

## Material Issue 4 Supporting the Active Role of Women, Youth and Seniors across the Group and in Society

### Approach to Material Issue

Seven & i Holdings has close to 150,000 employees working throughout the Group. Workplaces also include part-time employees and employees working short hours due to childcare responsibilities, so we recognize that we have a duty as a corporation to support diverse working formats. We support the careers of our employees and strive to create appealing workplaces that make work worthwhile. This enables us to steadily acquire diverse human resources, and also drives us to incorporate completely new ways of thinking and generate new value. It is therefore a source of competitiveness.

#### Policy Regarding CSR

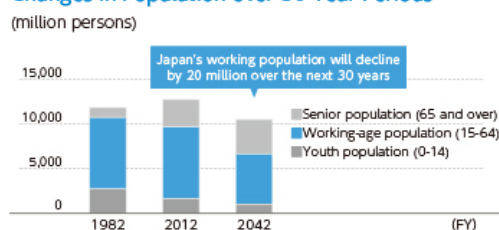
➤ [Seven & i Holdings Corporate Action Guidelines](#)

### Background to Material Issue

#### Population Aging and Decline in Productive-Aged Population

In Japan, the birth rate is in decline, and the population is advancing in age, leading the productive-aged population to decline. Over the next 30 years or so, the productive-aged population is projected to decline by over 20 million. For this reason, raising productivity by bolstering employee capacities and developing diverse personnel will help vitalize Japan's economy and society.

#### Changes in Population over 30-Year Periods

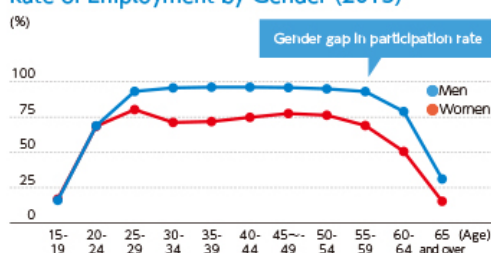


Source: Population Estimates, Statistics Bureau, Ministry of Internal Affairs and Communications  
Population Projections for Japan (January 2012 Estimates), Statistics from the National Institute of Population and Social Security Research

#### Supporting Active Roles for Women

With the productive-aged population in decline, it is essential to promote active participation by women. However, many women are denied the opportunity to work, for example, because it is not possible to balance work with raising children, or because they have been unable to return to work after raising children. Furthermore, the ratio of women in management in Japan is relatively low by international standards at 12.5% (2015). Creating workplaces where women can play an active role is therefore an important task.

#### Rate of Employment by Gender (2015)



Source: Labor Force Survey (Ministry of Internal Affairs and Communications)

### Promotion System for Material Issue

This material issue is the responsibility of Seven & i Holdings Director, Executive Officer and Senior Officer of the Corporate Social Responsibility Department. The CSR Management Committee and its Corporate Ethics and Culture Subcommittee coordinate with Group companies and related divisions to create environments that allow all employees to perform to their full potential and promote the development of appealing, fulfilling workplaces.

### Contribution to SDGs

Though its engagement in this material issue, Seven & i Holdings provides pleasant working conditions for people inside and outside the company regardless of gender or age, thereby contributing to the achievement of Sustainable Development Goals (SDGs) 4, 5, 8 and 10.



## Seven & i Holdings' Initiatives

### Making Use of Diverse Human Resources

We aim to enhance our corporate competitiveness through active participation of diverse human resources, with the goal of becoming a company with a sustainable competitive advantage.

[➤ More](#)

### Achieving a Work-Life Balance

We are working to revise employee programs and increase eligibility periods in order to enhance work environments for employees.

[➤ More](#)

### Support for Fostering More Capable Employees

We are helping to improve the skills and abilities of every employee by having each Group company develop training systems tailored to the business characteristics of each company and work to develop its human resources.

[➤ More](#)

### Assuring Fair Assessment and Treatment of Employees

We are operating various assessment systems for employees to maximize their individual abilities and ensure fair assessments free of unreasonable discrimination.

[➤ More](#)

### Consideration for Occupational Safety and Health

We are taking a range of measures to maintain safe and comfortable workplaces and promote better health among employees.

[➤ More](#)

### Employee Opinion Survey

We conduct an anonymous employee survey every two years in order to gauge employees' workplace satisfaction and their awareness of compliance.

[➤ More](#)

### Sound Labor-Management Relations

We recognize various rights of workers based on international norms, such as the right of workers to organize, as we strive to enhance the workplace environment through dialogue with employees.

[➤ More](#)

### Support for Childcare and Child-Raising

We offer various types of assistance related to childcare through our stores and establishments.

[➤ More](#)

## Material Issue 4 Supporting the Active Role of Women, Youth and Seniors across the Group and in Society

### Making Use of Diverse Human Resources

Seven & i Holdings has positioned supporting active roles for women, youth, and seniors as a material issue, and aims to enhance its corporate competitiveness through active participation of diverse human resources, with the goal of becoming a company with a sustainable competitive advantage.

