

# Initiatives for Human Capital -Enhancement of Resource Capability-

We are providing an educational environment to cultivate human resources that practices and leads the "LOGISTEED WAY." In addition, as part of developing change leaders to achieve "LOGISTEED2030," we are focusing on key initiatives such as "developing foundational human resources" and "cultivating diverse human resources to support growth."



## Securing/Retaining Human Resources

Toward "LOGISTEED2030," we strive to actively secure diverse human resources, including those with skills for global business and DX, and promote initiatives to support their early participation.

## Human Resources Development/Skill Development

Domestically, we organize the skills required for human resources to practice and lead the "LOGISTEED WAY" by different levels and job types, and conduct an annual skills survey to identify gaps between the current status of individual employees and the required skills. Based on the survey results, we formulate and implement company-wide educational initiatives and promote personalized development plans through dialogue between supervisors and subordinates.

## Renewal of Personnel System Framework

To ensure the entire company works together to expand business domains and create new added value, we are introducing a Group-wide "a job-based personnel system" and building a "personnel management system." By fostering each employee's awareness to autonomously carry out their roles, encouraging them to challenge the unknown and grow, and better reflecting their actions, processes, and results in evaluation and compensation, we aim to enhance employees' sense of satisfaction and accomplishment. We aim to create greater value for the Company and all domestic group companies, which are the targets of this initiative.

## 1. Securing/Retaining Human Resources

### ● Secure diverse human resources to support growth

#### •Secure human resources with global skills

We are focusing on securing human resources with practical language skills and an understanding of different cultures, capable of strengthening and expanding our overseas businesses. We are also actively hiring employees of foreign nationalities.

#### •Secure human resources with DX skills

We are working to enhance our appeal to new graduates by providing opportunities for them to interact with employees from the IT and technology departments. This helps to concretize and highlight the attractiveness of logistics DX.

### ● Support for employee retention and early participation

#### •Implement on-boarding program

We provide trainings on the "LOGISTEED WAY," safety, and legal compliance to young employees and mid-career employees.

#### •Secure human resources with expertise

We are actively recruiting human resources with diverse skills and experiences that contribute to business operations and corporate strategies, including legal, accounting, and auditing expertise.

Ratio of foreign employees among new graduates hired (average for the last two years)

Scope: LOGISTEED

10%

#### •Surveys and career development interviews

We conduct surveys targeting young employees to measure their work awareness, and based on the results, we provide advice to their supervisors. Additionally, to improve employee retention rates, we implement initiatives such as a mentoring program and regular career development interviews.

## 2. Human Resources Development/Skill Development

### ● Overall education system

Domestically, we have established an educational framework to support the acquisition of knowledge and skills required for fulfilling the expected roles of various positions and specialized professions, and we regularly

update this framework. Additionally, we provide an environment that supports autonomous growth by offering career training and external courses that employees can voluntarily attend.

### ● Develop human resources who will serve as a foundation

As key initiatives starting from FY2023, we are focusing on two main programs: the "LOGISTEED WAY Course" (Mindset Cultivation) and the "Management Skills

Enhancement Training" targeted at managers, who play a crucial role in driving transformation and improvement in their respective workplaces.

### ● Fostering diverse human resources to support growth

Similarly, based on a shared understanding of the "LOGISTEED WAY" and strong management capabilities, we have set the development of global human resources, 3PL on-site human resources, and DX human resources

as key themes to realize "LOGISTEED2030." Through our original training programs, we provide education tailored to the expected roles of each position.

### ● Develop human resources with global skills

We are promoting the visualization and development of human resources on a global scale, including the formulation of succession plans for key positions, including human resources with business management capabilities. For domestic human resources, we are working to develop individuals who can lead global business by providing overseas work training programs tailored to employees' career stages, training for overseas assignments, and learning opportunities aimed at improving practical

language skills. For overseas human resources, in addition to continuing the global common mandatory programs such as the LOGISTEED WAY and human rights, we will enhance development programs for human resources with business management capabilities and expand specialized skill education in areas such as 3PL and DX.

