

06

People

A Future Where Everyone Can Work Authentically, Grow Continuously, and Build a Career With Confidence

[Activity Overview]

- AEON MALL Alumni Network | AEON MALL Recruitment and Human Resource Development Department
- Second career hiring for athletes | AEON MALL Recruitment and Human Resource Development Department
- Employee break rooms | AEON Lake Town kaze (Koshigaya City, Saitama Prefecture) and AEON MALL Iwaki Onahama (Iwaki City, Fukushima Prefecture)



AEON MALL

Alumni

Network

Aiming to network with our
alumni and generate
new connections



Project Overview

We developed a new social networking service to strengthen connections and network with AEON MALL alumni (retirees). By establishing an alumni network, we aim to create ideas and opportunities for new connections and business collaborations by respecting different backgrounds and values.



AEON MALL Homecoming Day

We held AEON MALL Homecoming Day, our first offline event, in September 2024 with nine alumni from all different regions across Japan.



Newsletters are posted every two weeks. Alumni have shown strong engagement, asking to be kept informed about updates to employee benefits and other topics.

Unique Features

The network sends out regular information from AEON MALL on our company and employment opportunities while also providing a place for exchange and two-way communication among alumni.

The AEON MALL Alumni Network launched in June 2024, with over 80 alumni registered as of December 2024. Users can join various chat rooms to interact with other alumni.

Newsletters are posted every two weeks. Readers can request information, providing management with new insights.

Diversity × AEON MALL



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Work in Life;
Working Is Part of Life

We aim to engage with a diverse range of human resources through our recruitment activities. And as we work to achieve our management philosophy of *co-creating the future of living with local communities*, we place great importance on the success of our workers. Their success leads to not only the growth of AEON MALL, but also to their own personal development and self-fulfillment. Working is part of life. Rather than pursuing a work-life balance that separates the two, AEON MALL embraces a work-in-life approach where work serves as a meaningful way to help individuals achieve their life goals.

Insights From Alumni on
AEON MALL Strengths

As you may be aware, the current job turnover market is highly active, and our company's turnover rate due to personal reasons is nearing 4%. While this figure may appear concerning at first glance, a labor union survey shows that fewer employees are leaving AEON MALL due to dissatisfaction or negative perceptions of the company. Rather, departures driven by positive motivations, such as the desire to take on new challenges, are on the rise. We also began receiving feedback from former employees expressing that they came to appreciate the strengths of AEON MALL after

leaving the company. Could continuing to build positive relationships with people who have had a connection with AEON MALL bring fresh perspectives or new energy to the company? And to establish these relationships, wouldn't it be worthwhile to develop systems better aligned with the changing times and evolving values? These are questions we have been reflecting on. In response, we launched the AEON MALL Alumni Network in June 2024. The AEON MALL Alumni Network is a social networking service that enables AEON MALL to stay connected with our alumni, while also providing fostering communication between alumni. The program nurtures relationships with those who have taken a new step forward, generating new connections, ideas, and opportunities for business collaboration, and, if desired, re-entry into the company.

As the number of registrations steadily increased after launch, alumni began expressing interest in meeting up in person. This interest leading to the first offline event, AEON MALL Homecoming Day. This event focused on three major objectives. First, we wanted to support our alumni in their current endeavors and help them strengthen their connections with one another. Second, we shared updates on current AEON MALL systems, while also inviting feedback from members. And third, we gave alumni the opportunity to openly

share any negative experiences they may not have felt comfortable expressing at the time of their departure, aiming to reflect any input in our human resources systems. One of the most memorable moments of the events was the feedback we received. For example, when I told the participating alumni that the alumni social networking service only took us about three to four months from idea conception to reality, one member compared us to their current workplace, commenting that this speed is a strength of AEON MALL. That moment made me realize how valuable insights from alumni familiar with both AEON MALL and the outside world are. Keeping these valuable interactions to the recruiting group would be a missed opportunity. We plan to deepen these connections in the second year and beyond, while also collaborating with other departments and employees.

AEON MALL employees are highly aware of the need to solve local issues. Many of our alumni have gone on to work in government or serve their communities after leaving the company. In other words, we are in a position to pursue community contribution by co-creating with those who came from AEON MALL. I think it would be great if AEON MALL could serve as a platform for local co-creation.

Diversity × AEON MALL

Welcome Back Hiring: Welcoming Home Employees

We also launched the Welcome Back Hiring program at the same time as the AEON MALL Alumni Network. Welcome Back Hiring is for employees who have left the Company for personal reasons. We rehired three employees through this program as of March 2025. This number is roughly 10% of the our approximately 30 career hires per year.

