) with other industries (Including medium size trucks used for long-distance travel)	Had joint research and development. Started to examine EVs that have been developed
	Carry out investigations and collaborative research into automated mobility*5 with the aim of realizing a low-carbon transportation and preventing air pollution	Carry out investigations and collaborative research into automated mobility*5 with the aim of realizing a low-carbon transportation and preventing air pollution	Discussed automated mobility with partners and examined technologies (test drives)
	Reduce the use of dry ice to refrigerate packages: Substitute with 13,000 mechanical cold boxes and 1,200 refrigerator trucks	Reduce the use of dry ice to refrigerate packages: Substitute with 4,600 mechanical cold boxes and 600 refrigerator trucks	<ul style="list-style-type: none"> Introduced 6,700 mechanical cold boxes Substituted 970 freight carrier trucks with refrigerator trucks
	Electric vehicles (EVs) 1,500 units	—	—
	Visualize operational status and enhance transport efficiency based on data by fully leveraging digital technologies. Promote eco-driving	Visualize operational status by fully leveraging digital technologies and reduce inefficient routes (trunk routes). Promote eco-driving	Visualized operational status and reduced inefficient routes
	Promote modal shifts (180 units for rail and sea transports)	Promote modal shifts (140 units for rail and sea transports)	Carried out a modal shift. (140 units per day transported by rail or sea)
	Conduct demonstration tests of a model sales office that uses 100% renewable energy	Conduct research and consider a model sales office that uses 100% renewable energy	Selected a model sales office that uses 100% renewable energy power for its electricity.
	Consolidate touch points (locations) and install LED lights	Consolidate touch points (locations) and install LED lights	<ul style="list-style-type: none"> Consolidated touch points Installed LED lights at 495 locations
Measure energy and optimize energy management	Reinforce energy management	Reinforce energy analysis and review energy management structure	<ul style="list-style-type: none"> Formulated a measuring method and a system introduction plan Established a dedicated department (Green Innovation Development Department)
Conduct financial analysis and promote low-carbon investment	Analyze scenario and reflect in financial planning (reflect in next medium-term plan)	Acquire financial information related to climate change and announce endorsement of Task Force on Climate-related Financial Disclosure (TCFD)	<ul style="list-style-type: none"> Relevant departments cooperated with each other and performed scenario analyses Announced endorsement of Task Force on Climate-related Financial Disclosure (TCFD) in September 2022
	Put internal carbon pricing (ICP) into operation, confirm effects, and consider use as an investment indicator	Foster understanding of internal carbon pricing (ICP) within the company and consider operation plan	Gathered information, including case studies of other companies, and considered operations

*1 In-house emissions of consolidated companies and Swan Co., Ltd. in Japan (Scope1 & Scope2). *2 tCO₂e /100 million yen of operating revenues.

*3 Consolidated companies and Swan Co., Ltd. in Japan. *4 Overseas. Scope1 and Scope2. *5 Automated mobility such as autonomous driving and truck platooning.

 **Atmosphere**

Related SDGs



Clean Up the Skies (Prevent Air Pollution)	FY2023 Targets	FY2021 Targets	FY2021 Results
	Reduce NOx and PM emissions by 25% compared to 2020*6	Reduce NOx and PM emissions by 20% compared to fiscal 2020*6	Compared to fiscal 2020 NOx: 9% reduction PM: 3% reduction
Introduce vehicles that emit fewer air pollutants	Introduce vehicles that emit fewer air pollutants	Introduced 3,200 vehicles that emit fewer air pollutants	
Reduce air pollutant emissions from transportation	Carry out investigations and collaborative research into automated mobility*5 with the aim of realizing a low-carbon transportation and preventing air pollution	Carry out investigations and collaborative research into automated mobility*5 with the aim of realizing a low-carbon transportation and preventing air pollution	Discussed automated mobility with suppliers and examined technologies (test drives)

*5 Automated mobility such as autonomous driving and truck platooning. *6 The range refers to Yamato Transport Co., Ltd.