#### Enhancing Sustainable Competitive Advantage through Active Participation of Women

Seven & i Holdings established the Diversity Promotion Project in 2012 and has promoted initiatives with a focus particularly on women's participation and advancement, based in part on the thinking that incorporating the perspectives and sensibilities of women into product and service development and sales floor arrangements translates into higher customer satisfaction given that a majority of customers that visit the Group's stores and other establishments are women. As the next steps in the initiative, in 2012 we created a promotion system and in 2013 conducted measures for awareness-raising among women themselves and revised operation of the system. In 2014, we moved to the stage of raising the awareness of management-level employees. In addition, since 2015 we have promoted initiatives to support the balancing of work and family care responsibilities, and we continue to conduct a variety of measures to achieve our targets for diversity promotion by 2020.

At the same time, we have also reviewed working formats for greater productivity, focusing on rectifying long working hours, which have been a barrier to the further advancement of diverse personnel, and on achieving employee work-life balance. By promoting initiatives in line with the business formats at each Group company, including organizing work process improvement teams to raise the efficiency of store operations, visually representing overtime work and leave days used, and establishing no-overtime days, we have successfully reduced overtime work and increased the rate of leave taken. Our next step will be to aim for even greater productivity gains while promoting initiatives to enable flexible work styles that allow diverse human resources to play active roles.

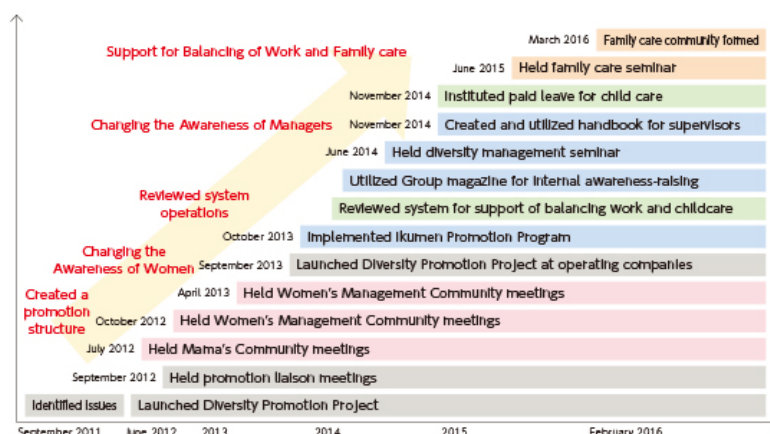


#### Diversity Promotion Targets (revised January 2016)

By 2020

1. Raise percentage of female managers: 30%
2. Encourage male employees to participate in childcare
3. Eliminate retirements resulting from need to provide family care
4. Improve employee satisfaction
5. Improve external evaluation

#### Steps to Diversity Promotion



#### Fostering a Culture Where Diverse Personnel Can Play an Active Role

Seven & i Holdings is working to promote active roles for women by conducting community activities and seminars targeting various levels within the Group.





## Mama's Community

Internal interviews conducted in 2012 to identify issues for the further participation and advancement of women revealed concern about balancing work and childcare responsibilities. In response, in July 2012 Mama's Community meetings were held to build a network of women involved in raising children. The group uses lunch breaks to hold discussions on balancing work and child-raising and strives to raise employee motivation while eliminating anxieties. In the fiscal year ended February 29, 2016, a career planning sheet was created based on feedback received that indicated a desire for discussion on balancing a career with having children. Community participants conducted self-analysis of their own strengths and weaknesses and the skills they have acquired and created their own career plans based on a life plan, which served to foster greater career awareness.



Mama's Community

## Women's Management Community

The Women's Management Community meetings have been held since October 2012 to create a network of female managers and further refine managerial abilities. The community invites speakers from inside and outside the company and holds seminars on improving skills and other management topics. In addition, the community promotes the further participation and advancement of women by leveraging Group strengths to build networks with various female role models.



Management Community

## Ikumen Promotion Program

Women's participation and advancement requires that men become more involved in housework and childcare. For this reason, the Ikumen Promotion Program was established in October 2013. It brings in outside lecturers from organizations such as the NPO Fathering Japan, reaffirms the necessity of participation by men in housework and childcare, supports awareness-change among men, and promotes review and revision of existing work formats.



Ikumen Promotion Program

## Diversity Management Seminars

The Diversity Management Seminars have been held since June 2014 to change the awareness of managers. The seminars were held four times in fiscal 2016, and approximately 1,000 people from 21 Group companies participated. Led by outside lecturers, the seminars cover such issues as management of diverse staff members, reforming work formats, and leadership. They provide the opportunity for managers to think about diversity from a number of different perspectives. The Diversity Management Handbook is also distributed to managers to promote communication with staff members working to balance work and childcare or family care responsibilities in order to further train managers to make good use of their diverse personnel to generate results.



