

Materiality 5

Building a Motivating Work Culture with Driven Employees



Social Background and Issues to Recognize: Significance

The retail industry faces intensifying competition in an environment that pits us against other kinds of businesses, including drugstores and online sellers. Other ongoing challenges include consumers who continue to prioritize low prices and a labor shortage in stores and distribution. There are social challenges as well. Japan faces a declining birthrate and a population that is aging and declining overall. As these phenomena worsen, the working population will make up a smaller percentage of the total. Other developments are the increasing urbanization of Japan and changes in family structures. Such changing demographics and changes in the social structure complicate the challenges we face.

Businesses are expected to help raise the labor participation rate and boost labor productivity by improving workplace environments so that diverse human resources can play active roles, and by establishing systems that allow for flexible working styles. Businesses also have to promote the concept of “decent work.” Among other things, this means developing workplaces that are safe and healthy for employees, practicing fair employment and promotion, and providing fair evaluation and treatment.

One of our strengths is the rich diversity of our organization gained through mergers and management integrations. To achieve ongoing growth as competition intensifies and society changes rapidly, we need to draw upon our strengths of diversity and inclusion. The most important thing to do in order to respond to society’s changes and needs is to form a corporate culture where employees can think freely and thereby create value.

Vision: Approach to Our Initiatives

The idea behind our “like family” diversity mission is the desire to be like a family that accepts differences naturally and supports each other by offering a helping hand when others are in need.

We strive to be a company where employees can participate actively and excel at their jobs while remaining true to themselves, and combine their individual diversity to create new value. Our aim is to build a bright, shining and vibrant future for our customers, communities, franchised stores, and all other stakeholders.

Measures Taken

- Promotion of diversity and inclusion
- Human Resource Development and Training
- Work-life balance and workstyle reform
- Creating a safe, healthy, and comfortable workplace environment



Promotion of Diversity and Inclusion

Issues to Recognize

The expectation today is of a society in which diverse human resources respect each other's values and ways of thinking and have equal opportunities to participate and excel, regardless of race, nationality, religion, sex, age, disability, gender identity, or sexual orientation. Enterprises, for their part, have to practice management that is mindful of diversity.

Furthermore, as a nation threatened by a declining working population, Japan is expected to benefit from promoting diversity with a higher labor participation rate and productivity, as well as solutions to society's problems through the innovation produced when diverse human resources engage in discussions and inspire each other.

Achievements and Performance

- **"Eruboshi"* Level 2 certification by the Minister of Health, Labour and Welfare**
- **Received excellence award at "The Third Women's Empowerment Awards"**

*Eruboshi: Companies certified based on the Act on Promotion of Women's Participation and Advancement in the Workplace



Management Approach

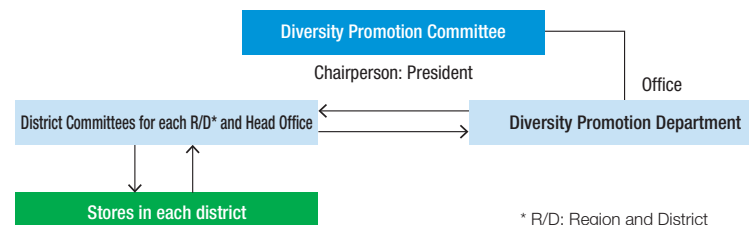
Advocating community-based management, we operate convenience stores welcoming large numbers of customers every day throughout Japan. Every region has different problems, and our customers have a wide range of needs. Addressing these requires all of the diverse store staff members and diverse employees who support stores to play an active role and channel their diversity to find solutions. Promoting diversity in order to cultivate an environment in which everyone can participate is a truly fundamental part of community-based management. We promote diversity as a crucial strategy for improving our competitiveness.

Diversity Promotion Framework

The Diversity Promotion Department, guided by the "Diversity Promotion Committee" that is chaired by the President and has management as members, leads strategic initiatives to reliably promote diversity as an important management strategy. Once every quarter, the Diversity Promotion Committee meets to debate and decide on plans and targets and review the status of initiatives.

