

Diversity and work-style reform

While promoting active participation in childcare, we prepare an environment in which employees can work without worries while raising children.



Support diverse work styles fit for different life stages

Promoting the application for parental leave

In order to support our employees to work and have or raise children at the same time, we have established various systems and are committed to creating a working environment that allows employees to use parental leave without much worry. In FY2020, 52 of our employees (including 23 males) acquired parental leave. In addition, we promote men's active participation in parenting and provide them with various supports.

Provide comprehensive support to relieve the anxiety of going on parental leave



With the support of my boss, I applied for about 1 month of parental leave including public holidays. Our company has not only established various systems, but also has a department that employees can consult, supporting us in all aspects, which makes us feel very relieved. During my leave, I could put as much time as I want into learning how to raise children, and meanwhile, I was also able to invest time into preparing an environment suitable for my wife and me to raise children together. In my future work, I would like to make use of what I learned when using commercial facilities from the same perspective as customers with children. Our environment is well-arranged for employees to apply for parental leave at ease, so I hope that those who are still hesitating on whether to apply can feel free to utilize the leave.



Management and Auditing Department
Takafumi Fukura

IKUBOSS Support Fund System

The Company has introduced an original IKUBOSS Support Fund System to provide financial support to employees who are on parental leave. In order to support the balance between work and family, and to support IKUBOSS (childcare boss), the main economic pillar of the family, the Company grants aids to employees who are the supporter on children's health insurance among

those who are on parental leave. The aid will be paid for 3 months starting from the time when parental leave is granted. In order to make the compensation amount to be 80% of the monthly salary, we will pay the difference between that and the parental leave allowance (equivalent to 67% of the monthly salary) of the employment insurance.

Opening AEON Yume-mirai (Dreams for the Future) Nursery Schools

As part of building an environment where parenting families can continue to work without worries, we have opened the AEON Yume-mirai (Dreams for the Future) Nursery Schools, the childcare center located inside our business facilities. The nursery school is available to employees of AEON Group companies and specialty stores, as well as to local residents. In principle, the nursery schools open 365 days a year and operate on hours coordinated with the business hours of each shopping mall, supporting the creation of an environment in which each specialty store can take in employees who are working parents and help them continue employment for long-term. We continue to create

opportunities where children can grow both physically and mentally through activities that can only be done at nursery schools within shopping malls and activities that take advantage of local characteristics, such as holding Field Days in AEON Halls which are not affected by the weather. At AEON MALL Ageo (Saitama Prefecture), which opened in December 2020, we have also introduced an AEON Yume-mirai (Dreams for the Future) Nursery Schools, which became the 31st nursery school in AEON Group, of which 21 are operated inside our commercial facilities.



Convenient for early working hours

When choosing a nursery school, what I focus on are these 3 things: "allowing me to leave two children there together," "meals prepared at the nursery itself" and "reading a lot of picture books to children." I can leave my children with the nursery from 7:00 AM in coordination with my working hours, which helps me to balance work and parenting. The teachers are also very amiable and always tell me a lot about what happened that day, which makes me feel very relieved. Besides, children of different ages play together at the nursery, which is a good stimulation for them. My children like their teachers and friends so much that they will feel disappointed on their days off. They look forward to going to the nursery every day.



AEON STYLE AGEO
Ms. Miki Yamanaka

Parents and children get to spend more time together

My kids become more active as they get more opportunities to play outside compared to the previous nursery we attended. They also have the opportunity to go out for a walk and communicate with local residents, and it seems that they enjoy going to the nursery. When I am with my children, I can really feel that they are growing in moments when I realize that "this must be something they learned at the nursery." It seems that they often get a second helping during meals at the nursery. The nursery not only considers nutrition, but also caters to children's preferences, which is also very pleasing. Because the nursery is inside the shopping mall, I get to spend less time at picking up my kids and going shopping, so I have more time to spend with my children, which is a very satisfying point for me.



AEON MALL Ageo
Operation staff
Manatsu Toyokawa

Aim at a working environment that allows employees to work without worries for a long time

The Company has opened shopping malls in various regions in Japan and abroad, and has been patronized by customers of all ages. In order to understand many different values and meet everyone's needs, it is important to gather opinions from employees with different backgrounds such as gender, age, and environment they were raised in. In FY2020, we have introduced a new Parental Leave Application Planning Sheet, creating an environment that allows employees to consult with their families and department members and apply for parental leave in a planned way according to their respective circumstances. As a result of this initiative, the proportion of male employees taking parental leave has increased significantly from 6% in 2018 to 58.1%. We have prepared various systems allowing employees to continue working without stress in accordance with changes in life stages such as childcare and nursing for the elderly, and we will continue to support employees' long-term career development in the future.