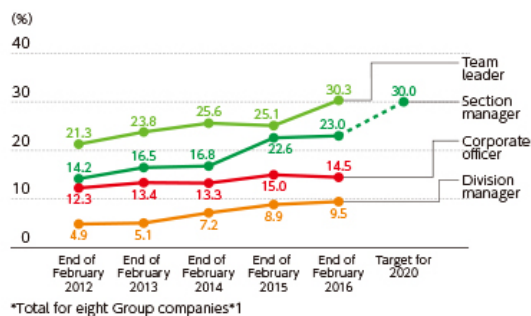
A Diversity Management Seminar

## Extending the Ratio of Female Managers

We are working to promote highly capable women and further bolster personnel training to meet the goal of a 30% ratio of female managers by 2020, one of our targets for diversity promotion. As a result of this initiative, female manager ratios, which were 21.3% for team leaders and 14.2% for section managers at the end of February 2012 before the project started, have risen to 30.3% for team leaders and 23.0% for section managers as of the end of February 2016. There has also been progress in changing awareness among women employees and managers in general, and there are now actually numerous managers in the short working hours program. At present, we are working to further train and promote women by holding selective training at Group companies and having career plans shared with supervisors during individual meetings.



### Trends in the Percentage of Female Managers



\*1 Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, Sogo & Seibu, York Benimaru, Seven & i Food Systems, Akachan Honpo, Seven Bank

## Improving Employee Satisfaction

Seven & i Holdings administered an employee opinion survey in May 2015 to employees at 28 Group companies. With regard to promoting women's active roles, there was an 11.3% increase in respondents who agreed fully or in part that "It is relatively easy to continue working even while raising children" compared to the survey conducted in 2013. Also, there was a 12.6% increase in respondents who agreed fully or in part that "I am able to



advance my career even while raising children." These changes demonstrate that the consciousness of employees is changing as well due to the various internal awareness-raising activities that have been conducted.

## Improving External Evaluation

Seven & i Holdings has established specific targets for promoting the active role of women, and the entire Group has worked together to make progress on them. The Group's high ratios of female corporate officers and female managers, and its disclosure of the active roles of women, as well as efforts such as changing the awareness of women, men, and management, respectively, have been highly rated. In February 2014 we were awarded the Grand Prize at the first Empowerment Awards sponsored by the Working Women's Empowerment Forum, which is part of the Japan Productivity Center. In addition, in January 2015, we were awarded the Prime Minister's Award at the Leading Companies Where Women Shine Awards, recently established by the Cabinet Office. Moreover, we placed No. 2 overall for the second consecutive year in the "100 Best Companies Where Women Play Active Part" ranking for fiscal 2016 sponsored by "Nikkei WOMAN" magazine and the Nikkei Womanomics Project.



Ceremony for the Leading Companies Where Women Shine Awards (January 2015)

## Initiatives at Group Companies

Since September 2012 Seven & i Holdings had held quarterly diversity promotion liaison meetings with diversity managers at the Group's 8 core operating companies (including Seven & i Holdings) to rapidly develop out horizontally initiatives proposed for the Diversity Promotion Project at the operating companies. Participation was expanded in 2015 to 12 companies and through the meetings Group synergies continue to be generated. In addition, dedicated diversity teams have been launched at each operating company since September 2013. To achieve the Group's targets, individual targets have now also been set in line with operating company characteristics and initiatives are under way. For example, at SEJ, the training and hiring of women in the sales division has been identified as an issue, and the company is reviewing its hiring practices, improving working conditions, and promoting systematic hiring of women. In addition, IY has identified as an issue the promotion of women to managerial positions and has been working to train women managerial candidates, raise the awareness of managers by holding lectures on diversity management at store manager meetings, for example, and promote greater participation by men in childcare. Sogo and Seibu are having women actively participate in management training for further development and promotion.



## Promoting Employment of People with Disabilities

Seven & i Holdings is assisting people with disabilities to demonstrate their abilities at their workplaces based on its commitment to provide an environment where everyone can play an active role. To this end, all operating companies consult with employees with disabilities to determine the workplaces, jobs and working hours that are suitable in consideration of the level and details of their disability and their own preferences. In this way, people with disabilities work in various divisions.

In recruitment, we coordinate with special-needs schools to provide onsite training in stores and participate in job interviews organized by local employment agencies and partner with vocational schools. Furthermore, all Group companies are provided with the Seven & i Holdings Normalization Support Guide, which contains basic knowledge and practical recruitment methods when employing people with disabilities, to ensure that all people who are responsible for recruitment and education at Group companies are aware of considerations regarding disabilities and that they implement them.

Furthermore, Terube\*1, which is a special subsidiary established to foster the employment of people with severe disabilities, employs 17 people with disabilities as of June 1, 2016. As a result, the Group's employment rate of people with disabilities\*2 including those employed by Terube came to 2.47% (as of June 1, 2016)

\*1. Established in 1994 through joint investments from Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Seven & i Food Systems, and the City of Kitami in Hokkaido Prefecture. The company offers secure, long-term employment for people with disabilities and carries out activities to raise awareness about the concept of normalization

\*2. The Group's employment rate of people with disabilities covers the five companies of Seven & i Holdings, Terube, Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems.

