To realize sustainable growth, we need to develop strong relationships between employees, the Company, and diverse human resources. 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 FY2022, we set up a meeting at a senior management level, including Executive Chairman and CEO, to 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 investigating 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 small basis in selected sites in FY2022 and conduct surveys simultaneously in Japan and overseas in FY2024.

**Follow-up**

We plan 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* 66

Source: LOGISTEED domestic group companies

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 development trainings and developing employees to take external courses of their own choice.

**Overall education system**

In Japan, we have systemized task-based training and specialized skill training and offer programs suitable for individual skills and issues based on the identified gap between required and current skills. In FY2022, 646 employees took voluntary external courses. In overseas sites, while respecting the human resources development policy of each company, we will work to spread and deepen understanding of the "LOGISTEED WAY" and 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 Camp" which started in FY2023.

**Develop human resources who can contribute to our business**

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.

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