

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

Approach to Material Issues

The Seven & i Group has close to 140,000 employees working throughout the Group. Workplaces also include part-time employees, foreign nationals, and employees working short hours due to childcare and family care responsibilities. With this diverse workforce, we recognize that we have a duty as a corporation to support diverse working formats. We support the careers of our diverse 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](#)

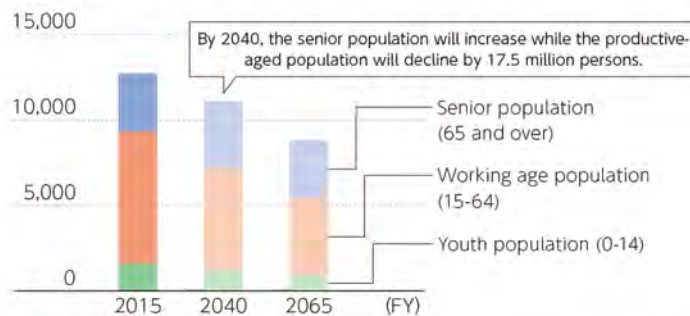
Background to Material Issue

Aging Population 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. By 2040, the productive-aged population is projected to decline by approximately 17.5 million as the senior population increases. For this reason, raising productivity by bolstering employee capacities as well as employing and developing diverse personnel will not only increase a company's competitiveness but also help vitalize Japan's economy and society

Population Projections for Japan in 25-Year Periods

(10,000 persons)



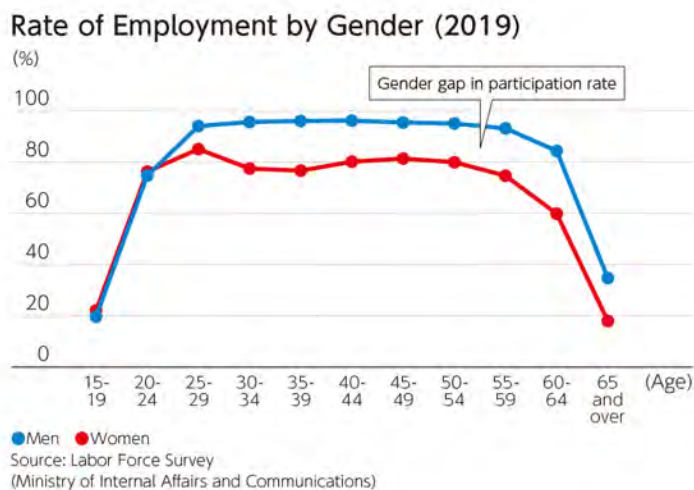
Legend: Actual (Blue, Orange, Green), Projected (Light Blue, Light Orange, Light Green)

Source: Population Estimates, statistics Bureau, Ministry of Internal Affairs and Communications Population Projections for Japan (2017 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 childcare, or because they have been unable to return to work after childcare. Furthermore, in Japan, the ratio of women in management—at 11.8%* (2018) for those in positions equivalent to section manager and above—is relatively low by international standards. Creating workplaces where women with high capabilities can play active roles is therefore an important task.

* From "Basic Survey of Gender Equality in Employment Management in FY2018," Ministry of Health, Labour and Welfare



Promotional Framework for Material Issues

In response to this material issue, the CSR Management Committee and its subordinate Corporate Ethics and Culture Subcommittee work together with the Group companies and related divisions to create environments that allow individual employees to perform their full potential, and promote the development of appealing, fulfilling workplaces. These activities are supervised by the Director & Managing Executive Officer Head of Corporate Development Division, Seven and i Holdings.

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) 3, 4, 5, 8 and 10.



Seven & i Holdings' Initiatives

Diversity and Inclusion

We aim to be a company with a sustainable competitive advantage by enhancing our diverse human resources.

[> More](#)

Achieving a Work-Life Balance

We have a range of human resource systems in place to help employees to work more easily and comfortably. We are also working to correct long working hours and encourage employees to take leave for the better work-life balance.

[> 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 enhance 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 Employee Health and Occupational Safety and Health

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

[> More](#)

Employee Engagement Survey

We conduct an Employee Engagement Survey in order to create a workplace that motivates employees to work.

[> More](#)

Sound Labor-Management Relations

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

[> More](#)

Support for Childcare

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

Diversity and Inclusion

The Seven & i Group has approximately 140,000 employees working throughout the Group. Workplaces also include part-time employees, non-Japanese employees, and employees working short hours due to childcare and family care responsibilities. With this diverse workforce, we recognize that we have a duty as a corporation to support diverse working formats. We support the careers of our diverse employees and strive to adjust workplaces so as to make work feel worthwhile. We understand that this not only improves productivity and enables us to secure human resources, but also leads to greater customer satisfaction and the generation of innovation, thereby increasing our competitive power.



Targets and Steps for Promoting Diversity and Inclusion

Seven & i Holdings established the Diversity Promotion Project in 2012. Five targets were set, including that for the percentage of female managers, based in part on the strategy to incorporating the perspectives and sensibilities of women into product and service development as well as sales floor arrangements would translate into higher customer satisfaction, given that a majority of customers that visit the Group's stores are women. We undertake initiatives after deciding on a theme.

In the fiscal year ended February 28, 2013, we created a promotion system and in 2013 conducted measures for awareness-raising among women themselves and revised operation of the system. In the fiscal year ended February 28, 2015, we moved to the stage of raising the awareness of management-level employees.

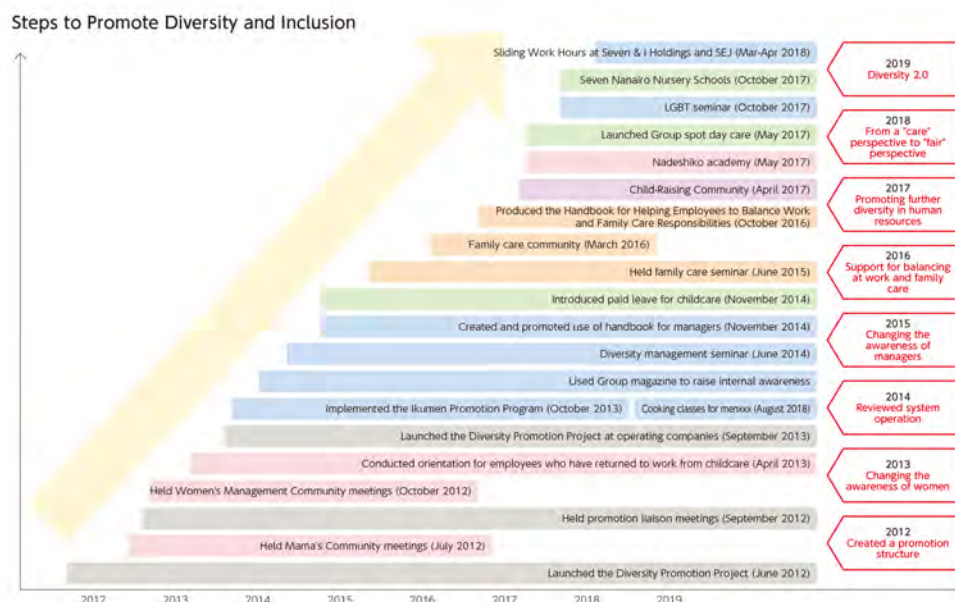
In addition, since the fiscal year ended February 29, 2016, we have supported the balancing of work and family care responsibilities, and since the fiscal year ending February 28, 2018, we have been encouraging the understanding of LGBT issues.