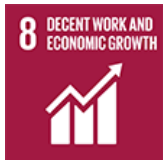


▶ [Terube Website \(Japanese only\)](#):

### Creating Local Employment Opportunities

With the birthrate declining, society aging, and the working-age population decreasing, SEJ is creating employment opportunities for seniors who want to work. The company actively participates in joint company presentations on senior employment held by municipalities and promotes the hiring of seniors.

For people concerned about working at a convenience store, SEJ strives to provide detailed information and maintain conditions that are conducive to working with confidence. For international students and people of foreign nationalities, the company promotes hiring at its stores and dedicated manufacturing facilities.



Joint company presentation

### Achieving a Work-Life Balance

Seven & i Holdings has assistance systems to enable employees, including part-time employees, to continue working while attending to childcare and family care. These systems exceed the minimum legal requirements. We have also revamped the systems and extended applicable periods to make it even easier for employees to continue working.

#### Enhancing Childcare and Family Care Assistance Systems

Since November 2014, Seven & i Holdings has been phasing in a childcare leave system to promote participation in childcare by men. The system is for employees with pre-school aged children, and the leave is available in units of one day, and is paid. The system allows employees to take leave for general reasons related to childcare, such as nursing a sick child, or attending events at day care or kindergarten. With increasing awareness among men regarding childcare and a rise in the number of households with two working parents, the childcare leave system has been used effectively since its introduction.

At IY, which has some 40,000 employees, the most among the Group's operating companies, there is a childbirth and childcare program and a family care program that can be utilized by employees, both men and women, who have worked at the company for a least a year; the programs are also available to part-time employees. The programs may be freely selected for use by individual employees, and combining a leave program with a short working hours plan is also possible.



#### Ito-Yokado's Childcare and Family Care Assistance Systems

	Childcare Assistance System	Family Care Assistance System
Reduced work hours	Employees can work reduced hours until April 15 of the year their child starts junior school. *Can be combined with other leave programs	Employees can work reduced hours for up to three years following the initial reason. *Can be combined with other leave programs, but any leave taken is included in the three-year limit
Work until 7:00 p.m.	Full-time employees can end their workday at 7:00 p.m. until April 15 of the year their child starts junior high school	None
Leave	Employees can return to work after taking leave for up to two years. *Up to three years depending on the circumstances (Can be combined with short working hours)	Employees can take up to a one year of leave following the initial reason. The leave can also be split up and taken at different times. *Can be combined with short working hours
Re-employment	Employees resigning to focus on childcare are given priority in hiring for three years.	Employees resigning to focus on family care are given priority in hiring for three years.

#### Platinum Kurumin Certification

IY has become the first company in the Tokyo Metropolitan Area to receive "Platinum Kurumin" Mark certification from the Ministry of Health, Labour and Welfare, following a revision of the Act on Advancement of Measures to Support Raising Next-Generation Children. "Platinum Kurumin" is awarded to companies that have already received "Kurumin" certification and have advanced use of systems to support balancing work with childcare to a significant degree while implementing measures at a high level. The system was established in 2015 to promote continued initiatives. IY has already received the "Kurumin" certification twice, and has actively utilized its Re-Challenge Plan, a personnel system for supporting childcare to help workers balance work and childcare. Other initiatives include holding opinion exchange events with employees who are involved in childcare, diversity seminars at store manager meetings, and promoting the taking of annual paid leave by employees, especially part-time workers. These activities were highly rated. IY will make even further efforts to create an environment where employees can work with peace of mind going forward.







Corporate certification ceremony (June 2015)

## Promotion of Participation by Men in Housework and Childcare

To promote greater participation by men in childcare, a childcare leave program has been phased in at Group companies since November 2014. The program provides five special vacation days per year that can be used in one-day increments to employees with pre-school aged children. Since the program was started, it has been used by many employees for various reasons involving their children, such as when their spouse gives birth, or to attend kindergarten entrance and graduation ceremonies or participate in field day events.

In addition, SEJ has created a handbook on utilizing childcare and nursing care leave to promote understanding of the programs. It introduces the significance of the programs and how to apply to utilize them in an easy-to-understand manner. Moreover, at IY, a community has been established for male employees involved in childcare. It provides participants the opportunity to think about their own work-life balance as well as consider the productivity and working formats of their divisions.



## Aiming to Eliminate Retirements Resulting from Need to Provide Family Care

Along with promoting active roles for women since the fiscal year ending February 28, 2015, Seven & i Holdings also works to help employees balance their jobs with family care responsibilities. In the near future, approximately 70% of employees may be involved in balancing these two responsibilities, so it is expected to become a major issue going forward.