 **Resource Conservation & Waste**

Related SDGs



Promote Resource Conservation and Reduce Waste	FY2023 Targets	FY2021 Targets	FY2021 Results
	Use 55% renewable resources and recycled materials for paper materials*7	Use 52% renewable resources and recycled materials for paper materials*7	Used 52% renewable resources and recycled materials for paper materials
Reduce landfill disposal rate (final disposal rate) to 5% or less*8	Reduce landfill disposal rate (final disposal rate) to 8% or less	The landfill disposal rate (final disposal rate) was 10%	
Provide products utilizing recycled materials and resource-saving materials	Identify target products, research recycled materials, and understand their impact on the environment	Identified target materials and replaced certain materials with materials using recycled materials	
Reduce use of resources, reduce waste, and recycle	Reduce amount of paper material used by 2% compared to fiscal 2021*9	Reduce amount of paper used by 1% compared to fiscal 2020	The amount of paper used increased 44% compared to fiscal 2020*9
	Reduce landfill waste volume (final disposal volume) by 3% compared to fiscal 2020	Reduce landfill waste volume (excluding incinerated waste) by 1% compared to fiscal 2020	Landfill waste volume (excluding incinerated waste) increased 2% compared to fiscal 2020
	Reduce waste intensity by 3% compared to fiscal 2020	Reduce waste intensity by 1% compared to fiscal 2020	Waste intensity was reduced by 1% compared to fiscal 2020
	Raise recycling rate to over 80%	Raise recycling rate to over 70%	Recycling rate 54%
	Reduce amount of resources used; Reduce waste volume; and Promote recycling*10	Collect data on resources and waste*10	Started to collect data on resources and waste at overseas consolidated subsidiaries
Use renewable resources, recycled materials, and less plastic	Use 7% renewable resources/recycled materials for containers/packaging materials*11	Use 5% renewable resources and recycled materials for containers/packaging materials*11 Note: Less plastic and use bioplastic	Used 31% renewable resources and recycled materials for containers/packaging materials
	Promote the use of recycled materials for packaging*10 *12	Reduce the use of disposable plastic packaging*10 *12	Identified plastic packaging materials recycling rate and started the quantification of recycling to improve it
Develop reusable materials and provide framework for material sharing usage*13	Promote the practical application of materials for reuse and provide transportation with shared reusable materials	Research and develop materials for reuse and develop shared reusable materials (collaborate with customers and develop common standards)	Started to examine the development of materials for reuse and shared reusable materials
	Launch a model for sharing reusable things and expand user base	Decide on a method and scope for sharing reusable things and partly commence tests for the method in collaboration with outside companies	Started to examine methods and scope for sharing reusable items
Reduce water usage and improve water quality	Reduce water intensity by 3% compared to fiscal 2020	Reduce water intensity by 1%, compared to fiscal 2020	Water intensity increased 8% compared to fiscal 2020
	Advance water reuse and water quality conservation	Promote water reuse and water quality conservation	Replaced detergents at the head office building with reduced environmental impact and considered the introduction of these detergents at other locations
	Advance activities to reduce volume of water used*10	Collect data on water consumption*10	Data collection started at overseas consolidated subsidiaries

*7 Paper material refers to cardboard for shipping, pickup and delivery materials, etc. *8 Equivalent to reduction by half compared to the past.

*9 In fiscal 2021, the scope was expanded for identification and management of paper materials to include paper materials other than those for pickup and delivery services, and as a result, the total amount of paper materials used increased. For targets for fiscal 2022 and fiscal 2023, the scope has been further expanded, and the amount in fiscal 2021 was used as the base year data.

*10 Overseas. All other items in Japan. *11 Containers/packaging material includes packaging used for shipping and cushioning materials.

*12 Overseas logistics/moving-related services. *13 External collaboration.