Education expenses per employee (FY2023)

Scope: LOGISTEED, domestic group companies

¥37,486

## 3. Renewal of Personnel System Framework

### ● Introduce job-based personnel system

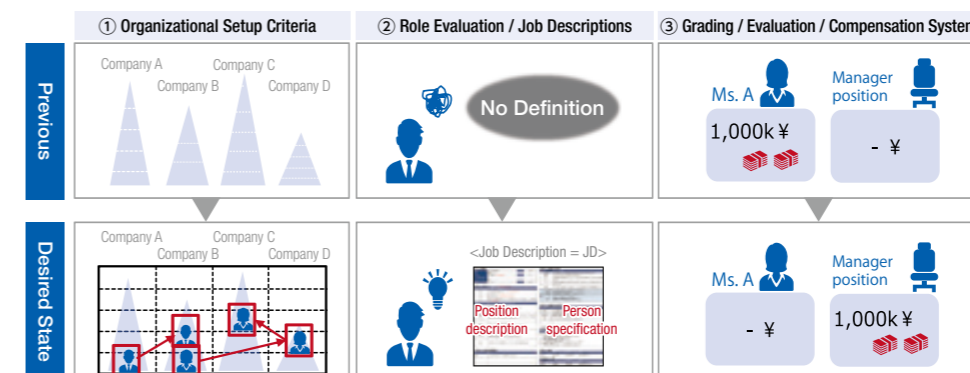
To enable flexible human resources rotation within the LOGISTEED Group based on the principle of "the right person in the right place," we are standardizing organizational setup criteria and creating job descriptions that clearly define the roles and necessary skills for each

position. We are introducing a "job-based personnel system" that reflects fair evaluation and treatment based on these roles. Moving forward, we will expand the scope of this system and promote it across the entire Group.

### ● Establish the personnel management system for group companies in domestic and overseas

We are aiming to build a common "HR Visualization Platform" for both domestic and overseas groups, which will enable us to strategically develop and place human resources required for each "position" in a planned

manner. This platform will support both employees and their supervisors in identifying gaps, thereby enhancing human resources capabilities through proactive career planning and supervisor support.



- (i) Establish standards for organizational size (e.g., revenue/management span) that varied across companies to achieve optimal human resources placement and rotation.
- (ii) Clarify and document the roles for each position, establishing standards for the scope of roles.
- (iii) Shift from a grading/evaluation/compensation system tied to individuals to one tied to positions (roles).

# Initiatives for Human Capital

## -Invigoration of Organization-

To realize "LOGISTEED2030," we are working to enhance each employee's sense of contribution to the company and foster a culture and human resources that proactively engages in transformation and improvement.

### Increase in Employee Engagement

As part of our efforts to enhance organizational engagement centered on fostering the mindset of the "LOGISTEED WAY," we are implementing a cycle of organizational culture transformation based on an annual engagement survey.

### Diversity and Inclusion

The LOGISTEED Group considers the active participation of diverse human resources to be a crucial initiative in contributing to society through our logistics business. In addition to establishing systems and mechanisms that enable diverse working styles, we are promoting a culture of diversity and inclusion through education and other initiatives.

### Working-style Reform/Health and Productivity Management

The LOGISTEED Group aims to foster diverse human resources and create a workplace where each employee can work healthily and securely. Through high-quality logistics services, we strive to contribute to building a prosperous society.



## 4. Working-style Reform/Health and Productivity Management

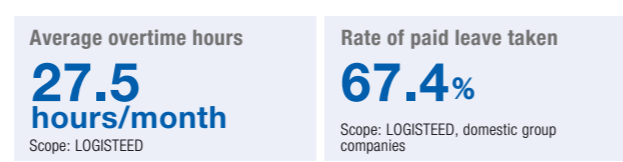
### ● Global VC Activities Supporting Work Style Reform

VC activities are initiatives aimed at improving the organizational culture itself. Sharing improvement cases globally and promoting active communication serve as driving forces to support and implement work style reform.

We aim to enhance the overall productivity of the organization by creating an environment where diverse human resources can work healthily, securely, and with a sense of fulfillment.