Given this expectation, since June 2015 we have conducted seminars with outside experts on preparing in advance for family care responsibilities since it is important to be ready before the need for care arises. Employees have been extremely interested in the topic and many have participated in the seminars. The issue of balancing work and family care has also been taken up at the diversity management seminars held for managers, and outside instructors lecture on how supervisors can provide support for staff members facing the issue to help create workplace conditions that make a balance possible. Further, a family care community has been established as of November 2015 for employees engaged in balancing work and family care. It works to eliminate anxiety by identifying issues related to the balance and by building networks.



## Volunteer Leave System

To support employee participation in local community activities for people with disabilities, family care support, environmental beautification, disaster reconstruction support, and other objectives, Seven & i Holdings, SEJ, IY, York Mart, Seven & i Food Systems, and Seven Bank have instituted a volunteer leave system under which employees can take five days off per year for volunteer work. In the fiscal year ended February 29, 2016, 15 Group employees took volunteer leave.



## Telework System

Seven Bank established a telework system in the fiscal year ended February 29, 2016, that allows employees with difficulty commuting due to pregnancy, childcare or family care responsibilities, an injury or other reason continue to perform their jobs.

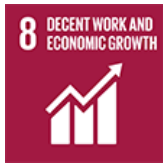


## Reducing Overtime

Through the CSR Management Committee's Corporate Ethics and Culture Subcommittee, Seven & i Holdings is working to improve the working environment by sharing measures implemented at Group companies for reducing overtime work by employees.

### Example Measures

- A weekly "no overtime" day
- Office lighting turns off automatically when standard working hours end
- Notifying senior managers of individual overtime hours every week to encourage them to redistribute the workload of people working excessive overtime to other people in the same department



### Support for Fostering More Capable Employees

Seven & i Holdings conducts human resources development with training systems refined by Group companies to match their respective business characteristics and supports the skill development of each individual employee.

#### Enhancing the Training System

For our approximately 110,000 employees working nationwide, Seven & i Holdings engages in human resources development through training systems refined by Group companies to match their respective business characteristics. The Group focuses particularly on the essential task of improving the skills of store employees who interact with customers. To this end, we hold regular group training by position and also work to enhance the skills and develop the careers of individual employees, including part-time employees.

The Ito Training Center was established in Yokohama, Kanagawa Prefecture in March 2012 to support the acquisition of technical knowledge on sales, food preparation, and other areas. It is an example of a training system refined to match business characteristics. The training center is equipped with meeting rooms as well as display practice rooms with recreated sales areas, cash register practice rooms, and skills rooms for personnel that handle fresh fish, meat and produce (including sozai prepared dishes, fresh fish, sushi, processed meat, and produce). The skills rooms have large monitors to provide a close-up view of what the instructor is doing and devices capable of sending video to the stores, creating an environment that facilitates learning and skill acquisition. There is also an accommodation facility within the training center with 65 rooms for overnight stays, including four universal design rooms that are wheelchair-ready. In the fiscal year ended February 29, 2016, 59,543 Group members received training at the facility, bringing the total number since it was opened to 218,681.

In addition, given the large number of the Group's operating companies, we actively leverage the human resources development know-how of each company at other the operating companies as well. For example, at IY, new employee training is held for all employees, including part-time employees, to teach job basics and required retail skills and knowledge. Further, training is held to provide basic knowledge of products handled by affiliated division and to improve skills related to customer service and fresh food preparation. In this way, the company assists employees in continuing to upgrade their skills.

Additionally, training is also held for everyone from new hires to sales floor staff, sales floor supervisors, assistant store managers, and store managers, to provide knowledge of sales floor management in stages and in line with their respective positions.

Training is divided into newly appointed, post-appointment, and career development stage for each position and a training system has been established with a curriculum to match the growth of each individual employee.



Employees in training

#### Target Achievement Charts Clarify Training Areas and Goals

YB uses target charts that clarify the individual employee's current skills and abilities as well as skills to be acquired and training targets between individual employees and their managers. The charts include detailed items necessary for job performance, such as customer service, sales area management, ordering, and food preparation techniques, with the skills and abilities of the employee assessed on a six-step scale from 0 to 5. In the "skills version" for staff members and part-time employees, items are determined for each division depending on duties, job characteristics and products handled for each analysis item. There is also a "management version" for store managers, assistant store managers, customer satisfaction managers and division managers that is intended to help raise and standardize management abilities.

Based on the chart, employees confirm their skill levels with their supervisors and twice a year share the progress they have made with their supervisors and establish the next set of goals.



