



Energy & Climate

Related SDGs



	FY2023 Targets	FY2022 Targets	FY2022 Results
<b>Mitigate Climate Change</b>	Reduce greenhouse gas emissions by 10% compared to fiscal 2020 *1	Reduce greenhouse gas (GHG) emissions by 8% compared to fiscal 2020*1	GHG emissions were reduced 7% from fiscal 2020
	Reduce greenhouse gas emission intensity by 10% compared to fiscal 2020*1 *2	Reduce GHG emission intensity by 8% compared to fiscal 2020*1	GHG emission intensity was reduced 6% compared to fiscal 2020
	Use 40% of electricity generated via renewable energy sources*3	Expand the use of electricity generated via renewable energy sources	Electricity generated via renewable energy sources accounts for 22% of total electricity used
	Reduce greenhouse gas emissions by 3% compared to 2022*4	Collect data regarding GHG emissions of overseas subsidiaries and collect reference year data	Environmental data collection was completed at all overseas consolidated subsidiaries
<b>Low-carbon transportation/offices:</b> *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	Conduct field tests of electric vehicles (EVs) and fuel cell vehicles (FCVs) with other industries (including medium size trucks used for long-distance travel)	Completed preparation for field tests of new EVs and FCVs through joint research with other industries
	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	Continued discussions and confirmation of technology regarding automated mobility with business partners
	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 9,000 mechanical cold boxes and 900 refrigerator trucks	Substituted 1,262 freight carrier trucks with refrigerator trucks
	Electric vehicles (EVs) 1,500 units	Introduce 500 Evs	Introduced 331 Evs
	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 utilize a simulation model to enlarge the size of trucks, enhance transport efficiency, and promote eco-driving	Enhanced the loading efficiency per truck 9.0% compared to fiscal 2022, based on visualization of operational data
	Promote modal shifts (180 units for rail and sea transports)	Promote modal shifts (160 units for rail and sea transports)	Carried out a modal shift. (168 units per day transported by rail or sea)
	Conduct demonstration tests of a model sales office that uses 100% renewable energy	Conduct field tests of a model sales office that uses 100% renewable energy	Commenced testing of a model sales office that uses 100% renewable energy
	Consolidate touch points (locations) and install LED lights	Consolidate touch points (locations) and install LED lights	<ul style="list-style-type: none"> <li>Consolidated touch points (bases)</li> <li>Installed LED lights at 457 locations</li> </ul>
<b>Measure energy and optimize energy management</b>	Reinforce energy management	Develop an energy management structure	Launched the development of a system to optimize EV operations, standardize charging, and implement flexible inter-base power distribution
<b>Conduct financial analysis and promote low-carbon investment</b>	Analyze scenario and reflect in financial planning (reflect in next medium-term plan)	Conduct simple scenario analysis and information disclosure (including financial information)	<ul style="list-style-type: none"> <li>Announced endorsement of Task Force on Climate-related Financial Disclosure (TCFD) in September 2022</li> <li>Disclosed information on corporate site and in integrated report</li> </ul>
	Put internal carbon pricing (ICP) into operation, confirm effects, and consider use as an investment indicator	Set internal carbon pricing (ICP)	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 tCO<sub>2</sub>e /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.





## Resilience of Companies & Society

Related SDGs



	FY2023 Targets	FY2022 Targets	FY2022 Results
<b>Support a Society That Combats Environmental Changes</b>	Green logistics in collaboration with our business partners	Develop a system for ascertaining the GHG emissions of our transportation business partners, explaining management regulations for compliance with environmental laws, and supporting	Ascertained GHG emissions of our transportation partners
	Collaborate with society to improve environmental resilience (Test a model and begin distributing information for adapting to climate change)	Test a model that utilizes renewable energy and EVs to increase resilience, evaluate revised basis for deciding whether to operate in abnormal weather, and develop and design environmental products and services	Continued discussions about developing EVs with cartridge batteries and utilizing batteries
	Provide environmentally friendly products and services* <sup>14</sup>	Decide on an evaluation standard for the environmental burden/effects of products and services	Developed system for calculating GHG emissions
<b>Collaborate with Society to Improve Environmental Resilience</b>	Reinforce resilient logistics to support mitigation and adaptation measures	Formulate plans for opening new stores that are adaptable in terms of the physical risks of climate change	<ul style="list-style-type: none"> <li>Share information with employees through internal BCP portal site</li> <li>Implemented resolutions that incorporate details of BCPs when opening new stores</li> </ul>
<b>Engage in environmental communication</b>	Reinforce information distribution through enhanced disclosure and holding information sessions. Hold dialogues with investors and relay the content within the company	Reinforce information distribution through enhanced disclosure and holding information sessions. Hold dialogues with investors and relay the content 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)	Expand disclosure according to the recommendations of the TCFD within the company (governance, strategy, risk management, and metrics and targets)	<ul style="list-style-type: none"> <li>Announced support for TCFD recommendations in September</li> <li>Disclosed information on corporate site and in integrated report</li> </ul>
	Enhance risk communication	(No fiscal 2022 targets)	—
	Establish ourselves as an environmentally friendly company. Create an atmosphere where environmental initiatives can be used to encourage sales/communication	Enhance information on environmental initiatives to deepen corporate understanding and promote internal awareness of sustainable management	Disseminated information on environmental initiatives via TV commercials, social media, and company newsletters
<b>Green Logistics in Collaboration with Our Business Partners</b>	Work with our transportation partners to understand their greenhouse gas emissions, accumulate data, and implement a system to support improvement	Commence understanding GHG emissions through cooperation with our transportation partners and establish an improvement structure and support system through third parties	Began ascertaining the GHG emissions of our transportation partners
	Compliance with environment-related laws and management: Provide environmental certification for partner companies and suppliers, and support improvement	Share management regulations with and explain policies to partner companies and suppliers, taking into account the status of compliance with environmental laws.	Implemented surveys regarding environmental initiatives