In fiscal 2018, we established district committees chaired by a district general manager or general manager in regions and districts that are responsible for sales activities as well as each division of the head office. District committees are set up to operate autonomously so that each individual member thinks deeply about diversity and tries to solve problems by bringing different opinions to the table. While every workplace and division has its own challenges, this structure lets the district committee work quickly to find solutions. Each district lays out its local challenges and takes the lead in promoting diversity in each store.

Diversity Promotion Framework



A Unified Push for Diversity as "One FamilyMart"

Our past mergers and management integrations have led to diverse human resources with different origins and experience. We are endeavoring to create workplaces where all employees, acting as "One FamilyMart," can work to the best of their abilities, and where everyone can participate actively. Initiatives that started with the objective of empowering women have developed into "participation by all" with the launch of "diversity promotion district committees."

Guided by the principles of acceptance, understanding, and respect, these committees aim to enhance quality and achieve competitive superiority as employees exchange ideas with their diverse colleagues and create new value through a process of trial and error. Turning our diversity into strength, we will continue promoting diversity in order to keep providing our customers new value.

Sachie Nakamura

General Manager of Diversity Promotion Department



Promotion of diversity and inclusion

Promotional Policies and Concrete Initiatives

We promote diversity and inclusion by creating workplace environments where people respect each other's individuality, characteristics, and ways of thinking regardless of race, nationality, religion, sex, age, disability, gender identity, or sexual orientation, and all employees can participate actively.

In doing so, we particularly stress that all employees honor diversity and foster a "diversity culture" in which they take the lead through their own actions. Our initiatives aim to expand existing systems and reform our corporate culture, with three key phrases: commitment by top management, appropriate leaders, and bottom-up action.



Appropriate Leaders

Commitment by Top Management

● Diversity Promotion Committee: since September 2017

The Diversity Promotion Committee, chaired by the President, practices KPI management.

● Fostering a new culture with "Diversity and Me" publication: since November 2017

Individual members of upper management share their thoughts and feelings on diversity with written messages and videos. By personally expressing their commitment and sharing challenges with employees, managers are helping to reform our corporate culture.



Other diversity initiatives in fiscal 2018

https://www.family.co.jp/english/sustainability/material_issues/diversity/diversity/report_diversity.html



Diversity and Me

● Diversity management training (for all people of section manager rank): April–July 2018

This training helps participants reflect on their own management styles, understand their diverse subordinates, and learn techniques for managing them by role-playing.

● Unconscious bias and harassment prevention training (for all people of manager rank: since November 2018)

When respondents to the diversity dissemination survey were asked to name "barriers to promoting diversity in your own division," the most common response was "unconscious bias." This training teaches participants about unconscious bias and how to control it. We have also given trainings where the theme was "fostering a corporate culture that does not commit or allow harassment."



Diversity management training

● FMWP (FamilyMart Women Project): since October 2017

This initiative carried out by women themselves seeks to help women grow and change, encourage networking, and grow and change our company. In 2017, "FMWP College" was held as an experiment aimed at making improvements to problems in each division. The theme was, "We will change our own working styles."

● Diversity district committees: since March 2018

Their experiences in FMWP College affirmed participants' conviction that gender is irrelevant when it comes to improving our company, and the next year, all divisions started launching diversity district committees tasked with channeling the diversity of all employees with their unique differences and creating new value as a team. Committees continue working to fulfill the diversity mission and thereby create new value and solve problems.

● Diversity Awards: since 2018

Initiatives that "channel diversity," "create new value," and "produce results" are entered for a chance to win Diversity Awards. At this annual event, the best teams are chosen by the audience's vote. Candidates give presentations on the outcomes of their own activities, which are mainly district committee initiatives. Participants get the chance to praise each other's efforts and share their knowledge.

● Diversity dissemination surveys (employee awareness surveys): since February 2017

We conduct an awareness survey of all employees every three months. We disclose all results, which helps each organization to identify its issues and understand its team mindset. Such surveys are useful to divisions trying to make improvements on their problems.

