

Society: Human Resources



Work That Makes Employees Proud and Happy Both Materially and Mentally

Each of our employees, with their diverse personalities, is an important asset to our company. We believe that diversity within an organization is essential for the sustainable development of a company. We thus promote diversity and decent work in order to create a workplace where everyone can play an active role. We also strive to maintain sound and positive relationships with a wide range of society, including customers, business partners, employees, and shareholders. While doing so, we aim to be a good corporate citizen and a global citizen who respects the culture and customs of other countries.

| Respect for Diversity

Promoting Active Roles for Seniors

Establishment of NRS VALUE CREATE CORPORATION

In light of Japan's declining birthrate and aging population, as well as our intention of supporting the success of diverse human resources, we have extended the retirement age to 65 years old effective October 2022. In addition, we established NRS VALUE CREATE in October 2021 with the aim of providing a workplace where each individual can work actively and for a long time. The company name reflects our desire to contribute to the creation and enhancement of the NRS GROUP's value and to be a company where each and every one of our employees can feel the joy and pride of working. NRS VALUE CREATE will establish its position as a company that will further enhance the value of the NRS GROUP. To this end, the company will quickly and efficiently carry out tasks that have previously been outsourced, such as facility and equipment repairs and inspections, IBC container inspections, and the visualization of educational materials, which used to take time to perform because of personnel and labor constraints. It will also create diverse new operations that will contribute to the productivity improvement of the entire Group by consolidating peripheral and routine operations in our business.

Women's Participation and Advancement in the Workplace

Acquisition of Eruboshi

The NRS GROUP has been awarded Three Stars, the highest rank of Eruboshi Certification, a certification by the Ministry of Health, Labour and Welfare for companies promoting women's careers.

We have been working to create a workplace that is comfortable for both men and women to work in by providing career advancement training and developing systems to increase the ratio of women in management positions and reduce the gender gap in continued employment. We will continue to increase diversity in our corporate culture and to create a workplace where diverse human resources can play an active role, leading to changes in employee behavior.



Recruitment and Support of Non-Japanese National Employees

In line with the globalization of our business, we are actively hiring foreign employees. For new graduate recruitment, we hold selections not only for those who intend to start working in April but also for those who start in October for the convenience of graduates of foreign schools. Since 2019, we have been conducting recruitment interviews mainly in Taiwan. Besides the Taiwanese, we now have foreign employees from China, Vietnam, and France. In addition, the company supports the employees so that they can live most comfortably in daily lives outside of their work as well and provides necessary training after they join the company. They build their careers based on the training plan after the initial training.

Encouraging Employment of People with Disabilities

We are committed to employing people with disabilities with the goal of being a company where both people with and without disabilities can work together. We strive to support people with disabilities so that they can feel a part of the organization, improve their skills, and play an active role in the company so that they can work safely and with confidence.

| Promoting Decent Work

Acquisition of "Employee-friendly Workplace Certification System"

In 2021, NRS CORPORATION and NRS BUTSURYU CORPORATION received the One Start Certification under the Employee-friendly workplace certification system. This certification program was established by the Ministry of Land, Infrastructure, Transport and Tourism in August 2020. Using this certification program, job seekers can easily check the working conditions and environment of certified companies. This program thus aims to facilitate truck, bus, and taxi drivers to find jobs and encourages automotive transport companies to create more comfortable working conditions and environment by making various improvements to satisfy the certification standards.



Safety and Health Committee

We have installed the Safety and Health Committee to study and deliberate on matters related to the occupational safety and health of employees. The Committee meets monthly to discuss the prevention of occupational accidents and basic measures to prevent health problems of employees.

Our workplace safety and health management activities include workplace patrols by health managers, safety patrols by Safety and Quality Department, and training and education.

To Realize a Good Work-Life Balance

In order to realize an environment where diverse people can maximize their potential and all employees can work actively for a long time, we have established systems specifically to improve work-life balance and are encouraging our employees to use the systems.

- Expansion of a system to allow shorter work hours for childcare
- Flexible work hours for childcare and nursing care
- Re-employment system
- Hourly paid leave system
- Leave system due to accompanying a spouse
- Encouragement for male employees to take childcare leave



Project to Create a Happy and Motivated Workplace

We are developing human resource policies to create an open, happy, and motivated workplace in order for each of our diverse employees to build successful career and grow. In April 2022, we conducted an employee engagement survey with the advice of our outside directors. We aim to be a resilient company that grows together with our employees by visualizing and analyzing their thoughts toward the company and their work and linking them to the formulation of effective measures. In addition, we have been conducting a campaign to call each other by the friendly “-san” suffix, send simple emails, and avoid overuse of excessively polite expressions. We are implementing these measures by receiving ideas from our employees.

Establishment of Fresh Ideas Trading (FIT), a Forum for Young People to Exchange Ideas

In 2021, a group of willing young employees took the initiative to create an internal opinion exchange group called FIT, or Fresh Ideas Trading. They provide a forum to exchange opinions and ideas about company issues around them and work together to make positive changes in the company.

The first workshop was on “Work motivation” and the second on “What I want to be evaluated.” Participants exchanged opinions on these themes, issues, and proposed solutions, and made positive proposals to the Human Resources & General Affairs Department. The Human Resources & General Affairs Department considered the proposals received and are working with relevant parties to resolve the issues. The third workshop held in 2022 was in the form of a friendly get-together where opinions were exchanged more casually and that was attended by more than 30 people, mainly from the head office. The workshop encouraged the participants to engage in communication outside of daily work, and steps have been taken to identify and improve mutual issues that transcend age and job type. These activities are reported to all employees to create a better workplace.



Promotion of Health Management

We have been promoting health management since FY 2021 with the aim of improving the physical and mental health of our employees.

1. Shortened health checkup schedule, simplified management
2. Contract with industrial nurses
3. Increased health screening options and subsidy
4. Health management system

Industrial nurses visit the head office on a regular basis to provide physical and mental health counseling in person and online, in addition to managing regular medical checkups and recommending reexaminations. In addition, the Safety and Health Committee holds meetings to discuss occupational safety and health.

Enhancement of Education and Training System

Under the medium-term management plan NRS 2024, which began in October 2021, one of the management policies is to make employees shine like diamonds through self-improvement, and human resource development is positioned as a top priority issue. In order to grow and leap forward in a rapidly changing and more diverse global market, we have introduced education and training programs to further strengthen our human capital and facilitate growth of our employees. The FY 2022 education and training budget allocates an average of approximately 100,000 yen per year per employee in Japan, well above the average.* In the next year, we aim to expand this initiative globally and make our employees shine like diamonds.

*Based on the AIST FY 2020 (44th) Survey of Education and Training Expenditures

Example of Education and Training in FY 2022

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| - Women's empowerment | - Training for new managers | - Life planning seminar |
| - Training by job classification | - Follow-up training for the first to the fifth-year employees | - Anger management |
| - Global leadership training | - Self improvement | - IT literacy education |
| - Manager training | | |



Follow-up training for the second year employees



Training for new managers



Training for mid-career employees to strengthen their communication skills