## Ito-Yokado Training System

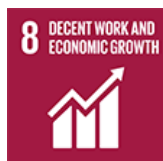
Position	Training content		Information sharing
Part-time employees	Training for new employees	• Merchant fundamentals, corporate fundamentals	
New employees	Training for new employees	• Merchant fundamentals, corporate fundamentals	
	Customer service training	• Importance of customer service and methods	
	Service training	• Features and formats of gift products	Group training for new employees
	Item-by-item management training	• Sales methods • Selecting and selling products	
	Divisional training	• Basic knowledge and technologies by division	
Staff	Management training	• Knowledge, techniques and management skills necessary for sales area management	
Floor managers	New manager training	• Knowledge necessary for sales area supervisors, management • Numerical analysis, personnel training	
	Management training	• Knowledge and management necessary for assistant store manager candidates	Floor manager conferences
Assistant store managers	New assistant store managers training	• Knowledge necessary for store management, management	
	Assistant store manager training	• Operational improvements in target division	
	Management training	• Knowledge necessary for senior management, management	
Store managers	New store manager training	• Basic knowledge about the company, store operation from a management perspective • Sales floor management learned from senior store managers, management	Store manager conferences

Divisional training on customer service and fresh food skills

Personal development support (correspondence courses, etc.)

## Open Recruitment System for Human Resources

Seven & i Holdings implements an open recruitment system for human resources that encompasses all of its operating companies to respect the will of each individual employee and ensure the right person is placed in the right job to fully leverage their abilities and to invigorate the organization. Group companies have also instituted internal recruitment systems. For example, at IY, employees who have worked at the company for at least two years can become candidates for managerial positions and jobs regardless of business experience or seniority. In the fiscal year ended February 29, 2016, 230 people applied through this system and 58 were appointed to their preferred positions or jobs. Going forward, we intend to further enhance the conditions that raise motivation and allow employees to fully demonstrate their abilities.



## Material Issue 4 Supporting the Active Role of Women, Youth and Seniors across the Group and in Society

### Assuring Fair Assessment and Treatment of Employees

Seven & i Holdings implements various assessment systems for employees to maximize their individual abilities and ensure fair assessments free of unreasonable discrimination, such as social status, birthplace, race, creed, or gender.

#### Fairness Based on Self-Evaluations

Seven & i Holdings has instituted a self-check program to maximize individual employee abilities and help ensure fair evaluations. Twice a year at each operating company (three times a year at SEJ), employees first assess their own job performance, which is then evaluated by their supervisor. After that, the employee and supervisor meet to discuss the results. This direct dialogue helps the employee to identify their own achievements, strengths, and challenges while also ensuring the transparency and fairness of evaluations.

In addition, through individual meetings with supervisors, issues at the workplace related to management levels, knowledge, skills and the like are confirmed, and this leads to further career development. Since it is not a simple one-sided evaluation by the company, employees are more willing to accept the system and find it motivating. The system is helping to steadily improve operational levels.



#### Employee Compensation System

IY has an employee classification system that allows employees to choose which region to work in based on their individual life plans and values. Based on this system, employees are evaluated based on a qualifications system, which ranks them by job performance ability and skill, and by job responsibilities, taking into account their current duties and job assignment. In addition, individual evaluations, which are determined based on job achievement, level of contribution and other factors, are directly incorporated into salary and bonus levels.



#### Selection of Various Work Styles

Seven & i Holdings' operating companies also focus on establishing systems that allow employees to choose various work styles to increase their motivation for work. For example, IY has a program enabling part-timers to choose from diverse working styles. Under this system, part-timers may elect to step up a rank after acquiring a certain level of evaluation and sales skill. There is also a program in place where part-timers designated as highest level can be hired as a monthly salaried permanent employee or contract worker. To date (as of February 29, 2016), 17 part-timers have become monthly salaried permanent employees. A large number of part-timers have also been hired on in managerial roles, such as sales floor manager or chief. This initiative has received formal recognition as IY received the grand prize (Health, Labour and Welfare Minister's Award) at the Awards for Enterprises Promoting Part-time Workers to Play Active Roles at Work, which was established recently by the Ministry of Health, Labour and Welfare.



#### IY Step Up Elective System



Award ceremony (January 2016)

## Consideration for Occupational Safety and Health

Seven & i Holdings conducts a variety of initiatives for maintaining safe and comfortable working conditions and promoting the health of employees, including convening safety and health committees and promoting the Seven & i Health Declaration 2018.

### Occupational Safety and Health

Seven & i Holdings convenes safety and health committees at each Group company and conducts measures to prevent occupational accidents in order to maintain safe and comfortable working conditions. For example, at IY, training is conducted on the handling of knives and other implements for employees that work with fresh food products. Also, at SEJ, top management gives reminders at meetings on safe driving to Operations Field Consultants, who use vehicles for their jobs, to help maintain awareness of the need for care. At Seven & i Food Systems, awareness-raising posters and other campaign materials are posted at stores twice a year to bring attention to the prevention of workplace accidents. At stores where workplace accidents have occurred, interviews are conducted and the causes of the accident and specific prevention measures are shared with other stores.



