

Society: Human Resources



Work That Makes Employees Proud and Happy Both Materially and Mentally

We believe that organizational diversity is crucial for the sustainable development of a company. Therefore, we actively advocate for diversity and decent work, aiming to create a workplace that is both satisfactory and humanistic, where individuals can contribute with vitality and enthusiasm. We endeavor to cultivate positive and robust relationships with diverse stakeholders in society, encompassing customers, business partners, employees, and shareholders. In these interactions, our goal is to embody the principles of being a responsible corporate citizen and global citizen by respecting the cultures and customs of other nations.

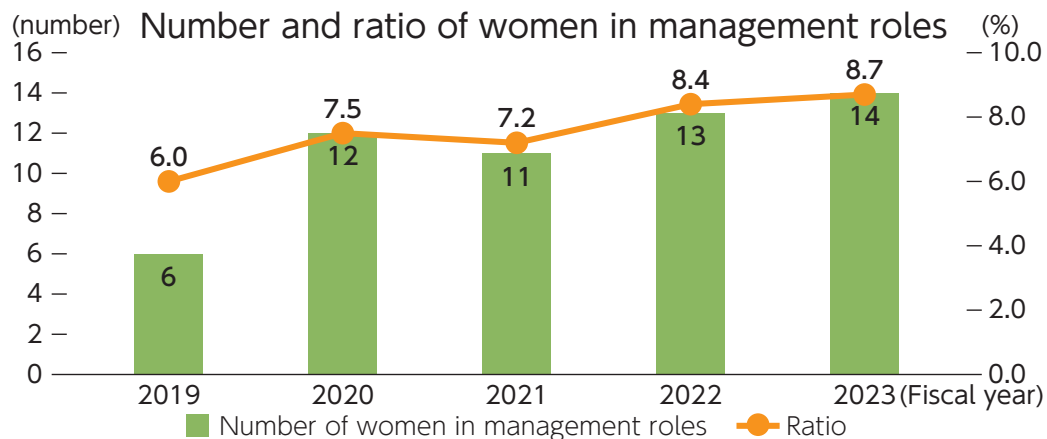
Respect for Diversity

Women's Participation and Advancement in the Workplace

The NRS GROUP has attained the highest rank in the Eruboshi certification by acknowledging companies that actively foster the successful careers of women as certified by the Ministry of Health, Labor, and Welfare.

We are dedicated to creating a workplace that offers comfort and job satisfaction to both men and women. This involves providing career advancement training, implementing systems to increase the ratio of women in management roles, and narrowing the gender gap in employment.

Ratio of women in management roles	2021	2022	2023	
	7.2%	8.4%	8.7%	As of September 30 of each year



Training Sessions Specifically Designed for Women

Female employees on the verge of assuming management roles and those recently appointed to such positions participate in training sessions facilitated by the non-profit organization J-Win*. Approximately 200 members from diverse industries and business sectors come together to build networks, engage in mutual learning, enhance their leadership awareness, and improve their skills.

*Japan Women's Innovative Network (J-Win), a nonprofit organization, advocates for and supports businesses in promoting diversity management as a standard practice. The organization also strives to nurture women in leadership roles.



