

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

Approach to Material Issues

Seven & i Group has close to 135,000 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.

- Relevant policy

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

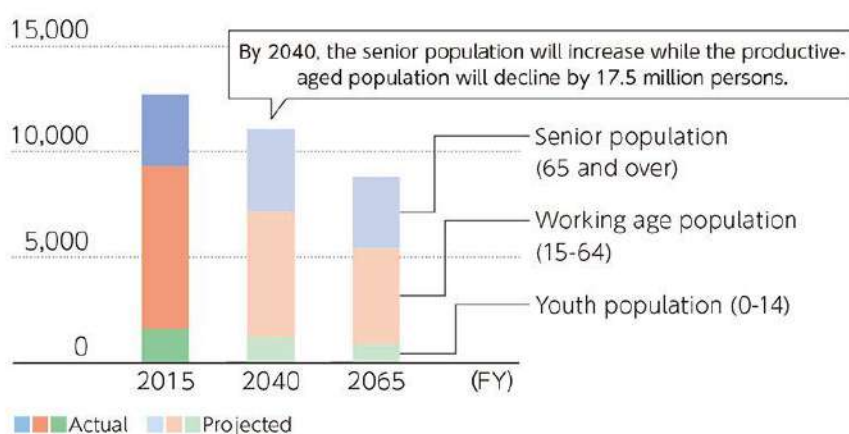
Background to Material Issue

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)



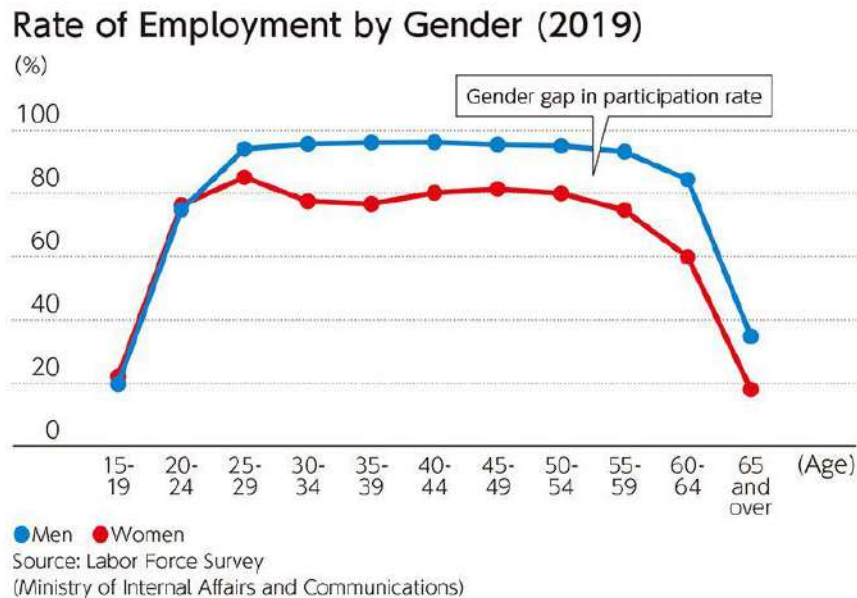
■ Actual ■ Projected

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.

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.

Support for Enhancing the Abilities of 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.

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.

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.

Employee Engagement Survey >

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

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.

Support for Childcare >

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

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Diversity and Inclusion

Seven & i Group has approximately 135,000 employees working throughout the Group. Our workplace includes employees working short hours due to childcare and family care responsibilities, part-time employees and non-Japanese employees. Seven & i Holdings supports the activities of this diverse workforce and strive to build workplace environments that enable employees to work with satisfaction. We also recognize that such an approach leads to the improvement of productivity and securing human resources and in turn to the improvement of customer satisfaction and generation of innovation, which are the wellspring of our competitiveness.