\*13 Products and services with environmental value and a low burden on the environment.

Related SDGs



	FY2023 Targets	FY2022 Targets	FY2022 Results
<b>Reinforce Environmental Management</b>	Maintain and improve effectiveness of environmental management system (improve management levels)	Operation and improvement of environmental management system (Expansion to group companies)	Environmental management system and environmental management system* <sup>14</sup> Operation and improvement of environmental management system
	Implement environmental accounting (Group Companies in Japan)	Implement environmental accounting (aggregated by Yamato Transport Co., Ltd.)	Implement environmental accounting (aggregated by Yamato Transport Co., Ltd.)
	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"> <li>Environmental management training (for officers, department managers at the head office, managers, Compliance Officer, Main Branch Manager)</li> <li>Training for internal auditors (for people responsible for environmental issues)</li> <li>Sustainability training (for employees hired mid-career)</li> <li>Environmental training (for employees at the head office), etc.</li> <li>Introduced ESG metrics into Directors' compensation</li> </ul>

\*14 Operates an environmental management system based on the international standard ISO14001

 **Labor**



	FY2023 Targets	FY2022 Targets	FY2022 Results
<b>Create a Work Environment Where Employees can Thrive</b>	Improve operating revenue per employee	Improve operating revenue per employee	Operating revenue per employee was 12,938,000 yen (up 11.2% year on year).
	Reduce overtime for employees by 20% compared with FY2020	Reduce overtime for employees 14.5% compared with fiscal 2020	Overtime per employee were reduced by 7% 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 98.1%
<b>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</b>	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"> <li>Score for all items in employee awareness survey fell compared to fiscal 2022</li> <li>Implemented discussions aimed at improving the working environment for all business managers</li> </ul>
	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)	Commenced expanding 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	Establish a diverse, flexible employment system depending on factors including job type and role	<ul style="list-style-type: none"> <li>Formulated Definitions of Roles Document</li> <li>Introduced human resource evaluations based on definitions of roles and considered improvement of human resource system</li> </ul>
	Establish an environment where employees can work comfortably*15	<ul style="list-style-type: none"> <li>Career design for sales drivers (SDs)</li> <li>Expand range of jobs for elderly people</li> <li>Develop building-specific management system</li> </ul>	<ul style="list-style-type: none"> <li>Introduced mentor system for SDs</li> <li>Completed formulation of management system (definitions of jobs and roles) at large stores</li> <li>Completed formulation of management posts and definitions of each role</li> </ul>
	Create employee welfare measures in order to maximize the effectiveness of human resources*15	Create employee welfare measures in order to maximize the effectiveness of human resources	<ul style="list-style-type: none"> <li>Improved participation rate of Group insurance (achieve over 40% participation)</li> <li>Created videos (three 15 minute videos) aimed at people enrolled in defined contribution-type corporate pension plans (DC)</li> <li>Promoted participation rate for Benefit Station system (from 12% to over 18%)</li> </ul>
<b>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)</b>	Launch educational organization and create new training structure*15	Evolve educational organization (Kuroneko Academy) and create a system for promoting employee education	<ul style="list-style-type: none"> <li>Developed selective training system</li> <li>Established career training system for regular graduate recruits</li> </ul>
	Increase time spent in training by expanding opportunities for uniform training based on position and developing training for all employees*15	Increase time spent in training by expanding opportunities for uniform training based on position and developing training for all employees	Revised integrated training based on position
	Ensure 100% attendance rate for specific health checkups*16	Ensure 100% attendance rate for specific health checkups	Ensured 98.9% attendance rate for specific health checkups

