Material Issue 5 Improve work engagement and environment for people working in Group businesses

Approach to the Material Issue

In the entire Seven & i Group, more than 160,000 people work. Workplaces 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 Group Corporate Action Guidelines >

  Seven & i Group Human Rights Policy >

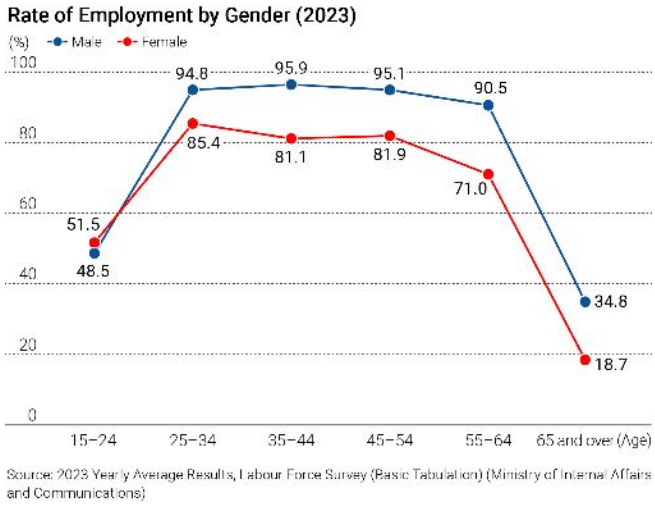
Background to the Material Issue

Supporting Active Participation of 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.

In Japan, the percentage of women in managerial positions is 21.1% for executives, 8.0% for department heads, 11.6% for section chiefs, and 18.7% for assistant managers. These figures are low compared to the global average, highlighting the challenge of creating a society where highly capable women can thrive.

* Source: "Basic Survey of Gender Equality in Employment Management for FY 2022" (Ministry of Health, Labour and Welfare)



Source: 2023 Yearly Average Results, Labour Force Survey (Basic Tabulation) (Ministry of Internal Affairs and Communications)

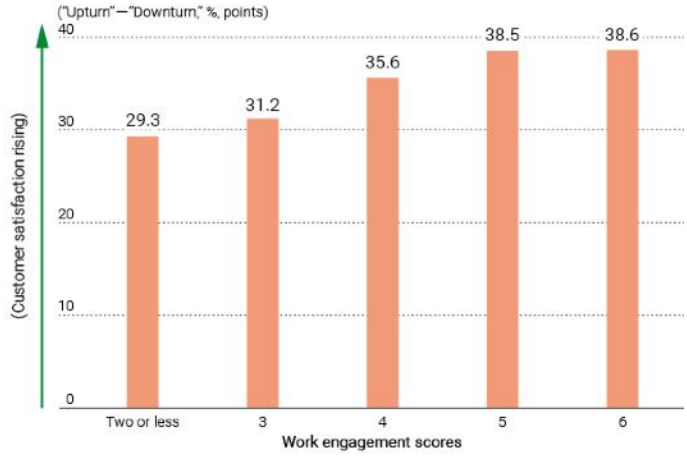
Improve Workers' Motivation

Most workers spend much of their day working at their companies. However, it is said that the motivation to contribute to the company is lower in Japan than in the rest of the world, and the challenge is how to make workers feel more motivated.

Improve Work Engagement

It is believed that there is a positive correlation between the Work Engagement Score, in which people feel pride and satisfaction in their work and are lively and enthusiastic about it, and customer satisfaction. Improving work engagement and environment for people working in Group businesses will lead to higher satisfaction not only for the Group itself, but also for its customers.

Company awareness relating to customer satisfaction levels indicated by respective work engagement scores (all companies)



Source: Independent aggregation by the Policy Planning Division assistant to the Director-General for Policy Planning and Evaluation, Ministry of Health, Labour and Welfare from individual data in the Japan Institute for Labour and Policy Training "Survey on current circumstances surrounding personnel shortfalls and related issues and workstyles etc." (2019)

Contribution to SDGs

By addressing this material issue, the Seven & i Group will contribute to achieving goals 5, 8, and 10 of the Sustainable Development Goals (SDGs) by improving work engagement and environment for people in the Group's businesses regardless of gender or age.

Seven & i Group's Initiatives

Human Capital Initiatives >

Culture & Engagement Survey >

Diversity, Equity, and Inclusion (DEI) >

Support for Enhancing the Abilities of Employees >

Achieving a Work-Life Balance >

Consideration for Employee Health and Occupational Safety and Health >

Assuring Fair Assessment and Treatment of Employees >

Sound Labor-Management Relations >

Response to Customer Harassment >

Culture & 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 & culture surveys with the aim of creating employee-friendly workplaces with job satisfaction.

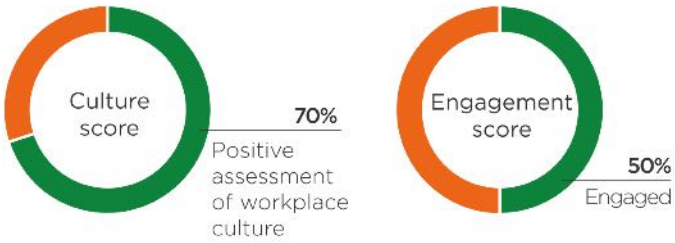
Outcomes of the Culture & Engagement Survey

In the fiscal year ended February 29, 2024, we implemented the Culture & Engagement Survey for approximately 67,000 employees at 26 companies in Japan (including monthly salaried full-time and hourly wage full-time employees as well as part-time employees). Survey scores on unique survey items inquiring into cultural statuses (covering integrity, respect for autonomy, encouragement for taking on challenges, cultural openness, etc.) and scores relating to engagement are tallied to create a visualization of the various statuses. The result was an average percentage of positive assessments in questions dealing with cultural statuses of 70% and an engagement score of 50% (both for monthly salaried full-time employees).
The survey is conducted once every year with the next survey scheduled to take place in the second half of the fiscal year ending February 28, 2025.