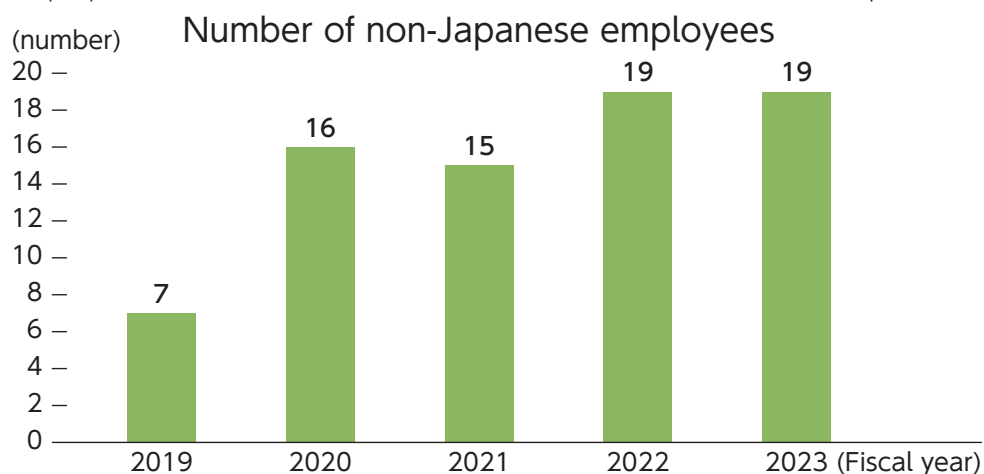
Promoting Active Roles for Seniors

We have established the objective to offer all employees opportunities to work with enthusiasm for an extended period by promoting physically and mentally affluent lives. Consequently, we increased the retirement age for our employees from 60 to 65 effective from October 2022. We founded a new Group company called NRS VALUE CREATE. Through this company, we developed systems and an environment that enable senior employees with rich experiences, knowledge, and skills to further advance in their careers. NRS VALUE CREATE enables its employees to flexibly adjust their workloads, workdays, and work hours within certain limits by addressing their need for flexibility. It is also the sole company within the NRS GROUP that permits employees to have side jobs. Currently, the new company has a staff of 12 employees, each working with enthusiasm and striving to contribute to the NRS GROUP in the creation and enhancement of value.

Recruitment and Support of Non-Japanese National Employees

Aligned with the globalization of our business, we are proactively recruiting international employees. Since 2019, our recruitment interviews have mainly taken place in Taiwan. In addition to Taiwanese employees, we currently have 19 international employees from China, Korea, Vietnam, and France.

Number of non-Japanese employees hired:	2021	2022	2023	The count of non-Japanese employees in the company as of the end of each September
	15	19	19	



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 where they can feel safe in working over a long period of time. Moreover, we encourage individuals tasked with assisting people with disabilities to obtain certifications such as "company-based job coach" and "vocational and life counselor for people with disabilities," as specified by the Ministry of Health, Labor, and Welfare.



Promoting Decent Work

Acquisition of "Employee-friendly Workplace Certification System"

In fiscal year 2021, NRS obtained One Star Certification in the employee-friendly workplace certification system, followed by the attainment of Two Star Certification in 2022. We are dedicated to advancing our efforts to enhance the workplace environment further.

Safety and Health Committee

The Safety and Health Committee conducts monthly reviews and investigations into matters concerning the safety and health of employees. They systematically propose and execute training plans for the prevention of industrial accidents, health hazards, worksite patrols conducted by safety and health supervisors, and other matters pertaining to safety, hygiene, and health.

Engagement Survey

We conduct an annual employee engagement survey, and this year marks the second iteration of the survey.

As much as 80% of our employees provided positive feedback. In the open-response section, many employees voiced their requests related to communication. During the COVID-19 pandemic, an increasing number of employees are spending extended hours teleworking. Furthermore, because of limited inter-company travel, interactions with managers, various departments, and business locations have been constrained. In response, we are implementing various measures to facilitate communication, such as conducting one-on-one communications and organizing interaction sessions.

Results of the employee engagement survey

	2022	2023
Participation rate	75%	81%
Engagement index	81.5%	81%

*Ratio of employees who gave positive feedback to six questions in the engagement survey

Held "Bring Your Kids to Work Day"

We arranged a day for the children of NRS employees to visit their parents' workplace. During the children's visit day, they have the opportunity to explore their parents' workplaces. This initiative is designed to enhance the children's understanding of the types of work their families are involved in, promote work-life balance, and foster communication within the company. We are dedicated to continuously enhancing employee engagement and offering learning opportunities to children, the leaders of the future.



▲ Learning about the business of NRS



▲ Exchanging business cards with colleagues of parents

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. Introduction of 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.

Last year, the ratio of employees who received health checkups and specified health guidance was high in NRS. Additionally, we are actively enhancing our health insurance services. In acknowledgment of these efforts, the Health Insurance Association for Petroleum Product Retailers honored us with the Gold Award for our outstanding health promotion system.



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.

In FY 2023, we are extending this initiative to our global bases, following a similar approach as in Japan. As a result, numerous employees are effectively enhancing their knowledge and skills through the allocated budget of 100,000 yen per employee for education and training. Apart from traditional position-based training, we are actively selecting employees for targeted training programs focused on specific themes. This includes training for potential candidates for overseas assignments, those driving digital transformation (DX), and individuals aspiring to managerial and executive positions. Through these initiatives, our goal is to enhance employee motivation and improve their capabilities more than ever.

Example of Education and Training in FY 2022

- New employee training, worksite tours
- On-site training (for recent graduates and experienced new hires)
- Follow-up training (first to fifth year employees)
- Business skills training
 - Presentation
 - IT literacy
- Training for candidates for overseas assignment
- Training for those in managerial positions
- Life planning seminar
- A variety of study sessions
 - Study session on laws and regulations regarding hazardous materials
 - Study session on accident prevention measures
 - AEO study session (bound and customs clearance)
 - Study session on import and export
- Self improvement
 - Language courses (English and Chinese)
 - Remote learning



Worksite tour for new employees



Training for candidates for overseas assignment



Training for those in managerial positions