

Special Feature 2 –Initiatives for Human Capital–

“LOGISTEED WAY,” which consists of Corporate Philosophy, Corporate Vision, Guiding Principles, and Success Drivers, shows the role and the “WAY” to move forward of the LOGISTEED Group. Toward our medium-to-long-term vision “LOGISTEED2030,” we aim to realize a group organized by human resources who practice and lead the “LOGISTEED WAY.”

Invigoration of Organization

Increase in Employee Engagement

To realize sustainable growth, we need to develop strong relationship between employees and the Company and increase employee engagement. To increase employee engagement, we are promoting understanding of the “LOGISTEED WAY,” which forms a basis to connect the Company and each employee. We also conduct engagement surveys and follow up and monitor identified issues with an aim to improve engagement.

■ Spread of the LOGISTEED WAY

We implement various initiatives to instill the concept of the “LOGISTEED WAY” into employees’ behaviors and judgment criteria. In FY2023, we set up a meeting where senior management, including Executive Chairman and CEO, can directly discuss the “LOGISTEED WAY” with employees in an effort to deepen understanding.

■ Use of employee engagement surveys in Japan

We conduct an employee engagement survey annually for the purpose of invigorating the organization and increasing employee engagement. We analyze the survey results in detail, identify internal issues and take necessary actions to solve them.

■ Global implementation of employee engagement surveys

For overseas sites, we plan to conduct surveys on a trial basis in selected areas in FY2023 and conduct surveys simultaneously in Japan and overseas in FY2024.

■ Follow-up

We are working to invigorate the organization by analyzing the result of the engagement survey over time, identifying issues by organization and implementing necessary measures. Based on the survey results, we prepared educational programs to deepen the employees’ understanding of the “LOGISTEED WAY” and enhance their management skills in FY2022 and have started these programs in FY2023.

Employee engagement survey —Score of sustainable engagement*1— (FY2022)

Scope: LOGISTEED, domestic group companies
 *1 An index highly correlated with the company’s growth that can be measured by questions on motivation for contribution and a sense of belonging, etc. We set a target value to increase engagement.
 *2 Total score of positive answers

66*2

Diversity and Inclusion

We believe the active participation of diverse human resources is an important factor for the Group to contribute to society through its logistics business. We have established systems and structures to realize diverse working styles, as well as create/promote a culture of diversity and inclusion mainly through education.

■ Initiatives to respect human rights as a global company

We position our initiatives to respect human rights as the foundation of diversity and inclusion. To fulfill our responsibility to respect human rights as a global company, we established the “LOGISTEED Group Human Rights Policy” in April 2023. We will also promote enlightenment activities in Japan and overseas including education and trainings for employees as well as the Group’s executives and plan to establish a human rights due diligence system. (→P74)

■ Promotion of women’s participation in the workplace

We understand that active participation of women is an essential condition for a global company and have implemented various initiatives. In FY2022, we conducted “leadership trainings” and “career development trainings” aimed at raising awareness for appointing female managers as well as trainings for superiors to promote their understanding, for the purpose of developing female employees systematically and creating a comfortable working environment.

■ Support for balancing work and childrearing/nursing care

Disseminating a series of programs to provide support for balancing work and childcare and increasing understanding in workplace of male employees taking childcare leave will help eliminate gender stereotypes. In FY2022, we held a “seminar to encourage male employees to take childcare leave” focusing on the key points of the amended child-and-family-care-leave-related laws and the impact of male employees taking childcare leave on the workplace, and approximately 270 employees from domestic group companies participated (including online attendees). We are also working to create an environment that makes it easier for employees to use the system by, for example, allowing access to a work-life balance support handbook posted on the Company intranet from personal devices.

■ LGBT initiatives

We are working to promote understanding of LGBT people to prevent sexual harassment and promote active participation of diverse human resources. In October 2022, we established an external LGBT consultation desk that can be used by all employees of LOGISTEED and its domestic group companies.