Bottom-up Action



FMWP



Diversity Awards

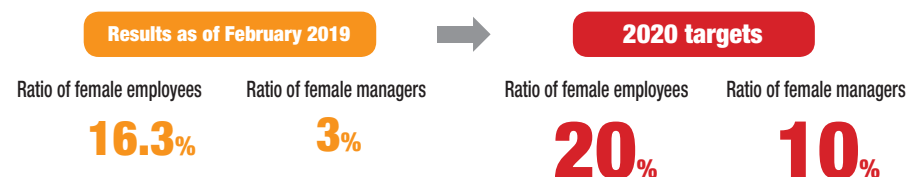
Promotion of diversity and inclusion

Promoting Active Roles for Women

In order to fulfill customers' expectations, our company needs people who can ensure that customer feedback is taken into account. Although we still have a relatively low percentage of female employees, we recognize that female participation is a major management issue and are working actively to accomplish it.

When it comes to promoting active roles for women, one issue is that we have been actively hiring women during the regular hiring seasons for new university graduates, but Group-wide, the percentage of female employees continues to grow at a very slow pace. Therefore, our aim is to provide a workplace environment where it is easy for women to work and they can continue to work for a long time. We are making proactive efforts to improve programs for parental leave, caregiver leave, and the like and to implement workstyle reforms so that working hours are reasonable. Another challenge is that we are working to develop female manager role models, but we currently have few such role models. Therefore we are expanding measures to prepare women for promotion to management, such as sending them to external inter-industry trainings to foster the next generation of female leaders and thereby develop the necessary awareness among our members. Internally, we have held career seminars for young employees and used the FMWP and initiatives of our district committees, so that nowadays it is more common to see female employees participating actively and excelling.

Such efforts to promote active roles for women have won strong praise, as evidenced by the Eruboshi Level 2 certification from the Minister of Health, Labour and Welfare that we earned in fiscal 2018. We will continue to support the self-realization and active participation of our female employees by properly evaluating each one's job suitability and capabilities and helping them create a career vision that changes with each stage of life.



Main Trainings, etc., for Female Employees

Female Supervisor Development (Role Models)	Development of female supervisors by participating since fiscal 2017 in the Eijyo College, an inter-industry project that aims to further empower female employees in the field of sales.
Pre-Career Design Seminars	Seminars for female employees in their third year to help participants design their careers and envision the big picture over the medium term
Women's Development Training Plan	Female candidates for managerial positions dispatched to joint cross-industry trainings held by an external organization
Life & Career Design College	Male/female employees returning from childcare leave learn together with internal/external business partners how to rejoin work smoothly and balance childcare and work

Promoting Active Roles for Disabled People

To increase opportunities for disabled people, we are expanding the range of jobs open to them in our stores and head office and boosting measures to support these individuals. In fiscal 2019, we set up the new Work Support Group in the General Affairs Department to focus on efforts to promote the participation of disabled people. It oversees routine tasks requested by various other departments, matching them to the unique characteristics of each employee with disabilities and providing them with attentive support.

Supporting Participation by Senior Employees

In 2006, we introduced a system for the re-employment of post-retirement employees after the regular age limit, until the age of 65. We offer proactive support that includes meeting senior employees' working style needs and putting them to work in jobs suited to the skills and capabilities they acquired over their long careers. Employees who want to keep working beyond the age limit of 60 serve as valuable assets to our business.

Opportunities for Non-Japanese Employees

Our recruiting doors are open to new graduates/mid-career workers from all nationalities. Once an individual joins us, they are assigned according to their skills and capabilities. They receive training in the Japanese language, business skills, and the like and serve in a variety of capacities, including as supervisors and head office staff.