In the fiscal year ending February 29, 2020, we returned to our roots to promote Diversity 2.0. 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 human resources, and on achieving employee work-life balance.

Diversity Promotion Targets

By the fiscal year ending February 28, 2023

1. Raise percentage of female managers: 30%
2. Encourage male employees to participate in housework and childcare
3. Eliminate retirements resulting from need to provide family care
4. Promote normalization
5. Encourage understanding of LGBT issues



System to Promote Diversity and Inclusion

Based on the commitment of its top level members, Seven & i Holdings established a Seven & i Group Diversity and Inclusion Promotion Project (initially referred to as the Diversity Promotion Project) in 2012 within the Corporate Ethics and Culture Subcommittee under the CSR Management Committee. This project has involved the formulation of policies for activities to promote diversity and inclusion at the group as well as the formulation and execution of group-wide measures.

From 2013 specialized diversity organizations have also been established at stores including Seven-Eleven Japan and Ito-Yokado. Such organizations have set individual goals in accordance with the characteristics of each group company and initiatives are being implemented. In addition, a Diversity Promotion Liaison Council - at which persons in charge of diversity promotion at 11 main group companies, is held on a regular/quarterly basis. The aim of this council is to share information on the progress of and issues related to promotion activities at each group company while also facilitating the horizontal deployment of superior initiatives to other group companies. The details of activities are reported on regularly at the Corporate Ethics and Culture Subcommittee at which personnel and CSR managers from 28 group companies attend, and the CSR Management Committee chaired by the President and Representative Director of Seven & i Holdings. The aim is to spread and bring to concrete fruition diversity and inclusion activities throughout the entire group.

> [Website for the Declaration on Action by a group of male leaders who will create "A Society in which Women Shine" \(Gender Equality Bureau, Cabinet Office\)](#)

General Employers Action Plan pursuant to the Act on the Promotion of Women's Participation and Advancement in the Workplace

> [Seven & i Holdings \(in Japanese\)](#)

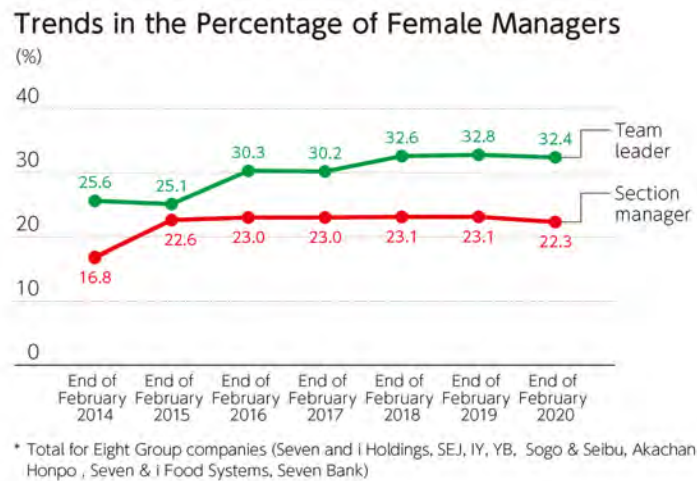
> [Seven-Eleven Japan \(in Japanese\)](#)

> [Ito-Yokado \(in Japanese\)](#)

> [Sogo & Seibu \(in Japanese\)](#)

Changes in 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, one of our targets for diversity promotion. As of the end of February 2019, the percentage of female managers has increased to 32.4 % for team leaders and 22.3% for section managers. There has also been progress in changing awareness among female employees and managers, and there are now many managers in the midst of child raising as well as in the short working hours program. At present, we are working to train and promote women by holding selective training for managerial roles and management track candidates at Group companies and encouraging them to share career plans with supervisors during individual meetings.



> [See here for details on the ratio of female managers in each Group company \(Data Section\)](#)

Fostering a Culture Where Diverse Human Resources Can Play an Active Role

The Seven & i Holdings Group is working to foster a culture where women and other diverse human resources can play active roles by conducting community activities and training targeting various levels within the Group.

Support for Employees Raising Children

Since 2012, Seven & i Holdings has been implementing community activities aiming to construct networks and eliminate anxiety for employees who are involved in raising children as well as pregnant employees as a group-wide initiative. Information is exchanged and discussions are held during lunch breaks based on the predetermined theme at each session in relation to balancing work and child-raising. These activities have led to a review of work styles. The seminars were held four times in the fiscal year ended February 29, 2020 with participation from 85 persons from Group companies.



Child-Raising Community

At Group companies, various awareness-raising activities and support are conducted to develop environments where employees seeking to balance work and the raising of children can fully apply their abilities. At Seven-Eleven Japan, since 2015, Reappointment Guidance Sessions have been held for employees returning to work after childcare leave. Since the fiscal year ended February 28, 2019, these sessions have been held twice each year, in spring and autumn respectively. In the fiscal year ended February 28, 2019, 162 employees participated in the sessions, and in the fiscal year ended February 29, 2020, 130 employees participated. An environment is in place to allow easy participation in these sessions. For example, TV conferencing is used to link the Tokyo head office with offices nationwide in Japan, and temporary childcare is provided within the company so that employees can participate in the sessions.

In the fiscal year ended February 29, 2020, Seven & i Food Systems organized the "Papa's & Mama's Community" to support employees who work while raising children. For employees who are about to return to work from raising children and those who are thinking about taking maternity leave, an opportunity was created to explain the re-challenge plan and form communities with employees who have parenting experience to help reduce concerns about balancing work with child-raising.

At York Mart, three gatherings were held in fiscal 2019 for female employees with children. Two of these were held jointly with labor and management. At the gatherings, childcare facilities were provided so that employees currently on childcare leave could also join in discussions on issues and goals related to balancing work with child raising.