Naturally, we do not live in a time in which retirement is seen as disloyalty. We welcome those who return to AEON MALL after experiencing the outside world and rediscovering our strengths. We named the program Welcome Back Hiring to reflect the spirit of saying, “Welcome home.” I actually suggesting we simply call it *Okaerinasaiyo* Hiring—a playful twist on the Japanese phrases for “welcome home” and “hiring” (*okaerinasai + saiyo*). (laughs) I think the culture matching feature makes the Welcome Back Hiring a valuable

initiative both for the individual and for their work placement in the company. The program allows former employees to thrive again at AEON MALL by applying the skills they developed during their previous time with us, along with the experience and knowledge they gained in other fields after leaving the company. When young employees seek career advice in their assigned areas, they can receive guidance on how to expand their possibilities both within and beyond the company, based on the experiences of those advising them. I see this as a positive influence on employee growth.

Kizuna Hiring: Fostering Friendly Bonds

Finally, I want to discuss our *Kizuna* Hiring program. We felt that it would be a wasted opportunity in recruiting to lose our connections with those who aligned with the AEON MALL but ultimately declined our offer of employment. We thought that maintaining a flexible relationship with these individuals and creating a smooth way to reconnect should they ever express interest in working for AEON MALL again could allow us to take a reengagement approach similar to the one we take with our alumni. If alumni are our family, then *Kizuna* Hiring aims to build friendships. We would be glad if someone chose a different company for their first career but saw AEON MALL as their next step. We launched the *Kizuna* Hiring program beginning with candidates who graduated in 2025, and nearly 60%

expressed interest in staying connected. Employee-Referral Hiring is another recruitment initiative we build around our key concept of connections.



Team AEON MALL: Co-Creating With Friends

We plan to approach future recruiting efforts as Team AEON MALL, involving our employees as we take on new challenges together. Ideally, recruiting should go beyond securing talent. Through our hiring approaches and initiatives, we aim to raise awareness of new methods and social issues while creating value for society together with those who share our vision, both inside and outside the company. To ensure AEON MALL remains a company of choice, our human resources group will continue taking on new challenges with a mindset focused on finding ways to make things possible and taking initiative to act.



The dedicated social network includes a room for newsletters, a room for job postings, and spaces where alumni can freely connect with one another.

Human Resources Projects

The following section introduces a few of our regional initiatives.

PROJECT | CASE 02

Second Career Hiring for Athletes



Training Athletes Rooted in Their Community to Lead Community Co-Creation

Second careers for retired athletes has become a social issue with the increasing professionalization of sports. To address this issue, AEON MALL launched the Second Career Hiring for Athletes program, which clearly defines our recruitment methods to make it easier for athletes to apply. We aim to appoint Community Co-Creators from among athletes engaged in sports deeply rooted in local communities. These individuals serve as liaisons between AEON MALL, local governments, and communities, while also taking the lead in our Health and Wellness areas.

PROJECT | CASE 03

Employee Break Rooms



Listening to the Voices of Each AEON MALL Employee to Create Comfortable Working Environments

AEON MALL strives to create environments that empower all specialty store employees to thrive. The following section introduces examples of our employee break room renovations in two malls.

1. AEON Lake Town kaze | Koshigaya City, Saitama Prefecture

We renovated the employee break room in AEON Lake Town kaze in September 2024, striving to create the best break room in Japan. The new interior incorporates the luxurious feel of an airport lounge with the comfort of a public bathhouse rest area following the AEON Lake Town concepts of sensitivity, exhilaration, and extraordinary. We also created tatami areas where employees can remove their shoes, and nap spaces in response to requests from specialty store staff for a place to lie down and rest. As a result, scores improved significantly in the break room category of our service level improvement survey.



2. AEON MALL Iwaki Onahama | Iwaki City, Fukushima Prefecture

The employee break room in AEON MALL Iwaki Onahama was renovated in October 2024. The new design reflects a Hawaiian atmosphere rooted in Iwaki City. The employee break room name, Link Station Lea Lea, reflects two core ideas. The first idea, Link Station, represents a place where people can connect while Lea Lea, the second idea, is a Hawaiian word meaning happiness and ease. The name expresses our hope that the space offers both physical and mental relaxation in a cheerful environment. We redesigned the seating in the break room in response to feedback from employees who mentioned their concerns of being seen by others during their break. Since then, we have received positive feedback that the new space feels stylish and inviting.

