

# Sustainability Metrics and Targets (2024–2026)

\*Items without a specified boundary are for consolidated companies in Japan and Swan Co., Ltd.



## Energy & Climate

Related  
SDGs



### Mitigate Climate Change

	FY2024 Targets	FY2025 Targets	FY2026 Targets
<b>Decarbonization initiatives</b>	<b>Reduce greenhouse gas (GHG) emissions by 15% compared to fiscal 2020 *1</b>	<b>Reduce GHG emissions by 20% compared to fiscal 2020 *1</b>	<b>Reduce GHG emissions by 25% compared to fiscal 2020 *1</b>
	Expand the use of electricity generated via renewable energy sources	Expand the proportion of electricity usage that is generated via renewable energy sources	Electricity generated via renewable energy sources accounts for 70% of total electricity used
	Introduce solar power generation equipment (98 units)	Introduce solar power generation equipment 105 units (cumulative 203 units)	Introduction of solar power generation equipment 107 units (cumulative total 310 units)
	Introduce 2,000 EVs	Introduce 3,000 EVs (cumulative total 5,000 EVs)	Introduce 3,500 EVs (cumulative total 8,500 EVs)
	Install energy management systems (EMS) in 100 buildings	Introduction of energy management system (EMS) 100 buildings (cumulative total 200 buildings)	Introduce energy management system (EMS) 100 buildings (cumulative total 300 buildings)
	Trial cartridge-battery EVs (light EV vans)	Trial cartridge-battery EVs (EV trucks)	Start introduction of cartridge-battery EVs (EV trucks)
	GHG emissions less than 2% increase compared to fiscal 2022 (overseas) *2	GHG emissions reduced by 4% compared to fiscal 2022(overseas) *2	GHG emissions reduced by 10% compared to fiscal 2022(overseas) *2
	Trial introduction of internal carbon pricing (ICP)	Introduction of ICP (head office)	Expand ICP reporting boundary to certain regions
<b>Green logistics in collaboration with our business partners</b>	<b>Examine methods of assessing Scope 3 GHG emissions</b>	<b>Assess Scope 3 GHG emissions (full year)</b>	<b>Complete setting Scope 3 GHG emissions reduction targets</b>

\*1 In-house emissions of consolidated companies and Swan Co., Ltd. in Japan (Scope1 & Scope2). \*2 Overseas consolidated subsidiaries Scope 1 and Scope 2.



## Atmosphere

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### Clean Up the Skies (Prevent Air Pollution)

	FY2024 Targets	FY2025 Targets	FY2026 Targets
<b>Initiatives to reduce air pollutants</b>	<b>Reduce NOx and PM emissions by 37% compared to fiscal 2020 *6</b>	<b>Reduce NOx and PM emissions by 39% compared to fiscal 2020</b>	<b>Reduce NOx and PM emissions by 40% compared to fiscal 2020</b>
	Introduce 2,000 EVs Introduce 1,000 low pollution vehicles (ICE)	Introduce 3,000 EVs Introduce 900 low pollution vehicles (ICE)	Introduce 3,500 EVs Introduce 800 low pollution vehicles (ICE)



## Resource Conservation & Waste

Related SDGs



### Promote Resource Conservation and Reduce Waste

	FY2024 Targets	FY2025 Targets	FY2026 Targets
<b>Realize a circular economy</b>	<b>Promotion of circular business model (Expand school uniform reuse model)</b>	<b>Promotion of circular business model (Expand school uniform reuse model)</b>	<b>Promotion of circular business model (Expand school uniform reuse model)</b>
	Increase reuse rate of plastic materials, consider switching to other materials	Increase reuse rate of plastic materials, consider switching to other materials	Increase reuse rate of plastic materials, consider switching to other materials
<b>Save resources</b>	<b>Use 63% renewable resources and recycled materials for paper materials</b>	<b>Use 64% renewable resources and recycled materials for paper materials</b>	<b>Use 65% renewable resources and recycled materials for paper materials</b>
	Increase usage rate of recycled materials for materials used in transport	Increase usage rate of recycled materials for delivery bags	Increase usage rate of recycled materials for delivery bags
	Reduce amount of paper material used by 18% compared to fiscal 2021	Reduce amount of paper material used by 19% compared to fiscal 2021	Reduce amount of paper material used by 20% compared to fiscal 2021
	Recycled material use rate of 86% for eligible materials in overseas business	Recycled material use rate of 87% for eligible materials in overseas business	Recycled material use rate of 88% for eligible materials in overseas business
	Reduce waste in the packing business by 10% compared to fiscal 2023	Reduce waste in the packing business by 12% compared to fiscal 2023	Reduce waste in the packing business by 15% compared to fiscal 2023
<b>Reduce waste</b>	Reduce landfill disposal rate (final disposal rate) to 5% or less	Reduce landfill disposal rate (final disposal rate) to 5% or less	Reduce landfill disposal rate (final disposal rate) to 5% or less
	Raise recycling rate to over 83%	Raise recycling rate to over 84%	Raise recycling rate to over 85%
<b>Conserve water</b>	Reduce water usage by 7% compared to fiscal 2020	Reduce water usage by 8% compared to fiscal 2020	Reduce water usage by 10% compared to fiscal 2020