Return-to-work Guidance Session (Seven-Eleven Japan)

Career Development Support for Women

Seven & i Holdings continues to undertake initiatives that support women's career development as part of positive action. In 2017, the Company started holding the "Nadeshiko Academy" to teach knowledge and skills necessary for managers so as to develop future managers. The seminars have been held 12 times as of February 29, 2020, and approximately 1,500 people from all Group companies have participated. From the fiscal year ending February 28, 2021, the Company plans to hold seminars targeting an even wider range of participants.



Nadeshiko Academy

Promotion of Participation in Housework and Child-Raising by Men

At Seven & i Holdings, the Ikumen (child-raising men) Promotion Program—which targets male employees to raise their desire for participating in housework and child-raising—has been implemented as a group-wide initiative since 2013. In the fiscal year ended February 29, 2020, time-saving cooking classes were conducted using Seven-Eleven's cooking kits.

Seven-Eleven Japan has also prepared a Working Father's Guidebook introducing an outline of systems available for childcare leave and methods of utilizing such systems. By enabling employees to view this guidebook at any time, the Company is aiming to promote the participation of men in child raising.

> [See here for details on the promotion of the use of childcare leave among male employees \(Data Section\)](#)



A cooking course for men

Training and Awareness-raising for Management

At Seven & i Holdings, the Diversity Management Seminars have been held since 2014 as a group-wide initiative to emphasize the importance of diversity and inclusion and to change the awareness of managers on the management of diverse human resources. The seminars have been held 20 times as of February 29, 2020, and approximately 5,500 people from all Group companies have 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. In the fiscal year ending February 28, 2021, training has been started to eradicate unconscious bias.

In addition, other measures are being taken to further train managers to make good use of their diverse human resources to generate results, such as distributing the Diversity Management Handbook to managers at all Group companies to promote communication with staff members working to balance work and childcare or family care responsibilities.

Seven-Eleven Japan has published Diversity Tsushin each month since 2017. The aim of this initiative is to share information with all employees including management level employees, and to raise awareness regarding diversity including the significance of diversity management, knowledge on LGBT and understanding of systems for supporting balance. In its hierarchy-based executive training, Ito-Yokado is implementing sessions on management of diverse subordinates, including the importance of workplaces where diverse employees can apply themselves, the understanding of systems for supporting balance between child-raising and family care with work, and the evaluation of employees in the short working hours program. Five such sessions were held in fiscal 2019, with 124 executives attending.



A Diversity Management Seminar

Awareness-raising of LGBT Rights

Seven & i Holdings revised the Corporate Action Guidelines in 2016 and began implementing measures referred to as “Forbidding Discrimination Due to Sexual Orientation or Sexual Identity”. Each year since 2017, we have been conducting seminars for promoting understanding of LGBT rights led by an outside speaker. As of February 29, 2020, a total of 387 employees from 17 Group companies have attended these seminars. In 2018, e-learning was conducted for domestic group employees, with approximately 17,000 employees studying the course. The Group newsletter distributed to group employees is being used to continuously raise awareness, including a special feature with basic information on LGBT.

Seven-Eleven Japan set up a corporate booth for two consecutive years—2018 and 2019—at Japan’s largest LGBT awareness-raising event, Tokyo Rainbow Pride, to communicate both internally and externally our corporate stance that seeks to be LGBT-friendly company. We are also undertaking awareness-raising activities in regional communities, setting up a booth at Kyushu Rainbow Pride in 2018. Through these activities, we were recognized with the “Gold” rank in 2018 and “Silver” rank in 2019 on the PRIDE Index, the only indicator in Japan for progress in LGBT initiatives.



Seven-Eleven Japan’s booth at Tokyo Rainbow Pride 2019



PRIDE Index: Silver 2019

Recognition by Outside Parties

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 the targets. The Group's initiatives and the proactive appointment of female managers have received high recognition by outside parties.

Major recognition by outside parties

- 2014 Empowerment Award (Japan Productivity Center)
- 2015 Prime Minister's Award at the Leading Companies Where Women Shine Awards (Cabinet Office)
- 2015 Corporate Activity Award (Tokyo Stock Exchange Inc.)
- 2017 Chosen as the "2017 Nadeshiko Brand" by the Ministry of Economy, Trade and Industry and Tokyo Stock Exchange, Inc.
- 2019 Chosen as "Semi- Nadeshiko 2019" by the Ministry of Economy, Trade and Industry and Tokyo Stock Exchange, Inc.



Semi- Nadeshiko 2019

Seven & i Holdings acquired third rank – the highest – in the "L-Boshi" Designation for gender-advanced companies based on the Act on the Promotion of Women's Participation and Advancement in the Workplace. We achieved the designation standard in all five evaluation categories: recruitment, career continuation, work style factors such as working hours, management ratio, and diversity of career paths. Similarly, Ito-Yokado, Sogo & Seibu, Seven Bank, Seven Card Services, Seven Financial Service, Nissen, and Nissen Life have also obtained third rank, and Seven & i Food Systems has obtained second rank (as of February 29, 2020). In addition, in September 2020, Seven-Eleven Japan obtained second rank in the "L-Boshi" Designation.



Third rank



Second rank

"L-boshi" certification mark

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. Providing an environment where everyone can play an active role, 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, Ltd.*1, which is a special subsidiary established to foster the employment of people with severe disabilities, employs 22 people with disabilities as of June 1, 2020, making the Group's employment rate of people with disabilities*2, including those employed by Terube, 2.96%. The goal for the fiscal year ended February 29, 2021 is 2.96%. In the 23 years since its establishment, Terube has sought to create work environments amenable to people with disabilities and has been recognized for its efforts to practice normalization. It is noteworthy that Terube became the first company to be certified as an Employer of Persons with Disabilities in 2017, the first year that certifications were issued.

*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.

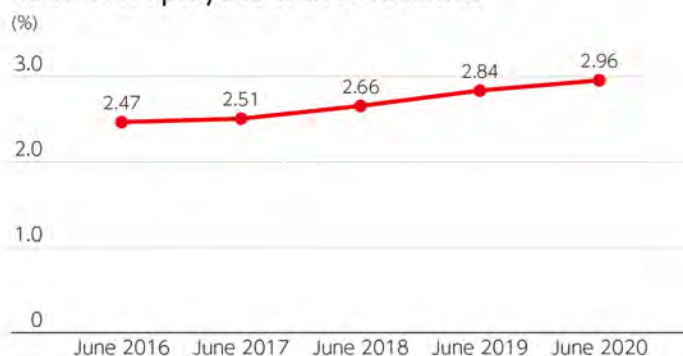


Special subsidiary, Terube Ltd.



