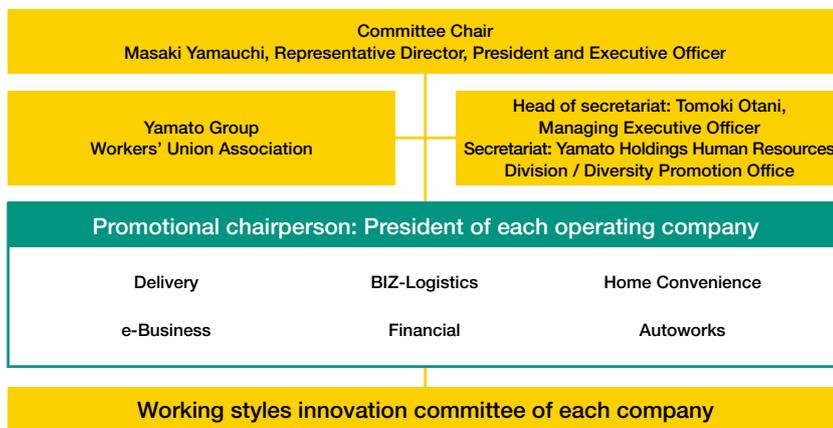


# 1. Reforming Working Styles to Implement “Inclusive Management”



The Yamato Group has made the notion of “Reforming Working Styles” a matter of priority in order to continue to provide high-quality services. By enhancing “employee-friendly” and “rewarding” working environments across the entire Group and implementing “inclusive management,” a Yamato Group founding principle, we aim to realize sustainable growth.

## Establishment of the Yamato Group Working Styles Innovation Committee



We established the Yamato Group Working Styles Innovation Committee, which is chaired by the president of Yamato Holdings, in April 2017 with the aim of moving forward with reforming working styles on a Groupwide basis. The committee has laid out “observance of compliance,” “promotion of diversity,” and “work process revision and enhancement and communication” as its three main principles and is promoting efforts to realize these principles through collaboration between management and labor unions.

## The Yamato Group’s Main Initiatives for Reforming Working Styles

### Strengthening Management Structure

April 2017– | Yamato Transport

#### Revising Rules for Managing Working Hours and Digitizing Building Exit and Entry Data

To manage working hours in an easy-to-understand and highly transparent manner, Yamato Transport transitioned from rules stipulating that working hours be managed via mobile terminals to rules that establish the time employees arrive at and leave the office as their working hours. Starting from August 2017, the time employees start and finish work has been digitized and determined by registering building entry and exit times via a tablet device.

April 2017– | Yamato Transport

#### Reorganizing Regional Branches (Transitioning from 71 branches to 88)

To strengthen the foundation of the Delivery Business through such means as maintaining and improving the quality of services we offer our customers, recruiting new talent, and cultivating our employees, we reorganized the management structure of our regional branches, which act as the core of our regional management across Japan. Through this reorganization, we established 17 new regional branches.

### Revitalizing Communication and Promoting Diversity

June 2017– | The Yamato Group

#### Sharing Insights between the President, Executive Officers, and Employees at Panel Discussions

The Yamato Group holds panel discussions on a continuous basis in order to realize even better working styles. These discussions provide an opportunity for the Group’s president and executive officers to directly communicate the purpose and vision behind “Reforming Working Styles” to Group employees. At the same time, these discussions allow employees on the front lines to directly communicate their opinions and proposals for improving work processes to the president and executive officers.

March 2017– | The Yamato Group

#### Supporting Career Development through the Female Leaders Meeting

With the aim of supporting career development, the Yamato Group has held the Female Leaders Meeting—a Groupwide program



that encourages female employees to achieve self-fulfillment—a total of nine times, with 260 employees participating. In addition, the Group conducts training for the supervisors of meeting participants geared toward the empowerment of female employees. The Female Leaders Meeting gives participants a chance to consider their own career path and helps enhance their motivation.

### Introducing New Working Styles

March 2017 and gradually onward | Yamato Logistics, Yamato Transport, etc.

#### Implementing a Work Interval System

To ensure employees have ample time for their private life and sleep, and to establish a working environment that promotes work-life balance, Yamato Logistics, Yamato Transport, and other Group companies have introduced a system whereby employees are required to take a certain amount of time off between their check-out time and their check-in time the following day.