### ● Optimization of working hours (reduction of long working hours)

In Japan, we ensure proper working hour management by using objective records such as PC logs and ID cards. Additionally, through the promotion of work style reform, we are working to reduce overtime hours and encourage the use of annual paid leave.



### ● Health and Productivity Management (support for employees' health enhancement)

Aiming to create a workplace where each employee can continue to work healthily and safely, we issued the Health and Productivity Management Declaration in 2022. We are promoting employee health through initiatives such as advancing mental health measures and expanding health

guidance in collaboration with industrial physicians. These efforts have been recognized, and since 2023, we have been certified as a "Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category)."



## 5. Diversity and Inclusion

### ● Initiatives to respect human rights as a global company

As a global company committed to respecting human rights, in FY2023, we established the "LOGISTEED Group Human Rights Policy," conducted education for employees, management executives included, and carried

out human rights due diligence, including desktop research, across 81 domestic and overseas group companies. Moving forward, we will promote human rights due diligence that includes our supply chain.

### ● Promotion of women's participation in the workplace

To create a workplace where women can thrive, we are working on creating a supportive environment that includes the planned development of female employees and the establishment of work-life balance support systems. For our domestic group companies, we conduct "leadership

trainings" and "career development trainings" aimed at raising awareness for the promotion of women to managerial positions, as well as training for supervisors to enhance their understanding.



### ● Support for balancing work and childrearing/nursing care

We believe that raising awareness about work-life balance and childcare support systems and increasing workplace understanding of paternity leave contribute to the promotion of diversity and inclusion. Therefore, we are promoting the understanding of these systems and creating an environment where they are easy to use. In

FY2023, we made the "work-life balance support handbook" accessible from personal devices and implemented an e-learning course titled "Work-Life Balance Course for Career Design," which is available to all employees, to foster understanding.



### ● LGBTQ+ initiatives

To prevent harassment related to sexuality and promote the active participation of diverse human resources, we are working to promote understanding of LGBTQ+ people. We have established an external LGBTQ+ consultation desk

that can be used by all employees of LOGISTEED and its domestic group companies, providing an environment where anyone can consult at any time.

## 6. Increase in Employee Engagement

### ● Spread of the LOGISTEED WAY

As part of our initiatives to promote the "LOGISTEED WAY," which serves as the starting point for decision-making within the LOGISTEED Group, we provide opportunities for

interactive communication between management and employees and deploy e-learning programs to instill behavioral guidelines both domestically and internationally.

### ● Sharing employee engagement improvement initiatives

In Japan, we conduct an engagement survey for all employees once a year, which is connected to our organizational culture transformation activities.

From FY2023, we have begun sharing successful examples of improved engagement scores company-wide.

### ● Global expansion of employee engagement surveys

Regarding overseas operations, we conducted a trial in selected areas starting in FY2023. In FY2024, we plan to

expand the survey to major group companies abroad.

### ● Utilizing engagement survey results

Through the survey results, we clarify the cultural issues at the company-wide and departmental levels. Based on discussions and sharing at the management level, we promote a scheme that includes formulating and executing measures such as "holding dialogue sessions with executives," "conducting communication training for managers with their subordinates," and "holding business

improvement workshops" at various levels including management, HR, and individual workplaces.



\*1 Average score of multiple questions highly correlated with corporate growth.  
\*2 Scoring the percentage of favorable responses among all respondents.

## Message from the officer in charge



**Tsukasa Kudo**  
Executive Officer,  
CHRO  
General Manager,  
Human Resources &  
Business Support  
Office

Logistics Industry is an essential infrastructure supporting the sustainable growth of society and our employees who support the logistics operations are our most valuable management capital. In FY2023, we advanced initiatives aimed at creating an organization where our employees—who are the source of our competitiveness—can work safely and healthily while maintaining high motivation and achieving personal growth. Additionally, in April 2024, we made changes to our company-wide organizational structure with the goal of ensuring the sustainable growth of our domestic business and strengthening and expanding our overseas businesses. Moving forward, we will focus on enhancing our organizational and human resources capabilities to accelerate the business growth on a global scale.