## Resilience of Companies & Society

Related SDGs



### Support a Society That Combats Environmental Changes

	FY2024 Targets	FY2025 Targets	FY2026 Targets
<b>Collaborate with Society to Improve Environmental Resilience</b>	<b>Provide renewable energy (electricity sales business)</b>	<b>Provide renewable energy (electricity sales business)</b>	<b>Consider energy consulting for achieving zero carbon</b>
	Hold partner liaison committee meetings (12 times) Disseminate information to EAZYCREW about what to do if a disaster occurs	Hold partner liaison committee meetings (12 times) Disseminate information to EAZYCREW about what to do if a disaster occurs	Hold partner liaison committee meetings (12 times) Conduct disaster drills at each EC delivery center
<b>Provide environmentally friendly products and services</b>	<ul style="list-style-type: none"> <li>Increase precision of GHG visualization tool</li> <li>Utilize carbon neutrality of the three delivery products</li> </ul>	<ul style="list-style-type: none"> <li>Increase precision of GHG visualization tool</li> <li>Utilize carbon neutrality of the three delivery products</li> </ul>	<ul style="list-style-type: none"> <li>Increase precision of GHG visualization tool</li> <li>Utilize carbon neutrality of the three delivery products</li> </ul>
	Provide new services in the overseas relocation support business and artwork shipping business	Provide new services in the overseas relocation support business and artwork shipping business	Provide new services in the overseas relocation support business and artwork shipping business
<b>Engage in environmental communication</b>	Hold a series of SX explanation meetings and 20 ESG dialogues/year	Hold a series of SX explanation meetings and 20 ESG dialogues/year	Hold a series of SX explanation meetings and 20 ESG dialogues/year
<b>Reinforce Environmental Management</b>	Expand ISO 14001 to Group companies	Expand ISO 14001 to Group companies	Expand ISO 14001 to Group companies
	Compliance with environment-related laws and management: Provide environmental certification for partner companies and suppliers, and support improvement	Compliance with environment-related laws and management: Provide environmental certification for partner companies and suppliers, and support improvement	Compliance with environment-related laws and management: Provide environmental certification for partner companies and suppliers, and support improvement

 **Labor**

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**Create a work environment where diverse employees can thrive**

	FY2024 Targets	FY2025 Targets	FY2026 Targets
<b>Achieving “decent work”</b>	Employee engagement scores Employee-friendly : 68% Rewarding : 63% Desire to continue employment : 71% Sense of growth : 67% Sense of contribution to the Company : 69%	Employee engagement scores Employee-friendly : 71% Rewarding : 66% Desire to continue employment : 74% Sense of growth : 70% Sense of contribution to the Company : 72%	Employee engagement scores Employee-friendly : 73% Rewarding : 69% Desire to continue employment : 77% Sense of growth : 73% Sense of contribution to the Company : 75%
	Annual paid leave utilization : 90%	Annual paid leave utilization : 90%	Annual paid leave utilization : 90%
<b>Health and productivity management</b>	Ensure 100% attendance rate for specific health checkups*3	Ensure 100% attendance rate for specific health checkups*3	Ensure 100% attendance rate for specific health checkups*3
<b>Human resource management</b>	Desire to advance career among operational managers: 60%*4	Desire to advance career among operational managers: 63%*4	Desire to advance career among operational managers: 66%*4

\*3 For offices covered by the Yamato Group Health Insurance Association. \*4 For Yamato Transport Co., Ltd.