The first company certified as an Employer of Persons with Disabilities

Ratio of Employees with Disabilities



* The ratio of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terube (special subsidiary for severe disabilities), Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems.

Implementation of Employment Support Training in Collaboration with Administrative Authorities to Promote the Employment of People with Disabilities

Seven-Eleven Japan is implementing employment support training involving “Seven-Eleven Work Experience” for teachers and students at special-needs schools as part of its support for the employment of people with disabilities in collaboration with administrative authorities throughout Japan. Currently, it has implemented such training in Hokkaido, Osaka, Kyoto and Fukuoka, with plans for expansion into more areas going forward.



Employment support training involving “Seven-Eleven Work Experience”

Support for Employment Stability of Employees with Disabilities

Seven-Eleven Japan has been qualified by the Ministry of Health, Labour and Welfare for providing measures to support employment stability for employees with disabilities in accordance with the Act on Employment Promotion etc. of Persons with Disabilities. Various initiatives have been promoted, with 89 employees certified as “Employment Counselor for People with Disabilities” and 12 employees certified as “Job Coaches (in-house workplace adjustment supporters)” as of the end of February 2020.

Initiatives for “Universal Manners” on how to interact with a diverse range of people

Seven-Eleven Japan holds seminars for acquiring “Universal Manners Test Grade 3” as an opportunity to learn about basic interaction with a diverse range of people including elderly people, people with disabilities and non-Japanese employees. The seminars deepen employees’ understanding through lectures and group work on topics such as what universal manners are and how employees can show consideration for people who are different to them and act based on appropriate understanding.

This initiative was started in July 2018. By the end of February 2020, 159 employees had achieved grade 3 certification. Going forward, we will promote the creation of environments in which it is easy for each individual employee to work.

Support for Participation of Seniors and Non-Japanese Employees

Seven & i Group companies have a system for rehiring employees after mandatory retirement, providing an opportunity for veteran employees to use their skills and abilities.

At Ito-Yokado, for example, a re-employment system that allows people to continue working until age 65 was introduced in 1995 in response to employees who said they wanted to continue working after the mandatory retirement age. Employees can select from three options of working days and hours to suit their wishes, enabling them to work in diverse ways. From April 2006, the Senior Partner System was implemented to allow part-time employees to work until age 65 as well. As of the end of February 2020, 7,471 senior partners are active in the company. The system was also expanded in May 2017 to enable people to continue working up to the age of 70.

With the birthrate declining, society aging, and the working-age population decreasing, Seven-Eleven Japan 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, Seven-Eleven Japan strives to provide detailed information and maintain conditions that are conducive to working with confidence.

The ratio of employees with non-Japanese nationality working at stores is also increasing, with the national average reaching approximately 9.7% as of the end of February 2020, accounting for approximately 39,000 employees. The Company provides support not only for seniors but also for foreign students and non-Japanese employees by means of training.



A briefing for senior employees

Independent Support System for People relocating to country-side

Seven-Eleven Japan has started an Independent Support System for people hoping to relocate themselves to their hometown or country-side. The initiative supports the applicants who are wanting to move to an area for reasons such as seeking a better child-raising or living environment, to start the business. By supporting the migration of people who want to start a Seven-Eleven business in a local area - for example, providing moving costs or the costs of accommodation and transport when going to confirm properties, we are contributing to reviving local communities through the creation of shopping spots and employment opportunities.

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Achieving Work-Life Balance

Seven & i Holdings is promoting the concept of “work-life synergy,” which aims to create synergies by utilizing the perspective of a consumer in work while simultaneously leveraging the lessons of work in life. We have a range of assistance systems that exceed minimum legal requirements to enable diverse employees work with peace of mind. To make it even easier for employees to work, we are also taking steps to correct long working hours and encourage the use of paid leave.



Enhancing Systems for Diverse Workstyles

The Seven & i Group has implemented various systems that go beyond legal minimums to enable employees, including part timers, to continue working comfortably while engaging in childcare or nursing care.

For example, at Ito-Yokado, which has around 30,000 employees, the most among the Group’s operating companies, there are childbirth and childcare programs and a family care program available for employees, both men and women, who have worked at the company for at least a year; the programs are also available to part-time employees. The programs are freely selected by individual employees, and combining a leave program with a reduced work hours plan is also possible. To allow all employees to see the programs, they are posted on the intranet, and understanding of the programs is also promoted during training for younger employees and level-specific training.

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 high 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.
Work until 7:00 p.m.	Full-time employees can end their workday at 7:00 p.m. until August 31 of the year their child starts junior high school	—
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.
Reemployment	Employees resigning to focus on childcare are given priority in hiring within three years.	Employees resigning to focus on family care are given priority in hiring within three years.
Limitations on/exemption from overtime work Exemption from late night work	Exemption from/limitation on overtime work and exemption from late night work until April 15 of the year in which the employee’s child reaches 1st year junior high school allowed	When providing nursing care for a family member, employees may have limitations on or be exempted from overtime work. They may be exempt from late night work
Child nursing care/nursing care leave	When giving nursing care to a child of pre-school age, employees may take up to five days off per year for one child or 10 days off (paid) for two children or more in half day units	When providing nursing care for a family member, employees may take up to five days off per year for one family member or 10 days off (paid) for two family members or more in half day units
Childcare leave	If an employee has a pre-school aged child, they may take up to five days off per year (paid) for childcare	—

Child-care support for employees

Seven-Eleven Japan began the “Spot Day Care” initiative in October 2016 to support the careers of employees with small children. At Seven-Eleven Japan, the franchise chain headquarters, holidays and the New Year vacation period, which are peak times for stores, are basically working days. However, for employees raising small children, it can be difficult to find day care on holidays, over New Year, and during other extended vacation periods, so this initiative establishes temporary day care facilities in company meeting rooms and at facilities near the Company’s business offices. Started on a trial at four business offices, it was put into full operation starting from May 2017. As of February 28, 2019, it has been extended to all offices nationwide (33 areas). As of February 29, 2020, a total of 1,321 employees had utilized the system, with a total of 1,769 children having been cared for at these facilities. Spot Day Care was expanded to 14 Seven & i Group companies starting in May 2017, creating environments where employees can pursue their careers throughout the Group. In October 2017, two Seven Nanairo Nursery Schools opened in Ota-ku, Tokyo, and Hiroshima City. These facilities are available for use by 7- Eleven store owners, their employees, and local residents as well as Seven-Eleven Japan employees. An additional school opened in Sendai City in July 2018, and in Machida City, Tokyo and Kyoto City in June 2019, with plans to open additional schools in stages.

Ito-Yokado has introduced eight daycare facilities comprising authorized daycare centers and corporate-led nurseries as tenants in its shopping centers in Tokyo and four other prefectures. These facilities are used by employees and local residents.