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


**Human Rights & Diversity**\*17

 Related  
SDGs


	FY2023 Targets	FY2022 Targets	FY2022 Results
<b>Create a Corporate Culture that Respects Human Rights and Diversity</b>	Ensure 100% attendance rate in human rights training for all employees	Ensure 100% attendance rate in human rights training for all employees	Ensure 100% attendance rate in human rights training for all employees
	Ensure percentage rate of employees with disabilities is 2.5%	Ensure percentage rate of employees with disabilities is 2.5% or more	Percentage of employment with disabilities was 2.9%
	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) 1.3-fold compared with FY2020 (450 managers)	The number of female managers (executives) increased 1.1-fold compared with FY2020 (369 managers)/ Percentage of female employees in management posts 5.7%
<b>Create initiatives for business activities that do not violate human rights and foster a corporate culture that respects human rights</b>	Create a framework for human rights due diligence and complete demonstrations (level where we can set monitoring indicators after fiscal 2024)	Improve awareness of human rights	<ul style="list-style-type: none"> <li>Shared reported issues through the Compliance and Risk Committee and implemented preventative measures in collaboration with related departments</li> <li>Implemented human rights training and Yamato Original Universal Manners Test for management</li> </ul>
	Carry out labor-related human rights risk assessments, as well as revision/improvement activities (focused particularly on foreign employees)	Create a work environment where non-Japanese employees are not left behind in the workplace	Completed translation of documents into foreign languages
	Reinforce harassment prevention measures	Reinforce harassment prevention measures	Provided training for harassment prevention and ran a company-wide harassment prevention campaign
<b>Create an environment where diversity is respected and diverse employees can play an active role</b>	Understand the issues faced by foreign employees and create a work environment where no one is left behind in the workplace	Create a work environment where non-Japanese employees are not left behind in the workplace	Examined implementation of trial for consultation contact point for non-Japanese employees
	Implement active support for female employees	Examine initiatives to increase female managers	<ul style="list-style-type: none"> <li>Examine initiatives to increase female managers</li> <li>Held cross-industry exchange training for female leaders</li> <li>Shared information on role models for women in management using company newsletters</li> </ul>
	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 the employment of people with disabilities and shared best practices for promoting advancement 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 development of LGBT-related points of contact and create consultation service for employees	Completed establishment of LGBTQ-related external consultation contact point
	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	FY2022 Targets	FY2022 Results
<b>Create Initiatives to Carry Out Business in a Safe and Secure Manner</b>	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 40% compared with FY 2019	Reduced number of traffic accidents (involving physical injury) by 16% 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 15% compared with FY 2019	Frequency of lost workday injuries increased 8.9% compared with FY 2019
<b>Create initiatives in order to carry out business in a safe and secure manner and establish a safe work culture</b>	Carry out annual Groupwide management review (traffic safety <sup>*18</sup> and occupational safety and health <sup>*19</sup> )	Carry out annual Groupwide management review (traffic safety and occupational safety and health)	Carry out annual Groupwide management review (traffic safety and occupational safety and health)
	Attain 100% attendance rate in traffic safety training for drivers and managers <sup>*18</sup>	Educational guidance by managers related to traffic safety for drivers	<ul style="list-style-type: none"> <li>Escort guidance implemented 50%</li> <li>Guidance using drive recorder video was 91%</li> </ul>
	Nurture mentors and implement in-house training based on mentors <sup>*18</sup>	Provide safety training to mentors and conduct specialist personnel safety guidance manager tests	<ul style="list-style-type: none"> <li>Implemented training to improve skills and observational guidance for professional safety experts</li> <li>Implemented education aimed at improving awareness of safety managers and health supervisors</li> </ul>
	Implement safety measures utilizing technology-based hardware <sup>*18</sup>	Implement safety measures utilizing technology-based hardware	Installed rear sensors and wide-angle rear cameras in vehicles
	Attain 100% attendance rate in occupational health and safety training by all employees (full-time and part-time workers) <sup>*19</sup>	Attain 100% attendance rate at occupational health and safety training by all employees (full-time and part-time workers)	Attain 100% attendance rate at occupational health and safety training by all employees (full-time and part-time workers)
	Decide on occupational health and safety policies <sup>*19</sup>	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.) <sup>*19</sup>	Prepare to create management system	Prepare to create management system
<b>Create an internal infrastructure to realize a society with zero stakeholder dissatisfaction (stress)<sup>*20</sup></b>	Perfect the definition of reliable service and create implementation policies/evaluation standards to provide such service <sup>*20</sup>	Create system for collecting and analyzing customer feedback and sharing products within the Company	Implemented and analyzed net promoter score (NPS) surveys
	Create a system/framework to assess the status of providing reliable service and complete demonstrations (internal assessment) <sup>*20</sup>	Create a structure that can improve services from customer feedback	<ul style="list-style-type: none"> <li>Visualized customer feedback</li> <li>Specifically examined and launched improvement requests and needs for products and services</li> </ul>
	Begin to disclose information regarding the status of providing reliable service <sup>*20</sup>	Disclose information regarding the status of providing reliable service	Disseminated examples of improvements to operations and services externally on our website ("examples of improvement based on customer feedback")