Resilience of Companies & Society

Related SDGs



	FY2023 Targets	FY2021 Targets	FY2021 Results
Support a Society That Combats Environmental Changes	Green logistics in collaboration with our business partners	Consider a method for ascertaining the greenhouse gas emissions of our transportation business partners and establish an evaluation standard	Added a function for acquiring data for the calculation of greenhouse gas emissions to the app for identifying operational status and examining evaluation standards
	Collaborate with society to improve environmental resilience (Test a model and begin distributing information for adapting to climate change)	Create a plan for utilizing EVs and renewable energy to increase climate change resilience. Consider acquiring road information for adapting to climate change	Started discussions with other companies about the joint development of a cartridge battery. Predicted disasters based on the Japan Meteorological Agency's data and shared information with shipping partners
	Provide environmentally friendly products and services*14	Decide on an evaluation standard for the environmental burden/effects of products and services	Decided evaluation methods and standards for environmentally friendly products and services
Collaborate with Society to Improve Environmental Resilience	Reinforce resilient logistics to support mitigation and adaptation measures	Deploy adaptation strategies groupwide to tackle the physical risks of climate change	Reviewed the BCP manual regarding actions in the event of abnormal weather and shared the revised manual with Group companies
Engage in environmental communication	Reinforce information distribution through enhanced disclosure and holding information sessions. Hold dialogues with investors and relay the content within the company	Reinforce information disclosure based on response to climate change risks. Hold dialogues with investors and relay the content of such dialogues within the company	Published an integrated report and shared information from investors with relevant departments
	Enhance information disclosure according to recommendations of the Task Force on Climate-related Financial Disclosure (TCFD)	Foster understanding of information disclosure according to recommendations of TCFD within the company (hold study sessions within relevant departments/collect external data/etc.)	<ul style="list-style-type: none"> Created a task force and held study meetings Made preparations for disclosing information within the framework
	Enhance risk communication	—	—
	Establish ourselves as an environmentally friendly company. Create an atmosphere where environmental initiatives can be used to encourage sales/communication	Gain recognition as an environmentally friendly company and promote internal awareness of sustainable management	Disseminated information on environmental initiatives via TV commercials, social media, and company newsletters
Green Logistics in Collaboration with Our Business Partners	Work with our transportation partners to understand their greenhouse gas emissions, accumulate data, and implement a system to support improvement	Work with our transportation partners to consider methods of understanding their greenhouse gas emissions and establish measurement techniques	Added a function for acquiring data for the calculation of greenhouse gas emissions to the app for identifying operational status and examining evaluation standards
	Compliance with environment-related laws and management: Provide environmental certification for partner companies and suppliers, and support improvement	Conduct interviews with partner companies and suppliers concerning environmental initiatives, then establish an evaluation standard based on the interviews	Conducted interviews and examined standards

*14 Products and services with environmental value and a low burden on the environment.

Related SDGs



	FY2023 Targets	FY2021 Targets	FY2021 Results
Reinforce Environmental Management	Maintain and improve effectiveness of environmental management system (improve management levels)	Reinforce an environmental management system (Strengthen environmental management system and integrate into risk management) Put environmental management system into operation	Developed an environmental management system the president and officers are responsible for under the Board of Directors. Operated an environmental management system based on the ISO 14001 international standard. Achieved certification (the head office, Kita-Tokyo Regional branch, Minami-Tokyo Regional Operation Administration)
	Implement environmental accounting (Group Companies in Japan)	Organize subjects and launch test operations (aggregated by Yamato Transport Co., Ltd.)	Added new accounts for environmental accounting and started operations
	Enhance development of human resources with deep knowledge of the environment and grant incentives	Plan and implement programs for development of human resources with deep knowledge of the environment and establish incentive	<ul style="list-style-type: none"> Environmental management training (for officers, department managers at the head office, managers) Training for internal auditors (for people responsible for environmental issues) Sustainability training (for employees hired mid-career) Environmental training (for employees at the head office), etc. Introduced ESG metrics into Directors' compensation

 Labor

Related SDGs



Create a Work Environment Where Employees can Thrive	FY2023 Targets	FY2021 Targets	FY2021 Results
		Improve operating revenue per employee	Improve operating revenue per employee
	Reduce overtime for employees by 20% compared with FY2020	Reduce overtime for employees 7.2% compared with FY2020	Overtime per employee were reduced by 11.4% compared with FY2020
	Ensure annual paid leave utilization rate is 90%	Ensure annual paid leave utilization rate is 90%	Percentage of paid leave taken was 90.5%
Consider a high-value-added model for labor by promoting optimization and labor-saving and improving the work environment through the utilization of technology and digital transformation	Reinforce personnel and labor measures aimed at achieving "decent work" through implementing employee awareness surveys and improve survey scores*15	Create a better work environment and improve employee awareness survey scores to achieve decent work	<ul style="list-style-type: none"> The FY2021 employee awareness survey indicates that 71.5% of employees (down 3.6 percentage points year on year) intend to continue working at the company Sought to improve the score by creating a workplace where diversity is respected
	Establish fair working conditions regardless of employment status (equal pay for equal work)*15	Expand the scope of employees entitled to use expired annual paid leave and receive allowances for dependent family members to create fair working conditions (equal pay for equal work)	Expanded the scope of employees entitled to use expired annual paid leave and receive allowance for dependent family members.
	Establish a diverse, flexible employment system depending on job type, role, etc.*15	Expand the scope of the system for specialist personnel	<ul style="list-style-type: none"> Expanded the scope of the system for specialist personnel Started a telework system for call center personnel
	Establish an environment where employees can work comfortably*15	<ul style="list-style-type: none"> Establish universal design guidelines Establish clean workplace environment standards 	<ul style="list-style-type: none"> Established universal design guidelines to design facilities that customers and employees can use more at ease and more comfortably Established clean workplace environment standards and started to use them
	Create employee welfare measures in order to maximize the effectiveness of human resources*15	Establish support systems associated with life events, including a retirement benefit plan and an insurance system	Completed establishment of support systems associated with life events, including a retirement benefit plan and an insurance system
Create a work environment where employees can thrive and play an active role by improving personnel system, developing individual skills, and placing the right person in the right position (promote decent work)	Launch educational organization and create new training structure*15	Establish an educational organization (Kuroneko Academy) and an in-house lecturer system	Completed establishment of an educational structure (Kuroneko Academy) and an in-house lecturer system
	Increase time spent in training by expanding opportunities for uniform training based on position and developing training for all employees*15	Build an online training system and promoting online training	A video training tool was introduced, which resulted in an increase in opportunities for employee education
	Ensure 100% attendance rate for specific health checkups*16	Ensure 100% attendance rate for specific health checkups	Attendance rate for specific health checkups was 99.2%