	FY2022 results	FY2023 targets
Ratio of female managers	6.9%	10%
Rate of childcare leave taken by male employees	52.5%	20%

Scope: LOGISTEED

Working-style Reform/Health and Productivity Management

■ Global VC activities to support working-style reform

VC activities aim to improve the organizational culture itself and sharing improvement examples and promoting active communication on a global basis have provided momentum for supporting and implementing the working-style reform. We aim to improve the productivity of the organization as a whole by promoting the working-style reform and creating an environment where diverse human resources stay healthy, feel secure, and find their work rewarding.

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

We have introduced computer log management, biometric identification, and ID card systems on a global basis* to appropriately manage working hours for the purpose of changing mindset of both employees and managers and reducing overtime work. We are also working to create an environment which makes it easier for employees to take annual paid leave.

* Approximately 80% of overseas sites have introduced biometric identification and ID card systems (as of July 2023)

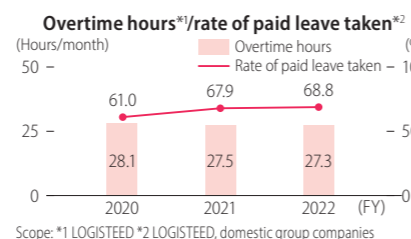
● Promote teleworking

We have introduced a teleworking system using IT tools such as an online meeting system. It resulted in reduction of commuting time, and adjustment and review of our operations.

■ Health and productivity management (support for employees’ health enhancement)

To maintain physical and mental health of employees, we have formulated the

health enhancement measures for the entire Group, and added health checkup items mainly for cancer screening and implemented the mental health measures based on the analysis of the results of the stress check. We are working on mental health care and measures against lifestyle-related diseases by partially collaborating with the Health Insurance Society. Also, after issuing the “Health and Productivity Management Declaration” in August 2022, we enhanced our system and are promoting various measures under the basic policy set forth for the health and productivity management. These activities were recognized, and the Company was selected under the “2023 Certified Health & Productivity Management Outstanding Organizations Recognition Program (large enterprise category)” in March 2023.



Scope: *1 LOGISTEED *2 LOGISTEED, domestic group companies

Becoming a Leading Global 3PL Company



Enhancement of Human Resource Capability

Securing/Retaining Human Resources

Toward the “LOGISTEED2030,” we strive to actively secure diverse human resources who can contribute to our business with skills for global business and DX and other expertise, and promote initiatives to support their early participation.

■ Secure diverse human resources who can contribute to our business

● Secure human resources with global skills

We are focusing on securing human resources who have practical language skill as well as understanding of the culture and business environment of relevant countries/regions and can enhance and expand overseas business. We also actively hire foreign new graduates to deepen understanding of domestic employees about foreign cultures and also to promote globalization.

● Secure human resources with DX skills

In addition to adopting a direct recruiting approach, we also offer internship programs and hold roundtable discussions with employees to provide those who were not interested in the logistics industry with opportunities to know about and become interested in Logistics DX.

● Secure human resources with expertise

We are actively recruiting human resources with expertise in law, accounting,

audit, etc. as well as those having diverse skills and experience that contribute to business operations and management strategies.

■ 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.

● Surveys and career development interviews

We conduct surveys on young employees to measure their awareness of participating in the organizations they belong to and improving their productivity, in order to use the results to give advice to their supervisors on management. In an effort to improve the employee retention rate, we implement initiatives that take into account individual goals and skills, including a mentoring program and regular career development interviews.

Percentage of foreign employees among new graduates hired (average for the last two years) **10%**

Scope: LOGISTEED

Human Resources Development/Skill Development

Under the policy to develop human resources who practice and lead the “LOGISTEED WAY,” we have established an education system that focuses on “development of human resources who will serve as a foundation” and “development of human resources who can contribute to our business,” and practical and specialized trainings are conducted in cooperation between each department and HR within the Group. We also have an environment to support employees’ autonomous growth by providing career design trainings and allowing employees to take external courses of their own choice.

