



Creating Fulfilling Workplaces



Collective training provided by Seven-Eleven Japan



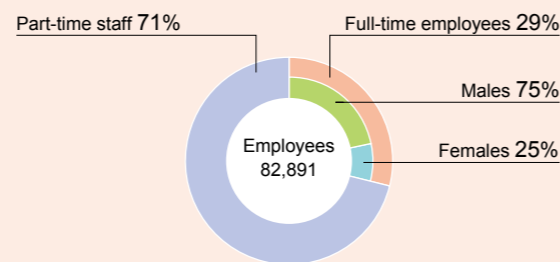
Skill contest held by Ito-Yokado



Instructor visiting a Denny's restaurant to give advice

In the Seven & i Holdings Corporate Action Guidelines, we instill a vital corporate spirit in employees by operating without prejudice, based on fair and impartial standards with regard to employment, changes or promotions, to expand the capabilities of each individual in the workplace, while maintaining a work environment that is free from discrimination or harassment in which employees can work together with mutual respect. We endeavor to construct pleasant, safe, sanitary working environments in which employees enjoy the greatest possible physical and mental freedom and sense of abundance. Based on this policy, our operating companies are expanding the systems and programs to create fulfilling workplaces.

Number of employees at the six companies* and breakdown by gender and employment status (FY2010)



*Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Sogo & Seibu, Seven & i Food Systems and Seven Bank

Web Major items disclosed at the website: <http://www.7andi.com/en/csr/index.html>

- Activity policies (Seven & i Holdings Corporate Action Guidelines)
- CSR Report Data Section (Data for Internal Consultation Services, mid-career employees hired, re-employment, percentage of women in management positions, average length of service (full-time employees), ratio of taking paid holidays (full-time employees), and number of volunteer leave recipients)

Supporting Development of Employee Abilities

Providing employees with various programs to help them improve their abilities

Seven & i Group operating companies are committed to developing human resources by providing employees with training programs suitable for their business features and by establishing unique systems to help individual employees improve their abilities.

Programs implemented by the operating companies to help employees improve their abilities

Operating companies	Major programs
Seven-Eleven Japan	<ul style="list-style-type: none"> • Training on customer service at the checkout counters for franchise employees • Holding English classes • Encouraging participation in external training programs
Ito-Yokado	<ul style="list-style-type: none"> • In-house licensing program in which a total of 15 licenses are issued for the divisions of apparel, household goods and services • Holding skill contests for part-timers in the food division
York-Benimaru	<ul style="list-style-type: none"> • Management of objectives and progress of individual employees based on the items set in detail by division and skill • Holding skill contests in a total of 7 divisions including: fresh fish, meat, fruit and vegetables, processed foods, daily products, apparel, and housewares
Sogo & Seibu	<ul style="list-style-type: none"> • Holding seminars on the basics of customer service and management for all employees to raise their awareness • Supporting employees in acquiring specialist qualifications to improve their customer service skills • Encouragement and financial support for correspondence course participation
Seven & i Food Systems	<ul style="list-style-type: none"> • Support for the acquisition of national certifications • Providing all employees (of the Restaurant Division) with training for in-house qualifications and operating a certification system by business category • Encouraging employees to participate in external training programs
Seven Bank	<ul style="list-style-type: none"> • Encouraging employees to participate in correspondence courses and external training programs • Holding internal customer service contests • Participation in external contests on customer services

Improving skills necessary for business operations

Ito-Yokado, York-Benimaru, and Seven & i Food Systems are operating in-house qualification programs to certify the skills necessary for their business operations. Ito-Yokado, Sogo & Seibu, and Seven Bank are supporting the self-education of employees by sharing the cost of correspondence education.

Moreover Seven-Eleven Japan supports its franchises in improving the customer service skills of their employees.

SEVEN&i Food Systems



Denny's and Famil provide all employees with in-house training (lower left photo) and have an in-house certification program. They dispatch trainers from headquarters to the restaurants where examinees are working in order to evaluate actual challenges during their business and to give instructions so that the test may have a higher level in its content and the companies can help the employees successfully obtain the certification (lower right photo).

In the training, employees are evaluated for their challenges and given advice regarding cleaning as well as their response capabilities and communication with other employees.



Seven Bank

The bank provides employees with a range of training programs to help them acquire the necessary knowledge and skills in each stage, with the roles of employees classified into those on the "stage for the development of professional abilities" and on the "stage for the display of professional abilities."