Targets and Steps for Promoting Diversity and Inclusion

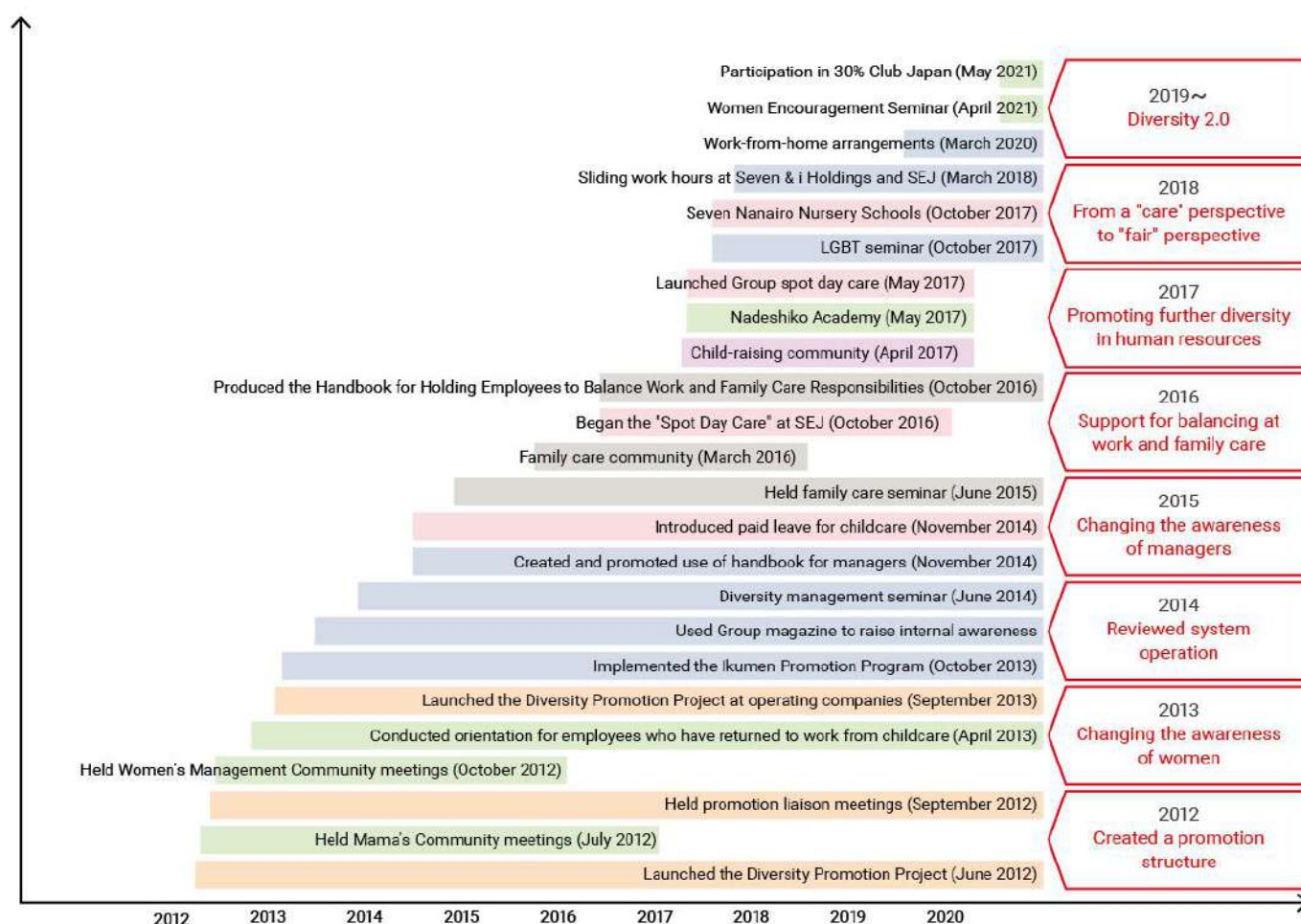
To promote diversity and inclusion, Seven & i Holdings established the Diversity Promotion Project in 2012 and set five targets, including for the ratio of female managers. We have been conducting our initiatives in accordance with decided themes. Thus, after establishing the promotion structure in FY2012, in FY2013 we implemented measures for raising awareness among women themselves and revised the operation of the system; in FY2014 we set about raising the awareness of management-level employees; since FY2015 we have been supporting the balancing of work and family care responsibilities, since FY2017 we have been promoting understanding of LGBT issues, and since FY2019 we have been promoting Diversity 2.0. To strengthen our diversity and inclusion activities, and especially initiatives relating to the promotion of the activities of women, in May 2021 we joined the 30% Club Japan and set a new target of raising the ratio of female executive officers to 30% by the end of February 2026. 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

1. Ratio of female executive officers: Raise to 30% (by the end of February 2026) ※1
Ratio of female managers: Raise to 30% (by the end of February 2022) ※2
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

※1 Totals are for six companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, York, Sogo & Seibu

※2 Totals are for eight companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, Seven Bank



System to Promote Diversity and Inclusion

Based on the commitment of its top level members, Seven & i Holdings established the 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 organizations for diversity have also been established 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 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 expanding 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 (in Japanese)

➤ [Seven & i Holdings](#)

➤ [Seven-Eleven Japan Co., Ltd.](#)

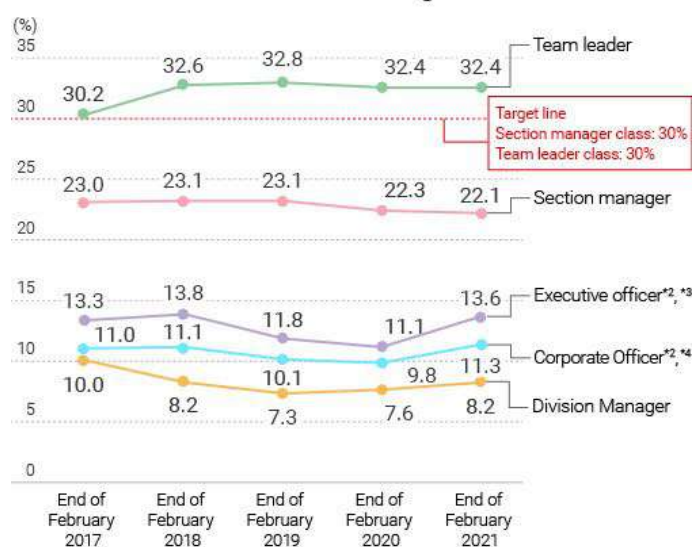
➤ [Ito-Yokado Co., Ltd.](#)

