

# Relia, Inc. Sustainability Report 2022



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The Sustainability Report 2022 mainly covers our initiatives carried out in the period from April 2021 to March 2022 (the fiscal year ended March 2022, "FY2021"), as well as part of our policy and initiatives carried out in the period up to July 2022 (the fiscal year ending March 2023 "FY2022").

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## Message from the President

Our corporate philosophy expresses our mission statement of "sharing inspiration and excitement with more people and corporations, we declare that we will contribute to the further development of society and lead to the happiness and well-being of our employees and their families through the growth of our company" and our group vision of "connecting all stakeholders with a Reliable Ring to achieve creative value together." To us, sustainability is the implementation of our mission statement and group vision.

To achieve a sustainable society, in 2021, we identified five materialities with a focus on E.S.G. management, linked these to the Mid-term Management Plan 2023, and formulated specific action plans. Through our response to solving these five materialities, we will contribute to the SDGs and make efforts to solve social issues.

In the midst of unpredictable times with the COVID-19 pandemic and conflicts around the world, companies are being currently asked to reaffirm the significance of their existence. By improving communication within the world, we will strengthen our efforts to realize a "Sustainability & Reliable Society" in which there is trust and security.

We aim to raise our corporate value through the promotion of our business activities, both financial and non-financial. We would like to thank our stakeholders for their continued support.

Takashi Amino  
President & CEO

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## Message from the Officer in charge

Since announcing our Sustainability Policy in May 2021, we have been involved in various initiatives, such as regular monitoring of the progress of the action plans that were set out as specific goals for each materiality, and aiming for further implementation of materiality at each site.

In the area of "environment," we developed an environmental policy for the Group in May 2022 and resolved to support the TCFD (Task Force on Climate-related Financial Disclosures) recommendations. Of these, we have set a target of reducing greenhouse gas emissions from our business activities by 50% in real terms by 2030 and effectively zero by 2050, and are proactively making efforts with the view of becoming carbon neutral for the whole supply chain. In the area of "society," to cultivate human resources who will shape a sustainable future and employees with an ambition to "challenge and create", we are working proactively to invest in the development of human resources through the establishment of the Relia Operation School, as well as the introduction of a new personnel system in April 2022. In addition, as consideration for human rights in accordance with international standards is the foundation of our sustainability management, we have declared and are promoting human rights in the Relia Group Compliance Standards. We are in the process of investigating a comprehensive policy to further clarify our approach to human rights within the Company and promote it throughout the Group.

In the area of "governance," we newly established a Sustainability Committee in April 2022, and we will work to strengthen our sustainability promotion structure in the three areas of environment, society and governance, encompassing our past CSR activities as well. Moving forward, we will continue to strive toward the realization of a "Sustainability & Reliable Society" by instilling understanding and awareness of sustainability in each and every employee, and through dialogue with all of our stakeholders.

Hiroyuki Koga  
Director  
In charge of sustainability  
Chairman of the Sustainability Committee

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# Sustainability Management



Reliable  
Ring



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## Sustainability Policy

Relia Inc. holds as its mission the contribution to the further development of society and the happiness of its employees and their families through the growth of the company. We have now established a Sustainability Policy to strive toward our aim of being needed more by society and achieving sustainable growth.

Through its business activities, the Company will aim to realize a "Sustainable & Reliable Society," in which all people share a sense of "reliance" with each other, and where such reliance is sustained in the future.

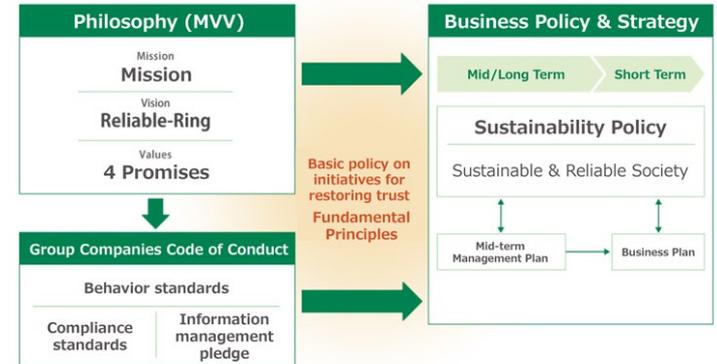
In addition to the pursuit of sustainable operations from the perspectives of environment (E), society (S), and governance (G), we will create new value by offering services that will enhance our client companies' engagement with their customers and, through our business activities, contribute to the further sustainable development of society.

## Sustainable & Reliable Society

Through its business activities, the Company will contribute to realizing a society where all people share a sense of "reliance" with one another, and where such reliance is sustained in the future.

## About the Company's Policy System

The Company's Sustainability Policy is based on its Mission, Vision, and Values (MVV) and its Group Companies Code of Conduct. It is positioned as a part of its business policy and strategy for initiatives over the short to medium and long term. The Sustainability Policy is aimed at realizing a sustainable society through business activities and is recognized as the foundation for the financial and non-financial goals stipulated in the Company's Mid-term Management Plan.



- [Corporate Philosophy](#)
- [Relia Group Compliance Standards](#)
- [Mid-term Management Plan](#)



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## Sustainability Promotion Structure

At Relia, Inc., we are promoting management based on the perspective of sustainability. For this promotion, the Sustainability Committee, chaired by the Officer in Charge of Sustainability, works with internal risk management divisions while carrying out risk management, business execution and reporting on progress of activities. The management meeting, which is a deliberative body for important management matters, deliberates on issues related to sustainability management, and discusses and makes decisions on specific initiatives. In principle, the Board of Directors receives reports on and oversees the progress of initiatives related to sustainability promotion every quarter. In addition, as the Chairman of the management meeting, which is a deliberative body for important management matters, the President & CEO receives reports from the Officer in Charge of Sustainability and the Sustainability Committee, and is ultimately responsible for deliberation and decisions related to issues of sustainability management.



Meeting body and structure	Role
Board of Directors	Oversees the progress of initiatives related to the promotion of sustainability which have been discussed and approved in business execution. In principle, held every month.
Management Meeting	Discusses initiatives pertaining to companywide management, including specific initiatives related to sustainability promotion. Reports resolutions to the Board of Directors. In principle, held twice a month.
Officer in Charge of Sustainability	Coordinates and oversees decision-making and consistency from a companywide perspective on overall sustainability promotion.
Sustainability Committee	Management of climate change-related risks and human rights, etc., business execution, supports the Officer in Charge of Sustainability, reports on activity progress and communicates information to the respective departments. Meets quarterly.
Risk Management Division	Comprehensive risk management including climate change issues.



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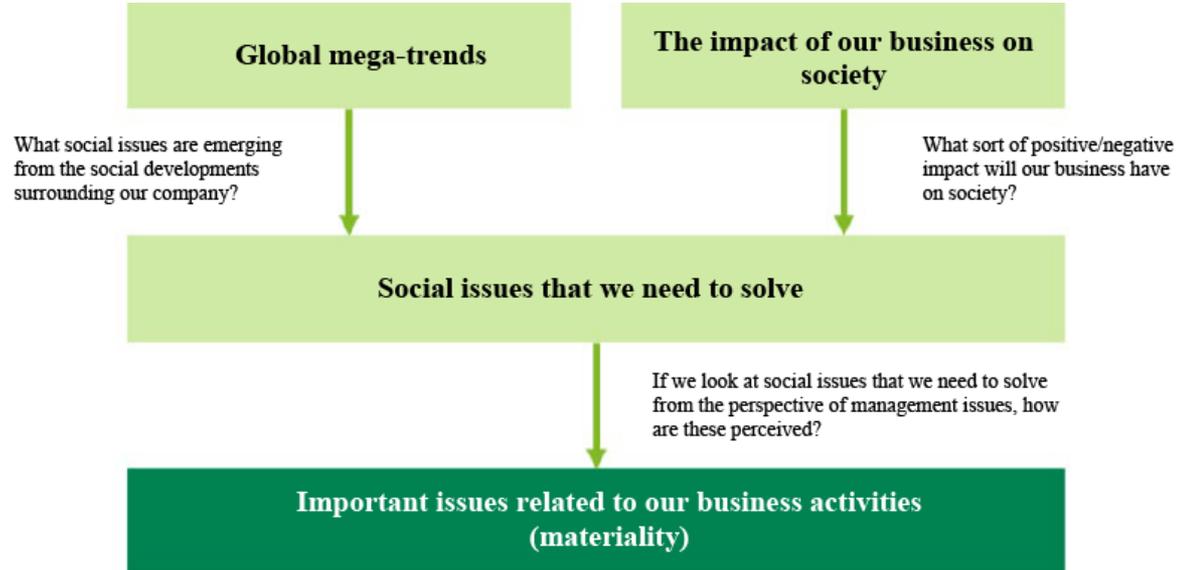
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## Identifying materiality

In determining materiality, we considered from the perspective of Relia, Inc.'s corporate philosophy (our mission, vision and values), various internal policies, global mega-trends and the impact of our business on society, and after discussions at management level and a resolution of the Board of Directors, we were able to identify and decide on the five materialities as important issues that we need to solve.

Materiality extraction process at Relia, Inc.





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## Materiality (Important Issues Related to Business Activities)

Based on a "solid business foundation" that will be the cornerstone of our business activities, we will aim for vibrant, fulfilling work styles by giving all employees opportunities to constantly upgrade their skills through "growth through expansion of educational opportunities and putting them into practice" and by "creating workplaces where diverse personnel can work in good health and with a sense of fulfillment." Further, by engaging in sustainable operations that are considerate of the environment, we will aim to contribute to "responses to climate change and the environment" and, by "making advances to CX through DX," continue to offer new CX to consumers. In order to address the United Nation's Sustainable Development Goals (SDGs), our business activities are linked to materiality and SDGs.





## Story of Value Creation

Toward solutions to the five materialities identified by the Company, we will strive to achieve our financial and non-financial KPI targets through the Company's business activities.  
 In doing so, we will aim to realize the "Reliable Ring" that is our corporate vision and strive to create a "Sustainable & Reliable Society."

## The Society We Hope to Realize Sustainable & Reliable Society

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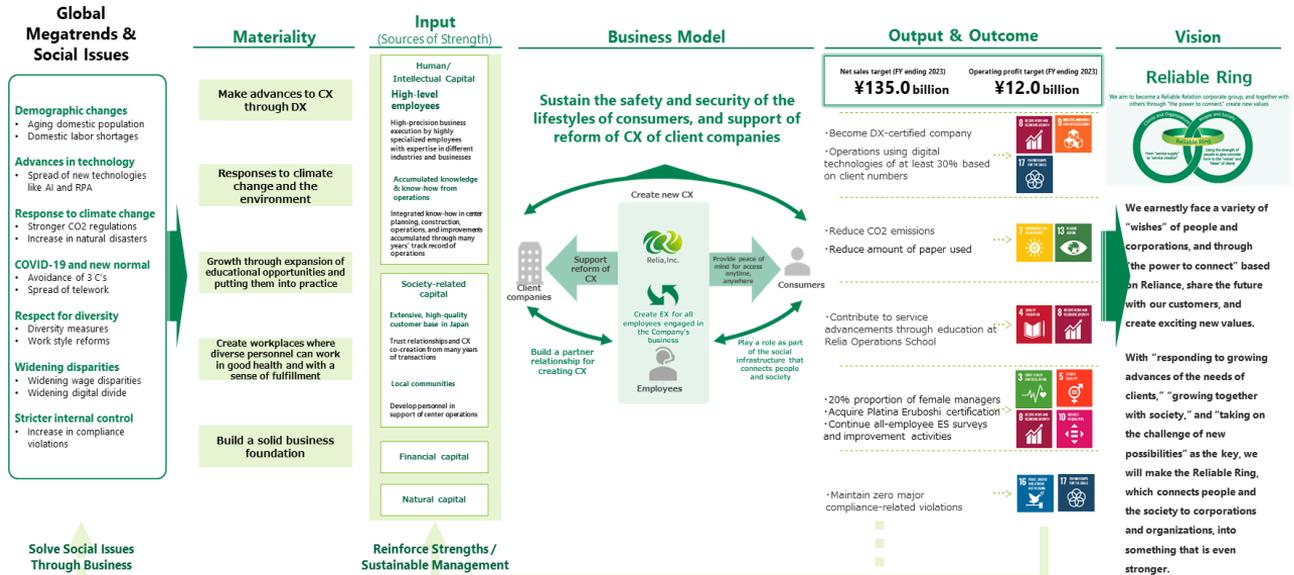
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## Advances made to CX through DX

In the Mid-term Management Plan 2023, creation of CX/EX and strengthening the business foundation were set as key themes, and promotion of DX was raised as a specific measure. Through the use of digital technology in the three areas of "service," "operations" and "corporate", we will review the nature of customer contact and create new CX.

KPIs and progress status	Initiatives and results as of the end of the fiscal year
Mid-term Management Plan 2023 KPIs during the period	FY2021
<b>Registration as a DX certified operator company</b>	<ul style="list-style-type: none"> <li>Selected as a DX-certified company by the Ministry of Economy, Trade and Industry (METI)</li> <li>Established a DX Strategy Sector for further promotion of DX</li> <li>Announced the Relia DX Strategy for the materialization of the company's digital transformation</li> </ul>
<b>At least 30% of work has operations that use digital technology in terms of customer numbers</b>	<ul style="list-style-type: none"> <li>23.8% of our customers carry out operations that use digital technology</li> <li>Released the CX Grand Design, which depicts our concept of a contact center</li> <li>Strengthened the internal sales structure</li> <li>To promote operation DX, introduced CloudHUB (*) to achieve secure communication and authentication as the foundation for our contact centers</li> <li>To promote corporate DX, began digitalizing personnel procedures and contract procedures</li> </ul>

(\*) CloudHUB: A platform in which you can centrally access both the telephony and business systems. It achieves secure communication and authentication. Use of this platform contributes to the improvement of EX and CX by promoting in-home operations and enabling secure transcription of phone calls.



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## Related information

- [Announcement of the Relia DX Strategy](#)
- [Selected as a DX-certified operator by the Ministry of Economy, Trade and Industry \(METI\)](#)



- [Announcement of the CX Grand Design](#)
- Release of new services
  - ↳ [Paperless solution](#)
- External evaluation
  - ↳ [Inspiro Wins Double Honors in 2022 Asia-Pacific Stevie Awards](#)
  - ↳ [Inspiro Wins Gold Stevie® in 2022 American Business Awards®](#)
- Digital promotion in the industry
  - ↳ [Relia Digital Inc. is involved as a managing company in the Support Digital Initiative \(SDI\)](#)



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## Responses to climate change and the environment

To ensure a sustainable global environment for the next generation, we are striving for environment conservation and pursuing environmental sustainability across company operations. Taking the issue of climate change seriously, we are carrying out initiatives in our operations such as reducing CO2 emissions and paper consumption.