Examples of operating companies' training systems

	Stage for the development of professional abilities			Stage for the display of professional abilities
	New employees	Young employees	Middle-rank employees	Managers
Common training for all employees	Communication training, basic training on financial issues (correspondence education), basic training on skills, training for mid-career employees, training on compliance, human rights and EAP, etc.			
Stratified training	Training for new employees	Leadership training I	Leadership training II	Training for managers
	Follow-up training for new employees	Mentor training	Seminars provided by the Japanese Bankers Association	Training for new managers
Training by division	Capacity building training			
Others	Enlightenment seminars held in the evening			
		MBA training		

Giving commendations to employees who have achieved results

Seven & i Group companies have unique commendation systems, in which the president gives commendations to employees who have achieved excellent results and the cases are introduced as excellent examples across the company. This gives higher motivation to employees and encourages them to participate more proactively in educational training.

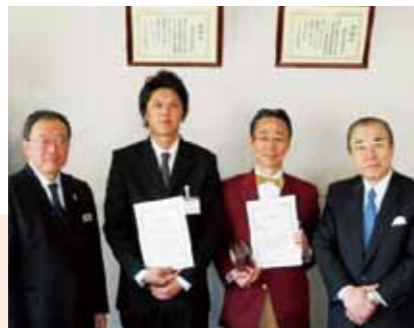
Ito-Yokado and York-Benimaru, and Sogo & Seibu give "certification badges" to employees who have acquired in-house qualifications and to employees who have acquired public qualifications, respectively. By making employees' skill levels "visible" to both their customers and colleagues through such means, the companies raise employees' motivation for technical certifications.



Employee awarded a certificate of merit from the president (right)



Seven-Eleven Japan has been conducting a Genkiga-Deru ("maintaining high spirits") campaign targeting all its employees, in which employees are assessed on: goal achievement, efforts to take on new assignments, degree of effect on the company, contributions to society, and the like, and commendations are given to those who have received high evaluations. The good examples are introduced and widely shared through video presentation at in-house meetings, and the president gives certificates of merit to the recipients.



Two employees (center) awarded certificates of merit from the president (right), and the store manager of the Ikebukuro main store (left)



Under its "Service No. 1" President's Award System, the company gives commendations to individuals and groups who have achieved results by improving their service and operational methods. This system was launched in FY 2009 to share the process of creative methods devised by employees, and 296 teams were commended in FY 2010.

Assuring Fair Assessment and Treatment of Employees

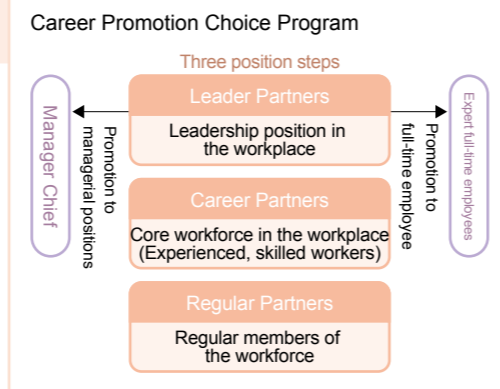
Implementing a self evaluation-based and dialogue-based assessment and treatment system

Seven & i Group companies are implementing merit-based personnel evaluation systems to maximize employees' abilities. Twice a year at the companies (thrice a year at Seven-Eleven Japan), employees self-evaluate their job performance and then their managers also conduct an appraisal. Subsequently through interviews, the employees talk about the appraisal results with the managers to understand their strong points and challenges. Through this process, the companies ensure transparency and fairness in personnel evaluation.

Moreover our operating companies are working to establish the systems in which individuals can choose from among different working styles to work with higher motivation. For example, Ito-Yokado has the Career Promotion Choice Program for part-timers, and York-Benimaru and Seven & i Food Systems are also implementing systems to promote part-time staff and temporary workers to full-time employees or store managers. Seven & i Food Systems has actually promoted a total of 153 part-time staff to full-time employees over four years since FY 2007.



The company is implementing a Career Promotion Choice Program to enable part-time staff to choose from diverse working styles based on their personal circumstances and beliefs. "Leader Partners" who meet the predefined criteria after taking an examination and are highly evaluated by their managers are promoted to full-time employees. Since FY 2007 when the program was launched, a total of 651 part-time staff have been promoted to full-time employees under the program.