*15 For consolidated companies in Japan. *16 For offices covered by the Yamato Group Health Insurance Association.

 **Human Rights & Diversity**^{*17}



	FY2023 Targets	FY2021 Targets	FY2021 Results
Create a Corporate Culture that Respects Human Rights and Diversity	Ensure 100% attendance rate in human rights training for all employees	Implement the Yamato Group Human Rights Policy	Provided education to 390 new operational executives
	Ensure percentage rate of employees with disabilities is 2.5%	Ensure percentage rate of employees with disabilities is 2.4% or more	Percentage of employment with disabilities was 2.6%
	Double number of female managers (executives) compared with FY 2020 and ensure 10% of all managers are female	Increase the number of female managers (executives) 1.2-fold compared with FY2020 (400 managers)	The number of female managers (executives) increased 1.03-fold compared with FY2020 (348 managers)/ Percentage of female employees in management posts 5.6%
Create initiatives for business activities that do not violate human rights and foster a corporate culture that respects human rights	Create a framework for human rights due diligence and complete demonstrations (level where we can set monitoring indicators after fiscal 2024)	Establish the Yamato Group Human Rights Policy and started human rights due diligence	<ul style="list-style-type: none"> Established the Yamato Group Human Rights Policy and started human rights education for employees Identified human rights issues to prioritize
	Carry out labor-related human rights risk assessments, as well as revision/improvement activities (focused particularly on foreign employees)	Examine and implement initiatives for labor information assurance for foreign employees	<ul style="list-style-type: none"> Identified issues through interviews with foreign employees Translated working regulations and documents submitted when joining the Company into foreign languages
	Reinforce harassment prevention measures	Reinforce harassment prevention measures	Provided training for harassment prevention and ran a company-wide harassment prevention campaign
Create an environment where diversity is respected and diverse employees can play an active role	Understand the issues faced by foreign employees and create a work environment where no one is left behind in the workplace	Examine and implement initiatives for assurance of information on the work environment for foreign employees	Created notices in workplaces in foreign languages
	Implement active support for female employees	Examine initiatives to increase female managers	<ul style="list-style-type: none"> Disseminated information on systems to support diverse ways of working using the intranet and information on role models of female managers using company newsletters Conducted a survey for analyzing the current situation to increase female managers
	Share internal best practices regarding employment and advancement of people with disabilities and rollout these best practices on a Groupwide basis	Build a system for promoting employment of people with disabilities and share best practices for promoting employment of people with disabilities	Provided education to personnel responsible for promoting employment of people with disabilities and shared best practices for promoting employment of people with disabilities
	Understand the issues faced by employees who are experiencing LGBT-related difficulties and create a work environment in which employees can reach out to others	Examine initiatives related to LGBT	Gathered information on examples at other companies and information on how to deal with LGBT issues
	Develop LGBT-related points of contact and employees available for consultation		

*17 All above figures are for consolidated companies in Japan and Swan Co., Ltd.