At a Spot Day Care facility



The exterior of a Seven Nanairo Nursery School

Encouraging Male Employees to Take Childcare Leave

To promote greater participation by men in childcare, a childcare leave program has been introduced at Seven & i Group companies since 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 the fiscal year ended February 29, 2020, 44 male employees took childcare leave at Seven & i Holdings, along with 519 at Seven-Eleven Japan, and 393 at Ito-Yokado.

The Seven & i Group is also taking measures to encourage male employees to take childcare leave including producing and displaying posters targeting male managers and leave-takers.

男性も思いきって 育児休業 とりませんか？

子どもが1歳になるまでの間(一定の場合には、1歳6ヶ月に達するまで)、育児休業の取得が可能です。子育ての中で、新たな視点やビジネスのヒントが生まれます。それも一つの

「ワークライフ・シナジー」です。特に男性が子どもの時間を増やすためには上司・同僚のバックアップが必須です。ぜひ、職場全体で考えてみてください。



セブン&アイグループ
ダイバーシティ推進プロジェクト

A poster encouraging male employees to take childcare leave

育児休業を とらせて下さい。

職場全体でバックアップする環境を整えましょう。

子どもが1歳になるまでの間(一定の場合には、1歳6ヶ月に達するまで)、育児休業の取得が可能です。子育ての中で、新たな視点やビジネスのヒントが生まれます。それも一つの「ワークライフ・シナジー」。ぜひ子どもとふれあう時間を大切にしてください。



セブン&アイグループ
ダイバーシティ
推進プロジェクト

A poster targeting managers

External Evaluation Related to Child-raising Support

Ito-Yokado received “Platinum Kurumin” Mark certification from the Ministry of Health, Labour and Welfare as a company that supports the raising of children. “Platinum Kurumin” is awarded to companies that have already received “Kurumin” certification and have made significant progress in the use of systems to support balancing work with childcare while implementing measures at a high level. The system was established to promote continued initiatives.

In addition, Seven & i Holdings, Seven-Eleven Japan, York-Benimaru, Sogo & Seibu, Seven & i Food Systems and Seven Bank have received the “Kurumin” certification (as of February 29, 2020).



Kurumin Marks

Support for Balancing Work with Nursing Care

The Seven & i Group also works to help employees balance their work with family care responsibilities. A survey of family care responsibilities being provided by employees revealed that in the near future, approximately 70% of employees might have to balance work with nursing care, making this likely to become a major issue for the future. We have been regularly holding Family Care Responsibility Seminars with external experts as prior preparation for handling such responsibilities. In the fiscal year ended February 29, 2020, there were 225 participants from Group companies. In addition, we are striving to create working environments that make it easy to balance work with nursing care, including producing the Handbook for Helping Employees to Balance Work and Family Care Responsibilities with a view of using it in training and such at all Group operating companies, raising awareness about consultation help lines, and posting cases of employees balancing work with nursing care on our company newsletter. As support for balancing work with nursing care, Seven-Eleven Japan revamped the Handbook for Balancing Work and Family Care Responsibilities in 2019. This handbook is posted on the notice board of the intranet so that it can be checked as required by all employees. Going forward, we will continue to carry out awareness-raising activities so that we can build a system that balances work with nursing care where employees properly understand knowledge about such balance.

Work from Home Arrangement

Seven & i Holdings, Seven-Eleven Japan, Seven & i Food Systems, Seven Bank, and Nissen Holdings have telecommuting systems to make effective use of time before and after work to improve productivity and achieve work-life balance.

Restricting Long Working Hours and Encouraging Taking of Leave

At the Seven & i Group, we think it is important to establish proper working environments to create comfortable workplaces. We work to restrict long working hours and raise the percentage of paid leave taken. We are introducing systems at Group companies that promote the visualization of overtime work and allow managers and employees themselves to understand the state of overtime at any time. In addition, together with promoting the review of operations at departments with a lot of overtime work and relooking of work allocation, we seek to foster a culture that looks toward improving working conditions by measures such as implement days with no overtime work and display of posters. Furthermore, the Group has set a target of achieving at least 70% for percentage of annual paid leave taken. Group companies implement initiative to encourage the taking of leave, such as encouraging employees to take long periods of leave twice each year, and visualizing the plan for taking leave.

Introduction of Staggered Working Hours

Seven & i Holdings and Seven-Eleven Japan have implemented a system for staggered commuting times and sliding work hours since the fiscal year ended February 28, 2019 that allows employees to select their work times based on private reasons. Employees are eligible to select 8 a.m., 9 a.m., or 10 a.m. as their work start times. The aim of this is to allow employees to select their own work start time, thereby promoting active and efficient work styles.

Since February 2020, 7 a.m., 7:30 a.m., and 11 a.m. have been added as selectable work start times for the purpose of preventing the spread of COVID-19. Seven-Eleven Japan has achieved utilization results of over 80% for the staff department in particular, and this effort is leading to enhanced private time for staff as well as reduced commuting burdens.

Implementation of Variable Working Hours System

Since 2017, Seven & i Food Systems has introduced a one-month variable working hours system that allows work to be planned according to busy and lull periods. Through the introduction of this system, the number of days of paid leave taken by full-time employees increased and the average monthly overtime work also decreased, thereby improving employees' work-life balance.

Implementation of Volunteer Leave System

To support employee participation in local community activities for people with disabilities, family care support, environmental restoration, disaster reconstruction support, and other objectives, Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York, 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, 2020, 33 Group employees took volunteer leave.

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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.



Establishment and Refinement of Training Systems

The Seven & i Group 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.

For example, at Ito-Yokado, new employee training is held for all employees, including part-time employees, to teach company policies, retail fundamentals, and skills and knowledge required for work. Further, training leading to on-the-job training at stores is continuously 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 upgrading their skills. Additionally, training is also held for everyone from new hires to sales floor staff, sales floor managers, division managers, and store managers, to provide knowledge of sales floor management and management skills in stages and in line with their respective positions. Training is also carried out beforehand to improve their skills in preparation for their next positions.

York-Benimru uses target setting charts to assess 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 target setting 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 service 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. This enables them to check their own growth, helping to boost motivation.