➤ [Sogo & Seibu Co., Ltd.](#)

Changes in the Ratio of Female Managers

Seven & i Group is 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 2021, the ratio of female managers has increased to 32.4 % for team leaders and 22.1% 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 the Group companies and encouraging them to share career plans with supervisors during individual meetings.

Trends in the Ratio of Female Managers



*1 Total for eight Group companies: Seven & i Holdings, SEJ, IY, YB, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, Seven Bank

*2 Total percentage of female officers at six Group companies (Seven & i Holdings, SEJ, IY, YB, York, Sogo & Seibu) as of May 31

*3 Excluding directors who are executive officers

*4 Corporate Officer is the total of directors, auditors, and executive officers

➤ [More details on the ratio of female managers in each Group company \(Data Section\) can be found here](#)

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

Seven & i 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.

Career Development Support for Women

Seven & i Holdings continues to undertake initiatives that support women's career development as part of positive action. As a recent initiative, in 2021 we launched the Female Encouragement Seminar to provide Group-wide training aimed at fostering female manager candidates. Female employees from 19 Group companies take part in the seminar, listening to talks by the president and other members of management on such topics as the Group's management policy and philosophy, product strategy, and efforts to achieve the Sustainable Development Goals, and engaging in discussions. Since the seminar is implemented online, women from around Japan can take part, and women working shorter hours due to parenting can participate too. The seminar is an opportunity to let women hear lectures from a perspective and position differing from their everyday work and to raise their interest in management. In addition, the discussions among employees with diverse academic and career backgrounds and jobs serve to increase motivation. Participants have frequently made such comments as "I was encouraged by the comments of women working in the same Group" and "It was stimulating."



Female Encouragement Seminar

Training and Awareness-raising for Management

Seven & i Holdings has held the Diversity Management Seminars 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 21 times as of the end of February 2021, 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, improving work style, and leadership. They provide the opportunity for managers to think about diversity from a number of different perspectives. In 2020, training was started toward the eradication of unconscious bias.

In addition, the Group companies are promoting understanding among managers of the significance of diversity management and support for the balancing of work with childcare and family care responsibilities to further train managers to make good use of their diverse human resources to generate results.

For example, 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, such as the significance of diversity management, knowledge of LGBT and understanding of programs for supporting work-life balance. In its level-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 programs for supporting balance between childcare and family care with work, and the evaluation of employees in the short working hours program. In fiscal year ending February 28, 2021, 217 executives participated in this training, including the online sessions.

Awareness-raising of LGBT Rights

Seven & i Holdings revised the Corporate Action Guidelines in 2016 and began implementing measures outlined in the “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 the end of May 2021, a total of 567 employees from 17 Group companies have attended these seminars. In fiscal year ending February 28, 2022, we posted videos of the LGBT seminars and a leaflet outline basic knowledge necessary for stores on our website so that all Group employees can view them and as many as possible can acquire basic knowledge about LGBT rights.

Support for Active Participation of Seniors and Non-Japanese Employees

Seven & i Group companies has a system for rehiring employees after mandatory retirement, providing an opportunity for experienced workers 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 Part-timer System was implemented to allow part-time employees to work until age 65 as well. As of the end of February 2021, 7,394 senior part-timers were active in the Group. The system was expanded in May 2017 to enable people to continue working up to the age of 70. Furthermore, as of the end of February 2021, 1,057 non-Japanese employees were working in the Group.

Amid the low birthrate, aging of society, and shrinking working-age population, Seven-Eleven Japan is creating employment opportunities for seniors who want to work. For seniors recruited by stores, including franchised stores, head office instructors give careful and considerate explanations of how to handle equipment and deal with customers to allay their fears about operating the cash registers.

The ratio of employees with non-Japanese nationality working at stores, including franchised stores, is also increasing. As of the end of February 2021, the national average was approximately 9.5%, and the number of non-Japanese staff was about 39,000. In September 2020 we started so-called Hospitality Training, providing lectures to foreign students and other non-Japanese employees on the basics of Japanese culture and customer response. So far about 180 employees have received this training.



Job Seminar for Seniors



Hospitality Training

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, each Group company consults 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 recruitment and training personnel of the Group companies understand disabilities and that they considerate to employees with disabilities.