 **Safety & Security**

Related SDGs



	FY2023 Targets	FY2021 Targets	FY2021 Results
Create Initiatives to Carry Out Business in a Safe and Secure Manner	Achieve zero serious traffic accidents (fatal traffic accidents where the Company is responsible)	Achieve zero serious traffic accidents (fatal traffic accidents where the Company is responsible)	Achieved 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 FY 2019	Reduce number of traffic accidents (where bodily injury occurs) by 30% compared with FY 2019	Reduced number of traffic accidents (involving physical injury) by 27.1% compared with FY 2019
	Achieve zero serious occupational diseases (work-related deaths)	Achieve zero serious occupational diseases (work-related deaths)	Achieved zero serious occupational diseases (work-related deaths)
	Reduce frequency of lost workday injuries by 20% compared with FY 2019	Reduce frequency of lost workday injuries by 10% compared with FY 2019	Frequency of lost workday injuries increased 9.5% compared with FY 2019
Create initiatives in order to carry out business in a safe and secure manner and establish a safe work culture	Carry out annual Groupwide management review (traffic safety* ¹⁸ and occupational safety and health* ¹⁹)	Carry out annual Groupwide management review (traffic safety and occupational safety and health)	An annual Groupwide management review was carried out. (traffic safety and occupational safety and health)
	Attain 100% attendance rate in traffic safety training for drivers and managers* ¹⁸	<ul style="list-style-type: none"> Escort guidance 50% Drive recorders education 100% 	<ul style="list-style-type: none"> Escort guidance implemented 45% Guidance using drive recorder video was 93%
	Nurture mentors and implement in-house training based on mentors* ¹⁸	Provide safety training to mentors and conduct specialist personnel safety guidance manager tests	Provide safety training to mentors and conduct specialist personnel safety guidance manager tests
	Implement safety measures utilizing technology-based hardware* ¹⁸	Examine and introduce equipment for supporting safe driving	Equipped relevant automobiles with back sonars
	Attain 100% attendance rate in occupational health and safety training by all employees (full-time and parttime workers)* ¹⁹	Attain 100% attendance rate in occupational health and safety training by all employees (full-time and parttime workers)	Attained a 100% attendance rate in occupational health and safety training by all employees (full-time and parttime workers)
	Decide on occupational health and safety policies* ¹⁹	Establish Yamato Transport Occupational Health and Safety Policies	Formulated a plan to ensure safety in transportation and formulated basic policies, targets, and concrete initiatives related to occupational health and safety
	Create a management system (create system, develop procedure manual, gather information on figures, create framework for monitoring, conduct thorough audits, etc.)* ¹⁹	Establish an implementation structure according to occupational health and safety management system	<ul style="list-style-type: none"> Established an implementation structure according to occupational health and safety management system Provided training for safe operating procedures
Create an internal infrastructure to realize a society with zero stakeholder dissatisfaction (stress)*²⁰	Perfect the definition of reliable service and create implementation policies/ evaluation standards to provide such service* ²⁰	Examine the definition of reliable service	Examined ways to define the reliable service that customers want using data as far as possible
	Create a system/framework to assess the status of providing reliable service and complete demonstrations (internal assessment)* ²⁰	Create a system/framework to assess the status of providing reliable service on a trial basis	Conducted trials for visualizing customers' voices using BI tools and improving classification accuracy using machine learning capabilities
	Begin to disclose information regarding the status of providing reliable service* ²⁰	Disclose initiatives on the sustainability website	<ul style="list-style-type: none"> Disclosed internally the results of an NPS survey using company newsletters, etc Disclosed initiatives on a sustainability website and Integrated Report 2021

*18 For consolidated companies in Japan. *19 For consolidated companies in Japan and Swan Co., Ltd. *20 For Yamato Transport Co., Ltd.