 **Human Rights & Diversity**

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**Create a Corporate Culture that Respects Human Rights and Diversity**

	FY2024 Targets	FY2025 Targets	FY2026 Targets
<b>Implementation of human rights due diligence</b>	Ensure 100% of employees participate in human rights and anti-harassment training	Ensure 100% of employees participate in human rights and anti-harassment training	Ensure 100% of employees participate in human rights and anti-harassment training
<b>Advancement of women in the workplace</b>	Ensure 6.5% of all managers are women	Ensure 8% of all managers are women	Ensure 10% of all managers are women
<b>Promotion of diversity</b>	Ensure percentage rate of employees with disabilities is 3.1%	Ensure percentage rate of employees with disabilities is 3.1%	Ensure percentage rate of employees with disabilities is 3.1%

 **Safety & Security**

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**Create initiatives to carry out business in a safe and secure manner**

	FY2024 Targets	FY2025 Targets	FY2026 Targets
<b>Establish a safe work culture</b>	Reduce the number of traffic accidents where bodily injury occurs by 5% compared with fiscal 2023 *4	Reduce the number of traffic accidents where bodily injury occurs by 10% compared with fiscal 2023 *4	Reduce the number of traffic accidents where bodily injury occurs by 15% compared with fiscal 2023 *4
<b>Provide services that customers can use with confidence and convenience</b>	Reduce frequency of lost workday injuries to 5.7 (down by 5% compared with fiscal 2023) *4	Reduce frequency of lost workday injuries to 5.4 (down by 10% compared with fiscal 2023) *4	Reduce frequency of lost workday injuries to 5.1 (down by 15% compared with fiscal 2023) *4
	Improve NPS year on year *4	Improve NPS year on year*4	Improve NPS year on year*4
	External communication regarding functional improvement points in existing products and services for 12 improvement points *4	External communication regarding functional improvement points in existing products and services for 16 improvement points *4	External communication regarding functional improvement points in existing products and services for 20 improvement points *4

\*4 For Yamato Transport Co., Ltd.



## Data Utilization & Security

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### Create an information security infrastructure

#### Create an information security infrastructure to support sustainable management

	FY2024 Targets	FY2025 Targets	FY2026 Targets
	Attain 100% attendance rate in information security training for all employees *5	Attain 100% attendance rate in information security training for all employees *5	Attain 100% attendance rate in information security training for all employees *5
	Achieve zero serious information security incidents *5	Achieve zero serious information security incidents *5	Achieve zero serious information security incidents *5
	Attain 100% implementation of email training for employees and information sharing to strengthen cyber security	Attain 100% implementation of email training for employees and information sharing to strengthen cyber security	Attain 100% implementation of email training for employees and information sharing to strengthen cyber security

\*5 Consolidated companies in Japan and overseas and Swan Co., Ltd.



## Supply Chain Management

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### Aim to achieve sustainable growth and a sustainable society with partners

#### Build a sustainable supply chain

	FY2024 Targets	FY2025 Targets	FY2026 Targets
	Obtain agreement from 100% of major business partners to observe the Code of Conduct	Obtain agreement from 100% of major business partners to observe the Code of Conduct	Obtain agreement from 100% of major business partners to observe the Code of Conduct
	Implement repeat monitoring of major business partners selected for fiscal 2023	Conduct regular monitoring of major business partners	Implement corrective measures and revision for major business partners
	Implement education to increase communication capabilities with business partners, targeting employees from departments responsible for internal promotion	Implement education to increase communication capabilities with business partners, targeting employees in charge of procurement from all internal departments	Implement education to increase communication capabilities with business partners, targeting all employees



## Local Community

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### Create corporate citizenship activities that are rooted in local communities and create a framework for business creation

#### Establish corporate citizenship activities that are rooted in local communities and are unique to the Yamato Group

#### Promote creation of projects for creating social value

	FY2024 Targets	FY2025 Targets	FY2026 Targets
	Sustainability Ambassadors at Yamato Transport promote corporate citizenship activities inside the organization, to encourage behavior change among employees	At Yamato Transport, entrench regionally -unique corporate citizenship activities and expand activities open to participation by individual employees	Promote employee participation in corporate citizenship activities, including Group companies other than Yamato Transport
	Select 200 Sustainability Ambassadors	Select 300 Sustainability Ambassadors	Select 400 Sustainability Ambassadors
	Children's Traffic Safety Workshops and Kuroneko Yamato Environmental Classes 12% increase in participants compared to fiscal 2023	Children's Traffic Safety Workshops and Kuroneko Yamato Environmental Classes 24% increase in participants compared to fiscal 2023	Children's Traffic Safety Workshops and Kuroneko Yamato Environmental Classes 36% increase in participants compared to fiscal 2023
	Nine themes for new businesses that create social value	More themes for new businesses that create social value than the previous year	More themes for new businesses that create social value than the previous year