Employees in training

IY Training System

Position	Training content		Information sharing	
Part-time employee	Training for new employees	• Corporate fundamentals, retail fundamentals	Personal development support (correspondence courses, Eco Test, etc.)	
	Fresh food preparation training	• Safety & reliability, learning of basic skills		
New employees	Training for new employees	• Corporate fundamentals, retail fundamentals		Group training for new employees
	Cash register & service training	• Fundamentals of cash register and service counter work		
	Item-by-item management training	• Concept of plan, do, check, act		
	Divisional training	• Basic knowledge and basic technologies by division		
Floor staff	Fresh food preparation training	• Training for acquisition of each skill		
	Step-up training	• Management fundamentals, learning of skills required as managers		
Floor managers	New manager training	• Management skills necessary for sales area management, numerical analysis, personnel training		Floor manager conferences
	Fresh food preparation training	• Confirmation and learning of key category skills		
	Step-up training	• Division management, learning of skills required as division managers		
Division managers	New manager training	• Knowledge necessary for store management, management	Division manager conferences	
	Step-up training	• Division and store management, learning of skills required as store managers		
Store managers	New manager training	• Basic knowledge about the company, store operation from a management perspective	Store manager conferences	
	Store manager school	• Problem solving + HR development		
	IY management school (YogaJuku)	• HR utilization + strengthening of organizational capabilities		

Establishment of Training Facilities

Seven & i Holdings established the Ito Training Center in Yokohama, Kanagawa Prefecture in 2012 to support the acquisition of technical knowledge on sales, food preparation, and other areas to match business characteristics. Another function is to communicate the Group's founding spirit and nurture the next generation of human resources. The training center is equipped with meeting rooms as well as training rooms for personnel that handle fresh produce (including delicatessen items, fresh fish, sushi, fresh meat, and other types of produce) cash register practice rooms, and display practice rooms with replicated sales areas. A historical materials room is provided to help communicate the founding spirit and corporate philosophy. There is also an accommodation facility within the training center with 65 rooms for overnight stays, including four universal design rooms that are wheelchair-accessible.



The Ito Training Center

> Further details about the Ito Training Center can be found [here](#) (in Japanese)

Open Recruitment System for Human Resources

Seven & i Holdings implements “Seven & i Career Challenge System.” It is an annual open recruitment system for human resources that encompasses all of its group companies. The system is designed 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. Full-time employees at group companies who have been performing their current duties and have been in their current positions for at least two years are eligible to apply.

Group companies have also instituted internal recruitment systems. For example, at Ito-Yokado, employees who have worked at the company for at least one year can become candidates for managerial positions and jobs regardless of business experience or seniority. In the fiscal year ended February 29, 2020, 259 people applied through this system and 15 were appointed to their preferred positions or jobs.

We will further enhance the conditions that raise employees' motivation and allow them to fully demonstrate their abilities.

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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 due to social status, place of birth, race, creed, gender, and so on.



Ensuring Fairness through Self-Evaluations

The Seven & i Group has instituted a self-check program to maximize individual employee abilities and help ensure fair evaluations. Twice a year at each Group company, 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.

Implementation of Management Checks

Seven-Eleven Japan has been conducting management checks since November 2017 as a personnel measure where subordinates and supervisors work together to improve the Company and enhance internal communications. Subordinates evaluate the status of management of employees by managers. Employees respond to a total of 20 questions (five questions in each of four categories: integrity, thinking abilities, action abilities, and compliance) and also input comments in the free entry field. To prevent the identification of specific individuals, the scores of all subordinates are averaged and comments are combined. Results are not directly disclosed to supervisors; oral feedback is provided during interim interviews (conducted twice annually) by the supervisor who is two levels higher. Each individual actively uses the results to generate outputs that will contribute to their individual growth.

Employee Compensation System

Ito-Yokado 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 using 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, Ito-Yokado has a program enabling part-timers to choose from diverse working styles. Under this system, part-timers may choose 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, 2020), 180 part-timers have become monthly salaried permanent employees. In January 2020, an ex-part-timer became a store manager for the first time.

A large number of part-timers have also been hired on in managerial roles, such as sales floor managers. This initiative has received formal recognition as Ito-Yokado 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 in the fiscal year ended February 29, 2016 by the Ministry of Health, Labour and Welfare.

Ito-Yokado's Step Up Elective System



Award ceremony (January 2016)

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Consideration for Employee Health and Occupational Safety and Health

Seven & i Holdings conducts a variety of initiatives for the Group's sustainable growth and promoting the health of local communities, including formulating the Seven & i Health Declaration NEXT that states three goals, and convening safety and health committees for the purpose of maintaining comfortable working conditions.



Three Goals of the Seven & i Health Declaration NEXT

1. We will understand our own health issues, and take actions toward improvement.
2. We will realize working conditions where all employees can work with vitality.
3. We will continue to be a company that supports the everyday health of our customers through "health conscious" products and services.

<Message from the President>

Seven & i Holdings thinks that promoting the health of employees will bring vitality to the entire Company, and in addition, contribute toward improving society's quality of life (QOL). We support each employee's proactive initiative to promote health. Therefore, in October 2014, we started the Seven & i Health Declaration 2018 that sought to improve employee health and QOL, and enhance our corporate vitality. Through conducting a variety of initiatives related to health, we have reaped certain results.

In view of this, we formulated the Seven & i Health Declaration NEXT which states three new goals that seeks to further strengthen our initiatives, and are starting on those initiatives.

This declaration sets themes related to individual employees, the Company, and society respectively, and aims to improve results through specific measures.

Promoting the health of employees will be the foundation for improving individual QOL, widen opportunities for further participation by each person at work, and become the source of our Group's sustainable growth.

In addition, based on the basic principle of providing safe and reliable products, we will work to support the health of the customers who use our Group's stores and products on a regular basis, and also contribute toward promoting the health of local communities through measures such as product development that works on reducing additives while being particular about taste and quality; being thorough in the labelling of food ingredients which is of high concern to customers; development and provision of products supporting health; and support for healthy dietary habits and dietary education. Going forward, Seven & i Holdings will deepen our initiatives contributing to the healthy growth and development of people's lives and society from the viewpoint of being close to daily lives, and aim to be a Company that is trusted and needed by employees and society.