## KPIs and progress status

Mid-term Management Plan 2023 KPIs during the period	Initiatives and results as of the end of the fiscal year	
	FY2021	FY2022
<b>Reduction of CO2 emissions</b>	<ul style="list-style-type: none"> <li>CO2 emissions for Scope 1 and 2 at 91.9% compared to last year (only emissions from electricity usage, as of February 2022)</li> <li>Visualization of Scope 1 and 2, and development of a specific action plan for reducing CO2 emissions for subsequent years</li> <li>Through our response to the TCFD(*) recommendations, developed a CO2 reduction plan until FY2030 and a visualization of Scope 1 and 2 for the Company</li> </ul>	<ul style="list-style-type: none"> <li>Expressed support for the recommendations by the Task Force on Climate-related Financial Disclosures (TCFD*) in May 2022</li> </ul>
<b>Reduction of paper consumption</b>	<ul style="list-style-type: none"> <li>Visualization of paper purchased, amount of paper purchased at 89% of last year</li> <li>Implemented a review of internal systems, partial system implementation completed Corporate DX promotion</li> </ul>	

(\*)TCFD: Task Force on Climate-related Financial Disclosures: Established by the Financial Stability Board (FSB) in 2015. An international initiative to endorse information disclosure by companies related to the financial implications of the risks and opportunities that climate change has on business.

## Related information

- [Climate change](#)
- [Environment data](#)



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## Growth through expansion of educational opportunities and putting them into practice

For us to remain competitive and to achieve continuous growth, acquiring the necessary knowledge as a business person is a matter of course, and human resources who can respond flexibly and speedily to a changing and evolving society are essential. At Relia, Inc., we provide the necessary educational opportunities for cultivating human resources who strive toward the future with an ambition to “challenge and create.”

## KPIs and progress status

Initiatives and results as of the end of the fiscal year	
Mid-term Management Plan 2023	FY2021
<b>Contributing to service enhancement through education at the Relia Operation School (*)</b>	<ul style="list-style-type: none"> <li>Completion of curriculum organization and content development. The operator course and manager course (application) are scheduled to be completed in FY2022</li> <li>Implemented centralized management of course status through linkage with the training system</li> </ul>

### (\*)The Relia Operation School

The Relia Operation School is an integrated education system from operator to center manager level. It provides the necessary education at the right timing at the operation site, and offers the same quality of education regardless of affiliation or area. In addition, the school also supports planned growth in line with career transitions



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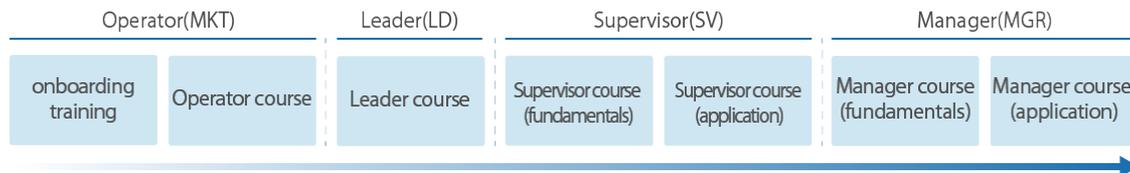
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## Overview of the Relia Operation School



## Relia Operation School curriculum

Course name	Target	Objective
Operator onboarding training	Operators who have just joined the company	Understand company policy/business content
Operator course	Operator	Follow up and brush up on phone skills
Leader course	Those to be appointed leaders	Understand the necessary mindset and expected role of a leader in supporting managers
Supervisor course (fundamentals)	Those to be appointed supervisors	Gain business knowledge and the manager mindset
Supervisor course (application)	Those who have completed the supervisor course (fundamentals)	Gain specialist business skills focused on development and business management as a supervisor with professionalism
Manager course (fundamentals)	Those to be appointed managers	Gain business knowledge and the management mindset for the operation of center management as a manager
Manager course (application)	Those who have completed the manager course (fundamentals)	Gain organizational management skills to grow, strengthen and revitalize the organization as a manager with professionalism

Operator course and manager course (application) to be completed in FY2022.

## Related information

- [Our initiatives for human resource development](#)



# Sustainability Management



## Create workplaces where diverse personnel can work with a sense of fulfillment

We will aim for a Sustainability & Reliable Society by becoming an organization with diverse human resources in which each employee with advanced expertise and a broad perspective can realize their individual potential.

### KPIs and progress status

Mid-term Management Plan 2023 KPIs during the period	Initiatives and results as of the end of the fiscal year	
	FY2021	FY2022
<b>Achieved a 20% ratio of female managers</b>	<ul style="list-style-type: none"> <li>Ratio of female managers: 14.7% (as of April 1, 2022)</li> <li>Implemented unconscious bias training for all management</li> </ul>	
<b>Awarded the highest "Eruboshi (L Star)" (*) certification</b>	<ul style="list-style-type: none"> <li>Launched an internal portal to raise awareness with the aim of deepening understanding of diversity and inclusion</li> <li>Incorporated diversity and inclusion training into the existing training curriculum, and held events training with external speakers</li> </ul>	
<b>Employee satisfaction survey (ES survey) for all employees, ongoing implementation of improvement activities</b>	<ul style="list-style-type: none"> <li>In September 2021, carried out an ES survey for permanent employees and some contracted employees. Developed action plans based on the survey results</li> <li>In February 2022, carried out an effectiveness measurement (focus survey) of the action plans based on survey results</li> </ul>	<ul style="list-style-type: none"> <li>In September 2021, carried out an ES survey for permanent employees and some contracted employees.</li> </ul>

### Related information

- [Initiatives for diversity and inclusion](#)
- [Relia, Inc. to Introduce New HR System to Allow Diverse Talent to Shine](#)
- [Personnel/labor data](#)

(\*)The highest "Eruboshi (L Star)" certification is a certification system by the Ministry of Health, Labor and Welfare for companies that promote the advancement of women. Of the highest "Eruboshi (L Star)" certification certified companies by the Ministry of Health, Labor and Welfare under the Act on Promotion of Women's Participation and Advancement in the Workplace, Platinum Eruboshi is awarded to companies which satisfy certain requirements, such as excellent implementation of initiatives.

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## Build a solid business foundation

Legal compliance is the foundation of company management. We conduct corporate governance that is trusted by society, by ensuring compliance with laws and regulations as well as continued dialogue with all stakeholders.

## KPIs and progress status

	Initiatives and results as of the end of the fiscal year
Mid-term Management Plan 2023 KPIs during the period	FY2021
<b>Continued zero serious non-compliance</b>	We continue to carry out initiatives for restoring trust, with no serious matters of non-compliance. As there is a constant recognition of compliance within the company and knowledge has deepened, we have dissolved the Consultative Committee, which had the aim of improving companywide compliance, and this function has been transferred to the Board of Directors.

## Related information

- [Corporate Governance Report](#)
- [Basic Policy and Structure](#)
- [Outside Directors and Outside Auditors](#)
- [Internal Control System](#)
- [Disclosure Policy](#)
- [Relia Group Compliance Standards](#)
- [Privacy Policy](#)



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### Sustainable Development Goals (SDGs)

The United Nations Sustainable Development Goals (SDGs) set forth 17 goals and 169 targets to achieve a sustainable, diverse, and inclusive society where "no one is left behind" as a guideline for long-term development goals toward 2030. We believe we can contribute to this goal on a global scale, as we operate not only in Japan but also in other countries around the world. We believe that we can contribute to this goal on a global scale, and our materiality is linked to our 17 goals and business activities. We are conducting our business activities in line with our 17 materiality goals.



### TCFD (Task Force on Climate-related Financial Disclosures)

We have identified "climate change and environmental response" as a materiality. We have also set "environmentally conscious and sustainable operations" as a non-financial goal in our Midterm Corporate Strategy 2023, and are working on "reduction of CO<sub>2</sub> emissions" and "reduction of paper consumption. In May 2022, we expressed our support for the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD). We will take climate change seriously, deepen our understanding of the opportunities and risks that affect our business, and strive to proactively disclose climate change-related information in accordance with the TCFD recommendations.



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## Environmental policy

At the Relia Group, our mission statement is "sharing inspiration and excitement with more people and corporations, we will contribute to the further development of society and lead to the happiness and well-being of our employees and their families through the growth of our company." To realize this mission statement, we have positioned "responses to climate change and the environment" as one of our materialities (important management issues), and have established the following environmental policy as a guideline to fulfil our responsibility for the realization of a sustainable society as we maximize our efforts to reduce the environmental impact of our business activities.

### Basic concept

At the Relia Group, through our global business activities, in order to realize a Sustainability & Reliable Society in which all kinds of people can trust each other and this trust can be sustained in the future, and to pass this down to future generations, we are contributing to the continuous development of a sustainable society by creating effective mechanisms and making continuous improvements for environment conservation activities.

### Environmental action guidelines

- In the promotion of our business activities, we will comply with environmental legislation and other requirements.
- In our business activities, we will set environmental targets for reducing greenhouse gas emissions to solve issues such as climate change action and resource depletion, and we will carry out efficient use of energy, resources and water, thorough and proper dispose of waste by suppressing waste generation, reusing and recycling, and engage in continuous improvements of these.
- With utmost consideration to the environment, we will strive to provide BPO services which contribute to a reduction of environment impact within a range that is technically and economically feasible.
- As we promote environmental education to improve each employee's awareness of the environment, we will publish information related to the content of these guidelines and our company environment both internally and externally, and make efforts to reduce our environmental impact with all stakeholders, including our business partners and suppliers.

Developed April 2022

Hiroyuki Koga  
Director

In charge of sustainability  
Chairman of the Sustainability Committee



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## Support for the TCFD recommendations

Relia, Inc. (hereinafter referred to as "Relia" or "we") has identified "responses to climate change and the environment" as a materiality. In addition, we have raised "environmentally-conscious sustainable operations" as a non-financial target in the Mid-term Management Plan 2023, and are making efforts to "reduce CO2 emissions" and "reduce paper consumption."

In May 2022, we expressed support for the recommendations by the Task Force on Climate-related Financial Disclosures (TCFD\*). Taking climate change seriously, we will strive to deepen our understanding of the risks and opportunities impacting our business, and actively disclose information related to climate change based on the TCFD recommendations.

\*1:Task Force on Climate-related Financial Disclosures: Established by the Financial Stability Board (FSB) in 2015. An international initiative to endorse information disclosure by companies related to the financial implications of the risks and opportunities that climate change has on business.

## Information disclosure items recommended by TCFD

The TCFD recommends that we have an accurate grasp of what sort of impact the risks and opportunities caused by climate change will have on our company management, including financial impact, and that we disclose information based on the four disclosure components of "governance," "strategy," "risk management" and "metrics and targets." We will work to further expand our information disclosure based on the four information disclosure items recommended by TCFD.



## i . Governance

At Relia, Inc. we recognize that responses to climate change and the environment are an important issue at the management level. With regard to these issues, the Sustainability Committee, chaired by the Officer in Charge of Sustainability, will work with internal risk management divisions while carrying out risk management, business execution and reporting on the progress of activities. The management meeting, which is a deliberative body for important management matters, deliberates on issues related to responses to climate change and the environment, and discusses and makes decisions on specific initiatives. In principle, the Board of Directors receives reports on and oversees the progress of initiatives related to sustainability promotion every quarter. In addition, as the Chairman of the management meeting, which is a deliberative body for important management matters, the President & CEO receives reports from the Officer in Charge of Sustainability and the Sustainability Committee, and is ultimately responsible for deliberation and decisions related to issues of responses to climate change and the environment in the management meeting.



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## Environmental system management



## Environmental management system meeting bodies and their role

Meeting body and structure	Role
Board of Directors	Oversees the progress of initiatives related to the promotion of sustainability which have been discussed and approved in business execution. In principle, held every month.
Management Meeting	Discusses initiatives pertaining to companywide management, including specific initiatives related to sustainability promotion. Reports resolutions to the Board of Directors. In principle, held twice a month.
Officer in Charge of Sustainability	Coordinates and oversees decision-making and consistency from a companywide perspective on overall sustainability promotion.
Sustainability Committee	Management of climate change-related risks and human rights, etc., business execution, supports the Officer in Charge of Sustainability, reports on activity progress and communicates information to the respective departments. Meets quarterly.
Risk Management Division	Comprehensive risk management including climate change issues.



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## ii . Strategy

### (a) Evaluation of climate change risks and opportunities, and their impact on the organization's business, strategy and financial planning

For our Contact Center Business and Back Office Business, which are our main businesses, we have properly grasped the physical risks and transition risks related to medium- and long-term climate change, and identified business opportunities. We have conducted an examination of the physical risks that climate change brings, such as extreme weather conditions, and the transition risks, such as the introduction of government policy restrictions and changing market needs, and we are responding to the identified risks and opportunities by reflecting them in company strategy.

### Impact on company business and finances in the assumed 1.5°C scenario and 4°C scenario as of 2030

The scale of the impact on business and finances is indicated qualitatively in the table in the three levels of large, medium and small.	<p><b>Large:</b>                  The impact on business strategy or finances is expected to be very significant</p> <p><b>Medium:</b>                  The impact on business strategy or finances is expected to be somewhat significant</p> <p><b>Small:</b>                  The impact on business strategy or finances is expected to be minimal</p>
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## Risk list

Risk type		Risk content	Business and financial impact	
			1.5°C	4°C
Risk	Transition risks	Policy and legislation Increased response costs due to stricter disclosure of information or increase in obligations related to greenhouse gas emissions	Small	- (*1)
		Policy and legislation Increased tax burden from the introduction of a carbon tax due to policy introduction or tightening of regulations related to greenhouse gas emissions	Large	- (*1)
	Technology None (no target is deemed to exist as the impact is very small)	-	-	
	Market	Increased energy cost from procurement of renewable energies following heightened customer awareness of environmental issues such as requests to reduce greenhouse gas emissions	Large	- (*1)
		Stripped of existing transactions or loss of business opportunities due to a delayed response to climate change issues following the transition to a decarbonized economy	Large	- (*1)
	Reputation If response to climate change is insufficient, our reputation will deteriorate among investors and it will be difficult to raise funds	Medium	- (*1)	
Physical risks	Acute Impact on disruption to business execution (reduced rate of operation) from water-related disaster or increased costs following recovery action, or increased costs associated with relocation	Medium	Medium	
	Chronic Increased investment cost for improvement of the workplace environment to reduce the risks of heat stroke following temperature increases	Small	Small	



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## Opportunities list

Opportunity type	Opportunity content	Business and financial impact		
		1.5°C	4°C	
Opportunity	Products and services	Rebuilding of business portfolio and improved profitability due to increased need for environment-related products and services following heightened customer awareness and diversification of consumer behavior for environmental issues	Large	- (*1)
		Increased growth opportunities for non-face-to-face response needs following an increased risk of infectious diseases, etc., as a result of climate change	- (*2)	- (*2)
	Market	Increased growth opportunities due to the expansion of the outsourcing market and an increase in BCP response needs, following response to climate change issues	- (*2)	- (1)
	Resilience	If natural disasters occur frequently due to climate change, improved reliability and profitability from contributions to the maintenance and restoration of social infrastructure functions with customers	- (*2)	- (*2)

(\*1) Assumes that the event in question will not occur in the 4°C scenario

(\*2) Data is difficult to obtain at this stage in evaluating the business and financial impact

### (b) Scenario development related to climate change

Based on the TCFD recommendations, we carried out a scenario analysis with the aim of grasping the business impact of climate change risks and opportunities for our company alone. In the scenario analysis, the world view of respective temperature rises in the 1.5°C and 4°C scenarios were defined based on scientific evidence from organizations such as the International Energy Agency (IEA) and the UN Intergovernmental Panel on Climate Change (IPCC), and the significance of climate-related risks and opportunities that may impact business from FY2020 into the future was evaluated.