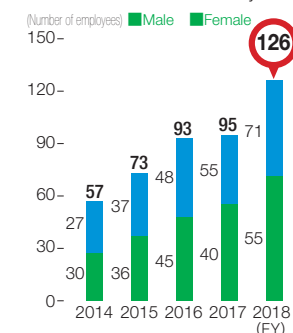
Initiatives for the LGBT Community

In fiscal 2019, we began initiatives for the LGBT community as part of promoting greater understanding and acceptance of diversity. To cultivate correct knowledge and understanding, we give employees basic knowledge through LGBT seminars as well as video lessons and a handbook posted on the company intranet. We operate an LGBT consultation window for employees and distribute stickers with the "LGBT ALLY"* logo to our workplaces to declare in a very visible form that we are allies and working to create safe and inclusive workplace environments. We will continue working to enhance the psychological safety of our organization by expanding the circle of allies of the LGBT community. We will also continue our awareness-raising initiatives to promote understanding and support, thereby creating an organizational culture where everyone can participate actively and excel.

* Ally: a person who understands and takes active steps to support the LGBT community.

Non-Japanese Regular Employees

*Number as of end of each fiscal year



Work-Life Balance and Workstyle Reform

Issues to Recognize

With working styles and the state of overtime work emerging as social challenges, enterprises are under pressure to reform working styles, such as by improving corporate culture and working environments that have previously depended on employees putting in long work hours. As society becomes more information-based and people's lifestyles and ways of thinking change, ways of working are also becoming diversified.

Given these circumstances, enterprises need to establish systems that accommodate more flexible working styles and to create workplace environments that allow employees to continue working and provide job satisfaction, along with reforming their corporate cultures to accommodate diverse working styles. Another task is finding ways to not only reduce working hours, but also increase labor productivity.

Achievements and Performance

- Promoting workstyle reform in line with IkuBoss Declaration
- Total annual work hours and average monthly overtime

Fiscal 2018 results

Overtime hours
18.1 hours

Total annual work hours
2,041 hours

Fiscal 2017 results

Overtime hours
20.3 hours

Total annual work hours
2,074 hours

Management Approach

We promote work-life balance based on our belief that by building an organization and company culture in which each person can demonstrate their abilities and continue to work regardless of life stage and changes in the way they work, we are also enabling our own growth.

Additionally, in line with top management's "FamilyMart Workstyle Reform Declaration", each individual employee remains aware of workstyle reform and aims to do two things simultaneously: improve the working environment and raise productivity.

Enhancing Child-Rearing Support

Since implementing our Parental Leave and Reduced-Hours Work System for Parents of Young Children in 1992, we have established and expanded on child-rearing support programs for different life stages and supported employees who work while rearing young children. We also endeavor to provide seamless care to employees from childbirth and even after they come back to the workplace. For example, we give returnee training just before employees come back from parental leave and support through interviews with superiors after getting back.

We also believe that when men take part in child-rearing, it improves the male employee's work-life balance, makes his family happier, and helps advance workstyle reform throughout the company. For that reason, we are strengthening support for men to help raise their children.

The result of these initiatives is a corporate culture where both men and women can build their careers while raising children. More managers and supervisors, for example, are working short hours and more male employees are taking parental leave. By taking account of employees' opinions and supporting them in both child-rearing and work, we aim to be an enterprise where employees can achieve work-life balance.



Main child-rearing support programs

https://www.family.co.jp/english/sustainability/material_issues/diversity/diversity.html#tab2

Enriching Programs by Incorporating Diversified Ways of Working and Employee Input

Employees are eligible to use our reduced working hour system, regardless of rank and job, through their children's third year of junior high school. Managers, supervisors, and male employees have all used the system. In March 2017, we changed the scope of the system to reflect the diversifying social environment and working styles. (Previously, parents could use the system through their children's third year of elementary school, but can now do so through the third year of junior high school.)

Additionally, employees commuting to work in company vehicles (particularly sales staff) can use those cars to bring their preschool children to a daycare center, etc. This program resulted from an idea suggested by an employee who is also a parent during a session for the President and employees to exchange opinions on workstyle reform.

Caregiving Support

Japan's declining birthrate and aging population mean that more people have to work and care for a family member at the same time. We are enhancing our system to enable this. Employees can work reduced hours during the entire period of care for up to 365 days divided into as many as three periods. We have also distributed a handbook that gives an easy-to-understand overview of this program and includes voices of experience. We provide information on our internal site and urge employees to plan ahead so they can cope when suddenly faced with the need to give care.