Number of Employees Targeted under the FY2023 Culture & Engagement Survey

	FY2023
No. of targeted employees	approx. 67,000

FY2023 Results of the FY2023 Culture & Engagement Survey



*Surveys conducted simultaneously to gauge cultural statuses at each workplace (covering integrity, respect for autonomy, encouragement for taking on challenges, cultural openness, etc.) and engagement at all companies.
*The culture scores and engagement scores are the results from monthly salaried full-time employees, which are given as one example.
*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 in the top three levels.
*Employee engagement is defined as 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," and "pride and passion in everyone's work." This is ascertained via four questions incorporating the two perspectives: 1. Whether employees strongly wish to remain at the company; and 2. Whether they will work harder than what is expected of them in the course of their duties. A concurrent analysis of factors toward improving engagement is also implemented. We used an external research organization in conducting the survey, and are currently implementing measures for improvement following a comparison with other companies globally.

Promoting Improvement Activities

Seven & i Group is committed to improving engagement by endeavoring to create workplace environments conducive to working comfortably and which provide job satisfaction and motivation for diverse human resources. The employee engagement survey has been implemented since 2018 to visualize the statuses of the organization and, from 2022, this survey was developed into the Culture & Engagement Survey, which is used to identify challenges faced by companies and their employees and to carry out improvement activities. We believe that fostering a culture of continuous challenge and innovation and enhancing the engagement levels of individual human resources as well as their willingness to contribute will promote organizational vitality and strengthen our competitiveness as a company.
In the fiscal year ended February 28, 2022, we established Engagement Improvement Committees at each of our Group companies. These committees are chaired mainly by the heads of personnel departments, with members selected from a diverse pool of human resources. They conduct analyses and identify and collate the issues from the outcomes of the Culture & Engagement Survey to formulate measures for the fostering of culture and improving engagement, while regularly monitoring the implementation of these measures and reporting to the Board of Directors of Seven & i Holdings as well as the Management Councils at each Group company. Additionally, we are continuously implementing measures while actively using feedback received from employees, encompassing dialogues between management and employees at Group companies, refurbishment of the employee canteen at the Seven & i Holdings Head Office, adoption of systems to support both employee's work and lifestyles, and other measures towards improving engagement. In conjunction with these efforts, we are leveraging the sharing of case studies of good practices and promotion of mutual understanding through these committees to promote further activities.
We will actively endeavor to work toward fostering corporate cultures in which companies and employees can grow in a sustainable manner, where employees are satisfied and engaged with their jobs and work in comfort, and where diverse opinions are respected.

Cooperation with Members of the Engagement Promotion Committee

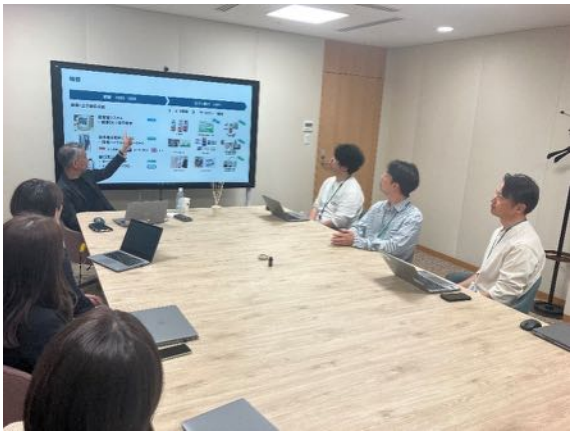
Ito-Yokado are working toward a shared awareness and recognition of engagement with each employee around a core of 50 members who promote engagement and involve the members around them. As part of this, senior management, store managers, and headquarter leaders clearly define the management philosophy and vision, and embody the management philosophy, while holding meetings by area to instill job satisfaction and motivate employees. In this way, they are training personnel with the capacity to think and act on their own initiative and leveraging employee diversity to create environments that reflect the various feedback received, while strengthening the foundations to improve engagement.

Promotion of Dialogues with Management

Each Group company place great emphasis and importance on venues for direct communication between management and employees to ensure that each and every employee understands the future orientation they are aiming for and has a clear and distinct vision of their aspirations.
Seven & i Holdings actively provides opportunities for direct dialogues between management and employees, with 65 such meetings held in the fiscal year ended February 29, 2024.

Hosting of Town Hall Meetings

Seven Bank holds Town Hall meetings, at which employees, the President, and executive officers engage in dialogues on a variety of topics. All employees, including those at subsidiaries, are eligible to participate in these meetings, which involve groups of around eight employees per Town Hall meeting exchanging frank views with the President and executive officers on ongoing initiatives to realize the Seven Bank Purpose and on the challenges faced by those working on the frontline. In the fiscal year ended February 29, 2024, a total of around 70 meetings were held, at which around 350 persons participated.
This initiative is providing opportunities for employees to put into words their feelings about their work and to share these with the President and other members of the company and is thereby successfully facilitating increased motivation among employees.