## Definition of scenario groups

Set scenario		1.5°C scenario (2030)	4°C scenario (2030)
Worldview		It is expected there will be an increased cost of response for the reduction of greenhouse gas emissions when national policy and legislation on climate change progresses proactively, such as the introduction of carbon pricing and greenhouse gas emissions reduction becoming part of contracts. On the other hand, it is expected that new business opportunities related to climate change will be born, which will lead to expansion of customer businesses and this will in turn lead to business opportunities for our company as well.	National policy and legislation related to climate change does not progress, and there is an increase in natural disasters. It is expected that water-related disasters will affect our company base and make it difficult to carry out business, and that there will be a significant impact on customer supply chains. Following the increased physical risks, it is expected that there will be increased costs for opportunity cost in bases where it is difficult to carry out business, or for restoration of the base.
Reference scenarios	Transition type	IEA WEO NZE2050	No reference
	Physical type	SSP1-1.9 (IPCC AR6)	RCP8.5 (IPCC AR5)
Risks and opportunities		Transition risks and opportunities are likely to materialize	Physical risks and opportunities are likely to materialize



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### (c) Risks, opportunities and financial impact based on related scenarios, and strategy and resilience for this

The greenhouse gases emitted in the course of our business activities are mainly carbon dioxide from energy and electricity consumption at our business base. Consequently, as well as encouraging the introduction of renewable energy for our existing business bases, when considering the establishment of new business bases, we will prioritize selection of properties where renewable energy can be introduced. With regard to bases in which the introduction of renewable energy is difficult, we will consider reducing greenhouse gas emissions through the introduction of J-credit and other methods. Under these preconditions, of the business and financial impact expected in the two scenarios as of 2030, in the 1.5°C scenario, the introduction of a carbon tax (\*) in Japan and fluctuations in the price of J-credits (derived from renewable energy generation) will have a certain impact on the business. On the other hand, opportunities were identified in terms of market growth and increased service needs related to climate change. In addition, in the 4°C scenario, particularly in terms of physical risks, natural disasters and response to the growing severity of extreme weather events will materialize, causing the risk of impact on business due to water-related disasters. From this, in view of the accelerating and growing tide of global efforts to curb the impact of climate change more severely, we have quantitatively estimated the financial impact on the company for two parameters in the 1.5°C scenario.

(\*)Tax levied on greenhouse gas emissions, which are the main cause of climate change

### Expected financial impact on the company as of 2030

Type	Item	Financial impact
Transition risks	Increased cost due to carbon tax burden	66 million yen
	Increased J-credit procurement cost	114-130 million yen

\*Physical risks are considered to be water-related disasters at the base, and business performance may be adversely impacted due to business interruptions and base relocation, but as it is difficult to predict the scale of disaster, we have not calculated the financial impact.

(Anticipated parameters as of 2030)

- Carbon tax prices in developed countries: \$130/t-CO2 (refer to IEA WEO NZE2050 scenario)
- J-credit cost: 6,000-65,000 yen/t-CO2 (estimation based on the average J-credit bid price for April 2021)
- Greenhouse gas emissions amount to be reduced: approximately 4,410t-CO2 (50% reduction compared to FY2019)

As per above, we were able to confirm that the financial impact on the company is limited. On the other hand, this quantitative financial impact estimate was calculated for our company alone based on certain assumptions. In future, we will refine the assumptions for further accuracy and continue to undertake resilience evaluations and make improvements.



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## iii. Risk management

### (a) Details of the process for identifying and evaluating climate-related risks and determination of significance

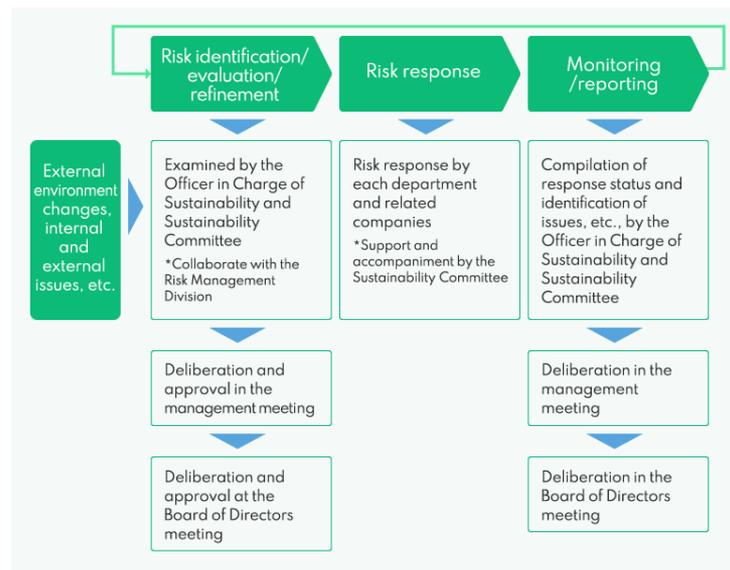
We comprehensively extracted the risks and opportunities caused by climate change, targeting “base strategy,” “human resources,” “customer demands” and “market changes” in our operational activities for the Contact Center Business. Next, from the risks and opportunities caused by climate change that were comprehensively extracted, we identified the significant risks and opportunities for our company caused by climate change. Lastly, for the identified risks and opportunities caused by climate change, we evaluated their significance based on the likelihood of occurrence and their impact.

### (b) Details of the management process of significant climate-related risks and status of integration into the companywide risk management system

As it is important to build a companywide risk management system, we have developed Risk Management Regulations and, based on these, we have established various committees on management risk, and have established a Sustainability Committee to address overall sustainability, including climate changes issues.

Regarding the risks pertaining to environmental issues, with the support and accompaniment of the Sustainability Committee, related departments prepare action plans for climate change initiatives, and the Sustainability Committee checks their progress. The Officer in Charge of Sustainability reports the content of these initiatives to the management meeting, and the response to matters on which the management meeting receives reports on is then deliberated and decided, and then finally reported to the Board of Directors. Through the above process, risks and opportunities caused by climate change that have been evaluated as particularly significant are, under supervision by the Board of Directors, reflected in company strategy and addressed as a corporate risk for the company.

## Risk management process





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## iv. Metrics and targets

### (a) Metrics and targets used for the management of climate-related risks and opportunities

To manage climate-related risks and opportunities, we have established the below metrics and targets with the aim of becoming carbon neutral.

### Metrics and targets used for the management of climate-related risks and opportunities

Metric	Target year	Target content
Amount of greenhouse gas emissions (Scope 1 and 2)	2030	Reduce greenhouse gas emissions by 50% in real terms (compared to FY2019)
	2050	Virtually zero greenhouse gas emissions

### (b) Amount of greenhouse gas emissions (Scope 1 and 2)

The amount of our greenhouse gas emissions are as follows.

Results	Emissions (t-CO <sub>2</sub> )			
	FY2018	FY2019	FY2020	FY2021
Total of Scope 1 and 2	8,784	8,819	8,063	6,687
Scope 1	600	641	683	653
Scope 2	8,184	8,178	7,380	6,034

### Related information

• [Environment data](#)

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# Social

Reliable  
Ring



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## Approach

To maximize the abilities and potential of each and every employee, it is necessary to provide a workplace where employees can work in good health and in a safe environment. We consider employee health from a management perspective and aim for an environment that is safe, secure, comfortable and stimulating. Through the promotion of these activities, we will achieve improved happiness and job satisfaction for every employee while fulfilling our social responsibility.

## Specific initiatives - Promotion of employee health

### Health checks and various medical assistance



Trends in the rate of employees who take Health checks

In accordance with Article 66 of the Occupational Health and Safety Law, we provide opportunities for employees to understand their own health condition and build their health awareness, such as subsidizing the costs for physical examinations for those over the age of 40 and gynecological checkups for the early detection of female-specific health risks.

**Targeted medical screenings:**  
lifestyle-related disease checkups,  
one-day physical examinations,

women's checkups, touring women's checkups and specific checkups

## Measures Against Infectious Diseases

In collaboration with the Health Insurance Society, we are subsidizing the expenses for influenza vaccinations. We have also implemented vaccinations at the workplace for those who wish to do so can smoothly get their vaccinations.

With regard to COVID-19, we have established a disaster response headquarters, which is carrying out initiatives that are appropriate for the environment and operations at each workplace to control and prevent the spread of infections, with top priority being placed on ensuring the safety of our employees.

Vaccinations at the workplace are being administered to employees of all the job types, including temporary staff, and their family members in order to create a safe and secure workplace.

## Measures Against Smoking

As awareness of measures against smoking, such as quitting smoking and the prevention of secondhand smoke, is increasing, the Company is subsidizing the cost of treatment at smoking cessation outpatient services in collaboration with the Health Insurance Society. Furthermore, we support employees in their efforts to quit smoking through introducing such initiatives as an online program provided by an outside agency to help quitting smoking.



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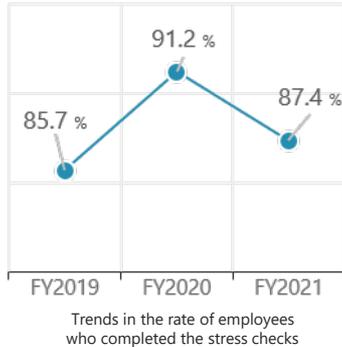
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## Mental Healthcare



Every year, we conduct stress checks covering all the job types for the purpose of "self-care," which detects mental health disorders of employees at an early stage and leads to prevention of the disorders, and "line care," which detects potential problems in the workplace and leads to improvements to remedy the problems.

We strive to ensure that our employees are free from unnecessary stress and can focus on their work in good health by providing an internal and external environment where they can talk and consult freely anytime instead of worrying alone.

## - Mind Supporter System

The Mind Supporter System is an initiative that calls for a supporter who is not the direct superior of the workplace staff member seeking consultation, to act as an impartial third-party and listen with a sympathetic ear to gain an understanding and the honest feelings about the problem of the staff member, and provide support to resolve the problem. Through this initiative, we hope to realize improvements in the workplace environment.

## - Compliance Reporting (Internal Reporting)

As an internal reporting contact point (Internal Reporting Desk), we have established multiple internal reporting desks staffed by members of the Legal Division, Human Resources Sector, the Director in charge, Audit & Supervisory Board Member, and outside specialists.

## - Harassment Consultation

Regarding harassment, we have established separate points of contact staffed respectively by female counselors and male counselors.

## - EAP(Employee assistance program)

In order to enable our employees to consult specialists about their mental health, we have established a contact point to an outside EAP (Employees Assistance Program) agency, with the aim of providing them with support to resolve their problems and early detection of mental disorders.



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## Specific initiatives - Creation of a good workplace environment

### Improving the working environment

We have established break rooms in offices and operation centers so that employees can spend their time comfortably. There are also centers with vending machines and free drink corners to achieve a relaxing environment. In addition, for mental refreshment and from the perspective of promoting employment of those with disabilities, we have massage rooms, and treatment by anma shiatsu practitioners is available during working hours.

### Ensuring the safety and security of employees during the pandemic

#### - Initiatives within Japan

##### • Establishment of Disaster Response Headquarters

With the safety and security of our employees our first priority, a Disaster Response Headquarters was set up under the leadership of the President & CEO at the beginning of the COVID-19 pandemic. The Disaster Response Headquarters manages the infection status of the whole Group including overseas Group companies, creates guidelines so that employees can work safely, and makes arrangements for equipment and other items needed to prevent the spread of infection.

##### • Temperature check on arrival at work using non-contact thermometers

To ensure safety and security, in principle, we are implementing temperature checks for everyone on arrival at our operation centers. If a fever is identified at the time of check, the person is instructed to go home instead of working.



(Temperature check)

##### • Response to infection spread prevention

As a health and safety measure, it is now standard to have splash-proof partitions at the front and side of each seat, as well as masks and sanitization. We have also applied antibacterial coating in the break rooms and locker rooms to break down and remove viruses and bacteria. We are committed to reducing the risk of infection and protect against the threat of viruses.

##### • Implementation of telework

In consideration of the nationwide infection status and national guidelines, we have taken measures to temporarily make telework unlimited, which previously had a maximum number of times per month, to prevent the spread of infection and anxiety about commuting in the midst of the pandemic.



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## -Initiatives within Oversea

Because transportation means were limited due to the COVID-19 pandemic, Inspiro Relia, Inc., a Relia Group company that is based in the Philippines, implemented a shuttle bus service to take employees back and forth from their homes to the office, ensuring the safety and security of the employees who were working the night shift. Since this service was started in April 2021, a cumulative total of more than 80,000 rides have been given, enabling 98 percent of employees who are eligible to use the service to get to work on time every day, contributing to the employees maintaining the level of service provided to client companies. Furthermore, the use of vehicles has decreased by as much as 70 percent compared with before the shuttle bus service was implemented, thereby contributing to the protection of the environment.



Implemented a shuttle bus service



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## Specific initiatives - Fostering health and safety awareness in the workplace

### Employee Satisfaction Survey

As our important strategy of the Mid-term Management Plan 2023, we have stated the creation of CX and EX, and we believe improving both of the CX and EX is essential to continuous growth. In order for employees to increase their job satisfaction at the Company, we conduct surveys regularly that focus on the motivation of the employees to seek a wide range of opinions. After the surveys are conducted, the PDCA Cycle is turned to extract issues from the results and prioritize them, then give feedback throughout the Company, and carry out and verify measures, with efforts being made to improve the workplace environment from the perspective of the employees, with the aim of increasing EX.

### The Health Committee Meetings

The Company has a number of sites located all over Japan. Monthly meetings of the Health Committee are held not just at the headquarters, offices and branches, but also at the business unit basis, with discussions being held on preparing and improving the environment to enable employees to engage in their work in good health. A broad range of themes is discussed at these meetings and activities aimed at protecting the health and safety of the employees are carried out, including measures to improve health and prevent lifestyle-related diseases, measures to protect against infectious diseases, the prevention of long working hours and the promotion of taking paid leaves, mental health issues, and quitting smoking. Furthermore, we recommend employees to obtain the qualifications as a health officer, with such knowledge and qualifications being put to use in day-to-day operations. Number of health officers holding the qualifications: 314 members (as of the end of February 2022)

## Implementation of measures and training to ensure safety in the event of a disaster

Based on Article 8-2-5 of the Fire Service Act, we have smoothly implemented initial activities and emergency measures at the time of disaster such as a fire or earthquake, and have established a private fire brigade to ensure safety of the users of the building. In addition, we have an information and communication network in place to confirm the safety of all employees through email at the time of disaster. We also carry out regular drills for real-life disasters so that employees can take the appropriate initial action in the event of a disaster.