October 2019

Ryuichi Isaka

President and Representative Director

Specific Initiatives of the Seven & i Health Declaration NEXT

【Initiatives for individuals】

Theme 1: Initiatives for maintaining health, preventing illnesses, and returning to health

Details : Understand health issues, and carry out initiatives toward improvement

- Enhancement of regular health checks
- Initiatives for preventing illnesses and early discovery of illnesses
- Measures for the prevention from lifestyle diseases
- Initiatives for reduction of smoking rate

Theme 2: Initiatives for promoting health that also utilizes IT

Details : Develop health awareness using IT (wearables and apps)

【Initiatives for workplaces】

Theme 1: Comfortable working conditions where people can work with healthy minds and bodies

Details : Promote work-life balance through putting in place appropriate labor environments

- Improvement of working hours
- Encouraging employees to take day offs and acquire leave, and effectively utilizing them

Initiatives for improving mental and physical health

- Understanding organizational issues using surveys and initiatives toward improvement
- Preventing mental illness through conducting mental health training

Initiatives for promoting communication

- Establishing workplace environment toward enlivening communication within the company
- Conducting events for employee interaction

Initiatives for establishing environments and support for balancing work and recuperation

Theme 2: Establishment of healthy and comfortable working environments

Details : Establish working environments toward prevention of passive smoking

- Establishing environments that prohibit smoking/ separate smoking areas from non-smoking areas
- Installation of spaces for relaxation

- Installing spaces for relaxation that anyone can easily use

Initiatives for establishing working environments and rescue toward prevention of workplace accidents

- Thoroughly preventing workplace accidents and deeply enrooting first aid knowledge

【Initiatives for society】

Theme 1: Initiatives to support health in society—contributing to SDGs

Details : Develop safe and reliable products

- Reducing use of food additives
- Labeling of nutritional components and allergy information

Development and provision of health support products

- Expanding the “Good Health Starts with this Hand” series (Seven-Eleven Japan)
- Developing and deploying products under the Seven Premium health series

Support for healthy dietary habits through various ways

- Providing information on healthy dietary habits through cooking support (Ito-Yokado)
- Supporting dietary habits through meal kits and frozen foods

Initiatives to support health in collaboration with local governments

- Conducting health events using event spaces of stores

Initiatives for the Group's sustainable growth and Promoting the health of local communities

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, Seven & i Holdings launched the "Seven & i Health Declaration 2018" in October 2014 in partnership with Seven & i Holdings Health Insurance Union. To further strengthen initiatives, the "Seven & i Health Declaration NEXT" was formulated in October 2019. Promotion of health and productivity management was incorporated into the Corporate Ethics and Culture Subcommittee under the CSR Management Committee chaired by the President and Representative Director of Seven & i Holdings, and various measures are being promoted in collaboration with human resources and labor relations supervisors at each Group company, led by the Seven & i Holdings Personnel Planning Dept., Health Management Center and Health Insurance Union.

The Seven & i Health Declaration NEXT establishes targets in such areas as reducing the risk of lifestyle diseases, reducing the smoking rate, improving the percentage of annual paid leave taken, and reducing long working hours. The MY HEALTH WEB Health Management System, a portal website, is being used as a support measure for these targets. We also hold mental health training and health-themed events, offer low-calorie, low-sodium menu items at the staff cafeteria, and provide health-related information through internal Group newsletters and other media, and help employees maintain and manage their own health to raise awareness about health.

The MY HEALTH WEB Health Management System in particular allows individuals to browse the past five years of their own health checkup 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. It also has an environment which allows use through a smartphone app.

Furthermore, Group companies have taken steps to implement appropriate health and productivity management based on the Industrial Safety and Health Act by ensuring that all employees receive regular health checks and follow up on the results, as well as making sure that stress checks are implemented for everyone.

In March 2020, this initiative was highly rated and six Group companies - Seven & i Holdings, SEJ, Sogo & Seibu, YB, Seven & i Food Systems, and York Mart - were recognized in the 2020 Certified Health and Productivity Management Organization White 500 held by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaiji.



2020 Certified Health and Productivity Management Organization Certificate

Seven & i Health Declaration NEXT

Targets	Specific Targets to Be Achieved by March 31, 2023					
1. Control to achieve appropriate bodyweight	Ratio of People with a BMI over 25*1					
		FY2016	FY2017	FY2018	FY2019	March 31, 2023 Target
	Male	34.6%	35.5%	37.6%	38.5%	28% or less
Female	25.0%	25.6%	26.8%	27.6%	18% or less	
2. Reduce smoking rate	Overall Employee Smoking Rate*1					
		FY2016	FY2017	FY2018	FY2019	March 31, 2023 Target
	Overall	31.3% (Male: 42.8%, female: 23.0%)	30.3% (Male: 41.3%, female: 22.7%)	29.3% (Male: 39.7%, female: 21.8%)	28.1% (Male: 38.0%, female: 21.2%)	20% or less
3. Improve the percentage of annual paid leave taken	At least 70% for percentage of annual paid leave taken					
4. Reduce long working hours	Less than 5% for percentage of employees with long working hours (45 hours or more of overtime work in a month)					
5. Increase the number of health support products developed by the Company						
6. Increase the number of cooking support*2 with health as the theme						

* 1 BMI and smoking data are totals for 23 Group companies participating in the Seven & i Holdings Health Insurance Society

* 2 Proposal of menu items at stores

Prevention of Workplace Accidents

Seven & i Holdings convenes safety and health committees at each Group company in accordance with laws and regulations and implements improvements to the workplace environment including working conditions, and also conducts measures to prevent workplace accidents. For example, at IY, training is conducted on the handling of knives and other implements for employees that work with fresh food products.

In addition, at Seven & i Food Systems, awareness-raising posters and other campaign materials are posted at stores three times 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, 2020

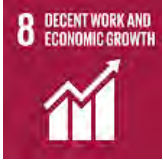
	Seven & i Holdings.	Seven-Eleven Japan	Ito-Yokado	Sogo & Seibu	York-Benimaru	Seven & i Food Systems	Akachan Honpo	Seven Bank
Workplace accident frequency	0.00	0.54	1.37	0.69	3.58	1.18	0.33	0.00
Workplace accident severity	0.00	0.01	0.03	0.01	0.01	0.02	0.03	0.00

* No workplace accidents resulted in deaths.

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Employee Engagement Survey

Seven & i Holdings conducts employee engagement surveys aimed at creating fulfilling workplaces.



Employee Engagement Survey

The employee engagement survey is an indexing of employees' feelings about doing one's best and not giving up until delivering results above expectations, with the "feeling that each and every employee is always playing a leading role" as well as having "pride and passion in everyone's own work."

In the fiscal year ended February 28, 2019, the survey was administered to approximately 35,000 employees at 28 companies in Japan,. The survey is conducted once every two years, and the next survey is planned for the second half of the fiscal year ending February 28, 2021.

Results of the Employee Engagement Survey (Example)

- Percentage of employees with their own desire to contribute to the Company*

Male	50%
Female	43%
Overall	47%

*Results from the survey conducted in the fiscal year ended February 28, 2019. The degree of employees wanting to contribute to the Company on their own initiative is categorized into four levels, and the figures in the above table are the percentages of employees who "Have an extremely strong desire," "Have desire," and "Have some desire."