Revision of Personnel Evaluation System

Based on the results of the engagement survey, Akachan Honpo is focusing on opinion exchange meetings and dialogue sessions to expand communication with employees.
As a company-wide initiative, it provides opportunities for HR managers to have direct dialogues with employees, and the values and ideas gathered from these interactions are reflected in company policies. By creating an environment where candid opinions can be freely exchanged, it aims to enhance systems that contribute to individual work-life balance under the common goal of "making the company even better."
Additionally, to promote dialogue within each store department, it conducts training for department heads on how to interpret engagement scores and share best practices. This training helps make engagement more relatable, creating opportunities to incorporate it into daily actions and tasks. Department heads lead efforts to understand the current state of their departments and implement improvement actions within their teams.
Moving forward, it will continue to spread these initiatives throughout the departments and the entire company to further enhance employee engagement.

Diversity, Equity, and Inclusion (DEI)

Seven & i Group is building an organization in which diverse human resources are motivated to demonstrate their abilities and in which the company and employees can grow together by strengthening the linkage between management strategy and human resource policy. Employees with a diverse range of attributes, experience, and knowledge work at each of the Group's workplaces. Seven & i Holdings supports the activities of this diverse workforce and strives to build work environments that enable employees to work with satisfaction. We also recognize that such an approach leads to improved productivity and the securing of human resources and in turn to the improvement of customer satisfaction and generation of innovation, as well enhancing our competitiveness.

Targets and Steps for Promoting DEI

To promote DEI, Seven & i Holdings established the Diversity Promotion Project in 2012 and set five targets, including for the ratio of female managers. Thus, after establishing the promotion structure in FY2012, we have pursued various initiatives, such as those for the empowerment of women, a revision of personnel system operations, as well as initiatives to raise the awareness of management-level employees, support the balancing of work and family care responsibilities, and promote understanding of LGBTQ+ issues. To strengthen our DEI 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 2026)*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 LGBTQ+

*1 Totals are for four companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, and York-Benimaru

*2 Totals are for eight companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Akachan Honpo, Seven & i Food Systems, THE LOFT, and Seven Bank

System to Promote DEI

Based on the commitment of top management, Seven & i Holdings established the "Seven & i Group DEI Promotion Project" (initially the Diversity Promotion Project) within the Corporate Ethics and Culture Subcommittee under the CSR Management Committee in 2012. This project is responsible for formulating policies for the group's DEI promotion activities, planning and executing cross-group initiatives, and setting individual goals tailored to the characteristics of each group company. Since 2022, the group companies have set target values for metrics such as the ratio of female hires and registrations, and the ratio of female managers. They have also started using action plan sheets to regularly check achievements, progress, and challenges. Additionally, the DEI Promotion Liaison Meeting, which gathers diversity promotion officers from the nine major group companies, is held regularly to share the group's DEI policies, the progress and challenges of each company's promotion activities, and to horizontally deploy best practices across the group.
Since 2023, DEI Information Sharing Meetings have also been held to strengthen collaboration among HR and DEI administrative personnel within the group companies. The content of these activities is regularly reported to the Corporate Ethics and Culture Subcommittee, which gathers HR managers from each group company, and the CSR Management Committee, which includes the presidents of each group company, aiming to permeate and materialize DEI 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)

Supporting Active Participation of Women

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 Women Encouragement Seminar to provide Group-wide training aimed at fostering female manager candidates. Female employees from about 20 Group companies take part in the seminar. During this seminar, the president and other members of management speak on such topics as the Group’s management policy and philosophy, and convey messages of support to participants, who subsequently discuss these with their fellow participants. Holding the seminar in an entirely online format allows participation from all regions of Japan, regardless of area, and female employees working shorter hours due to childcare responsibilities can also participate. This initiative, whereby participants hear accounts from perspectives and frames of reference differing from those encountered in their everyday work serves as an opportunity to enhance their desire for growth. At the same time, the discussions among fellow employees with diverse academic and career backgrounds and jobs serve as an opportunity for participants to think about their own careers, with the copious feedback received including such comments as “I was encouraged by the words of women working in the same Group” and “I was inspired.”
In addition, we launched Women Leader Empowerment Sessions as a means to promote appointments of female executive officers from 2022. At these sessions, which target female management employees as executive officer candidates, we reinforce the type of leadership that suits each individual, empowering these women for future growth and challenges. Another goal is to forge connections between attendees.

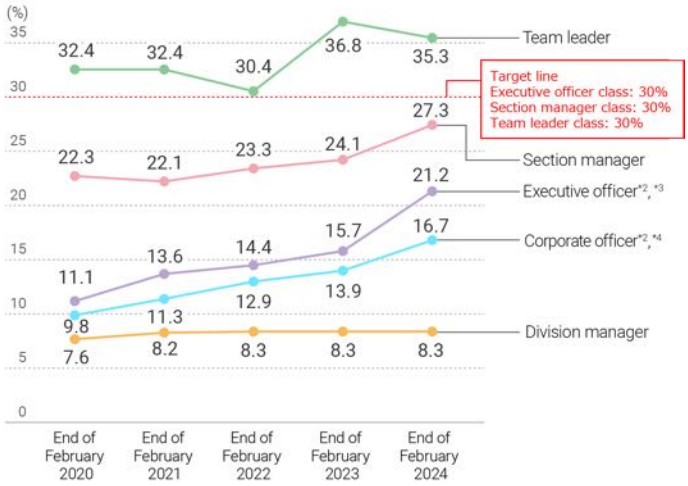
Women Encouragement Seminar

› For DEI initiatives in North America, please refer here.

Changes in the Ratio of Female Managers

Seven & i Group is working to promote 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 2024, the ratio of female managers is 35.3% at the Team leader level and 27.3% at the section manager level. There has also been progress in changing awareness, and there are now many managers playing an active part while raising children, as well as those who participate in the short working hours program. We are continuing to nurture and promote women at the Group companies through training for managers and executive candidates and the sharing of career plans with supervisors during individual meetings.