\*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	FY2022 Targets	FY2022 Results
<b>Create an Information Security Infrastructure</b>	Develop an infrastructure for creating businesses that utilize data to resolve social issues	Develop an infrastructure for creating businesses that utilize data to resolve social issues	Develop an infrastructure for creating businesses that utilize data to resolve social issues
	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%
<b>Develop an infrastructure for creating businesses that utilize data to resolve social issues</b>	Improve data governance	<ul style="list-style-type: none"> <li>Improve data governance</li> <li>Operate consultation contact point utilizing data</li> </ul>	<ul style="list-style-type: none"> <li>Implemented reinforcement of data security</li> <li>Began operation of consultation contact point that utilizes data</li> </ul>
	Put data management into practice	Reinforce data management	<ul style="list-style-type: none"> <li>Enhanced data concierge function contact point for in-house data inquiries</li> <li>Expanded data catalog and knowledge development</li> </ul>
	Improve data quality		
	Identify issues through data analysis and visualization and examine the social outcomes of resolving these issues	Utilize architecture that incorporates the latest technology	Implemented verification of re-architecting prototypes for Kuroneko Big Data (KBD) platform
<b>Create an information security infrastructure to support the shift to data-driven management</b>	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)	Attain 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	Begin deployment of incident sharing tools for business partners (part-time workers, Kuroneko Mate, pickup and delivery consignment, temporary workers, and subcontractors) at our offices	Promoted the prevention of data leaks through training at partner liaison committee meetings related to prohibiting inappropriate posts on social media
	Create a PDCA cycle for consistent personnel and technical measures (create Groupwide rules/frameworks with the aim of preventing recurrence of information security incidents)	Create a PDCA cycle for consistent personnel and technical measures (create Groupwide rules/frameworks with the aim of preventing recurrence of information security incidents)	<ul style="list-style-type: none"> <li>Implemented information security training for employees at each Group company and overseas subsidiaries</li> <li>Achieved continuous certification by implementing a PDCA cycle aimed at continued acquisition of ISMS certified stores</li> </ul>
	Expand training content and tools	Implement information security training	Implement information security training

\*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	FY2022 Targets	FY2022 Results
	<b>Formulate a common understanding with internal and external stakeholders</b>	<p>Complete creation and demonstration of monitoring framework</p> <p>Select key suppliers for periodic monitoring and communicate with suppliers at least once every three years</p> <p>Select key employees (departments) responsible for in-house implementation and implement training at least once every three years</p> <p>Create a system to monitor the status of our business partners</p> <p>Share information with clients and hold periodic explanations and reviews (reinforce communication)</p>	<p>Complete implementation and verification of monitoring tests</p> <p>Implement monitoring tests for key suppliers</p> <p>Decide on promotion system</p> <p>Examine system design</p> <p>• Examine proposals for regular monitoring • Examine proposals for contacts</p>

\*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	FY2022 Targets	FY2022 Results
	<b>Establish corporate citizenship activities that are rooted in local communities and are unique to the Yamato Group</b>	<p>Complete creation of a framework to measure effectiveness of corporate citizenship activities and business in resolving social issues</p> <p>Undertake corporate citizenship activities that enrich local communities (equivalent to 1% of annual revenues)</p> <p>Establish in-house rules (evaluation standards, reporting lines, etc.)</p> <p>Create environment for staff to volunteer (volunteer leave, information sharing environment, rules for participation, etc.)</p>	<p>Examine the system for corporate citizenship activities • Reconsider the development of businesses that resolve local (social) issues (CSV) to contribute to business growth</p> <p>Operate corporate citizenship activities</p> <p>Examine mechanism for encouraging employee participation in corporate citizenship activities</p>
<b>Create an in-house environment for business creation</b>	<p>Complete creation of new business development system aimed at resolving social issues</p> <p>Consider what kind of business we should be as an integral member of an ideal society</p> <p>Manage internal data comprehensively (external information, internal know-how, etc.) and consider methods and projects</p> <p>Hold training on social issues and social trends (SDGs, etc.)</p>	<p>Create an in-house environment for generating projects to resolve local (social) issues</p> <p>Organize and review key initiatives, such as regional partnership agreements</p> <p>Visualize project data</p> <p>Hold training on social issues and social trends (SDGs, etc.)</p>	<p>Examined in-house support system for the development of businesses that resolve local (social) issues (CSV) to contribute to business growth</p> <p>• Organized and reviewed key initiatives, such as regional partnership agreements • Brought issues to light</p> <p>Decided on methods for total management of project data</p> <p>Implemented sustainability training for management</p>

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