Promotion of the Employment of People with Severe Disabilities

In 1994, Terube, Ltd. was established with joint funding of five companies (Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, and Seven & i Food Systems) and the city of Kitami in Hokkaido. Terube is a special subsidiary founded to promote the employment of people with severe disabilities. As of June 1, 2021, Terube employed 22 people with disabilities, and the Group's employment rate of people with disabilities※, including Terube, was 2.95%.

The goal for the fiscal year ending February 28, 2022 is 2.95%. In recognition of its efforts in the 23 years since its founding to practice normalization with the aim of creating workplace environments amenable to people with disabilities, Terube became the commemorative first company to be certified as the Employer Promoting the Active Roles of Persons with Disabilities in 2017, the first year that certifications were issued by the Japan Association of Employers of Persons with Disabilities.

※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.

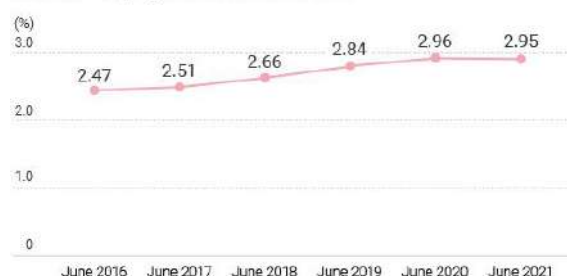


Special subsidiary, Terube Ltd.



Certification No.1 : Employer Promoting the Active Roles of Persons with Disabilities 2017

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), SEJ, IY, 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.



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 90 employees certified as “Employment Counselor for People with Disabilities” and 13 employees certified as “Job Coaches (in-house workplace adjustment supporters)” as of the end of February 2021.

External Recognition

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.

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 28, 2021). In addition, in September 2020, Seven-Eleven Japan obtained second rank in the “L-Boshi” Designation.



3 stars (the highest level)



2 stars

“L-boshi” certification

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Achieving Work-Life Balance

Seven & i Group 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 curb long working hours and encourage the use of paid leave.



Enhancing Systems for Diverse Workstyles

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, 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	—

Childcare Support for Employees

Seven & i Group implements various initiatives to provide childcare support to the Group employees.

Operation of Seven Nanairo Nursery Schools

Since October 2017, Seven-Eleven Japan has been operating on-site Seven Nanairo Nursery Schools for the owners and employees of 7-Eleven stores, local residents, and employees of Seven-Eleven Japan. A total of six facilities have been opened in Tokyo (Ota-ku, Setagaya-ku, and Machida), Sendai, Kyoto, and Hiroshima to provide work-friendly environments.



Seven Nanairo Nursery School

Introduction of Daycare Facilities in Stores

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.

Return-to-Work Support after Childcare Leave

Seven & i Group companies provide guidance to employees returning to work after taking childcare leave and implement community activities aimed at building networks and allaying the anxieties of child-raising and pregnant employees.

Exchange Meetings for Mothers

York holds orientations for employees returning to work after taking childcare leave four times a year. In the fiscal year ended February 28, 2021, these orientations were cancelled to prevent the spread of COVID-19 infections, and instead individual communication to child-raising employees was implemented in May 2020 and January 2021. In addition, York sends in-house information to employees taking childcare leave by post every two months and also conducts status reports. York plans to open an SNS site for employees returning to work after taking childcare leave in the fiscal year ending February 28, 2022.

Promotion of Participation in Housework and Childcare by Men

To promote greater participation by men in childcare, Seven & i Group established an original childcare leave program for male employees in 2014. This program enables employees with preschool-age children to take five special vacation days per year in one-day increments. 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, to attend a kindergarten entrance or graduation ceremony, or to participate in sportsdays or other events. In the fiscal year ended February 28, 2021, 926 male employees of Seven & i Group as a whole took this childcare leave.

As a Group-wide initiative, we have implemented the Ikumen (child-raising men) Promotion Program since 2013 with the aim of encouraging men to participate in housework and childcare. In addition, we display posters and conduct educational activities in meetings and through in-house newsletters to promote the acquisition of childcare leave by men.

External Evaluation Related to Childcare 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 28, 2021).



Kurumin Marks

Support for Balancing Work with Nursing Care

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. So going forward, this is likely to become a major issue. Therefore, Seven & i Group regularly holds family care seminars with external experts to offer prior preparation for handling such responsibilities. In the fiscal year ended February 28, 2021, there were 135 employees of the Group companies participated in these seminars.

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 the Group operating companies, informing the employees of consultation desks, and posting cases of employees balancing work with nursing care on our company newsletter.

As a 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 its employees. Going forward, Seven-Eleven Japan will continue to carry out awareness-raising activities so that it can build a system that balances work with nursing care where employees properly understand knowledge about such balance.

Work-from-Home Arrangement

Centering on head offices, Seven & i Group companies have implemented telecommuting systems to make effective use of time spent going to and coming back from work with the aims of improving productivity, and achieving a work-life balance, and, since the fiscal year ended February 28, 2021, preventing the spread of COVID-19 infections and maintaining business continuity amid the pandemic.