Trends in the Ratio of Female Managers*1



*1 Total for eight Group companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, THE LOFT, Akachan Honpo, Seven & i Food Systems, Seven Bank. However, the figures through FY2022 include Sogo & Seibu, and exclude THE LOFT
*2 The total for four Group companies (Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru) as of May 31 of each year. However, the figures through FY2022 include Sogo & Seibu and York
*3 Excluding directors who are executive officers
*4 Corporate Officer is the total of directors, auditors, and executive officers

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
- Ito-Yokado

Gender Pay Gap

Seven & i Holdings has no gender gap in its personnel system, and in its wage program, compensation reflects the role and contribution of each individual regardless of gender. However, the average age and percentage of management positions at each group company are higher for men than for women, and more women choose to work shorter hours or work in limited regions in order to balance work and family life, such as childcare. In order to eliminate the differences, we are continuing our efforts to create a comfortable working environment for employees by encouraging male employees to take childcare leave and reducing long working hours, as well as to support and develop the careers of female employees and actively promote them to management positions.

Gender pay gap (Year ended February 29, 2024)

Name	Gender pay gap(%) *1, 2		
	All employees	Regular employees	Part-time workers Fixed-term workers
Seven & i Holdings	78.0	76.8	88.4
Seven-Eleven Japan	56.7	76.8	82.0
Ito-Yokado	64.4	71.2	101.4
York-Benimaru	57.7	71.4	124.5
Seven Bank	71.3	74.8	53.9
Akachan Honpo	57.0	73.2	108.5
Seven & i Food Systems	66.9	72.8	100.2
THE LOFT	67.7	75.9	117.1

*1 Calculated in accordance with the provisions of the “Act on the Promotion of Women’s Active Engagement in Professional Life” (Act No. 64, 2015).

*2 Gender pay gap represents the ratio of women’s wages to men’s wages. There is no difference in treatment based on gender in the wage system.

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.

Training and Awareness-raising for Management

Seven & i Holdings has continued to hold the DEI Seminars since 2014 as a Group-wide initiative to emphasize the importance of diversity, equity, and inclusion and to raise awareness on the management of diverse human resources. At the outset, these seminars primarily targeted people in management positions, but were later expanded to include other employees. As of 2021, they have also been offered online. A cumulative total of 7,100 people from all Group companies had participated in the seminars up to the end of February 2024. Seminars led by outside lecturers, covering themes including diversifying work styles, unconscious bias, organizational development, and leadership have been held to date, to provide the opportunity for participants to think about diversity from a number of different perspectives. We have established a section on our internal site to showcase information on advancement of DEI, which is intended to facilitate regular awareness-raising initiatives.
At our Group companies, we are promoting understanding among managers of the significance of DEI as well as a diverse array of work styles, including balancing work with childcare and family care responsibilities to further train managers to make good use of their diverse human resources. For example, starting in 2021 Seven-Eleven Japan has been inviting outside lecturers to begin training on the subjects of diversity and unconscious bias with the goal of encouraging understanding among managers. It has also been providing training for managers since July 2021 on normalization support. This aimed at creating opportunities to deepen managers' understanding of colleagues and subordinates with disabilities and to learn about how to deal with customers who have disabilities or cognitive impairments.
In its level-based executive training, Ito-Yokado is implementing sessions on the management of diverse subordinates, including the importance of workplaces where diverse employees can apply themselves, the understanding of programs for supporting the balance between childcare and family care with work, and the evaluation of employees in the short working hours program.

No. of Diversity Management Seminar Participants (Cumulative Total)

End of Feb. 2022	End of Feb. 2023	End of Feb. 2024
Approx. 5,700	Approx. 6,300	Approx. 7,100

Awareness-raising of LGBTQ+ Rights

Seven & i Holdings revised the Corporate Action Guidelines in 2016, to expressly specify the “Forbidding of Discrimination Due to Sexual Orientation or Sexual Identity.” A variety of educational and awareness-raising activities aimed at promoting understanding of LGBTQ+ issues are also ongoing. These include the hosting of seminars for Group company employees and the production of a booklet with basic information on LGBTQ+ issues.
In March 2024, Seven & i Holdings and Seven-Eleven Japan instituted a partnership system that provides same-sex partners with the same celebratory/bereavement and vacation benefits as those of straight couples. In addition, as of 2024, the Chief Human Resource Officer (CHRO) at Seven & i Holdings and the leader of Seven & i Group DEI Promotion Project became supporters of the “Pride 1000,” an ally network of corporate management.

Support for Active Participation of Seniors and Non-Japanese Employees

Seven & i Group companies have a system for rehiring employees after mandatory retirement, providing an opportunity for experienced workers to use their skills and abilities.
For example, in response to employees who wish to continue working after retirement, Ito-Yokado introduced the "Reemployment System after Retirement" in 1995, which allows employment to be extended until the age of 65. The system is designed to accommodate diverse working styles, allowing employees to choose from three different patterns of working days and hours based on their preferences. In April 2006, a system was introduced that allows part-timers to work until the age of 65, with 9,100 senior part-timers currently active. Furthermore, in May 2017, the system was expanded to allow employment to continue until the age of 70. Additionally, 1,078 foreign employees are also actively working.
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 of non-Japanese nationality working at stores, including franchised stores, is also increasing. As of September 2020, we have implemented a program known as our “Hospitality Training,” which provides lectures to foreign students and other non-Japanese employees on the basics of Japanese culture and customer service.