Number of people in the private fire brigade: 945 people (as of February 2022)

## Number of work-related deaths and injuries

	No. of deaths	No. of injuries
FY2019	0 people	12 people
FY2020	0 people	10 people
FY2021	0 people	10 people

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• [Personnel and Labor Data](#)



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## Respect of human rights

In consideration of the workplace environment and occupational health and safety, we are committed to the elimination of labor practices which are in violation of human rights such as child labor, forced labor and discrimination, and respecting human rights, including freedom of association and collective bargaining. In addition, we have established a system and process for anonymous reporting so that employees can raise issues in confidence, and have made this known to employees.

(Date published: May 12, 2017)

(Updated: June 21, 2018)

## Relia Group Compliance Standards

The mission of the Relia Group is to contribute to the development of society through the growth of the company. Constantly aware of our social mission and responsibility as an infrastructure company that connects people and society, we aim to be a corporate Group that is trusted by society, through proper corporate activities that comply with laws, regulations, and other rules, social norms, and corporate ethics.

The Relia Group Compliance Standards are guidelines that apply to all officers and employees of Relia Inc. ("the Company") and its Group companies. Separate standards have been prepared for each occupation that they cover, and they also apply correspondingly to seconded and temporary employees, incoming dispatched workers, and employees of incoming subcontractors. They are distributed to all officers and employees in the form of a card that they can carry with them, and efforts are made to raise awareness of compliance among each and every employee through various initiatives, including in-house training.

- [Relia Group Compliance Standards](#)

## Harassment measures

### • Harassment prevention training

To prevent harassment in the workplace, we are providing harassment training to all operator management levels such as center managers and leaders, not just officers. Through the correct understanding and education about harassment, we are striving to maintain a healthy workplace environment free of harassment.

### • Harassment consultation service

As a consultation service for harassment, in addition to providing multiple communication and consultation contacts within the company, we have established a dedicated consultation service with an external specialized body to achieve a safe environment for seeking advice.

## Reporting system

To prevent the occurrence of, quickly identify violations related to harassment or compliance, or to solve or prevent the recurrence of a violation, we have established multiple harassment consultation service desks and compliance reporting contacts internally and externally. Use of these is available in various methods, such as phone, email, fax and in writing. In addition, the Legal Department will carry out a fact-finding investigation of the report content under the jurisdiction of the CCO (Chief Compliance Officer), and if the investigation reveals any wrongdoing or matters which require improvement, prompt corrective action will be taken.

The anonymity of the whistleblower is protected under Whistleblower Protection Act and internal regulations, and they will not be disadvantaged in any way.



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## Approach

As a company that creates CX for client companies and customers, we believe that human resources are a major driving force in the sustained creation of new value, and have positioned diversity and inclusion as an important management strategy. We are committed to strengthening our competitiveness and achieving sustained company growth through diversity, by providing placement and development opportunities according to one's ability and aptitude and supporting a variety of working styles, regardless of nationality, gender, age, disability or employment status.

## Specific initiatives - Introduction of various employment forms

In order to realize ways of working that suit the career plans or lifestyles of its employees, the Company has implemented diverse forms of employment for its approximately 22,000 employees in Japan, comprising part-time employees, contract employees, and full-time permanent employees, etc., ranging from students to senior citizens in their 70s.

Furthermore, in addition to recruiting graduates fresh out of university as full-time permanent employees as well as mid-career hires, the Company proactively carries forward in-house promotion of contract employees to full-time permanent employees. The Company has many employees initially hired as part-time employees who later were promoted and are now actively engaged in full-time positions. Having employees in the Company with experience in various careers has a synergistic effect, leading to ideas inspired by different perspectives and generating innovation.

## Related information

- [Personnel and Labor Data](#)

## Specific initiatives - Realization of work styles that match life events

### Promotion of work-life balance

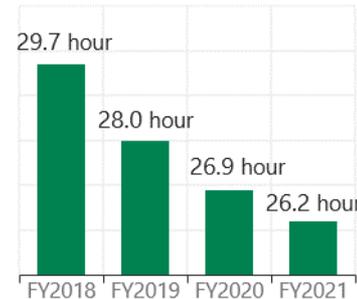
The Company aim to take 100% of annual paid leave in order to fulfill both work and private life and lively. Each department considers efforts to achieve the goal, and shares the acquisition rate and good efforts within the company. As a result of these efforts, the rate of annual paid leave taken in FY2018 was 64%, but in FY2021 it increased by 14 points to 78%.

We are also actively working to reduce overtime. Specifically, overtime hours have been reduced through regular monitoring, implementation of measures such as no-overtime days, and promotion of internal DX.

In addition, in order to respond to diverse ways of working, the Company is promoting efforts to broaden the work styles, such as introducing and encouraging teleworking as one of the options for the work styles.



Trends in the rate of annual paid leave taken for Permanent full-time employees



Trends in average overtime hours per month for Permanent full-time employees



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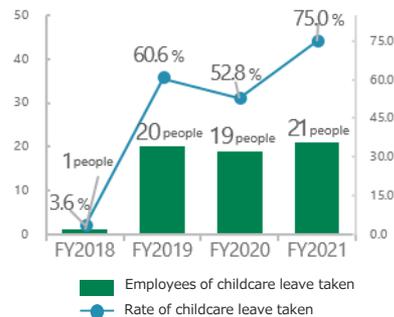
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## Birth and childcare leave support

We are committed to creating an environment in which it is easy to achieve a work-life balance, through the provision of paid childcare leave that is available to all types of employees including part-time employees, as well as providing shorter working hours for childcare and child nursing care up until the beginning of the fourth grade of elementary school, which exceeds the legal requirements. In addition, we also conduct follow up sessions before and after leave to dissolve any anxiety about taking leave for childbirth or childcare, or returning to work. We are also making efforts to relieve employees' anxiety by having interviews before and after taking leave so that the period of childbirth or childcare leave does not negatively impact one's career.

In addition, as a result of lifestyle changes, there is an increase in the number of males who want to proactively participate in childcare. Supporting this movement will promote women's motivation to give birth and continue working as a result of the reduced burden of childcare, which encourages companies to make overall work style reforms. At Relia, Inc., we are promoting childcare leave acquisition for male employees to achieve understanding and enable their continued participation in childcare. Since 2019, the male childcare leave acquisition rate has exceeded 50%.



Trends in the childcare leave acquisition rate of male employees



An employee on childcare leave  
And his child

## Caregiving support

With an aging society, caregiving for family has become an important social issue. Through seminars related to caregiving, we are providing the necessary information for balancing caregiving with work, as well as deepening our understanding of employees who are balancing both. In addition, we have created work arrangements to support this, such as shorter working hours for caregiving leave or caregiving.

[Seminars held in the past]

- Caregiving seminar ~How to provide caregiving without quitting your job~



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## Action plan for the Act on Advancement of Measures to Support Raising Next-Generation Children

At Relia, Inc., we have developed the below action plan with the aim of allowing all of our employees to realize their full potential by creating a comfortable workplace for all employees where they can balance work and childcare.

### 1. Plan period

April 1, 2021-March 31, 2023 (two years)

### 2. Plan content

**[Goal 1] To aim for a childcare leave acquisition rate of at least 55% for all male employees.**

#### Measures

From FY2021, sent leave acquisition promotion emails for those eligible for childcare leave and their superior as a measure to promote the use of the partially paid expanded childcare leave (ongoing measure)

From FY2021, shared the experiences and acquisition status of those who have taken leave through the company newsletter, the intranet and email, etc., to deepen understanding about childcare leave (ongoing measure)

From FY2021, have reviewed the sending timing of leave acquisition promotion emails and have expanded the scope of recipients

**[Goal 2] To carry out leave acquisition promotion activities so that the average leave acquisition rate will consistently be higher than the previous year starting from the first year of the action plan, aiming for a 100% annual acquisition rate of paid leave.**

## Measures

From FY2021, commenced an awareness campaign promoting leave acquisition through posters and the company newsletter (ongoing measure)

From FY2021, each department investigated initiative content and shared the content of initiatives within the company (ongoing measure)

From FY2021, implemented regular reports of the acquisition rate through meeting bodies and the intranet (ongoing measure)

**[Goal 3] To disseminate information and activities aimed at raising employee awareness about the promotion of diverse working styles.**

## Measures

From FY2021, implemented activities (events and seminars, etc.) to raise awareness among employees (ongoing measure)

From FY2021, carried out regular information dissemination for raising awareness about our system and introducing employees with diverse working styles through the company newsletter and the intranet (ongoing measure)

From FY2021, investigated and implemented initiatives for female employees raising children to continue working

From FY2022, investigated and implemented policies for reducing overtime



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## Specific initiatives - Promotion of women's participation and advancement

At Relia, Inc., we believe that human resources are the most important resource in corporate management, and that respecting and accepting the diversity of each employee is necessary for sustained growth. We have created an environment in which female employees can play an active role and build long-term careers.

## Action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace

At Relia, Inc., we have positioned the promotion of diversity as an important management strategy and developed the below action plan with the aim that our diverse human resources will lead to further progress for our company.

### 1. Plan period

April 1, 2021-March 31, 2024 (three years)

### 2. Plan content

#### **[Goal 1] For the proportion of female managers to exceed 20% by the end of March 2024**

**[Initiative 1]** Change in awareness at the management level Initiatives

- From FY2021, implemented unconscious bias training for newly appointed managers (ongoing measure)
- From FY2021, investigated and implemented unconscious bias training for all management

**[Initiative 2]** Changing and raising awareness of general employees Initiatives

- From FY2021, implemented diversity events (ongoing measure)
- From FY2021, implemented regular information dissemination for raising awareness about our system and introducing employees with diverse working styles through the company newsletter and the intranet (ongoing measure)
- From FY2021, implemented career training for female employees

**[Initiative 3]** Review career support for females and working styles for this Initiatives

- From FY2021, published and distributed a maternity, childcare and caregiving handbook (ongoing measure)
- From FY2021, conducted personnel interviews for staff taking maternity or childcare leave, before leave or return to work (ongoing measure)
- From FY2021, the superior also participates in the interview of employees before they take maternity or childcare leave (ongoing measure)  
(Share understanding and preparedness on both sides, and support a smooth return to work)
- From FY2021, implemented the promotion of childcare leave acquisition for male participation in childcare with the aim of work-life balance support (ongoing measure)
- From FY2021, implemented diversity training for career support for females
- From FY2021, investigated and implemented training for next-generation leaders



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**[Goal 2] To aim for a childcare leave acquisition rate of a least 55% for all male employees.**

### Initiatives

- From FY2021, sent leave acquisition promotion emails for those eligible for childcare leave and their superior as a measure to promote the use of the expanded partially paid childcare leave (ongoing measure)
- From FY2021, shared the experiences and acquisition status of those who have taken leave through the company newsletter, the intranet and email, etc., to deepen understanding about childcare leave (ongoing measure)
- From FY2021, have reviewed the sending timing of leave acquisition promotion emails and have expanded the scope of recipients

**[Goal 3] To carry out leave acquisition promotion activities so that the average leave acquisition rate will consistently be higher than the previous year starting from the first year of the action plan, aiming for a 100% annual acquisition rate of paid leave.**

### Initiatives

- From FY2021, commenced an awareness campaign promoting leave acquisition through posters and the company newsletter (ongoing measure)

- From FY2021, each department investigated initiative content and shared the content of initiatives within the company (ongoing measure)
- From FY2021, implemented regular reports of the acquisition rate through meeting bodies and the intranet (ongoing measure)



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## Data related to women's participation

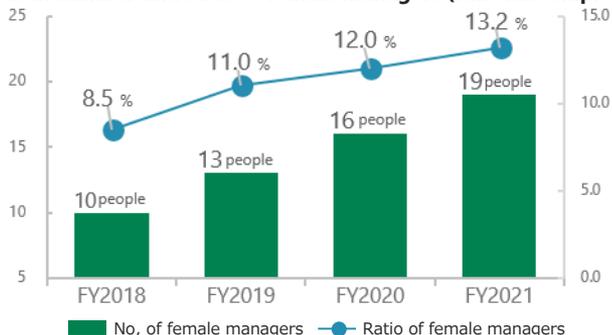
Indicators based on the Act on Promotion of Activities in Women's Occupational Life (Act on Promotion of Women's Participation and Advancement in the Workplace)

### Various indicators for women's participation

	Various indicators for women's participation	Ratio
1	Ratio of female employees	75.8%
2	Ratio of female full-time employees	30.5%
3	Ratio of female managers	13.2%
4	Ratio of female officers	16.7%
5	Average length of service for female full-time employees	6.1 years

(As of March 2022)

### Trends in number and ratio of female managers (full-time employees)



## Maintenance and understanding of women's health

As there are many female employees at Relia, Inc., and understanding female-specific diseases is essential, we hold seminars every year so that our employees can continue to work with vitality. Many male employees participate as well as well female employees to deepen their understanding of their subordinates and colleagues.

[Seminars held in the past]

- Awareness seminar for women's cancer
- Seminar for learning about female health traits

To support female participation, we are also promoting the Pink Ribbon Movement to raise awareness about breast cancer. We have Pink Ribbon vending machines in our bases nationwide, and donate a portion of sales to the Hokkaido Cancer Society, the Japan Cancer Society and J.POSH.



Pink Ribbon Movement vending machine in operation center



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### Specific initiatives - Participation promotion for senior human resources

We are involved in promoting the participation of senior employees who are experienced and skilled and have an awareness of and value diverse working styles. The retirement age at our company is 60 years, but we continually employ those over the age of 60 in accordance with the Act on Stabilization of Employment of Elderly Persons. When continuing employment, we considering the wishes of the individual and place them in positions where they can make the most of their past careers, resulting in a 100% reemployment rate in FY2021.