Achieving a Work-Life Balance

Helping employees with childcare and nursing care so that they can continue to work with peace of mind

The Seven & i Group is improving its childcare and nursing care systems to help employees, including part-time staff, continue working while raising children or caring for their family members. All Group companies are operating childcare systems that are better than the legal standard.

Moreover, Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems have a volunteer leave system in place, in order to support the participation of employees in volunteer activities, including those for people with disabilities, nursing care, and environmental conservation. The system allows employees to take up to five holidays per year.



Ito-Yokado and Seven Bank were certified as companies that comply with the Act on the Advancement of Measures to Support Raising Next-Generation Children in 2007 and 2011, and in 2009, respectively.

*The certification mark shown on the right is the one that Seven Bank was authorized to use.



TOPICS



Invited employees' children to parents' workplaces on observation day

In November 2010 and January 2011, as an effort to better the work-life balance of employees, the bank held an event, observation day, to invite the children of employees to their workplaces, with a view to helping employees families to get to know the workplace so that employees families can work more comfortably.

The event was held at the banks' head office and other bases, in which a total of 38 families including 58 children participated. By having work experience such as exchanging business cards and using an ATM, they shared the atmosphere of the workplaces.



Children briefed on an ATM



The company has revised its childcare and nursing care support system to help employees work more comfortably. The following shows its main support plans.

* The underlined parts show the arrangements made beyond the legal standards.

- Temporary leave plan (parental and nursing)**
 By filing an application for the plan, employees can take temporary leave for their child until the 15th of the first April that comes after the child becomes one year old (or for one more year if it is necessary) and for their family member for up to one year. *When both parents take parental leave, they can take the leave until the 15th of the first April that comes after the child becomes one year and two months old.
- Short working hour plan (parental and nursing)**
 By filing an application for the plan, employees can shorten their working hours by up to two hours for their child until the 15th of the first April that comes after the child becomes a second grader at elementary school. Also for nursing care, employees can shorten their working hours by up to two hours for two to three years. * Employees can apply for both this plan and the temporary leave plan.
- Early leave (by 7:00 p.m.) plan (parental)**
 By filing an application for the plan, employees can leave the workplace by 7:00 p.m. regardless of the closing time of the store for their child until the fiscal year, in which the child becomes a fourth grader at elementary school, ends.
- Re-employment plan (parental and nursing)**
 By filing an application for the plan, employees who quit the company for childcare or nursing care will be given preferential re-employment opportunities.
- Holidays for the care of sick/injured children**
 Employees who need to care for their pre-school sick/injured children or to take their pre-school children to medical institutions for preventive vaccination or physical checkups can annually take up to five holidays for one child and up to a total of 10 holidays for two or more children. (Paid holidays)
- Nursing leave**
 Employees who have family members constantly in need of nursing or other care for a period of two weeks or longer can annually take up to five holidays for one such member and up to a total of 10 days for two or more such members. (Paid holidays)

Making Use of Diverse Human Resources

Working to provide employees with workplaces where they can work without discrimination

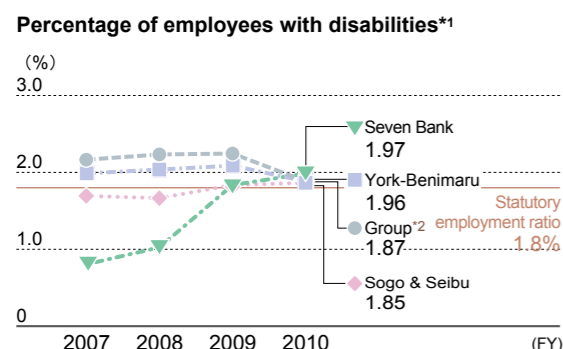
The Seven & i Group adheres to fair and unbiased employment, transfer, and promotion as its basic policy. In February 2010, the Human Rights Awareness Office was moved from Ito-Yokado to Seven & i Holdings to enhance human rights education and awareness across the Group.

Moreover, to encourage employees to think about human rights, the Group holds annual campaigns to collect slogans from employees and their families. In FY2010, a record-breaking 43,919 slogans were submitted (42,995 from employees and 924 from their families).