Data Utilization & Security*21

 Related
SDGs


	FY2023 Targets	FY2021 Targets	FY2021 Results
Create an Information Security Infrastructure	Develop an infrastructure for creating businesses that utilize data to resolve social issues	Make preparations to develop an infrastructure for creating businesses that utilize data to resolve social issues	Completed the development of a system / framework for organizational data queries and data linkage
	Achieve zero serious information security incidents	Achieve zero serious information security incidents	Achieved zero serious information security incidents
	Ensure 100% deployment of information security managers at major organizations and 100% implementation of training for information managers*22	Ensure 100% deployment of information security managers at major organizations and 100% implementation of training for information managers	Achieved 100% deployment of information security managers at major organizations and implementation of training for information managers was 100%
Develop an infrastructure for creating businesses that utilize data to resolve social issues	Improve data governance	Improve data governance	Examined initiatives to reduce risk in data utilization
	Put data management into practice	Expand the concierge function and the data catalog, which are handled by an internal inquiry desk for data-related matters	Completed expansion of the concierge function and the data catalog, which were handled by an internal inquiry desk for data-related matters
	Improve data quality		
	Identify issues through data analysis and visualization and examine the social outcomes of resolving these issues	Conduct a study for optimization of the digital platform and its use	Completed a study for optimization of the digital platform and its use
Create an information security infrastructure to support the shift to data-driven management	Attain 100% attendance rate in information security training for all employees (full-time and part-time workers)	Attain 100% attendance rate in information security training for all employees (full-time and part-time workers)	Attained 100% attendance rate in information security training for all employees (full-time and part-time workers)
	Begin deployment of incident-sharing tools for business partners (part-time work, Kuroneko-Mate, pickup and delivery consignment, temporary workers, and subcontractors) at our offices	Provide education tools for business partners (part-time workers, Kuroneko-Mate, pickup and delivery consignment, temporary workers, and subcontractors)	Provided education video clips for business partners (part-time workers, Kuroneko-Mate, pickup and delivery consignment, temporary workers, and subcontractors)
	Create a PDCA cycle for consistent personnel and technical measures (create Groupwide rules/frameworks with the aim of preventing recurrence of information security incidents)	Appoint an ISMS manager, establish a department dedicated to countermeasures against cyberattacks, and provide training in cooperation with the Audit Department to create systems and rules to prevent a recurrence of security incidents	<ul style="list-style-type: none"> Appointed an ISMS manager and provided training Established a department dedicated to countermeasures against cyberattacks (YAMATO CSIRT) Carried out audits
	Expand training content and tools	Expand training content and tools	Updated and enhanced the Information Security Checksheet

*21 For consolidated companies in Japan and Swan Co., Ltd. (except *22) *22 For Yamato Transport Co., Ltd.

Supply Chain Management*23



Develop a Common Understanding with Stakeholders	FY2023 Targets	FY2021 Targets	FY2021 Results
	Complete creation and demonstration of monitoring framework	Establish a Yamato Group Responsible Procurement Policy	Established a Yamato Group Responsible Procurement Policy
Formulate a common understanding with internal and external stakeholders	Select key suppliers for periodic monitoring and communicate with suppliers at least once every three years	Examine regular monitoring	<ul style="list-style-type: none"> Examined criteria to select major suppliers to monitor regularly Selected major suppliers
	Select key employees (departments) responsible for in-house implementation and implement training at least once every three years	Examine approaches	Select a department responsible for major suppliers and hold study meetings
	Create a system to monitor the status of our business partners	Examine the existing internal systems	Examined the business flow of existing internal systems
	Share information with clients and hold periodic explanations and reviews (reinforce communication)	Examine the way to make monitoring known to business partners and questions to ask in a survey	<ul style="list-style-type: none"> Selected suppliers that will respond to the survey Examined the questions in the survey

*23 All above figures are for Yamato Transport Co., Ltd.

Local Community*24



Create Corporate Citizenship Activities that are Rooted in Local Communities and Create a Framework for Business Creation	FY2023 Targets	FY2021 Targets	FY2021 Results
	Complete creation of a framework to measure effectiveness of corporate citizenship activities and business in resolving social issues	Establish policies on corporate citizenship activities	Established policies on corporate citizenship activities
Establish corporate citizenship activities that are rooted in local communities and are unique to the Yamato Group	Undertake corporate citizenship activities that enrich local communities (equivalent to 1% of annual revenues)	Establish policies on corporate citizenship activities and examine priority themes	Determined policies on corporate citizenship activities and priority themes (safety, environment, diversity and inclusion, and communities)
	Establish in-house rules (evaluation standards, reporting lines, etc.)	Examine approaches to promote corporate citizenship activities	Studied examples at other companies, sorted the existing activities systematically, and examined approaches to promote corporate citizenship activities
	Create environment for staff to volunteer (volunteer leave, information sharing environment, rules for participation, etc.)		
Create an in-house environment for business creation	Complete creation of new business development system aimed at resolving social issues	Examine an internal system to resolve social issues	Made preparations to build an internal system to resolve social issues
	Consider what kind of business we should be as an integral member of an ideal society	Examine priority themes in resolving social issues	Decided on priority themes in business to resolve social issues
	Manage internal data comprehensively (external information, internal know-how, etc.) and consider methods and projects	Examine the existing internal data	Examined how to extract and use internal data
	Hold training on social issues and social trends (SDGs, etc.)	Commence training on social issues and social trends (SDGs, etc.)	<ul style="list-style-type: none"> Gathered information on social issues and provided training to major departments through the task force Provided SDGs training to employees responsible for corporate sales

*24 All above figures are for consolidated companies in Japan and Swan Co., Ltd.