#### [Rehiring results]

	FY2018	FY2019	FY2020	FY2021
Number of employees rehired at retirement age (Number of retirees)	2 people (4 people)	6 people (6 people)	6 people (7 people)	3 people (3 people)

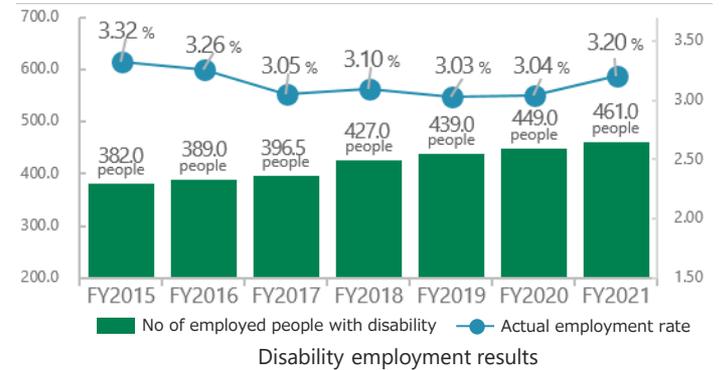
### Specific initiatives - Provision of opportunities to work

Relia established Business Plus Inc., a special subsidiary company, to promote the employment of people with disabilities. Since then, we have promoted to support the normalization of people with disabilities (people with disabilities and those without disabilities live together in the society without any distinction between them) and their independent lives.

Business Plus, Inc. hires people with disabilities as full-time employees, and for nine consecutive years since 2013, the employment rate of people with disabilities in our group has been over 3%, and the retention rate after one year of employment has been 91%.

As of June 1, 2022, the company had 465.5 employees. \*

\*Actual employment rate: 3.20%. Based on legally-prescribed calculation formula.



Full-time Business Plus, Inc., employees who learned the production techniques for cloth sandals and began selling them)



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## Specific initiatives - Employment awareness campaign

### Information dissemination by the Diversity Office

To actively promote diversity and inclusion and instill understanding in employees, we have established the Diversity Office to conduct related activities. The Diversity Office uses a portal site and e-mail magazine to disseminate information on the gender gap, senior activities, childcare and nursing care. In addition, we strive to raise awareness by holding training sessions and events.

#### [Past training sessions/events (example)]

- "Awareness seminar for women's cancer" held in October 2020
- "Unconscious bias training" held in October 2021
- "Reforming Work Styles to Improve Performance and Motivation: In-depth Introduction of Examples of Work Styles Reforms to Achieve Diversity" held in January 2022
- "Caregiving seminar ~How to provide caregiving without quitting your job~" held in March 2022

### Dissemination through internal information media

Through the company newsletter and the internet, we are actively introducing our system and initiatives, such as



The company newsletter Relia no Ki

introducing employees across Japan with diverse working styles and interviews with employees who have returned to work after childcare leave.

## External evaluation related to the advancement of women and work-life balance

### Awarded the highest Eruboshi certification

Relia, Inc., and the Group company MAXCOM, Inc., were awarded the highest "Eruboshi (L Star)" certification for promoting the advancement of women. Based on the Act on Promotion of Women's Participation and Advancement in the Workplace enacted on April 1, 2016, the highest "Eruboshi (L Star)" certification is a certification system by the Minister of Health, Labor and Welfare for companies which have an excellent implementation of initiatives related to promoting women's advancement. There are three tiers according to the level of achievement of the criteria in five categories. As Relia, Inc., and MAXCOM, Inc., met the criteria for all five categories of recruitment, continued employment, working styles such as working hours, management ratios and diverse career paths, we were awarded the highest tier three certification.



The Highest "Eruboshi (L Star)" Certification Mark



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## Other evaluations related to the advancement of women and work-life balance

To date, we have received more than ten certifications from various municipalities as a company actively promoting the advancement of women and work-life balance.

### [Municipality certifications/registration achievements (example)]

- November 2021 Saga Prefecture "Saga Child Care Support Declaration Office"
- December 2021 Kumamoto Prefecture "Declaration on the Acceleration of Women's Participation in Society"
- March 2022, Issues "Declaration to Promote Women's Active Participation" Promoted by Kagoshima Prefecture

## Other evaluation related to the Activities of people with disabilities

### Certification of "Small and Medium-sized Enterprises Excelling in the Employment of Persons with Disabilities (MONISU Certification System)"

Business Plus Inc., is registered as a certified company for the "Small and Medium-sized



Municipality certifications / registration base

Enterprises Excelling in the Employment of Persons with Disabilities (MONISU Certification System)." The MONISU Certification System is a system certified under the Minister of Health, Labor and Welfare for small and medium-sized companies with excellent implementation of initiatives related to promoting employment of those with disabilities and their stable employment. Business Plus Inc., was awarded certification after recognition of their initiatives, which aim for the long-term employment of persons with disabilities and retention of newly recruited persons with mental disabilities. Business Plus Inc., has also received various other awards and certifications.



(MONISU Certification Mark)



Company where persons with disabilities play an active role Certification Mark

## Related information

- [Personnel and Labor Data](#)



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We aim for the realization of a society with reliable relations, connecting our client companies, people and society with a Reliable Ring to create new value. For this, we aim to become an organization with diverse human resources in which each employee with advanced expertise and a broad perspective can realize their individual potential.

## Specific initiatives - Human resource development and fair evaluation

The Company sets forth "develop and nurture employees to autonomously and continuously take on challenges and make advances, for the continuous growth and development of the Company and their own," as its Human Resource Strategy. In order for a corporation to maintain its competitive edge and achieve sustainable growth, it goes without saying that human resources are needed that are capable of acquiring the knowledge required of a business person, and it is absolutely essential that they have the ability to flexibly and speedily respond to the continuous changes and advances in society. Our aim is to develop human resources that aspire to "challenge and create" and move forward to the future.

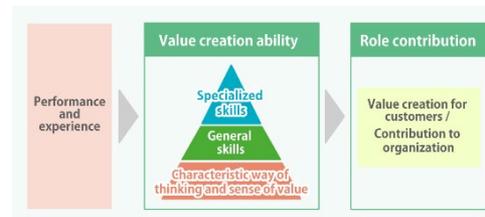
## The Profile of What the Company's Human Resources Should Be

The profile of the human resources the Company envisions is "an employee 'with 'integrity' based on our Corporate Philosophy and earns the trust of our clients, in order to contribute to the continuous growth and development of the Company and the employee, 'as professionals' in their

specialized domains, to engage in collaboration with others inside and outside the organization, while respecting diversity 'with a smile,' and 'with a spirit of taking on challenges' for creating new values." In order for an employee to make this profile of what a human resource should be into a reality, we have established a model for fully demonstrating the value of employees.

For a corporation, the development of abilities and skills of its employees is important and indispensable, and we believe it is only when those abilities and skills are fully utilized to create values that the employee truly realizes role contribution. Based on this line of thinking, the Company has established the Human Resource Development (HRD) Program that its employees can fully demonstrate their values.

We conducted a comprehensive review of our personnel system in 2022 to further enhance the quality of our human resources and provide a environment in which our diverse human resources can work with vitality and peace of mind. The new personnel system is a transparent system to ensure appropriate treatment of the diverse values of employees, including the unification of job categories, in which people who match the role are assessed regardless of their background such as age or history.



[Model for Fully Demonstrating the Value of Employees]



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## A new personnel system that enables a diverse range of individuals to apply their talents

Our Company revised its personnel system in April 2002 to accelerate the creation of an environment in which a diverse range of individuals can fully apply their talents and to ensure the sustainable growth of the Company and its employees.

The new system is based on a concept of a “Shine” personnel system, one in which the employees can stand out. It integrates the jobs that were hitherto separately classified as positions that offered the prospect of promotions and positions that were region specific to more appropriately compensate the diverse values that our employees bring. It is a transparent system that assesses individuals in ways that are appropriate for the position, regardless of age, history with the Company, or job type.

## Key features of the new personnel system

1. Promotion of career advancement prospects independent of the employees’ places of work  
The jobs that were hitherto separately classified as positions that offered the prospect of promotions and positions that were region specific were integrated, and the criteria for compensation and career prospects were integrated. The new environment enables employees to apply their talents more broadly without being restricted by how their place of work is classified.
2. Creation of a workplace culture that enables all employees to demonstrate their value, regardless of position  
The new system encourages the employees to hone their areas of expertise by separating the positions and the grades, and it assesses this

expertise as well. Consequently, every individual is able to apply their talents more and demonstrate their value.

3. Training of personnel versed in ethics and human capacity  
While the Company has already been using personnel initiatives that prioritize ethics and human capacity, we have brought out the importance of the “way of thinking and values” by making this one of the assessment criteria on top of the assessment of expertise, and we have been promoting the training of personnel who have exceptional ethical standards and human capacity.



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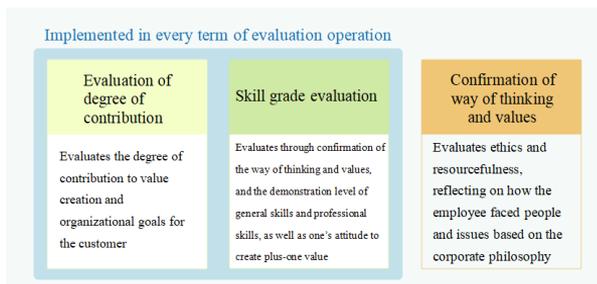
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## A fair evaluation system that promotes employee growth

At Relia, Inc., we have introduced an evaluation system that corresponds to the employee value demonstration model. Role contribution is evaluated through the degree of contribution toward value creation and organizational goals for client companies and customers. Value creation ability is evaluated in terms of each employee's expertise, and is a grade assessment for "general skills," which includes evaluation from a perspective of planning and creation, interpersonal influence and assertiveness, "professional skills" according to each area of expertise, and "way of thinking and values," which is evaluated from a perspective of understanding of legal compliance and the corporate philosophy.



[Overview of the evaluation system]

We have also established rules and guidelines for evaluation and treatment to carry out fair evaluation.

- Maintain fairness of treatment and operate a personnel system that employees will agree with
- Eliminate unconscious bias and strive for highly transparent evaluation based on objective fact
- Implement evaluation based on role contribution (results, contributions) and skill grade (ability)
- Disclose the criteria for evaluation and promotion, etc., and give employees feedback on evaluation
- Carry out support and training through dialogue in daily work, as well as at least one evaluation interview every six months
- Incorporate a 360 degree appraisal each year for those in management positions, and provide growth opportunities as a manager



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## One-on-one / Conversation with employees

The Company places an importance on communications with each and every employee. "Relian Talk" is held every month as a place where employees and the respective department head can engage in one-on-one dialogue on a regular basis. We believe that the everyday conversations between the employees and the respective department heads can provide their awareness and advice, and the accumulation of the awareness and advice will build a relationship of trust and the growth of each and every employee. Furthermore, we have set up the place for regular interviews for career formation and skill development, providing nurturing support that suits the hopes and vision of each employee.

## Job Rotation

The job rotation system is nurturing professional human resources that have a broad range of specialization. By accumulating experience in operations in multiple domains, the individual's experience and knowledge are broadened, and the individual's career formation and direction take shape, and the Company aims to realize the formation of an organization that is capable of adapting to the ever-changing business environment.

## Specific initiatives - Employee skill development

### Support of autonomous career development

We have created a Career Development Plan (CDP) to enable our employees to create their own medium- to long-term career goals and promote growth. With a medium- to long-term perspective instead of goal setting every six months, employees share an action plan with their superior to help them

achieve their career goals. The superior then sets effective operational roles and provides educational opportunities to help the employee achieve their career goals.

In addition, we also have an internal recruitment system in which employees can voluntarily apply to become an expatriate or a member of new projects. We are supporting the independence and growth of our employees so that they can challenge themselves, regardless of their career or position.

## Personnel training program

Linked to our personnel system, our personnel training program is a system that has been tailored to our employees' abilities to produce value. It is based on our vision of what constitutes the ideal individual. We provide opportunities to learn the three categories of "general skills," "specialized skills," and "way of thinking and value" in ways that have been matched to the skill grade (ability) of each employee.

We aim to foster employees who will have gained the necessary skills and will have gained the ability to produce value for our business clients and contribute to our organization. As part of this effort, we have combined group training seminars with e-learning, which enables our employees to study whenever and wherever they want.

In addition, we have established programs that foster better communication skills and assessment skills for managers, and these will be applied to upgrade the managers' ability to train their staff and improve the Company's organizational strength. On top of training seminars that reflect the path taken to joining the Company for new employees and compulsory training seminars on internal regulations, information security, and more, we offer a huge variety of programs that enable voluntary study, and we provide a wide range of additional opportunities for our employees to grow.



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## Personnel training program

Training by entry route	General employee			Managerial post		
	Skill grade I	Skill grade II	Skill grade III	Section Head	Department Head	Managing Officer
For permanent full-time employee	Required training					
	For New-graduate employees	Specialized skills		<ul style="list-style-type: none"> <li>Evaluation skills</li> <li>Interview skills</li> </ul>	<ul style="list-style-type: none"> <li>LOBIS Middle Management Program</li> <li>Nikkei Business School</li> </ul>	<ul style="list-style-type: none"> <li>Listening ability</li> </ul>
	<ul style="list-style-type: none"> <li>Basic business skill</li> <li>Company policy</li> <li>Practical work</li> </ul>	<ul style="list-style-type: none"> <li>Business promotion</li> <li>Service development</li> <li>Business consulting</li> <li>Operation management</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> <li>Sales and Sales planning</li> <li>Operation setup</li> </ul>			
	For Mid-career employees	General skills				
	<ul style="list-style-type: none"> <li>Company policy</li> <li>Practical work</li> </ul>	<ul style="list-style-type: none"> <li>Business skills</li> </ul>				
In-house promotion employees (*)	Competency and ethic					
<ul style="list-style-type: none"> <li>Basic business skill</li> <li>Company policy</li> <li>Practical work</li> </ul>	<ul style="list-style-type: none"> <li>Philosophy education</li> </ul>					
Required training organized by the Corporate Department						
<ul style="list-style-type: none"> <li>Diversity</li> <li>Internal control</li> </ul>		<ul style="list-style-type: none"> <li>Career development</li> <li>Security control</li> </ul>		<ul style="list-style-type: none"> <li>Labor Management and Harassment</li> </ul>		
Optional training						
<ul style="list-style-type: none"> <li>Correspondence education</li> <li>Online English lessons</li> </ul>		<ul style="list-style-type: none"> <li>Online English school</li> <li>Basic contract training</li> </ul>		<ul style="list-style-type: none"> <li>Online training</li> <li>Communication design</li> </ul>		<ul style="list-style-type: none"> <li>TOEIC</li> <li>Study sessions for in-house services</li> </ul>
For operations workers	Induction			Relia Operations School		
	<ul style="list-style-type: none"> <li>Understand our business</li> <li>Company policy</li> </ul>	<ul style="list-style-type: none"> <li>Operator course</li> <li>Leader course</li> </ul>		<ul style="list-style-type: none"> <li>Supervisor course (fundamentals/application)</li> </ul>		<ul style="list-style-type: none"> <li>Manager course (fundamentals/application)</li> </ul>

Department specific training (specific skills training required by each department)

(\*) Change of occupation or type of employment



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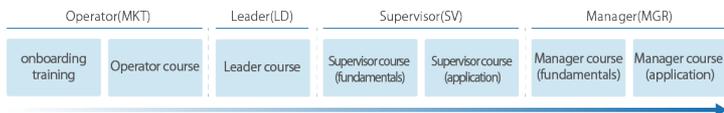
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## Improvement of operational skill

### • Operation education system

At Relia, Inc., we have many human resources working in operations at our contact centers and business centers. To enhance corporate value, it is necessary to provide a workplace environment in which diverse human resources can play an active role in the long term. For this, we believe that skill development for employees engaged in operational duties is essential, and have thus reviewed the existing education system, and established the Relia Operation School in FY2021 for systematic operation education. It provides the necessary education at the right timing at the operation site, and offers the same quality of education regardless of affiliation or area. In addition, the school also supports planned growth in line with career transitions.