Promoting the employment of people with disabilities

The Seven & i Group is committed to helping people with disabilities to display abilities at their workplaces. To this end, the operating companies assign employees with disabilities to the workplaces and jobs that are suitable for them in consideration of the level and details of the disabilities and their own preferences. Terre Verte*, which is a special subsidiary established to foster the employment of people with severe disabilities, employs 15 people with severe disabilities as of the end of February 2011. In 2009, the company was certified as an excellent company for people with disabilities by the Ministry of Health, Labour and Welfare.

*The company was established jointly by Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Seven & i Food Systems, and Kitami City of Hokkaido in 1994.



*1. The method of calculation has been changed in FY2010, to reflect the amendment to relevant laws in July 2010.
*2. The rate for the fiscal year is the rate as of June 1 of the following fiscal year. The percentage of workers with disabilities is for the five qualified Group companies: Seven & i Holdings, Terre Verte, Seven-Eleven Japan, Ito-Yokado, and Seven & i Food Systems.

Implementing public invitations for candidate system

Seven & i Holdings is implementing public invitations for a candidate system to place the right people in the right jobs and help employees display more of their abilities by letting them apply for the jobs of their choice within its operating companies.

Other Group companies also have in-house public invitations for candidate systems. For example Ito-Yokado has a system in which employees who have worked for at least two years for the company can apply for all the managerial positions and jobs regardless of their work experience or seniority. In FY 2010, 475 employees made applications under the system, of which 78 got the positions or jobs of their choice.



Ito-Yokado's poster about in-house public invitations for candidates

Special subsidiary Terre Verte

Terre Verte publishes its newsletter on the intranet every month widely to introduce how its employees are working and how the company is accepting visitors as part of the Seven & i Group's employee awareness raising activities. This special subsidiary is also promoting the employment and retention of people with disabilities by Group operating companies through awareness-raising activities. In July 2010, upon request from Seven Bank, the company held a training seminar for five division managers of the bank. And it also dispatched a job consultant supporting and managing the employment of people with disabilities to Seven Bank's head office and its administration center, where the consultant provided 30 employees of the bank with tips and advice for working with people with disabilities.

Employees of Terre Verte are engaged in printing slips and growing mushrooms



Assuring Consideration for Worker Health and Safety

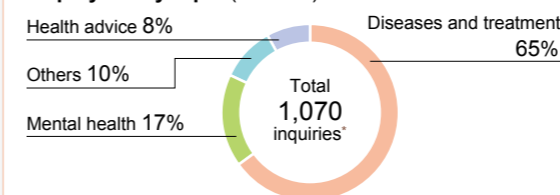
Considering the physical and mental health of employees and their families

The Seven & i Group is striving to maintain safe and comfortable workplaces for employees. To this end, each Group company regularly holds the meetings of its safety and health committee and provides employees with regular health checkups, while the Group's headquarters set up a health management center for employees. Moreover, the group has introduced a system in which clinical psychotherapists and counselors provide employees with counseling services on their mental health by phone and via e-mail. The Group also provides both employees and their families with health counseling and services to introduce medical institutions.

To prevent industrial accidents, Ito-Yokado provides employees dealing with fresh food with education on the treatment of knives and other tools, while Seven-Eleven Japan provides OFC (Operations Field Consultants)* who drive vehicles for their jobs with an annual safety driving seminar. Seven & i Food Systems urges employees to prevent industrial accidents by regularly posting awareness posters, etc. at its stores.

* OFCs are counselors who visit the stores of the company to give advice on store management.

Breakdown of consultation requests made by employees by topic (FY2010)



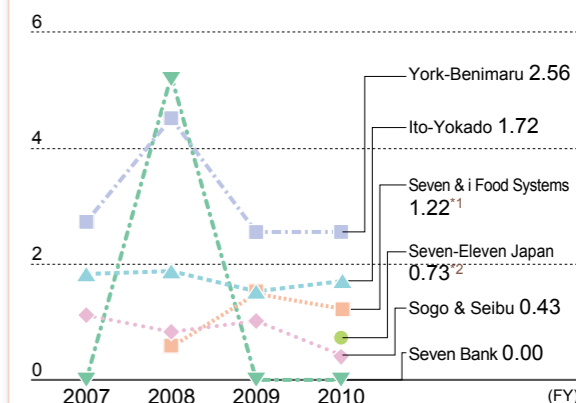
*Including those from employees' families