No. of Senior Part-Timers/Non-Japanese Employees: Ito-Yokado

	End of Feb. 2022	End of Feb. 2023	End of Feb. 2024
Senior part-timers	7,359	7,269	9,100
Non-Japanese employees	1,038	1,273	1,078

Job Seminar for Seniors (Seven-Eleven Japan)

Hospitality Training (Seven-Eleven Japan)

Promotion of Foreign Nationals and Mid-career Hires

The Seven & i Group has long actively promoted overseas employees to local management positions. Our new Medium-term Management Plan announced in July 2021 calls for the strengthening of global strategies, leading us to hire external personnel with the specialized knowledge and experience (experienced personnel). Further, in response to changes in labor markets occurring in tandem with rapid social developments, our Group companies are revising current personnel systems to enable a diverse array of employees to appropriately utilize their knowledge and experience in any given situation.
The Seven & i Group works to create an environment where our diverse range of employees of various backgrounds, regardless of their nationality or initial employment status (new graduate or mid-career hire), etc., can demonstrate their abilities. We evaluate their abilities and achievements fairly and promote them to management positions where appropriate.

Number of Experienced Hires

End of Feb. 2022	End of Feb. 2023	End of Feb. 2024
205	183	293

* Totals are for eight companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Akachan Honpo, THE LOFT, Seven & i Food Systems, Seven Bank. Also, the figures through the fiscal year ending February 28, 2023, include Sogo & Seibu, and exclude THE LOFT.

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

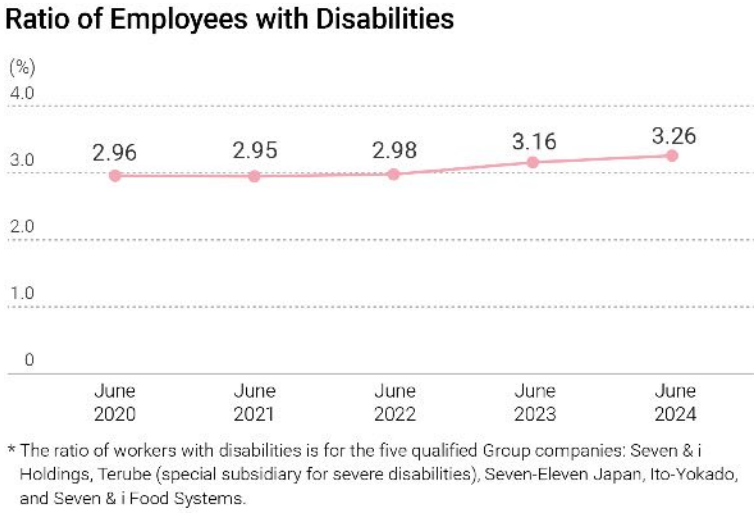
In 1994, Terube, Ltd. was established with joint funding of five companies (Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, and Seven & i Food Systems) and the city of Kitami in Hokkaido. Terube is a special subsidiary founded to promote the employment of people with severe disabilities. As of June 1, 2024, Terube employed 20 people with disabilities, and the Group's employment rate of people with disabilities*, including Terube, was 3.26%. The target for the fiscal year ending February 28, 2025, is for all Group operating companies to meet the statutory employment rate for people with disabilities.

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



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

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

Seven-Eleven Japan conducts employment support training in some areas involving “Seven-Eleven Work Experience,” “Customer Relations Training,” and “Classes on Learning from Graduates to Prepare to Become a Working Adult” 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.

Employment support training “Seven-Eleven Work Experience”

Support for Employment Stability of Employees with Disabilities

Seven-Eleven Japan promotes the acquisition of qualifications specified by the Ministry of Health, Labour and Welfare under the "Act on Employment Promotion, etc. of Persons with Disabilities" as a measure to retain employees with disabilities in the workplace. Various initiatives have been promoted, with 95 employees having been certified as “Employment Counselors for People with Disabilities” and 22 employees certified as “Job Coaches (in-house workplace adjustment supporters)” as of the end of February 2024. These job coaches (in-house workplace adjustment supporters) with specialized knowledge provide training on how to support oneself in daily life and on how to behave as a working adult, conduct interviews over the internet, they have been endeavoring to create great places to work.
In addition, the company has introduced a voice-recognition system that can allow hearing-impaired employees to participate in remote meetings, and it is striving to create an environment where communications among all employees will be smooth. In October 2022, the company received the Governor of Tokyo Award in the Excellent Company Awards for Employment of Persons with Disabilities presented by the Tokyo Metropolitan Government, in recognition of this series of initiatives.

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.

The Seven & i Group companies have been recognized as excellent companies for promoting women's participation and advancement based on the Act on Promotion of Women's Participation and Advancement in the Workplace, and have obtained the "Eruboshi" certification. Seven & i Holdings, Ito-Yokado, Seven Bank, Seven Card Service, and Seven

Financial Service have obtained the "Eruboshi" third level certification, while Seven-Eleven Japan, Seven & i Food Systems, and Akachan Honpo have obtained the second level certification (as of the end of February 2024).

3 stars (the highest level)

2 stars

“L-boshi” certification

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.
In 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.

Autonomous Learning Support and Capacity Building

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 are undertaking initiatives to improve job satisfaction through means including enabling each and every one of our employees to develop their capabilities and supporting for autonomous learning, as well as initiatives to create workplaces where employees can feel truly comfortable working through workstyle reforms, improving productivity, and promoting diversity, equity, and inclusion (DEI).
As part of these efforts, we opened the Ito Training Center, an educational base of the Group to develop the next generation of human resources in 2012. The training center is equipped with an archive room, where employees can learn about the essence of the Group's founding philosophy of “Trust and Sincerity” and its history of challenge and innovation, with 22 training rooms of various sizes and accommodation rooms tailored for use in training camps also available for use at the center, by means of which we accommodate various forms of training. The center also provides a positive learning environment for employees, with training rooms established for the acquisition of specialized skills in store operations, sales, cooking, and other areas, aligned to the business characteristics of each Group company, with a total of approximately 480,000 employees having used the Ito Training Center to date.
Seven & i Group companies have established a training system based on business characteristics, including various level-specific training programs for managers to improve their leadership and management skills, as well as job-specific skill and technical training and self-development training, in an effort to develop the skills and career development of each individual, including part-time employees. We are also working to develop the skills and career development of each individual, including part-timers. The Group's per capita training cost for the fiscal year ended February 29, 2024, is approximately 120,000 yen and 40 hours* of training per person.