[School overview of the Relia Operation School]

### Relia Operation School curriculum

Course name	Target	Objective
Operator onboarding training	Operators who have just joined the company	Understand company policy/business content
Operator course	Operator	Follow up and brush up on phone skills

Leader course	Those to be appointed leaders	Understand the necessary mindset and expected role of a leader in supporting managers
Supervisor course (fundamentals)	Those to be appointed supervisors	Gain business knowledge and the manager mindset
Supervisor course (application)	Those who have completed the supervisor course (fundamentals)	Gain specialist business skills focused on development and business management as a supervisor with professionalism
Manager course (fundamentals)	Those to be appointed managers	Gain business knowledge and the management mindset for the operation of center management as a manager
Manager course (application)	Those who have completed the manager course (fundamentals)	Gain organizational management skills to grow, strengthen and revitalize the organization as a manager with professionalism

### • Response competition

With the aim of enhancing each operator's skills in dealing with customers, we hold a response competition once a year in which participants compete in telephone answering skills. Both participation in the competition and video streaming of the competition provide an opportunity for the entire company to reflect on its response skills.



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## Specific initiatives - Improvement of employee engagement

### Fulfilling employee benefits

With the aim of achieving an enriched lifestyle for our employees and their families, we focus on providing fulfilling employee benefits and working conditions.

-Support of employee asset formation through an employee stock ownership plan

- Established a child scholarship scheme in which company shares are granted as scholarship funds to support the development of the next generation of children
- Provision of LTD Insurance, which compensates for income during long-term medical treatment due to injury or illness (for all employees covered by the company's health insurance)
- Introduced a defined pension benefit scheme and a company-type defined contribution pension scheme

## Specific initiatives - Contribution to industry development and training of human resources

### Lecturers at external organizations

Many lecturers present at seminars and education programs held by the Call Center Association of Japan, which Relia, Inc., is a member of. We strive to contribute to development of the industry as a whole and the training of human resources.

## Digital promotion in the industry

Relia Digital Inc., one of our Group companies, is involved as a managing company in the Support Digital Initiative, which promotes digitalization of the customer support industry. Through our activities with the Initiative, we are contributing to the promotion of digital software and the development of human resources who are well-versed in digital channels.





# Social / Contribution to the community

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## Approach

In addition to providing communication to people all over the world through our business, we believe that it is an important mission of a company to proactively engage and contribute to society as a member of the community. If the company is involved in the revitalization of the community and contributes proactively to the solving of issues, as well as fulfilling its responsibility as a corporate citizen, we believe that it will be profitable for company activities, and that this will lead to a better business environment and sustained growth in the market.

## Specific initiatives - Job creation

Relia currently has approximately 20,000 staff working at its more than 30 operation centers around Japan. These include operations staff, as well as supervisors and local team members. When recruiting human resources, we have established our recruitment center (job pocket) in a local main city, actively participate in recruitment events in each region, and recruit in close contact with the region through offices and branches nationwide. In addition, we have worked to fulfill both work and private life by working that suit each operator's career plan and lifestyle.

## Specific initiatives - Social contribution activities (CSR activities)

## Activities rooted in the community

Since our establishment in 1987, we have expanded our business to have bases nationwide in Osaka, Nagoya, Fukuoka,

Hiroshima, Sendai and Okinawa, and have built a smooth relationship with the community through our corporate activities rooted in the community. As well as participation in many local events, we are a club sponsor of FC Tokyo (J-League) in Tokyo, where our headquarters are located, and an official partner of the Ryukyu Golden Kings (B-League) in Okinawa, where our branch office is located, and are contributing to the revitalization of the community.

As part of our social activities, we proactively hold lectures at educational institutions such as universities in each region, and accept middle school students for work experience. We provide career counseling support to provide opportunities for students to think about working and consider their own future.



Lecture at university



Business group long distance relay race (Osaka)



Our site locations



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## Establishment of a comfortable workplace environment (Family Day)



Family day

Family Days, in which employees' children and other family members are invited to the workplace, are held at Relia's company headquarters and branches. This initiative acknowledges the importance of our employees' families and their support of our employees day to day,

and provides an opportunity for employees to be conscious of creating a comfortable workplace for each other.

They also give the children, who will one day go out to work in the society themselves, a glimpse of some aspects of working life, such as exchanging business cards and experiencing the work.

## Roadside beautification and forest protection activity

On November, 2015, we signed a memorandum with the City of Sapporo for roadside beautification activities under the City's Adopt-a-Road Scheme. Starting in December 2015, our employees conduct roadside clean-ups once every three months in the neighborhoods surrounding our centers in the Sapporo district.

In Hokkaido and the Kansai region, we conduct a tree-planting program called "Let's Grow a Forest!" This program is now an event for Relia Group employees and their families to interact with each other through nature conservation activities, and it has become an excellent opportunity to foster a sense of unity within the group by working together out in nature.



(Let's Grow a Forest)



roadside beautification activities

## CSR Activities Overseas

Inspiro Relia, Inc., our consolidated subsidiary in the Philippines, together with its affiliated companies and corporate clients, conducts CSR programs based at Inspiro Relia call centers.

These programs, which include environmental clean-ups and reading stories to the students of rehabilitation schools, are providing assistance for more than 56,000 children around the world.



CSR Program by Inspiro Relia 1



CSR Program by Inspiro Relia 2

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# Governance



Reliable  
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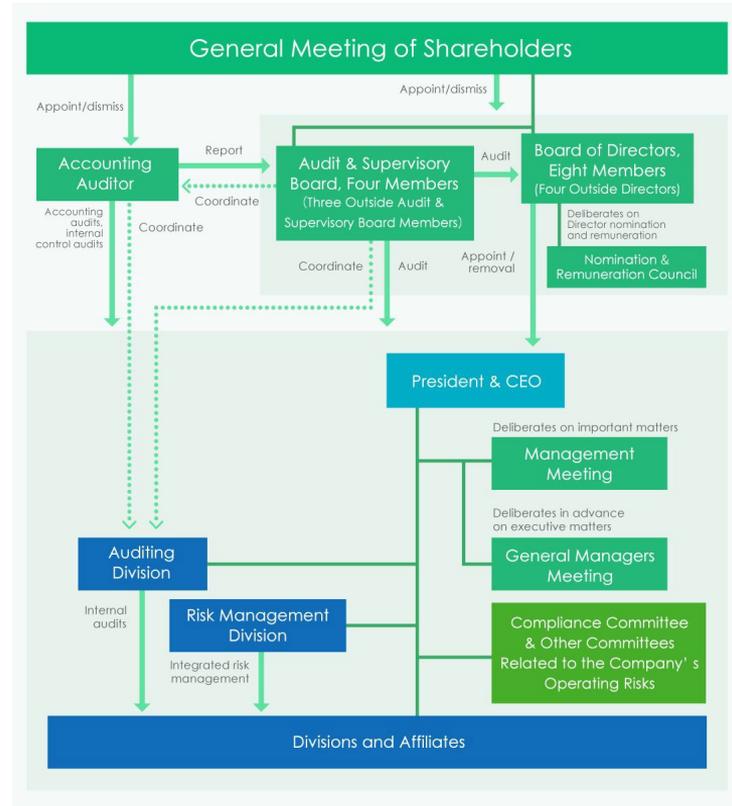
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## Basic Views

The Relia Group's position on Corporate Governance is as follows.

1. We have the utmost respect for the rights of shareholders, and endeavor to ensure that shareholders are treated fairly and their rights are not infringed.
2. We endeavor to create corporate value and employment while maintaining sound corporate management by building fruitful relationships with stakeholders.
3. We ensure transparency in regard to all important matters as well as timely and appropriate information disclosure.
4. In addition to rigorously enforcing regulatory compliance, the Board of Directors and the Audit & Supervisory Board monitor and supervise business operations, thereby working to maximize corporate value.

## Corporate Governance System





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## Outside Directors



**Outside Director**  
**Junichi Kishigami**

Attendance at Board Meetings : 13 times/13 times

### Reasons of Appointment

Mr. Kishigami has been involved in the ICT industry for many years and possesses specialized expertise in digital fields, which will be of increasing importance to the Company going forward. He frequently provides recommendations and guidance from a DX strategy and technical perspective at

meetings of the Board of Directors and greatly contributes to promoting discussion by the board and enhancing its effectiveness.

In addition, as chair of the Nomination and Remuneration Council, he contributed to discussions on increasing the transparency of the decision-making process for the nomination and remuneration of Directors, including the President & CEO. In light of these considerations, the Company has determined that Mr. Kishigami should continue to provide appropriate advice and supervision at meetings of the Board of Directors from a specialized viewpoint and has therefore elected him as an Outside Director. The Company has designated Mr. Kishigami as an Independent Officer because he meets the requirements for independent officers stipulated by the Tokyo Stock Exchange and the independence standards established by the Company and is therefore judged as having no potential conflicts of interest with general shareholders.



**Outside Director**  
**Mikako Yusa**

Attendance at Board Meetings : 12 times/13 times

### Reasons of Appointment

Ms. Yusa has been involved in the human resources industry for many years and has direct experience in management of domestic operating companies. She frequently provides recommendations and guidance from a perspective of diversity and human resources management in particular at meetings of the Board

of Directors and greatly contributes to promoting active discussions by the board and enhancing its effectiveness. Going forward, the Company has determined that Ms. Yusa should continue to provide appropriate advice and supervision at meetings of the Board of Directors from the standpoint of human resources management, which is of great importance to the Company's management, and has therefore elected her as an Outside Director. The Company has designated Ms. Yusa as an Independent Officer because she meets the requirements for independent officers stipulated by the Tokyo Stock Exchange and the independence standards established by the Company and is therefore judged as having no potential conflicts of interest with general shareholders.



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## Outside Directors



### Outside Director Isao Kohiyama

Attendance at Board Meetings : 10 times/10 times

### Reasons of Appointment

Mr. Kohiyama has been involved in electronics- and ICT-related businesses for many years at Mitsui & Co., Ltd., and has experience as president and representative director of an operating company in Japan. While he continues to currently serve as a Managing Officer at Mitsui & Co., Ltd. and Chief Operating Officer of its IT & Communication Business Unit, the Company has determined that

Mr. Kohiyama should provide appropriate advice and supervision at meetings of the Board of Directors as an Outsider Director, based on his experience and knowledge in DX strategies and the business process outsourcing business in particular, and has therefore elected him as an Outside Director. Mitsui & Co., Ltd. is a major shareholder of the Company, but the Company has instituted a system so that when transactions with related parties exceed a certain amount, the validity of the transactions, the existence of any problematic transaction terms compared to other customers or suppliers, and other related matters are put before the internal Case Review Committee. Transactions are executed at the Company's independent discretion in the same manner as other regular customers or suppliers. Accordingly, the Company concludes that there are no de facto restrictions from Mitsui & Co. and that a certain degree of independence is maintained.

【Supplementary Explanation of the Conformity Items】

He is Managing Officer at Mitsui & Co., Ltd., which is a major shareholder of the Company, and Chief Operating Officer of its IT & Communication Business Unit.



### Outside Director Naonori Kimura

Attendance at Board Meetings : 10 times/10 times

### Reasons of Appointment

Mr. Kimura has been involved in corporate management for many years and has experience as a director at foreign and domestic operating companies. While he continues to currently serve as Partner at Industrial Growth Platform, Inc., he frequently provides advice and supervision as an Outside Director at meetings of the Board of Directors from

the perspectives of business management, accounting and finance, and personnel management, and greatly contributes to promoting active discussions by the board and enhancing its effectiveness. Going forward, the Company has determined that Mr. Kimura should, based on his experience as an Outside Director, continue to provide advice and supervision at meetings of the Board of Directors, and has therefore elected him as an Outside Director. The Company has designated Mr. Kimura as an Independent Director because he meets the requirements for independent officers stipulated by the Tokyo Stock Exchange and the independence standards established by the Company and is therefore judged as having no potential conflicts of interest with general shareholders.



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## Outside Audit & Supervisory Board Members



### Outside Audit & Supervisory Board Member

#### Shinichiro Kamada

Attendance at Board Meetings : 13 times/13 times

#### Reason for Appointment

The Company has determined that Mr. Kamada can be expected to provide auditing from an independent outside perspective and checking and advice for the Company's management based on his extensive experience and broad expertise related to management cultivated as an

executive at other companies and has therefore elected him as an Outside Audit & Supervisory Board Member. The Company has designated Mr. Kamada as an Independent Audit & Supervisory Board Member because he meets the requirements for independent officers stipulated by the Tokyo Stock Exchange and the independence standards established by the Company and is therefore judged as having no potential conflicts of interest with general shareholders.

[Supplementary Explanation of the Conformity Items]

Mr. Kamada was previously Executive Director at East Japan Railway Company, and now is Chairman and Director of CENTRAL SECURITY PATROLS Co., Ltd.



### Outside Audit & Supervisory Board Member

#### Rika Kawaguchi

Attendance at Board Meetings : 13 times/13 times

#### Reason for Appointment

Ms. Kawaguchi has worked as an attorney at law for over 20 years, serving on the Labor Law Committee, as a labor consultant for the Tokyo Metropolitan Government Labor Consultation Center, and last fiscal year in the key position of vice-president of the Dai-Ichi Tokyo Bar Association.

The Company has determined that Ms. Kawaguchi can be expected to provide auditing for compliance in particular and checking and advice for the Company's management while incorporating into audits from an independent, outside perspective based on her specialized experience and broad expertise as an attorney and has therefore elected her as an Outside Audit & Supervisory Board Member. The Company has designated Ms. Kawaguchi as an Independent Audit & Supervisory Board Member because she meets the requirements for independent officers stipulated by the Tokyo Stock Exchange and the independence standards established by the Company and is therefore judged as having no potential conflicts of interest with general shareholders.



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## Outside Audit & Supervisory Board Members



### Outside Audit & Supervisory Board Member

#### Tsuyoshi Saito

Attendance at Board Meetings : 10 times/10 times

#### Reason for Appointment

The Company has determined that Mr. Saito can be expected to provide auditing from an independent outside perspective and checking and advice for the Company's management based on his extensive experience cultivated during his career in the banking industry and has therefore elected

him as an Outside Audit & Supervisory Board Member. The Company has designated Mr. Saito as an Independent Audit & Supervisory Board Member because he meets the requirements for independent officers stipulated by the Tokyo Stock Exchange and the independence standards established by the Company and is therefore judged as having no potential conflicts of interest with general shareholders.