TOPICS

Sound labor-management relationships

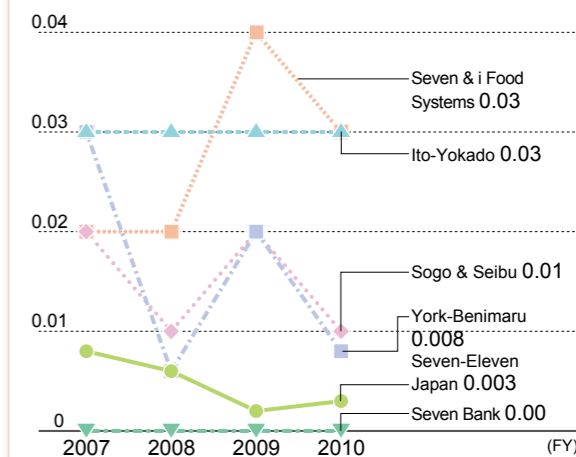
The federation of Seven & i Group labor unions is composed of eight* Japanese labor unions (with a total of about 45,000 members). The labor unions exchange information about the organizational management and working conditions for the members based on the principle of enhancing their organizations while maintaining their independence. Ito-Yokado's labor union, which adopts the union store system, is the largest among the eight unions, with the number of members reaching nearly 25,000. As of the end of February 2011, 55.8% of all its employees, excluding students working as part-time staff, belong to the labor union. Ito-Yokado respects the union's activities based on the three rights of labor. For example, when the labor union holds a round table meeting or training seminar during the

Frequency rate of industrial accidents



Frequency rate = (Number of deaths and injuries who took a holiday due to an industrial accident for at least one day/Total working hours) × 1,000,000
*1. Only for FY 2008 to 2010
*2. Only for FY 2010

Severity rate of industrial accidents



Severity rate = (Number of lost workdays/Total working hours) × 1,000

opening hours of the stores, the company makes necessary arrangements on the working hours of the union members and also avoids schedule conflicts between company meetings and the important meetings of the labor union. In FY 2010, the company and labor union concluded eight labor agreements by discussing and negotiating on such issues as wages, bonuses, appropriate working hours, encouraging employees to take paid holidays, and improvements related to business operations.

* Labor unions of Ito-Yokado, Seven & i Food Systems, York Mart, Marudai, K.K. Sanei, York-Benimaru, Akachan Honpo, and Sogo & Seibu. The federation also shares information and cooperates with the labor unions of the following Group companies: Life Foods, SHELL GARDEN and THE LOFT.



Main Operating Companies' Targets, Results and Self-Evaluation for the Challenges in FY2010