### Workplace Accident Data for Eight Group Companies for the Fiscal Year Ended February 29, 2016

	Seven & i Holdings	Seven-Eleven Japan	Ito-Yokado	Sogo & Seibu	York-Benimaru	Seven & i Food Systems	Akachan Honpo	Seven Bank
Workplace accident frequency	0.00	0.15	1.53	0.29	3.74	0.87	0.00	1.04
Workplace accident severity	0.00	0.01	0.03	0.01	0.02	0.02	0.00	0.00

\* No workplace accidents resulted in deaths

### Promoting Employee Health

When employees are healthy both mentally and physically, it not only makes their own lives more fulfilling but is also a source of vitality for the Company, and makes management more efficient. Based on this understanding, we launched the "Seven & i Health Declaration 2018" in October 1, 2014 in partnership with Seven & i Holdings Health Insurance Union. The Health Management Committee, chaired by the President of Seven & i Holdings, was established in July 2014. Its members include human resources and labor relations supervisors and labor representatives (labor unions) at each Group company, and it is administered by the Seven & i Holdings Personnel Planning Dept., Health Management Center and Health Insurance Union. Through this promotional organization, the progress of initiatives is confirmed and Group measures are planned and reviewed. The Seven & i Health Declaration 2018 establishes targets in such areas as reducing the risk of lifestyle diseases, reducing the smoking rate, raising awareness of cancers that affect women, and promoting work-life balance. The MY HEALTH WEB Health Management System, an online portal site, was created as a support measure for these targets. We also hold mental health training and health-themed events, provide health-related information through internal newsletters and other media, and help employees maintain and manage their own health.

The MY HEALTH WEB Health Management System in particular allows individuals to browse the past five years of their own diagnostic data on the Internet, and serves as a tool for checking and goal-setting on health status, and for receiving advice on how to improve health. Participants receive points for the degree of their participation, which includes site access, quitting smoking, receiving breast cancer exams, and participating in walks and other events organized by the company to help prevent metabolic syndrome. There are also campaigns that provide health-related merchandise based on the number of points earned. Since it started, the program has covered approximately 60,000 employees and their family members over age 30, and has drawn attention as one of the largest of its kind in the industry.



### Seven & i Health Declaration 2018

Targets	Specific Targets to Be Achieved by March 31, 2018			
1. Maintain appropriate bodyweight and reduce lifestyle diseases	Ratio of People with a BMI over 25			
		FY2016 Seven & i	FY2014 National average (20 years and older)*	March 31, 2018 Seven & i Target
	Male	34.5%	28.7%	28% or less
	Female	25.0%	21.3%	18% or less
2. Reduce smoking rate	Overall Employee Smoking Rate			
		FY2016	FY2014	March 31, 2018



	Seven & i	National average*	Seven & i Target
	Overall 31.3% (Male employees: 42.6%, female employees: 22.9%)	19.6% (Reference - male employees: 32.2%, female employees: 8.5%)	24% or less
<b>3. Raise awareness of women's cancers</b>	Increase employees receiving breast cancer exams		
<b>4. Raise employee vitality (mental health)</b>	<ul style="list-style-type: none"> <li>● Increase employee knowledge of mental health related issues</li> <li>● Help employees with mental health issues recover their health</li> </ul>		
<b>5. Promote work-life balance</b>	<ul style="list-style-type: none"> <li>● Reduce overtime and make working hours amenable to health and work-life balance</li> <li>● Encourage employees to take days off and vacation time for health promotion and reinvigoration</li> </ul>		

\*Source: Ministry of Health, Labor and Welfare 2014 "Health and Nutrition Survey" result



MY HEALTH WEB Health Management System

## Employee Opinion Survey

Seven & i Holdings conducts an anonymous survey of employees once every two years on topics such as working conditions and compliance awareness.

### Employee Opinion Survey

The employee opinion survey gauges employee satisfaction levels through questions on job satisfaction, growth and development through work, acceptability of performance evaluations and other issues. In the fiscal year ended February 29, 2016, the survey was administered to approximately 44,000 employees at 28 companies in Japan, and approximately 39,000 people responded.

After the survey, human resources and CSR personnel from Group companies met to analyze their companies' survey results and held special meetings to identify issues and consider and propose improvement measures. Based on advice from outside consultants and discussions among meeting attendees, individual company problems were identified through in-depth analysis of underlying causes, and proposals were made for issues and countermeasures. The proposals were reported back to the management teams at each Group company along with the survey results, and the companies are now individually promoting initiatives to execute the improvement measures. In addition, issues common to the Group that came out of the survey are being taken up through various projects under the Corporate Ethics and Culture Subcommittee, including projects for promoting diversity and thoroughly ensuring compliance.



## Material Issue 4 Supporting the Active Role of Women, Youth and Seniors across the Group and in Society

### Sound Labor-Management Relations

Seven & i Holdings respects workers' rights such as the freedom of association, the right to organize and collective bargaining. In the Seven & i Group Corporate Action Guidelines, we have established the following principle: "The Company respects workers' rights, such as the right to organize, based on international norms and efforts to further improve the work environment."