* For monthly salaried employees of the three Group companies (Seven & i Holdings, Seven-Eleven Japan, and Ito-Yokado)

Ito Training Center

Seven & i Holdings holds Group Philosophy Training at the Ito Training Center. In 2023, approximately 300 employees from Seven & i Holdings and some Group companies as well as new employees participated in the Training.

Scene from the Group Philosophy Training

› Further details about the Ito Training Center can be found here (in Japanese)

Providing a Variety of Growth Opportunities

The Seven & i Group provides regular opportunities to reflect on their careers toward the realization of each and every employee's individual aspiration. This includes offering a variety of training programs by respective Group company according to the characteristics of its business. We additionally promote support for proactive career development by employees themselves through self-assessment mechanisms and interviews with superiors and others.

Leadership Development

Seven & i Holdings conducts an annual program to develop next-generation management leaders. Selected executives from each group company participate in this program, learning management theory and practice from renowned lecturers and engaging in discussions.The program was launched in 2012, and by the end of February 2024, approximately 300 employees had participated. Seven & i Holdings is also promoting the introduction of 360-degree feedback at each Group company. The program is regularly implemented in order to obtain multi-rater feedback from superiors, colleagues, and members on the actions of management personnel, to understand their own strengths and challenges, and to promote behavioral change and open communication.

Developing Global Human Resources

The Seven & i Group is promoting a global growth strategy rooted in our 7-Eleven business under a vision, or Ideal Group Image for 2030, to take on the challenge of increasing the value of our brand on a global scale.
To realize this, we are enhancing and expediting various measures to develop global human resources and to formulate and operate a human resources portfolio. For example, we offer short-term study abroad programs in addition to having maintained the "Seven English Training" English language training program since 2021. Further, respective Group companies have put arrangements in place for measures to support growth such as in-house training and self-development support programs, to actively promote the development of global human resources.

Holding Customer Service Training for Franchise Store Employees

Seven-Eleven Japan holds a “new employee training” program for new hires at stores, and a “shift leader training” program aimed at nurturing the “shift leaders” who will serve as models for franchise store employees. Those who undergo shift leader training are presented with a certificate of completion and a business card holder. Through the training, Seven-Eleven Japan lends support to the franchise store owner’s work to teach their employees, while also improving both work satisfaction for many employees and the level of customer service in the stores.

Shift leader training

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

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.

Online Training for New Part-time Employees

Akachan Honpo's headquarters training department holds an “Online Store Induction Training” for newly hired part-timers. After joining the company, they take a class involving three hours of video materials, which is followed by an hour and a half of online supplementary training and review of the video content. This is an opportunity for all new hires to learn about company policies and the basics of the business. Furthermore, on-the-job training is conducted in stores based on the training plan, and basic knowledge is established over a period of three months.
Akachan Honpo also holds a “3-month follow-up sharing meeting” to resolve any concerns they may have after joining the company, thereby providing a support system that enables them to continue working for a long time after joining the company.

Self-Development Training

To provide opportunities for employees to engage in independent study, Seven & i Group subsidizes fees, and so on for those employees who are taking correspondence courses and e-learning related to business skills, knowledge, etc.

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 29, 2024, 366 employees took correspondence courses.

Holding of Self-Development Courses

Seven Bank supports "self-directed learning" by providing an environment for employees to acquire the knowledge and skills necessary to perform their jobs, including correspondence courses (English, financial knowledge, etc.), online courses (business knowledge, IT/DX), and commuter courses (MBA, etc.). The number of courses is approximately 240, and many employees are taking them.

Open Recruitment System for Human Resources

Seven & i Group implements the “Career Challenge System (Inter-Group Open Recruitment System” to facilitate employees in taking on challenges across Group company boundaries, with each of these companies also having adopted internal open-recruitment systems. These systems have as their aim supporting each and every Group employee to develop their diverse careers. In the fiscal year ended February 29, 2024, 712 employees took on the challenge to avail of these systems, with 206* of these subsequently transferring to jobs of their choice.
Group companies have also instituted internal recruitment systems. For example, at Ito-Yokado, employees who have worked at the company for at least one year can become candidates for managerial positions and jobs regardless of business experience or seniority. In the fiscal year ended February 29, 2024, 156 people applied through this system and 15 people were appointed to their preferred positions or jobs.

* The data is the total for 8 companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, THE LOFT, Akachan Honpo, Seven & i Food Systems, and Seven Bank.

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.
Further, we have introduced the Work-Life Support Plan (commonly referred to as the Waraou [“Smile”] Plan), which aims to support employees’ diverse life events and learning experiences and, in addition to childcare and nursing care, are accommodating the needs of a diverse array of work styles by means including support for employees who are continuing to work while receiving treatment for infertility, kidney disease, and cancer.