○ : Target achieved △ : Target nearly achieved × : Target not achieved

Challenges	Operating companies	FY2010 Targets	FY2010 Results	Self-evaluation	FY2011 Targets
Supporting development of employee abilities	Seven-Eleven Japan	• Enhancement of language skill for globalization	• Supported the language education	○	• Improve various in-house training programs • Enhance employees' language abilities for globalization
	Ito-Yokado	• Promote the cultivation and expansion of certified personnel (rank 1 and rank 2) who acquired high(er) knowledge, techniques and reception capabilities, not only for those who acquired an internal license • Hold a skills contest at all the departments of apparel, household goods, indoor service, general food products, and perishable foods • Mandate managers to receive the training on finance, marketing and leadership	• Rate of personnel in ranks 1 to 3: 46.4% • Held a skill contest at all 17 apparel, housing goods, food, and service departments • The training was held 36 times with the participation of 787 managers.	△	• Increase the rate of employees in ranks 1 to 3 to 55% • Mandate those targeted for manager training to receive that training at least once a year
	York-Benimaru	• Expansion of management school students (training) • Continuous implementation of the skill contest • Thorough promotion of the substantiality of the Target Achievement Records and implementation of interviews	• Held the seminars across the country to increase the number of participants • Biannual interviews became regular events.	△	• Increase employees' awareness of the Target Achievement Records to promote the use of the documents
	Sogo & Seibu	• Promote implementation of sales technique and management training, OJT leader training, and training to cultivate specialty sales persons • Promote training for improvements of one's own floor and proposals	• Number of participants in the management training: 250; number of participants in the training for specialty sales persons: 500 • Number of participants in the training for improvements and proposals: 140	○	• Start providing seminars on marketing and management skills and on professional qualifications (37 seminars) as voluntary learning opportunities (3,000 people will attend the seminars per year)
	Seven & i Food Systems	• Continue implementation of labor management training • Continue the internal promotion examination program • Hold training seminars to help employees acquire national certifications for chefs, public consultants on social and labor insurance, and food sanitation administrators)	• Provided store managers with labor management training twice a year • 226 or 17% of all employees were promoted • Utilized external training and gave rewards to employees who had acquired the certifications	○	• Give training on labor management twice a year (on working rules in the first training and on evaluation methods in the second training) • Encourage employees to acquire national certifications (for chefs, public consultants on social and labor insurance, and food sanitation administrators) • Review the employment manuals for part-timers and temporary workers to increase the retention rate of these workers
Assuring fair assessment and treatment of employees	Seven-Eleven Japan	• Promotion of public invitations for the candidate system and internal projects • Active appointment of female employees	• The number of applicants substantially increased to 144% of the previous year level. • The rate of female managers remained on the same level	○	• Further promote the candidate system • Promote the use of female employees
	Ito-Yokado	• Promote the creation of a workplace environment where the capabilities are justly evaluated regardless of gender	• Rate of female managers: 16.3%	△	• Promote the establishment of workplaces where the abilities of employees are fairly evaluated regardless of gender
	York-Benimaru	• Promote appointment of female employees	• Took a step backward for the matter	△	• Promote the use of female employees • Review the personnel evaluation system in reference to external information
	Sogo & Seibu	• Promote appointment of women • Expand the challenge opportunities by inviting applications	• The rates of female team leaders and of female section managers and those in higher positions increased from 29.9% to 34.6% and from 3.5% to 4.9%, respectively year on year. • Participants in the training for next-generation managers: 50	○	• Increase the rates of female team leaders, and of female section managers and those in higher positions to 50.0% and 10.0%, respectively by the end of FY2012 • Provide more chances to take on challenges through public invitations for candidate system
	Seven & i Food Systems	• Complete implementation of self-check evaluation • Active promotion of female employee appointments • In order to further improve the working environment for employees, promote further improvements in the training program and personal management system. Implement contests throughout all stores	• The self-check evaluation was made by 99.9% of all employees including part-timers. The rate of female store managers or those in higher positions increased to 22% (from 18% in the previous fiscal year) • The companywide personnel rules were published and the training, which was updated as necessary, was provided.	○	• Review the self-check evaluation and complete the implementation • Review the evaluation system according to job details
Achieving a work-life balance	Seven-Eleven Japan	• Encourage male employees to take childcare leave	• No male employee took childcare leave	×	• Promote the use of the childcare leave system by male employees • Promote the use of various leave systems by employees
	Ito-Yokado	• To comply with the Act on Advancement of Measures to Support Raising Next-Generation Children, implement an aggressive reduction of overtime. Target a reduction of 15% year over year	• Reduced the overtime work by 16%	○	• Reduce the overwork time by 5% year on year
	York-Benimaru	• Increase the awareness of the childcare leave system among employees and managers to promote the use of the system by male employees	• No male employee took childcare leave.	×	• Increase the awareness of the childcare leave system among male employees and managers
	Sogo & Seibu	• Encourage male employees to take childcare leave, and increase the awareness of the childcare leave system	• No male employee took childcare leave.	×	• Create and distribute the copies of a brochure on the childcare support system in cooperation with the labor union
	Seven & i Food Systems	• Take action to eliminate overtime (problem solving in personnel assignment plans and investigating causes by sales department and by area)	• Analyzed the overtime data by store and by individual and implemented countermeasures by sales department and area • Reduced the overtime work per capita by about 40% year on year.	○	• Reduce the working hours at the restaurants by reviewing both the personnel allocation and work operations and set a limit on the working hours
Making use of diverse human resources	Seven-Eleven Japan	• Active employment of foreign students • Active employment of people with disabilities	• Employed 9 foreign students • Continued to meet the statutory employment ratio	○	• Promote the employment of foreign students • Promote the employment of people with disabilities
	Ito-Yokado	• Promote the creation a pleasant and fulfilling workplace environment	• Number of participants in the educational seminar on human rights: About 7,000 per year. Number of slogans for human right protection submitted by employees: 43,919 in total (112% of the previous fiscal year level)	○	• Continue providing education on human rights and normalization as part of education for managers and for new employees
	York-Benimaru	• Promote common knowledge of the re-employment system (after retirement age) • Continue to meet the statutory employment ratio of people with disabilities	• Reviewed the timing and details of onsite training for people with disabilities so that they could start working for the company in April, and gradually improved the retention rate of the employees	○	• Increase the employment rate of people with disabilities to 2.0%
	Sogo & Seibu	• Continue utilization of personnel by mid-career recruitment • Continue to meet the statutory employment ratio of people with disabilities (1.80%) • Promote effective use of personnel	• Employed 1 person through mid-career recruitment • Employment rate of people with disabilities: 1.85%	○	• Make better use of non-regular employees through the promotion system established for such employees • Promote employment of people with disabilities to comply with the revised Disabled Persons Employment Promotion Act (factoring short-term workers into the denominator) • Continue mid-career recruitment
	Seven & i Food Systems	• Continue personnel training of the mid-career employees	• Employed nobody through mid-career recruitment • Number of those re-employed after retirement: 10	×	• Promote mid-career recruitment based on the personnel plans
Assuring consideration for worker health and safety	Seven-Eleven Japan	• Eradication of accidents and violations of vehicle users	• Number of accidents and violations caused by vehicle users: 93% of the previous year level	○	• Eliminate the accidents and violations caused by vehicle users
	Ito-Yokado	• Promote a reduction of industrial accidents requiring leave of 4 or more days by sharing information throughout the company, continuous and thorough education, or utilization of external training	• Number of industrial accidents: 93% of the previous fiscal year level • Number of industrial accidents requiring leave of 4 or more days: 89% of the previous fiscal year level	○	• Provide education to prevent industrial accidents • Dispatch information and continue education without fail to prevent industrial accidents • Create an annual health and safety plan for each store and implement measures necessary for the store to reduce the frequency of industrial accidents.
	York-Benimaru	• Implement education to prevent industrial accidents	• Provided OJT	△	• Provide education on industrial accidents as part of education for new employees and of Off-JT
	Sogo & Seibu	• Improve the mental health promotion system • Promote vaccinations and support vaccinations fees for new influenza (entire company) • Promote store committees of the National Occupational Health and Safety Commission and share information in all stores	• Those in charge of personnel affairs interviewed employees transferred to other workplaces • Continued providing the counseling service by phone, in which the doctor of the health insurance union gave advice to employees • Employees got vaccinated against flu at their workplaces.	○	• Establish a system for counseling services by local psychiatrists • Create a program to help employees on leave return to work
	Seven & i Food Systems	• Continue implementation of employee training to prevent industrial accidents	• Continued raising awareness and providing education to prevent industrial accidents through the health committee, etc.	○	• Have employees on leave take interviews with industrial physicians and fully participate in rehabilitation programs • Conduct follow-ups for health checkups and schedule interviews to prevent diseases once a year for employees • Give guidance on the use of tools and equipment to prevent industrial accidents