Curbing Long Working Hours Through the Utilization of Diverse Workstyles

Seven & i Group believes it is important to establish proper work environments to create comfortable workplaces. We work to curb long working hours and raise the percentage of paid leave taken. Specifically, as well as promoting the visualization of overtime work, Group companies promote the review of operations at departments with a lot of overtime work and work allocation and endeavor to foster a corporate culture of seeking to improve the work environment through the implementation of no overtime work days, display of posters, and other measures. Furthermore, the Group has set a target of achieving at least 70% for the percentage of annual paid leave taken. Group companies are taking steps to promote the acquisition of leave, such as by encouraging employees to take long periods of leave twice a year and visualizing leave acquisition plans.

Introduction of Staggered Working Hours

Seven & i Holdings, Seven-Eleven Japan, Seven Bank, and other Group companies have introduced staggered working-hour systems enabling employees to choose their working hours. The aim is to realize environments in which individuals can select their workstyles to suit their jobs and individual circumstances and work flexibly. Companies are seeking to promote more active and efficient workstyles by bringing forward or delaying start and finish times. Furthermore, to prevent the spread of COVID-19 infections, Group companies have expanded the options for start and finish times so that employees can avoid commuting during the crowded rush hour since FY2020. Seven-Eleven Japan has achieved utilization results of over 80% for its administrative staff department in particular. This initiative is leading to enhanced private time for employees and reduced commuting burdens too.

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.

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Support for Enhancing the Abilities of Employees

Seven & i Group believes that human resources are the wellspring for enhancing corporate value and that human resources capable of thinking and acting for themselves are essential for further growth. The Group constantly places importance on human resources, such as the training and education of employees, on the basis of our Corporate Creed of “Trust and Sincerity,” which was our founding philosophy, and the Group companies conduct human resources development to match their respective business characteristics.



Human Resource Policy Linked to Management Strategy

Based on the Medium-Term Management Plan announced in July 2021, Seven & i Group aims to build an organization in which both companies and employees can grow together and to build workplaces that are pleasant for everyone. We seek to enhance job satisfaction through such initiatives as skill development and support for autonomous learning for each employee and to build workplaces in which employees really can feel satisfied through workstyle reform, productivity improvement, the promotion of diversity and inclusion, and so on.

Establishment and Refinement of Training Systems

Seven & i Group engages in human resources development through training systems refined by the 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.

Strengthening of Setup Centering on Human Resources Development Department

To respond to the diversification of values in society and the economy and digital transformation (DX), and to promote human resource policy as an axle alongside management strategy, in August 2020 Seven & i Holdings split the educational function from the Personnel Planning Department and newly established an independent body, the Human Resources Development Department, to promote skill development and human resource development in the Group. We are making efforts to improve the human resource development setup to support the skill development and autonomous learning of individual employees, the standard bearers of value creation.

Implementation of Job-Oriented Training

Ito-Yokado holds new employee training for all employees, including part-time employees, to teach company policies, retail fundamentals, and skills and knowledge required for work. Furthermore, training leading to on-the-job training at stores is continuously held to provide basic knowledge of products handled by affiliated section 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 held for everyone from new recruits 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. Advance training is also implemented to encourage employees to keep on learning and to improve their skills in preparation for their next positions.



Employees in training

IY Training System

Position	Training content	
Part-time employee	Training for new employees	• Fundamentals of the Company, fundamentals of sales
	Fresh food preparation training	• Food safety and acquisition of fundamental preparation techniques
New employees	Training for new employees	• Fundamentals of the Company, fundamental of sales, employee attitudes
	Cash register & service training	• Fundamentals of register and service counter operations
	Item-by-item management training	• Approaches to hypotheses, execution, verification, and correction concepts
	Divisional training	• Basic knowledge and fundamental technologies of each division
Floor staff	Fresh food preparation training	• Acquisition training according to technical items
	Step-up training	• Fundamental knowledge of management required for executives
Floor managers	New manager training	• Management as a sales floor manager, quantitative analysis, and approaches to training
	Fresh food preparation training	• Confirmation and acquisition of priority category technologies
	Step-up training	• Business department management necessary for division managers
Division managers	New manager training	• Knowledge and management needed for store operation
	Step-up training	• Store operational management necessary for store managers
Store managers	New manager training	• Knowledge and management necessary for store operation from the perspective of management
	Store manager school	• Re-learning the basics of problem solving and human resource development, leading to behavior changes
	IY management school (Yogajuku)	• Learning human resource utilization and organizational strengths through experience and discussion
	Corporate management philosophy training	• Linking to the spread of the corporate management philosophy and physical action

Personal development support (correspondence courses, Eco Test etc.)

Operation of "Targets Setting Chart"

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 section 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.