Director of HR Management department and Leader of the Nursery School Promotion Project
Mitsuhiro Itani

Diversity and work-style reform

While promoting the career advancement of all employees of AEON, we are also committed to creating a working environment that allows specialty store staff to stay active for a long time.



Provide workplace environment where all employees can work more satisfactorily

Overseas malls that create opportunities for career development (outside of Japan)

Since the opening of our first mall outside of Japan in Beijing in 2008, we have opened 21 shopping malls in China, 11 shopping malls in Indonesia, Vietnam and Cambodia, a total of 32 shopping malls. In our shopping malls located outside of Japan, our basic policy is to operate them with local staff who fully understand our Company's philosophy, and we are also making effort to personnel training in every country, and are actively promoting local staff up to managing and executive positions. There are 11 shopping malls outside of Japan with local staff as the general manager (GM), a position that is in charge of the entire shopping mall.

With "Customer First," become a base for local community (Cambodia)

After joining the Company, I first noticed the various details that the Company pays attention to in order to keep customers coming back, such as cleanliness and safety. I learned the concept of "Customer First" through work. There are many opportunities for learning, such as training, and I have truly felt my own growth. From now on, I will continue to make use of the knowledge and experience I have acquired to contribute to the creation of shopping malls that can attract local residents and gain their support.



AEON MALL Cambodia
Manager of Management
Planning Section
Im Vibolka



AEON MALL (CHINA) CO., LTD.
Administration Management
Department, Human Resources
Education Manager
Hong Li

Implement well-designed trainings (China)

For the career development of local employees, we are organizing training activities to help them master the abilities required by their posts. In addition to implementing projects universal to all malls in China, we also implement targeted trainings in each region and extend high-quality content horizontally to other shopping malls. In addition, we have also been sending our employees to Japan for short-term training and introducing the personnel evaluation system from Japan. While focusing on personnel training, we are also encouraging our employees to become active in their work.

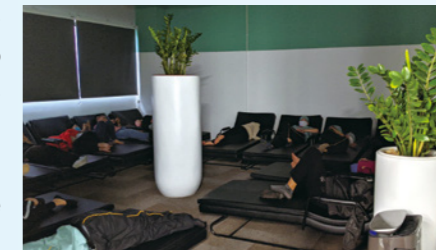
Improve the working environment of specialty store staff



With the background that labor shortage has become a social problem, the Company believes that it is also the responsibility of a developer to improve ES (employee satisfaction) by creating a good working environment where employees of specialty stores in AEON's commercial facilities can stay active in workplace for a long time. In staff lounges, we are gradually promoting the creation of space that can let the staff relax physically and mentally, equipping the lounges with dedicated convenience stores and powder rooms, free massage chairs, etc. In addition, we also actively extend the excellent cases of ES improvement measures implemented by shopping malls horizontally to other malls.

Create a comfortable space for specialty store staff through accumulating small creative ideas

In my opinion, the workplace should be as comfortable as possible, so I put some thoughts into the design of the staff lounge in the mall. The windows can be opened or closed freely, creating a space similar to a cafe where natural light and wind can enter the room. In the corner of the lounge, we also set up a napping space separated by blackout curtains. In northern Vietnam, many people have the habit of napping after meals. Their pose of face down on the table stands out in the mall, so we introduced this design that's inspired by the facilities we saw at airports. The staff like the equipment in the lounge a lot and pay careful attention when using it. None of the designs take a great deal of effort or money; they are just a collection of small creativities. I wish to create a working environment that is not special in any ways but is clean and isn't lack of anything, an "ultimately ordinary" environment, to cultivate the sense of partnership of working in the same mall among employees.



AEON MALL Hai Phong Le Chan
General Manager
Masaki Okada

Implementation of influenza vaccination

We offered influenza vaccination to specialty store staff in four shopping malls including AEON MALL Tendo (Yamagata Prefecture). Since the vaccination could be done easily in the shopping malls, this activity was well received and more people

than the capacity of the activity applied. We will continue to listen to everyone's opinion in the future and update our system to make them easier to utilize, sticking close to everyone's health.

Aim at improving customer-serving skills

In order to enhance the awareness of customer serving, we held a "Customer Service Role-Playing Contest" where specialty store staff can compete with the skills they have cultivated in their daily work. In addition to proposing facility environments and products attractive to customers, we also aim to further enhance the service spirit, letting employees recognize the importance of smiles, greetings and intimacy offered by every and each employee. This is the 5th time this contest was held in Cambodia, and approximately 200 specialty store staff from two shopping malls participated.