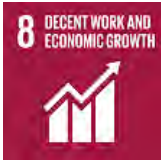
Promoting Improvement Activities

The results of the employee engagement survey are reported to upper management, and at the same time, each Group company carries out their analysis of the survey results and organization of the issues. Going forward, improvement measures will be proposed based on the issues identified and gradually executed. At the same time, the Company plans to carry out validation at the next employee engagement survey.

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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 March 2020 has approximately 52,000 members in 11 unions and a participation rate of 70.7% (Ito-Yokado labor union). 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 labor 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 working conditions and employees' workplace environments.

For example, at Ito-Yokado, the treatment system and labor conditions for union members and employees are proactively discussed. Consultations between labor and management are considered valuable for solving issues and improving productivity. Promotion of recent workstyle reform is an example of collaboration between labor and management, and Ito-Yokado is taking steps to ensure that working rules are understood by everyone, promote the use of holidays/day-offs and paid leave, improve the labor environment, and achieve a good work-life balance.

* 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.

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Support for Childcare

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



Maternity and Childcare Counseling Service

As of February 29, 2020, Ito-Yokado and Sogo & Seibu provide maternity and childcare consultation offices at 108 stores and Pre-Mama Stations at five stores. Here, 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 breastfeeding, a water heater for milk formula, and toilets for children.



Childcare consultation office

Number of Ito-Yokado Childcare Consultations (Users)

FY2015	FY2016	FY2017	FY2018	FY2019
237,336	246,060	245,988	239,934	224,552

Childcare Support Events

Ito-Yokado holds various events to provide childcare advice and encourage mutual interaction between guardians. The company also actively takes part in events with universities, municipalities and several 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.



A childcare support event sponsored by public-private-academic partnership

Supporting Career Education

To support career education at elementary, junior high, high schools, and universities, the Seven & i Group cooperates with requests from schools by sending out employees to each school, by providing workplace tours, and by holding workplace experience programs at its Group stores, where children have the chance to take part in conducting familiar retail store operations.

For example, York provides an opportunity to observe the food processing operations and to practice stocking the shelves in the store with products. Around 7,000 elementary and junior high school students participate each year. Ito-Yokado also conducts workplace experience programs at its stores where each year around 9,000 children and students participate. They come up with their own proposals by making product coordination, and suggestions for customers through in-store sampling, while experiencing firsthand the importance of complying with basic standards to ensure safety and confidence.

In addition, Seven & i Food Systems holds workplace experience programs where students can try working as the manager of a restaurant or learn about the importance of ingredients control and hospitality through actual experience. The program was attended by children and students from 120 schools in the fiscal year ended February 29, 2020.

The Seven & i Group training facility, Ito Training Center, provides sales space creation and food processing experiences, as well as opportunities to provide service from various customer perspectives, such as helping customers in wheelchairs and so on. Through these experiences, the students can feel the value of working and the joy of interacting with customers.



Learning about cash registers through hands-on experience at Ito Training Center

Furthermore, Seven-Eleven Japan has a store in Shinagawa Student City, which has been run jointly by Shinagawa Ward and Junior Achievement Japan since 2003. The concept of Shinagawa Student City is to create a virtual town inside an elementary school, with various companies setting up shops and providing experience of working and society. The children working in the 7-Eleven store experience customer service, sales space creation, and other operations to learn about the systems of society. In the fiscal year ended February 29, 2020, 2,223 children participated in the store and learned about the joy and challenges of working through customer service and retail sales.



Shinagawa Student City

Outreach Classes for Company-School Exchange

Seven-Eleven Japan holds outreach classes at an elementary school in Tokyo's Suginami Ward in March 2019 as a part of the Yomiuri Education Network, which seeks to increase interactions between companies and schools. The class involves group work in which 7-Eleven stores are established in fictitious towns on a map. Through the group work, the children come to understand in a fun way the roles that 7-Eleven plays in society. At the same time, they learn about how the products and services of 7-Eleven—which aims to build stores that are convenient and close to people—have changed (CRM strategy* and response to SDGs) in accordance to the changes in society (changes in customers' needs). The class provides a good opportunity for children to think about their society from the everyday perspective of a convenience store.

*CRM strategy: Customer Relationship Management Strategy

This is a management strategy/method aimed at expanding sales and improving profitability through improving customer satisfaction and loyalty.



Outreach class in progress

Picture Book Storytelling Sessions

Seven Bank supports the publication of "Bonolon, Warrior of the Forest" (approximately one million copies on even months), a picture book that parents can read to their children to foster communication. The bank also distributes picture books free of charge, and regularly holds storytelling sessions by employees at children's centers and other places for children. 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

The Seven & i Group promotes dietary education activities for children to raise people who understand foods through various experiences and can practice sound and healthy dietary habits. For example, Seven & i Food Systems distributes 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.

In addition, dietary education classes for children were held a total of nine times at Denny’s restaurants in the fiscal year ended February 29, 2020. These are opportunities for children to learn about how to use chopsticks, how to use knives, forks, and spoons, and other basic table manners. They are also opportunities to learn about vegetables in an enjoyable way through explanations using ingredient-themed panels and quizzes.



©Coamix, © Together with Bonolon, 2007
Free dietary education booklet “Bonolon and Food”



Dietary education class

Donating Shoes to Children in Zambia

Sogo & Seibu works with the Japanese Organization for International Cooperation in Family Planning (JOICFP)* on a project for sending pairs of shoes to children in Zambia. The company has established areas to accept children’s shoes donations in all of its stores. The shoes they receive from customers help to prevent tetanus and parasitic infections resulting from foot injuries to children with bare feet. They are sent through JOICFP to children in Zambia. As of February 29, 2020, Sogo & Seibu had sent about 950,000 pairs of shoes since 2009.

* JOICFP is an international cooperation NGO that was started in Japan to protect the health and lives of women and children in the developing world.



Cooperation with the White Ribbon Campaign

Akachan Honpo and Sogo & Seibu have been providing sponsorship for the White Ribbon Campaign launched by JOICFP to protect the health of pregnant women and babies throughout the world. The Group companies have been working in partnership with JOICFP on the Community Safe Motherhood Project (which involves the donation of funds to establish Maternity Waiting Houses in Zambia). Besides accepting donations on behalf of JOICFP through its stores and online, the two companies have also installed 60 White Ribbon Campaign Vending Machines at locations throughout Japan (Akachan Honpo 44 machines, Sogo & Seibu 16 machines) as of February 29, 2020. For every beverage purchased from one of these machines, the companies donate ¥2 to JOICFP (¥1 from the beverage manufacturer and ¥1 from the store where the machine is installed). In addition, Sogo & Seibu has created a White Ribbon pin badge for sale, from which all proceeds are donated to the White Ribbon Campaign.



A White Ribbon beverage vending machine



A White Ribbon pin badge