Self-Development Training

To provide opportunities for employees to engage in independent study, Seven & i Group organizes correspondence courses and e-learning relating to business skills, knowledge, etc., subsidizes tuition fees, and so on.

Support for Taking Correspondence Courses

Ito-Yokado proposes 306 correspondence courses to all employees, including part-time employees, and subsidizes part of the tuition fees of employees completing a course. In the fiscal year ended February 28, 2021, 313 employees took correspondence courses.

Holding of Self-Development Courses

Seven Bank provides about 300 courses including correspondence courses in English, financial knowledge, and other subjects; online courses to study English conversation, business knowledge, information technology, and programming; at-school MBA credit courses; and self-development courses. In the fiscal year ended February 28, 2021, employees took 174 courses.

Support for Self-Development

Akachan Honpo supports the self-development of employees providing 22 correspondence courses. In the fiscal year ended February 28, 2021, six employees took the courses.

Establishment of Training Facilities

Seven & i Group, which develops diverse businesses, believes it is important to support employees' acquisition of professional skills, such as sales and cooking, befitting their work characteristics, to ensure that every employee understands the spirit of "Trust and Sincerity", which is our founding philosophy, and to foster the next generation of human resources. For this purpose, the Group companies have been making use of the Ito Training Center as an educational facility. Opened in 2012, so far this center has been used by an aggregate of more than 400,000 employees. The center underwent a major renovation in 2020 so that it can respond to new educational programs. The historical materials room utilizes digital signage and provides an easy-to-view, easy-to-understand study environment. The training rooms offer an environment in which employees can study enthusiastically. Unbound by any fixed format, they are equipped with stair-type stools catering to freely movable training and remote cameras and tablets enabling trainees to pleasantly take part in online training.



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 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 the 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 28, 2021, 240 people applied through this system and 23 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 conducts recruitment activities in compliance with the law and does not permit any discrimination whatsoever for reason of social status, place of birth, race, creed, religion, gender, and so on. In addition, we do not engage in forced labor or coerce employees to work against their will, and we prevent child labor by confirming age at the time of hiring. In terms of treatment, we comply with the minimum wage stipulated by law and promote equal pay for equal work. We appropriately evaluate the performance of work and the degree of contribution of each person and reflect it in rewards, such as bonuses.



Ensuring Fairness through Self-Evaluations

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 employees and their supervisor meet to discuss the results. This direct dialogue helps the employees 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: humanity, 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 focuses on establishing systems that allow employees to choose various work styles to increase their motivation for work. For example, Ito-Yokado has a “Selective Step Up System” to enable 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 28, 2021), 194 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 Selective Step Up System



Award ceremony (January 2016)

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Consideration for Employee Health and Occupational Safety and Health

When employees are healthy both mentally and physically, it not only makes their own lives more fulfilling but also is a source of vitality for the Company, and makes management more efficient. Based on this understanding, Seven & i Holdings launched *Seven & i Health Declaration 2018* in FY 2014 in partnership with Seven & i Holdings Health Insurance Union. With the aim of furthering this initiative and promoting the sustained growth of the Group and health of local communities, *Seven & i Health Declaration NEXT* was formulated in October 2019 with three goals.



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

The specific targets advocated in the Seven & i Health Declaration NEXT include reducing the risk of lifestyle diseases, reducing the smoking rate, improving the percentage of annual paid leave taken, and reducing long working hours. The 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 initiatives are being implemented centering on the Seven & i Holdings Personnel Planning Department, Health Management Center and Health Insurance Union in collaboration with human resources and labor relations supervisors at each Group company.

Main Initiatives in FY 2020

- Initiatives for maintaining health, preventing illness, and improving health
 - Holding of regular walking events jointly with the Health Insurance Union
 - Regular holding of online health seminars with outside experts as instructors
- Initiatives to prevent infectious diseases
 - Reduction of infection risk through utilization of working from home, staggered work, etc.
 - Distribution to employees of masks needed for work and commuting
- Initiatives to build pleasant workplaces conducive to both mental and physical health
 - Prevention of mental illnesses through the implementation of mental health training (departmental care, self-care)
 - Introduction of in-house chat service and improvement of system to encourage communication regardless of workplace (at home, head office, or other site)
- Initiatives to reduce smoking rate
 - Implementation of complete ban on smoking during working hours
 - Introduction of system of subsidies paid by the Health Insurance Union to employees who have succeeded in giving up smoking
- Initiatives to support a healthy society—Contributing to SDGs
 - Development and lineup of products taking customers' concern for salt, sugars (available carbohydrates), etc. into consideration
 - Considerations for health and evolution to tastier and higher quality products
 - Display of carbohydrates divided into dietary fiber and sugars, which are items of substantial interest to customers
 - Proposal of menus on the theme of good health at stores; recipe development; calculation of nutritional value

In March 2021 these initiatives were highly commended, and, as in the previous year, Seven & i Holdings was named in the 2021 Health and Productivity Management Organization White 500 (top 500 companies), implemented jointly by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi.