#### 【Supplementary Explanation of the Conformity Items】

Mr. Saito was previously Deputy President and Representative Director at Sumitomo Mitsui Trust Bank, Ltd. and Sumitomo Mitsui Trust Holdings, Inc. and is currently Director and Chairman at Sumitomo Mitsui Trust Club Co., Ltd. and Advisor at Sumitomo Mitsui Trust Business Service Co., Ltd.



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## Independence Standards and Qualifications for Independent Directors

The Company has established the following standards for judging independence.

Relia, Inc. (hereinafter, the "Company") has established the following standards related to the independence of Outside Directors and Outside Audit & Supervisory Board Members (hereinafter, collectively, "Outside Officers") in order to ensure the objectivity and transparency of corporate governance. If any of the following apply, the person is treated as not having independence as an independent Outside Officer.

1. Executives at the Company or the Company's subsidiaries (hereafter, collectively, "the Group") or executives at the Group within the past ten years.  
\*\*"Executives": Refers to executive directors, executive managers, executive officers and other equivalent persons and employees at corporations or other entities. When judging the independence of Outside Audit & Supervisory Board Members, this includes Non-executive Directors.
2. The Company's current main shareholders or its executives  
\*\*"Main shareholders": Refers to shareholders with an ownership stake of 10% or more on a voting rights basis, either in their own or other person's name, as of the end of the Company's most recent fiscal year. If the main shareholder is a corporation, this includes its parent company and subsidiaries.
3. Executives of entities (including its parent company and subsidiaries) in which the Group owns 10% or more of total voting rights either directly or indirectly
4. The Group's main clients or suppliers or executives thereof  
\*\*"Group's main clients or suppliers" refers to entities that made payments to the Company of over 2% of the Company's annual consolidated net sales in the most recent fiscal year. If the main client or supplier is a corporation, this includes its parent company and subsidiaries.
5. Entities that have the Group as a main client or supplier or executives thereof  
\*\*"Entities that have the Group as a main client or supplier" refers to entities that received payments from the Company of over 2% of that entity's annual consolidated sales in the most recent fiscal year. If the entity is a corporation, this includes its parent company and subsidiaries.

6. Persons affiliated with an auditing firm that audits the accounts of the Company or its consolidated subsidiaries
7. Persons who provide specialized services such as consultants, attorneys and certified public accountants and receive large sums of monetary consideration or other property other than executive remuneration from the Group (if the person receiving property is a consulting firm, law office, accounting office or other such corporate entity, union or other group, the persons affiliated with this group)  
\*\*"Large sums" in this context refers to an amount of property received in the most recent fiscal year that exceeds 10.0 million yen per annum in the case of an individual receiving the compensation, or, in the case of a corporation, union or other group, that exceeds 2% of the group's consolidated sales or total revenue.
8. Persons receiving large sum donations from the Group (if the person receiving the large sum of donation is a corporation, union or other group, the executives of the group)  
\*\*"Large sum donations" refers to a donation amount received by the person in the most recent fiscal year that exceeded 10.0 million yen per annum in the case of an individual, or in the case of a corporation, that exceeded 2% of its total revenue.
9. Executives of financial institutions or other large creditors which are indispensable to the Company's fund procurement and on which the Company depends to the extent of there not being alternatives, or the parent companies or key subsidiaries of those institutions or creditors
10. Executives of companies at which executives of the Group have been appointed as corporate officers
11. Persons to which any of the aforementioned 2 through 10 have applied the past three years
12. Spouses or relatives within the second degree of kinship that qualify as any of the aforementioned 1 through 10
13. Other persons that potentially have conflicts of interest with general shareholders and that can be reasonably judged as not being able to fulfill the duties of an independent Outside Officer



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## Accounting audit

- Name of audit firm  
Deloitte Touche Tohmatsu LLC
- Continuous audit core  
Since 1996
- Policy and reason for selecting audit firm
- With the aim of having our audits conducted properly, we select the audit firm from the perspective of independence of the audit firm, quality management system, implementation system, response to fraud risk, and setting appropriate remuneration. The reason for selecting Deloitte Touche Tohmatsu LLC is that they been evaluated as meeting the criteria for the end-of-year evaluation carried out by our auditors and the Audit & Supervisory Board.
- Evaluation of the audit firm by the Audit & Supervisory Board  
The Audit & Supervisory Board is subject to the internal regulations of the Guidelines for Selection, Dismissal and Evaluation of Accounting Auditors (enacted in April 2016). In accordance with this, the company conduct an evaluation at the end of every year of the below seven items, and interview internal departments about problems in the implementation of the audit and auditor evaluation to evaluate whether the auditor will be reappointed or not.
  1. Quality management
  2. Audit team
  3. Audit remuneration
  4. Communication with the auditor
  5. Relationship with managers
  6. Group audit
  7. Fraud risk



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## Dialogue with Shareholders

This policy expresses the Company's basic views to dialogue between the Company and shareholders and investors based on the "policy on constructive dialogue with shareholders" in the Corporate Governance Code and from the standpoint of fair disclosure.

1. Constructive dialogue with shareholders and investors contributes to the sustained growth of the Company and to raising its long-term corporate value, and requests for dialogue made by shareholders or investors are addressed by Directors and management within a reasonable scope based on the wishes and main concerns, etc. of shareholders and investors.
2. The President has overall responsibility for dialogue with shareholders and investors, and in the role of assistant to the President, the Corporate Communications Div. engages in dialogue with cooperation from internal divisions as necessary.
3. The Company works to actively and fairly disclose information so that shareholders and investors can judge the Company's long-term corporate value. To this end, along with individual meetings, the Company works to further enhance IR activities through various measures that include enhancing its earnings briefings and website.
4. Opinions and requests to the Company obtained through dialogue are appropriately presented to Directors in a timely manner and utilized in management decision-making.

5. From the standpoint of fair disclosure, the purpose of dialogue is to exchange constructive opinions based on publicly available information. The Company has established 「Relia Group Compliance Standard」, Insider Trading Prevention Rules, and other internal rules to prevent important internal information that has not been publicly disclosed (insider information) from being divulged externally. When engaging in dialogue, the Company complies with these internal rules and domestic and foreign laws.



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### fundamental views

The Company's fundamental views on its internal control system are as follows.

- [The Company's fundamental views on its internal control system](#)

### Compliance Standards

The mission of the Relia Group is to contribute to the development of society through the growth of the company. Constantly aware of our social mission and responsibility as an infrastructure company that connects people and society, we aim to be a corporate Group that is trusted by society, through proper corporate activities that comply with laws, regulations, and other rules, social norms, and corporate ethics.

The Relia Group Compliance Standards are guidelines that apply to all officers and employees of Relia Inc. ("the Company") and its Group companies. Separate standards have been prepared for each occupation that they cover, and they also apply correspondingly to seconded and temporary employees, incoming dispatched workers, and employees of incoming subcontractors. They are distributed to all officers and employees in the form of a card that they can carry with them, and efforts are made to raise awareness of compliance among each and every employee through various initiatives, including in-house training.

- [Relia Group Compliance Standards](#)



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## Risk Management

The major risks that have the potential to significantly affect the growth of the Company's business are seen as the following.

Forward-looking statements in the text are based on the judgment of our group as of the end of our consolidated fiscal year.

### (1) Risks associated with contracting large-scale spot tasks

While many of the services that our Group contracts are continuous in nature, we also undertake tasks that have fixed periods every year. Our Group's overall performance may be affected when our Group contracts such tasks that are large in scale (hereinafter "Large-scale Spot Tasks"). To be more specific, when our Group accepts Large-scale Spot Tasks, not only may sales temporarily rise but also profits may rise due to improved usage rates of the Company's employees and spaces. In addition, profits may drop in the consolidated fiscal year following the year when Large-scale Spot Tasks were contracted due to a decline in net sales and the above usage rates returning to normal. While our Group accepts Large-scale Spot Tasks every year, it is difficult to predict the number, which can vary due to the actions taken by our business clients, the social environment, regulatory changes, and other factors. Our Group is endeavoring to ensure that the amount of Large-scale Spot Tasks that we accept does not significantly affect our business performance. We are doing so by promoting the acceptance of new orders for basic tasks (tasks for which the Group provides continuous service), carefully managing the profitability of existing tasks, and other efforts.

### (2) Risks associated with changes in our business clients' environment

Due to the nature of the outsourcing business that our Group engages in, changes in our business clients' competitive environment, changes in their

sales, and other factors may greatly affect the volume of assignments that our Group contracts. Should the amount fluctuate, our Group's earnings will be affected in no small way. With our Group serving over 400 business clients, we are aware that such risks may arise at any time. While our Group is not highly dependent on a select group of customers, we are still diversifying our portfolio of clients and seeking out different assignments at our business clients. We are also making efforts that will enable us to quickly create services and solutions that address changes in society, regulatory changes, and other changes in the external environment and pursue deals with new business clients, all in an effort to minimize this risk.

### (3) Risks associated with agreements with business clients

Our Group undertakes parts of our clients' business processes. Due to the nature of what is required in such a relationship, the services that our Group provides are not uniform in nature. Instead, we provide services that have been created specifically for each assignment. The assignment's difficulty, the person-hours needed, and more may consequently deviate from the initial estimates during the course of creating the assignments. In addition, many of the basic services that we provide cover long periods. Changes in the tasks' parameters may be subsequently required even during the period we are providing the service due to requests from the business clients, changes in the environment, and other factors. Our Company determines the degree of risk that should be associated with newly contracted projects. For projects that meet certain conditions, our Case Review Committee studies the degree of difficulty, profitability, contract conditions, and other elements from multiple perspectives to minimize risks. In addition, should changes to the assignments' parameters arise during the period the services are provided, we work to maintain productivity through quality control initiatives and negotiate changes to the contracted requirements with the client.



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However, productivity and profitability can still suffer should the difficulty of the tasks and person-hours required greatly deviate from the initial estimates. Additionally, claims for damages, termination of the assignment, loss of trust in our Group, and other problems may arise should the execution of the entrusted tasks be hindered.

### (4) Risks associated with increased personnel costs

To enable performance of the contracted tasks, a large number of operators to perform the assignments' tasks generally must be secured. As such, our Company works to secure a stable supply of exceptional operators through the use of regional offices and hiring initiatives directed at numerous groups of jobseekers. Unfortunately, due to a declining population, declining birthrate, and graying of society as well as economic upturns and other factors, the Company may be unable to continuously secure an adequate workforce, and recruitment costs, personnel costs, and other costs may rise. In addition, revisions to labor laws may drive up the costs associated with employees and ultimately impact our Group's earnings. In recent years, the hourly wages of workers have been increasing against the backdrop of an increase in minimum wages, a decrease in the workforce population, and an economic upturn. This, in conjunction with the regulatory revisions associated with what is known as the workstyle reform and its enforcement, has led to rises in the Group's personnel costs and has made the risk more apparent. Our Group is endeavoring to maintain and improve profitability by promoting initiatives that improve productivity, like measures that improve operator retention rates, changing the terms of business agreements and the elements of the services that are provided to our business clients, and other measures.

### (5) Risks associated with overseas endeavors

Our Group is endeavoring to increase its overseas business as set forth in the Mid-Term Management Plan. As part of this effort, it made Inspiro Relia, Inc. and Infocom Technologies, Inc. consolidated subsidiaries in September 2016. Both provide CRM services primarily in the Philippines. But such overseas expansion carries risks. The growth of the Group's business and the Group's business performance may be affected should it become difficult to pursue business due to an inability to cope with the potential risks that stem from each country's customer trends, applicable foreign exchange rates, economic trends, changes in laws and regulations, changes in political and economic conditions, changes in tax systems, social upheaval caused by terrorism, war, and other factors. In the fiscal year ended March 2019, the Group reviewed the Inspiro Group's business plan in light of changes in the business environment and recorded an impairment loss on the goodwill incurred when acquiring the Inspiro Group. Should business in the various countries not progress as planned, the Group's overall business performance may be affected. For example, additional impairment losses may arise. Our Group will endeavor to minimize the impact by building frameworks capable of responding quickly in ways that reflect the local situation, such as through revamping the management structures of the overseas subsidiaries and establishing a department to supervise the overseas subsidiaries, and by responding to the above risks in a timely, appropriate manner. In addition, social quarantine measures have also been implemented in many countries due to the global spread of the new coronavirus.



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This and other factors continue to have an impact. During the consolidated fiscal year, expenses required for coping with the new coronavirus at the overseas consolidated subsidiaries were incurred. Through teleworking operations and other means, our Group will endeavor to maintain a stable operation rate at its contact centers and work to limit the costs associated with infectious disease control.

### (6) Risks associated with leaks of confidential information

The operation centers that are run by our Group are sites where various information is collected and thus they are exposed to the risk of accidents in which confidential information is leaked. Should an accident involving the leakage of information occur at our Group companies, our Group may suffer losses in no small way, such as the affected companies terminating the outsourcing or suing for damages. In addition, business clients may choose to leave. From November to December 2003, the Group acquired international information security management standards and privacy marks and created a confidentiality management system, revised the Security Guidelines (established in August 2004) in response to subsequent changes in the business environment, and has held regular in-house seminars based on the guidelines in an effort to upgrade its confidentiality management system. In addition, each operation center has taken measures to prevent leaks of confidential information, such as the installation of various security apparatuses that are physical in nature. However, despite such efforts, it is difficult to completely eliminate the relevant risks.

### (7) Risks associated with non-compliance

Our Group undertakes the tasks of business clients across many industries, and it is required to fulfil these tasks in accordance with the laws and

regulations applicable to each industry. In addition, our Group performs its tasks after acquiring the accreditation needed for engaging in labor dispatching, serving as agents of financial institutions, and more. It is necessary to perform and manage the tasks in accordance with industry laws and regulations. Should acts that violate these laws and regulations arise, the Group may be subject to disciplinary action by supervisory authorities and other bodies and may be severely affected. In addition, should personnel in managerial positions or other employees conduct business in violation of work regulations, in-house regulations and rules, and related rules, such actions may deteriorate into violations of laws and regulations, and they may lead to loss of the Group's credibility in society. Our Group makes an active effort to perform tasks in accordance with laws and regulations. When agreeing to contracts, we carefully study the risks that are specific to the relevant industry's laws and regulations, and through a special department that is led by the Legal Department, we keep abreast of the trends developing in laws and regulations and hold training seminars for our employees. In response to the compliance incident that occurred in 2020, we steadily promoted initiatives to prevent recurrence and restore trust on top of establishing an advisory committee led by independent experts in July 2020 and formulating a rough outline of the "Basic Policy on Initiatives for Restoring Trust" in August in the same year. Due to the progress made during this time, the functions of the advisory committee were transferred to the Board of Directors in April 2022, and the committee was dissolved. Our Group is continuing its efforts to restore trust and is making every effort to become the "No. 1 Reliable Company"—the vision of our Mid-Term Management Plan 2023—so that we can fulfil the social mission of our Company, which supports elements of the social infrastructure.