Note: The FY2010 results and FY2011 targets of Seven Bank are reported in the Data Section of CSR Report, which is available from Seven & i Holdings' Web site.

We are working to provide employees with fulfilling workplaces by listening to their opinions.

The Great East Japan Earthquake has reminded us of the fact that we are supporting the daily lives of people through our business operations. While re-recognizing the significance of delivering daily necessities to customers and providing them with the pleasure of shopping, we are asking ourselves now once again what social contributions we should make to society through our business operations.

For our Group to contribute to society through its business operations, individual employees need to become aware of the significance of their jobs and have workplaces where they can work with ease of mind. Only when these requirements are met, employees can work with high motivation, which in turn makes it possible for them to make social contributions.

Based on this recognition we have been committed to creating fulfilling workplaces.

In this CSR report, we introduce the results of measures implemented by each of our operating companies to create fulfilling workplaces. Some of the targets have been achieved while there are some initiatives that need to be enhanced or improved in its approach. As for the targets that have yet to be achieved, we will sincerely review our approaches to the targets and continue implementing improvement measures.

In order to create fulfilling workplaces where all employees can work with peace of mind, we will make group-wide efforts while listening to the opinions of employees in order not to miss any changes in their awareness and values.

Masataka Tosaya
Senior Officer
Personnel Planning Department
Seven & i Holdings