May 2018– | Yamato Transport

#### Implementing the Use of “Anchor Cast” (Drivers for early evening and night deliveries)

To reform the working styles of its sales drivers and secure its pickup and delivery capacity, Yamato Transport has implemented a new working style involving the handling of early evening and night deliveries and introduced a new personnel system accordingly.

▶ Please refer to [Establishing a New Diversified “Last Mile” Network](#) on page 23 for more details.

May 2018– | Yamato Transport

#### Introducing a System Allowing Transition to Permanent Employment Contracts

To create a working environment where employees can work with even greater peace of mind, Yamato Transport has introduced a system that allows full-time employees on fixed-term contracts who have worked continuously for over three years to transition to permanent employment contracts ahead of the five-year period designated by law. This system can also be used by part-time employees on fixed-term contracts who have met certain requirements under Yamato Transport’s internal “step up” system.\*

\* A system that evaluates employees’ individual skills and approach to work and promotes them to higher positions in accordance with their level of growth.

May 2018– | Yamato Transport

#### Expediting the Process for Sales Drivers to Become Permanent Employees

Yamato Transport has revised its process for promoting full-time sales drivers to permanent employees with the aim of establishing a working environment that offers employees peace of mind and securing human resources on a continuous basis. Up until now, employees were hired as contract workers and promoted to permanent positions after going through an in-house “challenge” system, a process that took approximately two years. Yamato Transport has revised this process and is now hiring new talent immediately as permanent employees.

September 2018– | Yamato Transport

#### Introducing a System Allowing Employees to Choose Number of Work Days and Work Hours

To establish an environment in which employees can continue to work with peace of mind, Yamato Transport has introduced a system that targets employees who wish to limit their number of work days and work hours because of personal circumstances such as raising children, providing nursing care, or managing the loss of physical

strength due to aging. Under this system, employees can choose the number of hours they work in a day, anywhere from four to eight. In addition, these employees can select the number of days they work in a week, which includes the option of working only three or four days a week.

### Improving Working Environments and Enhancing Support for License Acquisition

June 2018– | Yamato Transport



#### Carrying Out Construction to Improve Office Working Environments

With the aim of realizing office environments that allow employees to work in a safe, secure, and comfortable manner, Yamato Transport has established office restoration criteria, starting with the establishment of breakrooms

and changing rooms. Based on these criteria, and upon on-site inspections performed by contractors, the company has been promoting restoration efforts to improve its office environments.

October 2018– | Yamato Transport

#### Enhancing the Support System for Semi-Medium-Sized Vehicle License Acquisition

In regard to licenses required for working as a sales driver, a new semi-medium-sized vehicle license category was established on March 12, 2017, and this license is now required for operating two-ton trucks and other similar-sized delivery vehicles. In light of this, Yamato Transport has introduced a system that provides support to its sales drivers for acquiring the semi-medium-sized vehicle license. The system also covers the expenses involved in changing from an ordinary driver’s license to a semi-medium-sized vehicle license.

Furthermore, to boost the competitiveness of its recruiting activities and secure human resources on a continuous basis, and to continue to provide high-quality services to its customers, Yamato Transport has enhanced its system to provide support for sales drivers who are new graduates, or who have graduated recently and have prior work experience, upon entering the company.

### Revising Services and Fees

April 2017– | Yamato Transport

#### Changing the Framework for Designated Delivery Times

As part of its efforts to maintain and improve the working environment for its employees, Yamato Transport moved up the cut-off time for accepting requests for redeliveries from 8 p.m. to 7 p.m. Additionally, in June 2017, the company changed its designated delivery time slots for the TA-Q-BIN service. Through these changes, the company changed its 8 p.m. to 9 p.m. time slot to 7 p.m. to 9 p.m. and eliminated the 12 p.m. to 2 p.m. time slot, thereby reducing the total number of delivery time slots from six to five.

October 2017– | Yamato Transport

#### Revising TA-Q-BIN Basic Fees

As part of the Group’s efforts to achieve “Structural Reform in the Delivery Business,” Yamato Transport revised the basic fees for its TA-Q-BIN service for the first time in 27 years. This revision was carried out in order to secure labor capacity, improve employee treatment, and strengthen the “last mile” network.