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We update the Company website to show reports that outline our latest initiatives when needed (<https://www.relia-group.com/trust/>).

In connection to the above compliance incident, compensation for the compliance incident that arose at the Kagoshima Center may be necessary. Our Company has entered an amount that can be reasonably calculated at this time as allowance for damage compensation in preparation.

### (8)Risks associated with labor management

We fully recognize that it is extremely important to not only comply with labor laws and regulations but also eliminate all forms of harassment and perform tasks and assignments in an environment of mutual respect because our operations rely on a diverse pool of individuals and their talents. Should violations of laws and regulations, harassment, and similarly other unacceptable actions arise, not only may our Group be subject to disciplinary action from supervisory authorities and bodies and to lawsuits but also to huge operational challenges. For example, it may become difficult for our Group to secure personnel due to the loss of our Group's credibility in society.

At our Group, our executive team proactively and regularly issues notifications to our management personnel and other employees reminding them of the need to observe compliance rules and eliminate harassment. Additional efforts include our management personnel and other employees receiving compliance handbooks and related training seminars and the establishment of a whistleblowing hotline.

### (9)Risks associated with natural disasters

Our Group's business operations may be significantly affected should natural disasters, such as major earthquakes and widespread flooding, pandemics, and other unseen acts of nature occur. We are aware that there is a strong possibility of our Group being struck by such disasters because our bases of operations are spread throughout not only Japan but also other countries. In preparation, our Group has established plans related to coping with disasters, and it has formulated and regularly revised business continuity plans. We have also established a system to confirm the well-being of our employees throughout the country, have regularly held drills, and have established a framework that enables fast, precise response to an emergency. However, should a disaster that significantly affects business operations occur on a scale that exceeds estimates or in a region where such is normally unthinkable, our Group's business performance may be significantly affected by long-term suspension of the headquarters' functions and business operations and other challenges.



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## Provisions and other apparatuses related to the management of risks that may lead to losses for the company

Executives and those in managerial positions shall recognize and assess risks at all levels of their respective organizations. In addition, they shall regularly assess the relevant risks in response to new risks stemming from changes in the internal and external environment and in response to changes in the status of existing risks.

1. The Company shall establish “Risk Management Provisions” and establish committees for addressing the management risks on the basis of these provisions so that it can design and maintain risk management apparatuses at every level of the Company and respond to critical risks in a precise manner. Each committee shall identify and recognize the management risks within the following plausible areas as much as possible and shall take measures to mitigate the risks therein.

- ① Matters concerning the signing or terminating of contracts that are of business importance or that involve large sums of money.
- ② Matters concerning vital labor management or labor disputes.
- ③ Matters concerning damage due to natural disasters, accidents, and such.
- ④ Matters concerning IT security, safeguarding of personal information, and management of confidential information, such as the management of confidential business information.
- ⑤ Matters concerning non-compliance.

⑥ Matters concerning management risks unrelated to the above.

2. The Company shall establish “Rules for the Division of Duties and Authority” and clarify the authority and the responsibilities that each manager shall have in responding to the risks. It shall fully commit to risk management on the basis of the approved provisions.
3. The Company shall establish a Risk Management Department and shall manage the risks that have been identified by the committees, the committees’ subsequent assessments, and information about the risks that have been identified by the Company’s divisions in an integrated manner. In addition, the Risk Management Department shall notify the executives and all employees of the risks and shall work to increase the attention that is given to risk in an effort to raise the entire Company’s risk response capabilities.

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		FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
<b>Management Results</b>	<b>Sales</b>	100,484	79,209	74,235	81,500	96,188	109,800	115,750	128,731	127,603	117,884
	<b>Operating income</b>	13,245	5,448	3,669	4,621	4,371	5,290	5,526	11,607	9,672	8,300
	<b>Ordinary income</b>	13,387	5,605	3,862	4,685	4,371	5,343	5,595	11,772	9,811	8,180
	<b>Profit attributable to owners of the parent</b>	7,865	3,452	2,479	3,101	3,264	3,407	-7,283	8,017	7,759	5,439
<b>Financial Position</b>	<b>Total assets</b>	55,956	50,510	53,320	56,744	66,069	67,123	55,755	65,968	67,127	65,435
	<b>Net assets</b>	41,571	42,043	42,697	44,201	47,742	48,248	37,814	42,855	45,275	46,251
	<b>Book-value Per Share (Yen)</b>	601.66	608.77	618.93	641.34	692.68	699.89	548.62	621.77	677.52	713.28
<b>Cash Flows</b>	<b>Cash flows from operating activities</b>	11,885	-1,605	6,714	590	4,489	7,296	7,595	11,083	7,914	7,210
	<b>Cash flows from investing activities</b>	-2,696	-2,678	1,109	-7,323	-4,172	-1,968	-3,020	-1,264	372	-1,368
	<b>Cash flows from financing activities</b>	-3,519	-3,065	-1,999	-2,108	1,501	-3,349	-4,248	-3,502	-5,423	-6,040
	<b>Cash and cash equivalents at end of period</b>	22,711	15,361	21,184	12,343	14,286	16,270	16,659	22,934	25,658	25,746
<b>Indicators Per Share</b>	<b>Dividend payout ratio (%)</b>	50.8	57.9	80.6	64.4	61.2	72.8	-	33.5	36.4	50.6
	<b>Dividend per share (Yen)</b>	58	29	29	29	29	36	36	39	42	42
	<b>Number of outstanding shares (Thousands of shares)</b>	69,503	69,503	69,503	69,503	69,503	69,503	69,503	69,503	66,820	64,838
<b>Financial Indicators</b>	<b>Equity ratio (%)</b>	74.1	83.1	80	77.9	72.3	71.9	67.8	65	67.4	70.7
	<b>Equity ratio based on market value (%)</b>	163.4	129.4	169.5	126.4	114.2	136.9	119.3	109.2	142.4	105.4
	<b>Ratio of interest-bearing debt to cash flows (year)</b>	-	-	-	-	0.8	0.3	0.1	0.1	0.1	0.1
	<b>Interest coverage ratio (%)</b>	-	-	-	-	906.5	1839.5	2769.2	112.4	99.5	112.6

※Ratio of interest-bearing debt to cash flows and Interest coverage ratio from FY2012 to FY2015 are omitted because our group did not have interest-bearing debt.

※The dividend payout ratio of FY2018 is omitted because profit attributable to owners of the parent was negative.



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Item		Unit	FY2018	FY2019	FY2020	FY2021
energy input	Electricity	MWh	14,337	14,832	14,122	13,327
	Renewable Electricity	MWh	-	-	-	1,751
	City Gas	m <sup>3</sup>	187,277	203,307	216,566	212,536
	A heavy oil	ℓ	4,900	6,129	1,390	1,400
	Fuel oil	ℓ	65,715	68,060	77,502	68,743
	Steam	GJ	612	629	726	510
	Cold Water	GJ	4,172	4,146	3,914	2,982
	Steam Water	GJ	508	474	601	621
	heating	GJ	645	603	646	584
<b>Greenhouse gas emissions (Total Scope1 and 2)</b>		<b>t-co2</b>	8,784	8,819	8,063	6,687
	<b>Scope1</b>	<b>t-co2</b>	600	641	683	653
	<b>Scope2</b>	<b>t-co2</b>	8,184	8,178	7,380	6,034
<b>Total emissions of waste products, etc.</b>		<b>t</b>	26	69	90	40

The method of data entry has been changed from FY2021 as follows.

\*1 Total amount is described by energy.

\*2 The mid-term plan for the environment as a whole is described below.

"Metrics and targets used for the management of climate-related risks and opportunities."


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			FY2018			FY2019			FY2020			FY2021			
Item	Classification	unit	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	
<b>Number of employees</b>	<b>Permanent fulltime employee</b>	person	1,077	806	271	1,169	853	316	1,240	875	365	1,248	867	381	
		%	-	74.8	25.2	-	73	27	-	70.6	29.4	-	69.5	30.5	
	<b>Contract employee</b>	person	2,268	972	1,296	2,364	1,016	1,348	2,410	993	1,417	2,424	1,002	1,422	
		%	-	42.9	57.1	-	43	57	-	41.2	58.8	-	41.3	58.7	
	<b>Part-time worker</b>	person	13,734	2,645	11,089	14,721	2,711	12,010	14,167	2,588	11,579	13,160	2,323	10,837	
		%	-	19.3	80.7	-	18.4	81.6	-	18.3	81.7	-	17.7	82.3	
	<b>Temporary worker</b>	person	1,734	305	1,429	1,590	247	1,343	1,376	198	1,178	1,272	184	1,088	
		%	-	17.6	82.4	-	15.5	84.5	-	14.4	85.6	-	14.5	85.5	
	<b>Average years of service</b>	<b>Permanent fulltime employee</b>	—	8years 1month	8years 3months	7years 3months	7years 9months	8years 4months	6years 5months	8years 2months	8years 9months	6years 3months	8years 9months	9years 7months	6years 1month



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			FY2018			FY2019			FY2020			FY2021		
Item	Classification	unit	Total	Male	Female									
Average age	Permanent fulltime employee	age	40.4	41	38.7	39.8	40.7	37.4	39.7	41	36.7	40.2	41.7	37.1
Average annual wage	Permanent fulltime employee	JPY	5,728,425	-	-	5,503,451	-	-	5,654,046	-	-	5,675,281	-	-
Manager (Section Head or above)	Permanent fulltime employee	person	118	108	10	118	105	13	133	117	16	144	125	19
		%	-	91.5	8.5	-	89	11	-	88	12	-	86.8	13.2
Manager (Department Head or above)	Permanent fulltime employee	person	43	39	4	38	34	4	40	34	6	53	47	6
		%	-	90.7	9.3	-	89.5	10.5	-	85	15	-	88.7	11.3
Directors	Permanent fulltime employee	person	14	13	1	12	10	2	10	8	2	12	10	2
		%	-	92.9	7.1	-	83.3	16.7	-	80	20	-	83.3	16.7



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			FY2018			FY2019			FY2020			FY2021		
Item	Classification	unit	Total	Male	Female									
New-graduate hire	Permanent fulltime employee	person	16	6	10	26	12	14	24	9	15	33	14	19
		%	-	37.5	62.5	-	46.2	53.8	-	37.5	62.5	-	42.4	57.6
Ratio of applicants to new hires	Permanent fulltime employee	time	12.1	17.1	9	6.8	8	5.9	3.2	3.4	3.1	4	3.9	4
Mid-career hires	Permanent fulltime employee	person	59	39	20	86	54	32	74	35	39	24	13	11
		%	-	66.1	33.9	-	62.8	37.2	-	47.3	52.7	-	54.2	45.8
Ratio of applicants to mid-career hires	Permanent fulltime employee	time	20.3	22.9	16.2	19.7	22	16.1	41.9	58.8	29.4	27.6	32.9	21.5
Rate of Mid-career recruitment	Permanent fulltime employee	%	88	-	-	84	-	-	80	-	-	50	-	-
Change of occupation or type of employment	-	person	63	46	17	65	47	18	31	23	8	16	11	5
		%	-	73	27	-	72.3	27.7	-	74.2	25.8	-	68.8	31.2


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Item	Classification	unit	Total	Male	Female									
Number of resignations	Permanent fulltime employee	person	59	46	13	67	50	17	56	43	13	72	55	17
		%	-	78	22	-	74.6	25.4	-	76.8	23.2	-	76.4	23.6
Average overtime hours per month	Permanent fulltime employee	hour	29.7	-	-	28	-	-	26.9	-	-	26.2	-	-
Days of annual paid leave taken	Permanent fulltime employee	day	-	-	-	-	-	-	13	-	-	14.7	-	-
Rate of annual paid leave taken	Permanent fulltime employee	%	63.8	-	-	65	-	-	70.7	-	-	78.4	-	-
Employees of childcare leave taken	Permanent fulltime employee	person	12	1	11	27	20	7	27	19	8	32	21	11
		%	-	8.3	91.7	-	74.1	25.9	-	70.4	29.6	-	65.6	34.4
Rate of childcare leave taken	Permanent fulltime employee	%	-	3.6	100	-	60.6	100	-	52.8	100	-	75	91.7



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Item	Classification	unit	Total	Male	Female									
Fatality from industrial accident	Permanent fulltime employee	person	0	0	0	0	0	0	0	0	0	0	0	0
		%	-	0	0	-	0	0	-	0	0	-	0	0
	Contract employee	person	0	0	0	0	0	0	0	0	0	0	0	0
		%	-	0	0	-	0	0	-	0	0	-	0	0
	Part-time worker	person	0	0	0	0	0	0	0	0	0	0	0	0
		%	-	0	0	-	0	0	-	0	0	-	0	0
	Temporary worker	person	0	0	0	0	0	0	0	0	0	0	0	0
		%	-	-	-	-	0	0	-	0	0	-	0	0



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Item	Classification	unit	Total	Male	Female									
injuries from industrial accident	Permanent fulltime employee	person	-	-	-	0	0	0	1	0	1	1	1	0
		%	-	-	-	-	0	0	-	0	100	-	100	0
	Contract employee	person	-	-	-	0	0	0	0	0	0	1	0	1
		%	-	-	-	-	0	0	-	0	0	-	0	100
	Part-time worker	person	-	-	-	9	1	8	4	0	4	5	1	4
		%	-	-	-	-	11.1	88.9	-	0	100	-	20	80
	Temporary worker	person	-	-	-	1	0	1	3	0	3	0	0	0
		%	-	-	-	-	0	100	-	0	100	-	0	0



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Item	Classification	unit	Total	Male	Female									
Employment of people with disabilities (*1)	Actual number of people employed	person	256	-	-	268	-	-	283	-	-	286	-	-
	Number of employee with disabilities (*2)	person	439	-	-	449	-	-	461	-	-	465.5	-	-
	Real employment rate	%	3	-	-	3	-	-	3.2	-	-	3.3	-	-
number of reemployment after retirement	Permanent fulltime employee	person	2	-	-	6	-	-	6	-	-	3	2	1
		%	-	-	-	-	-	-	-	-	-	-	66.7	33.3
Rate of reemployment after retirement	Permanent fulltime employee	%	50	-	-	100.0	-	-	85.7	-	-	100	-	-

(\*1)Domestic group companies

(\*2)Based on legally-prescribed calculation formula



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Item	Classification	unit	Total	Male	Female									
examination rate of stress questionnaire	(*3)	%	-	-	-	85.7	-	-	91.2	-	-	87.4	-	-
consultation rate of health checkup	(*4)	%	-	-	-	85.2	-	-	92.6	-	-	91.0	-	-

(\*3)Direct employees of the company

(\*4)Social insurance subscriber



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