※Nine companies certified in the 2021 Health and Productivity Management Organization White 500: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, York, Sogo & Seibu, Akachan Honpo, Seven & i Food Systems, Seven Bank



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					
		FY2017	FY2018	FY2019	FY2020	March 31, 2023 Target
	Male	35.5%	37.6%	38.5%	39.6%	28% or less
	Female	25.6%	26.8%	27.6%	28.3%	18% or less
2. Reduce smoking rate	Overall Employee Smoking Rate*1					
		FY2017	FY2018	FY2019	FY2020	March 31, 2023 Target
	Overall	30.3% (male : 41.3%、 female : 22.7%)	29.3% (male : 39.7%、 female : 21.8%)	28.1% (male : 38.0%、 female : 21.2%)	26.5% (male : 36.2%、 female : 19.8%)	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

Providing healthy, balanced meals to employees

Seven & i Food Systems operates employee cafeterias in 152 locations that provide health-conscious meals throughout Seven & i group stores and offices. For example, at Seven & i Holdings Headquarter office, in order to respond to the health needs of various employees, it offers five different types of the balanced menu daily, including a menu that takes nutrition and health into consideration. We also incorporate menu items that increase food diversity, such as featuring in production areas and seasonal ingredients.

The menu provided discloses the information of total calorie, protein, fat, and salt content; the portion size of the bowl of rice can also be adjusted. As for nutritional education, employees can access Seven & i Food Systems nutritionists' advice through monthly nutritional tips, how to consume healthy food at employee dining halls, and "health support day" is held once every month; providing more than 120 grams of vegetables per meal. There is also nudging to raise awareness of healthy eating habits (e.g., reduce the use of condiments such as soy sauce or dressings).



Examples of the menu: The meal set A : Total calorie 600 kcal or less, salt 3g or less

As measures to prevent COVID-19, employee cafeterias have set up sanitation and segmentation, secured social disincentives, and started take-out service.

Raising employees awareness of health and implementation of health checkup

Seven & i Holdings Health Insurance Union utilizes a portal website "MY HEALTH WEB" Health Management System to hold mental health training and health-themed events. In addition, it helps employees maintain and manage their health to raise awareness about health by offering low-calorie, low sodium menu items at the staff cafeteria, and by providing health-related information through internal Group newsletters and other media.

The MY HEALTH WEB Health Management System allows individuals to browse the past five years of their health checkup data on the Internet and serves as a tool for checking and goal-setting on the health status, and for receiving advice on how to improve health. It also has an environment that allows them to 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.

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, Ito-Yokado conducts training on the handling of knives and other cooking devices for employees that work with fresh food products.

In addition, Seven & i Food Systems, post awareness-raising posters and other campaign materials 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 28, 2021

	Seven & i Holdings	SEJ	IY	Sogo & Seibu	YB	Seven & i Food Systems	Akachan Honpo	Seven Bank
Workplace accident frequency(LTIFR)	0.00	0.72	1.53	0.24	3.40	0.65	0.86	0.00
Workplace accident severity	0.00	0.02	0.04	0.00	0.01	0.03	0.03	0.00

* No workplace accidents resulted in deaths.

Workplace Accident Data for Eight Group Companies for the Fiscal Year Ended February 29, 2020

	Seven & i Holdings	SEJ	IY	Sogo & Seibu	YB	Seven & i Food Systems	Akachan Honpo	Seven Bank
Workplace accident frequency(LTIFR)	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 Group considers employees to be an important human resource asset supporting the enhancement of corporate value. We believe that employees' heightened engagement and desire to contribute leads to our organization's vitalization and strengthened competitiveness. Therefore, we conduct employee engagement surveys with the aim of creating employee-friendly workplaces with job satisfaction.



Outline of 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, 2021, the survey was administered to approximately 82,000 employees at 30 companies in Japan. The survey is conducted once every year and the next survey is planned for the second half of the fiscal year ending February 28, 2022.

Results of the Employee Engagement Survey

		FY 2020
Employee engagement*	Overall	45%
	Male	48%
	Female	44%
No. of targeted employees		82,000
Response ratio		75%

*Employees were asked multiple questions about their sense of belonging to the company and desire to contribute, and required to identify one of six levels. This is the ratio of employees who gave affirmative replies.

Promoting Improvement Activities

The results of the employee engagement survey are reported to the Boards of Directors, Management Councils, and others of Seven & i Holdings and Group companies, and the Group companies analyze the results, identify issues, and consider and implement countermeasures. Examples are shared within the Group as well. In 2021 we set up Engagement Improvement Committees in our operating companies, which are chaired mainly by the heads of personnel departments. These committees select diverse members by such means as advertising for activity members and promote improvement activities by compiling and monitoring action plans for increased engagement based on dialogue among members.