Childcare and Family Care Assistance Systems (Ex. Ito-Yokado)

	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 by 7:00 p.m. through March 31 of the year their child graduates from junior high school	None
Leave	Employees can return to work after taking leave for up to two years. *Up to three years depending on the circumstances (Can be combined with short working hours).	Employees can take up to a one year of leave following the initial reason. The leave can also be split up and taken at different times. *Can be combined with short working hours.
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
Day-off for childcare	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

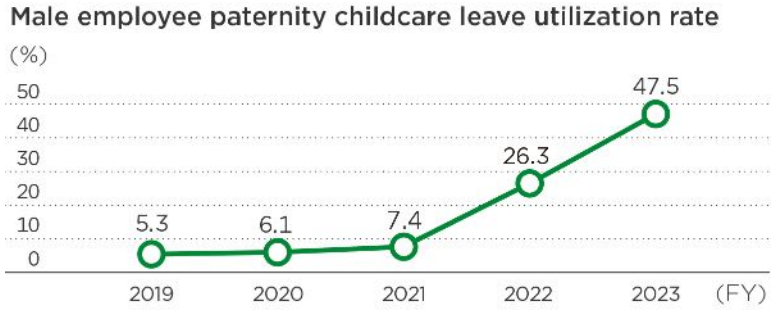
Ito-Yokado has introduced six daycare facilities comprising authorized daycare centers and corporate-led nurseries as tenants in its shopping centers in Tokyo and three other prefectures. These facilities are used by employees and local residents.

Return-to-Work Support after Childcare Leave

The 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.
York, for example, shares internal information with employees on childcare leave via mail every two months and provides updates on their current status. Additionally, to promote the use of childcare and nursing care support systems, York is also engaging in awareness activities through video education tools.

Promotion of Participation in Housework and Childcare by Men

The Seven & i Group have established various systems that exceed minimum legal requirements to ensure that employees can continue to work with peace of mind even in the case of life-changing events and obligations such as childbirth, childcare, and nursing care. As a unique childcare leave system within the group, we have established a special system that allows employees with preschool children to take five days of paid leave per year on a per-day basis. This day-off can be taken for general childcare reasons, such as attending a child's entrance or graduation ceremony or sports day, and has been widely used by many employees since its introduction.
In addition, we are implementing various measures to encourage male employees to play their part in housework and childcare, including online seminars at Group companies.



* Totals are for eight companies: Seven & i Holdings, Seven-Eleven Japan, Ito-Yokado, York-Benimaru, Akachan Honpo, THE LOFT, Seven & i Food Systems, and Seven Bank. Additionally, the figures for FY2022 and before include Sogo & Seibu and exclude THE LOFT.

External Evaluation Related to Childcare Support

Ito-Yokado received “Platinum Kurumin Plus” certification from the Ministry of Health, Labour and Welfare as a company that supports the raising of children. Companies that have previously received “Kurumin” and “Platinum Kurumin” certification are eligible to be awarded “Platinum Kurumin Plus” certification when certain requirements are met in relation to initiatives to support the balancing of work and fertility treatment.
In addition, Seven & i Holdings, Seven-Eleven Japan, York-Benimaru, Seven & i Food Systems, Seven Bank, and Seven Financial Service have received the “Kurumin” certification (as of August 31, 2024).

Platinum Kurumin Plus Mark

Support for Balancing Work with Nursing Care

A survey on employees' caregiving situations revealed that approximately 70% of employees may need to balance work and caregiving in the near future, indicating that this will become a significant issue. Therefore, the Seven & i Group regularly holds "caregiving seminars" by inviting external experts to support employees who may need caregiving. Additionally, we have created a "Work and Caregiving Balance Support Handbook" which is utilized in training sessions across group companies. We also focus on publicizing consultation services and introducing examples of balancing work and caregiving in the company newsletter, striving to create an environment where balancing work and caregiving is easier.

Work-from-Home

The Seven & i Group companies have established a telecommuting system that allows for flexible working arrangements, effectively utilizing time and location, particularly in the headquarters departments.
Seven & i Holdings used to designate the employee's home as the workplace for telecommuting. However, starting in 2022, under certain conditions, employees are allowed to work from locations other than their home for purposes such as childcare, caregiving, or securing a focused work environment.

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. At Seven & i Holdings, employees who had been working shorter hours for reasons of childcare obligations are now able to work full time using staggered working hours, which is contributing to support for housework and childcare by employees in households where both parents are working.

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.

Consideration for Employee Health and Occupational Safety and Health

Seven & i Holdings is promoting the enhancement of employee health and ensuring the maintenance of a safe and comfortable work environment where everyone can work with peace of mind. In particular, regarding health, Seven & i Holdings views it not only as a means to improve the quality of life for each employee but also as a way to increase the vitality of the company and enhance management efficiency, thereby promoting health management.

Seven & i Health Declaration NEXT

<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

Three Goals of the Seven & i Health Declaration NEXT

Seven & i Holdings, in collaboration with the Seven & i Holdings Health Insurance Union, launched the "Seven & i Health Declaration 2018" in fiscal year 2014. In October 2019, this initiative was further developed into the "Seven & i Health Declaration NEXT", which sets forth three goals aimed at promoting the sustainable growth of the group and enhancing the health of the local community.

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.

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.
In recognition of these efforts, in March 2024, Seven & i Holdings was selected as one of the "Excellent Health Management Corporations 2024 (Large Corporation Category)" by the Ministry of Economy, Trade and Industry and the Ministry of Health, Labour and Welfare, as in the previous year.