#### Respect for Freedom of Association and Collective Bargaining

At Seven & i Holdings, the Group's 11\* labor unions form the Federation of Seven & i Group Labor Unions, which as of June 2016 has approximately 63,000 members. The federation carries out a variety of activities for union members based on the thinking that "no water can be drawn from a dry well." It also coordinates activities by holding discussions on organizational management, labor conditions and other issues pertaining to union members.

The member unions autonomously create their own independent organizations, and then they coordinate and join together for common causes. They complement one another's strengths and also work to improve shared labor conditions on a unified basis, which further reinforces both the individual unions and the federation itself. This is the basic approach through which activities are conducted. Seven & i Holdings and the labor unions work through numerous active discussions between labor and management to improve issues related to labor conditions and employees' workplace environments.

For example, at Ito-Yokado, a collaborative project has been established for making work improvements, including encouraging employees to make use of holidays and leave and by reducing long working hours. In the fiscal year ending February 28, 2017, labor and management are negotiating the establishment of a dedicated labor relations committee related to compliance and the optimization of operating hours based on market data and worker productivity.

\* The 11 companies are Ito-Yokado, York-Benimaru, York Mart, SHELL GARDEN, Marudai, Sanei, Sogo & Seibu, Seven & i Food Systems, Akachan Honpo, THE LOFT and Life Foods.



## Material Issue 4 Supporting the Active Role of Women, Youth and Seniors across the Group and in Society

### Support for Childcare and Child-Raising

With the trend toward nuclear families, there are often fewer people parents can easily turn to with questions about raising their children. In light of this, Seven & i Holdings offers various types of assistance related to childcare through its stores and establishments.

#### Childcare Counseling Service

Ito-Yokado and Sogo & Seibu provide maternity and childcare consultation offices (at 119 stores as of February 29, 2016) and Pre-Mama Stations (at 6 stores as of February 29, 2016), respectively, where public health nurses and midwives give counseling free of charge to pregnant women on their health and to mothers on childcare. They also provide rest areas equipped with booths for breast-feeding, hot-water suppliers, and toilets for children.



Childcare consultation office

#### Number of Ito-Yokado Childcare Consultations (Users)

FY2013	FY2014	FY2015	FY2016
265,788	247,422	235,017	237,336

#### Childcare Support Events

Ito-Yokado holds a range of events to provide childcare advice and encourage parents to interact and socialize, starting with free maternity and childcare consultation offices staffed by licensed specialists. The Company also actively takes part in events with universities, municipalities and product manufacturers to maintain and promote the health of mothers, offer techniques for relaxation and rejuvenation and provide helpful childcare-related information. The overarching theme of the events is "enjoyment at home through public-private-academic partnerships," and through these events, we are helping to expand community childcare support networks.



Smile training

## Providing Opportunities for Workplace Experiences

Seven & i Holdings, at the request of elementary, junior high, and high schools in the communities where it operates, supports workplace experience learning at its Group stores, where children have the chance to take part in running a retail store in their community. We provide students with the chance to visit the workplaces of our employees, stock shelves in sales areas, provide customer service, and bag customers' products. Furthermore, SEJ has a store in Shinagawa Student City, which has been run jointly by the City of Shinagawa and Junior Achievement Japan since 2003. The concept behind Shinagawa Student City is to create a virtual town inside an elementary school, with various companies setting up shops and providing work experience. The children working in the Seven-Eleven store experience customer service, sales space creation, and other operations to learn about the systems of a company. In the fiscal year ended February 29, 2016, 2,174 elementary school students staffed our store and learned about the joys and challenges of working through customer service and retail sales.



Shinagawa Student City

## Outreach Classes for Company-School Exchange

SEJ held an outreach class at Osaka Gakugei Secondary School in June 2015 as a part of the Yomiuri Education Network, which seeks to increase interactions between companies and schools.

The class involves a game in which Seven-Eleven stores are established in fictitious towns on a map. Through the game the students come to understand in a fun way the roles that Seven-Eleven plays in society. At the same time, they learn about some of the changes taking place in Japanese society, including the aging population, declining birthrate, women's advancement in society, and decreasing number of retail stores. The class provides a good opportunity for students to think about their society from the everyday perspective of a convenience store.



Outreach class in progress

## Picture Book Storytelling Sessions

Seven Bank supports the publication of "Bonolon, Warrior of the Forest," a picture book that parents can read to their children to foster communication. The bank also distributes picture books free of charge and holds storytelling sessions. Storytelling sessions are also held at Denny's restaurants, which are managed by Seven & i Food Systems.



Storytelling session led by employee volunteers

## Support for Dietary Education

Seven & i Holdings promotes dietary education activities for children to raise people who understand foods through various experiences and can practice a sound, healthy diet.

For example, Seven & i Food Systems hands out a booklet called "Bonolon and Food" at its chain of Denny's restaurants. The booklet contains important information about food manners and knowledge and teaches children about the correct eating habits using games and quizzes.



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Free dietary education booklet "Bonolon and Food"