Announcement of the Vision in Each Organization

At Ito-Yokado, senior management, store managers, and headquarter leaders understand its management philosophy and vision and transmit messages to combine with action criteria toward realization of the vision in each organization. This promotes the practical behavior of employees who consider the vision as their own.

Launch of *Seven Future Meeting*

In October 2020 Seven Bank launched the Seven Future Meeting so that young employees could take part in free and lively discussions with the company president, thereby viewing all issues of the company as their own and engaging in their work with responsibility and drive. Meetings have been held 24 times so far, with discussions taking place online. The meetings also lead to better communication among young employees themselves.

Thorough Feedback of Evaluation Results

Since many employees commented that they did not understand how they were being assessed in the personnel evaluation system, Akachan Honpo now provides thorough feedback of the evaluation results by the evaluator. Evaluation feedback for the first half of 2020 achieved a rate of 100%. There are many remaining issues, however, such as the ways of feedback, the contents, and reflection of the personnel evaluation system in daily work, so efforts will be continued to resolve them.

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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 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 Group the Group's 11* labor unions form the Federation of Seven & i Group Labor Unions, which as of March 2021 has approximately 51,000 members in 11 unions and a participation rate of 70.4% (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, SHELL GARDEN, Marudai, Sanei, Sogo & Seibu, Seven & i Food Systems, Akachan Honpo, THE LOFT and Life Foods.

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Support the Development of the Next Generation

Amid 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 Group offers various types of support through its stores.



Maternity and Childcare Counseling Service

As of the end of February 2021, Ito-Yokado and Sogo & Seibu provide maternity and childcare consultation offices at 108 stores and Pre-Mama Stations at five stores. Here, consultants certified as public health nurses and midwives provide free consultations on health during pregnancy and childcare. The stores offer restrooms equipped with such facilities as diaper-changing tables, private space for breastfeeding, water heaters for milk formula, and toilets for children.



Childcare consultation office

Number of Ito-Yokado Childcare Consultations (Users)

FY2016	FY2017	FY2018	FY2019	FY2020
246,060	245,988	239,934	224,552	111,326※

※In response to the declaration of a state of emergency amid the spreading COVID-19 pandemic, 78 stores closed their maternity and childcare consultation offices from April to June 2020.

Childcare Support Events

Ito-Yokado holds various events to provide childcare advice and encourage mutual interaction among parents. The company also actively takes part in events in collaboration 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.” Through these events, we are helping to expand community childcare support networks. (To prevent the spread of COVID-19, no events were held in the fiscal year ended February 28, 2021.)

Supporting Career Education

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

7-Eleven Store in Shinagawa Student City

Seven-Eleven Japan has a store in Shinagawa Student City, which has been run jointly by Shinagawa-ku 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, store shelf organization, and other operations to learn about the systems of society.



Shinagawa Student City

➤ [More details about the Student City economic activity experience can be found here \(in Japanese\)](#)

Workplace Experience at Stores

Ito-Yokado conducts workplace experience programs at its stores for elementary school, junior and senior high school students. They experience the joy of thinking about and expressing suggestions to customers through product coordination, in-store sampling, and other means and the importance of complying with basic standards to ensure safety and reliability. (To prevent the spread of COVID-19, almost all workplace experience programs were cancelled in the fiscal year ended February 28, 2021.)

York provides opportunities 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. To prevent the spread of COVID-19, stores refrained from holding such in-store studies in the fiscal year ended February 28, 2021. Among other things, however, they did respond to interviews from teachers and distribute the CSR booklet "*Our Initiatives for Society*" and the Environment to students.

Workplace Experience at Training Center

Seven & i Group training facility, Ito Training Center, provides store shelf organization and food processing experiences, as well as opportunities to provide service from various customer perspectives, such as helping customers in wheelchairs. Through these experiences, 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

Outreach Classes for Company-School Exchange

Seven-Eleven Japan holds outreach classes at an elementary school as a part of the Yomiuri Education Network, which seeks to increase interactions between companies and schools. 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 with 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

Support through Free Picture Book, Bonolon, Warrior of the Forest

For more than 15 years, Seven Bank has cosponsored and cooperated in the publication of Bonolon, Warrior of the Forest (approximately 800,000 copies, issued every even month), a picture book that parents can read to their children to facilitate their communication. Among other activities, the bank also distributes picture books free of charge and holds storytelling sessions led by employees to contribute to the sound development of the youth.



Storytelling session led by employee volunteers

Support for Dietary Education

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 titled Bonolon and Food at its chain of Denny's restaurants. The booklet contains important information about food manners and knowledge, and teaches children about correct eating habits using games and quizzes.

In addition, some Denny's restaurants operated by Seven & i Food Systems hold dietary education classes for children regularly. These classes 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. In the fiscal year ended February 28, 2021 stores refrained from holding face-to-face classes to prevent the spread of COVID-19, but preparations are underway toward the launch of a "New Dietary School" that can be held online.



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



Dietary education class