Main Initiatives in FY2023

■Initiatives for maintaining health, preventing illness, and improving health

- ・Holding of regular walking events jointly with the Health Insurance Union
- ・Health Insurance Union offered “Effectively free comprehensive physical examinations” for those eligible in targeted age tiers
- ・Health Insurance Union offered "Cervical Cancer Risk Test at Home"
- ・Health Insurance Union held "MY Challenge 2023*"

*"MY Challenge 2023": A campaign to promote "diet," "exercise," and "behavior" to reduce the obesity ratio and improve lifestyle (exercise, eating habits)

■Initiatives to build pleasant workplaces conducive to both mental and physical health

- ・Prevention of mental illnesses through the implementation of mental health training (self-care)
- ・Improvement of systems to enable communication regardless of workplace (at home, head office, or others 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’ concerns such as those relating to salt, sugars (available carbohydrates) into consideration
- ・Considerations for health and evolution to tastier and higher quality products

Seven & i Health Declaration NEXT

Targets	Specific Targets to Be Achieved by March 31, 2024						
1. Control to achieve appropriate bodyweight	Ratio of People with a BMI over 25*1						
		FY2019	FY2020	FY2021	FY2022	FY2023	Target
	Male	38.5%	39.6%	39.0%	38.8%	39.7%	28% or less
	Female	27.6%	28.3%	28.2%	28.2%	28.7%	18% or less
2. Reduce smoking rate	Overall Employee Smoking Rate*1						
		FY2019	FY2020	FY2021	FY2022	FY2023	Target
	Overall	28.1% male:38.0% female:21.2%	26.5% male:36.2% female:19.8%	25.4% male:34.5% female:19.0%	24.6% male:33.7% female:18.2%	24.1% male:33.6% female:17.6%	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 Union

* 2 Proposal of menu items at stores

Starting from fiscal year 2024, as part of the human resources policy linked to the Medium-Term Management Plan, Seven & i Holdings has added new group goals to improve exercise habits and the rate of follow-up medical examinations. These initiatives aim to further promote employee health and well-being.

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

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 29, 2024

	Seven & i Holdings	Seven-Eleven Japan	Ito-Yokado	York-Benimaru	Seven & i Food Systems	THE LOFT	Akachan Honpo	Seven Bank
Workplace accident frequency(LTIFR)	0.00	0.54	1.37	3.58	1.18	1.21	0.33	0.00
Workplace accident severity	0.00	0.01	0.03	0.01	0.02	0.00	0.03	0.00

* No workplace accidents resulted in deaths.

Workplace Accident Data for Eight Group Companies for the Fiscal Year Ended February 28, 2023

	Seven & i Holdings	Seven-Eleven Japan	Ito-Yokado	Sogo & Seibu	York-Benimaru	Seven & i Food Systems	Akachan Honpo	Seven Bank
Workplace accident frequency(LTIFR)	0.00	1.75	2.04	0.53	2.38	0.50	0.42	0.77
Workplace accident severity	0.00	0.02	0.06	0.01	0.13	0.01	0.01	0.01

* No workplace accidents resulted in deaths.

Workplace Accident Data for Eight Group Companies for the Fiscal Year Ended February 28, 2022

	Seven & i Holdings	Seven-Eleven Japan	Ito-Yokado	Sogo & Seibu	York-Benimaru	Seven & i Food Systems	Akachan Honpo	Seven Bank
Workplace accident frequency(LTIFR)	0.00	1.09	1.41	0.32	3.59	1.44	1.46	0.00
Workplace accident severity	0.00	0.03	0.05	0.28	0.14	0.06	0.08	0.00

* No workplace accidents resulted in deaths.

Workplace Accident Data for Eight Group Companies for the Fiscal Year Ended February 28, 2021

	Seven & i Holdings	Seven-Eleven Japan	Ito-Yokado	Sogo & Seibu	York-Benimaru	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	Seven-Eleven Japan	Ito-Yokado	Sogo & Seibu	York-Benimaru	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.

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 remuneration for men and women workers for work of equal value. 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 whereby subordinates and supervisors work together to improve the company and enhance internal communications. Subordinates initially evaluate the status of management of their subordinates by managers. The subordinate employees then respond to a total of 20 questions (five questions in each of four categories: humanity, thinking abilities, action abilities, and compliance) evaluating managers while also inputting any comments in a 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

The Seven & i Group complies with the minimum legal wage and undertakes initiatives to improve the living standards of its employees.
In addition to operating a childcare and nursing care leave system available to all employees, regardless of their being permanent or part-time employees, we have established personnel systems to allow promotion and advancement aligned to individual motivation and ability, regardless of the category under which an employee was hired (new graduate hires at each Group company, experienced employee hire, promotions to permanent employee), or their educational background, nationality, or gender. The Seven & I Group has additionally made available a range of welfare and related systems, including subsidies for undergoing comprehensive physical examinations and cancer screenings, life and non-life insurance, and access to leisure and sports facilities at preferential discount rates.

Selection of Various Work Styles

Seven & i Holdings is committed to establishing systems that allow employees to choose diverse working styles and find fulfillment in their work.
For example, Ito-Yokado has introduced the "Selective Step Up System" which allows part-time employees to choose their working style. Under this system, part-timers can advance in rank as they express their desire, receive a certain level of evaluation, and acquire sales skills. Additionally, a system has been introduced to promote top-ranked part-time employees to salaried full-time or contract employees. In January 2020, the first store manager who started as a part-time employee was appointed. Since then, many part-time employees have been promoted to positions such as sales floor managers.

The cumulative number of part-time employees promoted to full-time positions

FY2021	FY2022	FY2023
205	214	349

Ito-Yokado's Selective Step Up System

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 eight* labor unions form the Federation of Seven & i Group Labor Unions, which as of March 2024 has approximately 38,000 members in eight unions and a participation rate of 65.3% (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 eight companies are Ito-Yokado, York-Benimaru, SHELL GARDEN, Marudai, Sanei, Akachan Honpo, Seven & i Food Systems, and THE LOFT.