■ Overall education system

In Japan, we have systematized rank-based training and specialized skills training and offer programs suitable for individual skills and issues based on the identified gap between required and current skills. In FY2022, 164 employees took voluntary external courses. In overseas sites, while respecting the human resource development policy of each company, we will work to spread and deepen understanding of the “LOGISTEED WAY,” the Code of Conduct, and respect for human rights, etc. which are necessary for employees of the Group.

■ Develop human resources who will serve as a foundation

We have been focusing on the two priority themes: “Management Skills Enhancement Training” systematized in

FY2022 and “LOGISTEED WAY Course” which started in FY2023.

■ Develop human resources who can contribute to our business

To develop human resources who will realize the “LOGISTEED2030” based on a common understanding of the “LOGISTEED WAY” and strong management skills, we provide education tailored to the roles expected of each position in the development trainings for global human resources, 3PL on-site human resources, and DX human resources, etc.

● Develop human resources with global skills

We are actively promoting development measures for each of domestic and overseas human resources. For domestic human resources, we aim to develop “global human resources” who can lead business globally by involving diverse people across countries and regions by offering programs according to the career stage of individual employees, including an overseas business training program, the international assignee training, subsidies for English proficiency test fees, and voluntary learning opportunities to develop practical communication skills in English.

Education expenses per employee (FY2022): **¥37,194**

Scope: LOGISTEED, domestic group companies
 Reference: Average education cost per employee in FY2021 according to the “46th Fact-Finding Survey on Education and Training Cost” by SANRO Research Institute, Inc.: ¥29,904

Renewal of Personnel System Framework

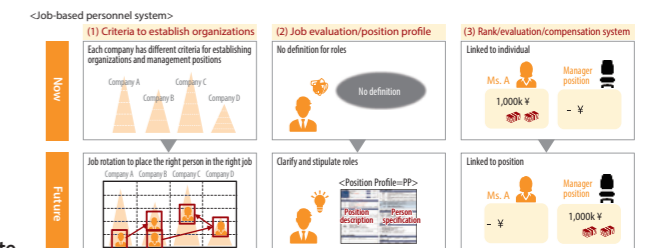
With an aim to develop strong and flexible human resources and organizations necessary to expand business domains and create new added value, we are introducing a Group-wide “job-based personnel system” and building a “personnel management system.” We aim to create greater value for the Group as a whole by fostering each employee’s awareness to autonomously carry out their roles and encouraging them to challenge the unknown and grow as well as better reflecting their actions, processes, and results in evaluation and compensation in order to build their sense of satisfaction and accomplishment.

■ Introduce job-based personnel system

We plan to introduce a “job-based personnel system” across the Group, whereby we “place the right person in the right job” based on the abilities and motivations of employees, evaluate employees based on their achievements, and reflect them in the compensation system. With the goal of implementing a flexible job rotation to “place the right person in the right job” within the Group by FY2022, we unified the criteria to establish organizations, prepared job descriptions that clarify roles and skills required of each position and applied them to managers of major group companies in Japan. Going forward, we will expand the scope of companies implementing the system and promote it across the Group.

■ Establish the personnel management system for group companies in Japan and overseas

We are working to build a “HR visualization platform” common to domestic and overseas group companies that enables to accumulate and centrally manage human resource data. By using this platform, we aim to realize a human resource strategy that systematically secures, develops, and allocates human resources by position defined in the job description. The use of this platform also allows both employees and their superiors to identify any gap between what is described in the job description and the actual status, which helps employees to design their own careers and improve their skills with support of their superiors, contributing to enhancing the capabilities of all employees.



For details of employee-related initiatives, please visit our website.
<https://www.logisteed.com/en/profile/csr/social/employee/>