Work-life balance and workstyle reform

Promoting Workstyle Reform

Although the expansion of programs is also necessary, real change will require individual employees to make conscious efforts to reform their own working styles. We are finding solutions by defining each role and working on environmental/circumstantial reforms under the key concept of determination to “change” into people/organizations who can change ourselves and our surroundings, without making excuses for our circumstances or situation.

One particular initiative seeks to reduce long work hours, with a KPI of reducing total actual work hours per person to 2,000 a year by fiscal 2020. Thus, we are working as a team to improve our working environment in line with workstyle reform declarations in which the President and other top management set specific numerical targets for each fiscal year.

Specific Initiatives

Limiting work time	Group-wide rules of “no-overtime days” (every Wednesday) and finishing up work by 8:00 p.m. (every day) as a way to trigger changes in our working styles
Paid leave in one-hour units	Paid leave can be taken in hourly units from annual paid leave days (since February 2019)
Fixed days off Group-wide on national holidays	About 90% of national holidays are fixed as Group-wide days off to add balance to employee's work lives
Visualizing work time	Office entry/exit data and company car operation data linked with attendance management system to visualize employees' workstyles and enable self-management

TOPICS

Support for Male Employees to Take Part in Child-Rearing

Male employees get the chance to think about their non-work time and expand their knowledge when children are born to them and they subsequently help raise the child. We believe also that when men's working styles change, the entire corporate culture changes, making it easier for women and employees with caregiving responsibilities to work. For those reasons, we support male employees' participation in child-rearing. Our “*Suku suku kyuka*” (short-term childcare leave)* program is available to both men and women and is separate from long-term parental leave. Intended for short-term holidays, many men take advantage of the program. We have received appreciative comments from family members of men who have used this benefit.

* *Suku suku kyuka* (short-term childcare leave): five-day parental leave which can be taken once a year by employees with children up to first grade in elementary school

“Let's Change Ourselves” When we try, we can change ourselves and also those around us

Change your work, change your life, turn diversity into strength, and bring innovation to the job

Initiatives Based on Reexamining and Enhancing Programs

We have a system for employees to take annual paid leave in one-hour units, fixed company-wide days off on national holidays (rare for a retail business), and a system that visualizes attendance data. We also encourage our workplaces to have no-overtime days and a rule to finish work by 8 p.m. For supervisors, we recommend they live close to their workplace to shorten commuting times and take other initiatives suited to the type of job.

Initiatives in Each Division

Each division establishes its own workstyle reform declaration, which includes the reform approaches that the division head deems most necessary for that division, along with numerical targets. Progress is reviewed every half-year.

Joint Initiatives of Labor and Management

Labor and management jointly hold work-life balance seminars to raise awareness, break away from the pattern of long work hours, and raise productivity.

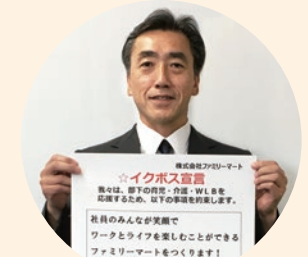
Initiatives to Reform Corporate Culture

When trying to change a company's culture, the most critical driver is the awareness of the company's leaders. In order to encourage our leaders to seriously consider the work-life balances of their colleagues and themselves and to take the lead in achieving varied working styles, we have joined the *IkuBoss* Corporate Alliance and made an *IkuBoss* Declaration.

We also took part in Telework Days Campaign 2018 in July–August 2018, a government campaign to help people experience and think about better ways to work. All managers working for the head office tried working from home.

**IkuBoss*: A term for executives and managers who consider their subordinates' work-life balance, support them in their careers and lives, and can enjoy their own work and personal lives even as the organization produces results.

**IkuBoss* Corporate Alliance: A network of businesses that recognize the need for “*IkuBosses*,” are actively changing the awareness of their own companies' managers, and fostering workplace superiors ideally suited for a new era.



Takashi Sawada

Representative Director and President

Human Resource Development and Training

Issues to Recognize

For an enterprise to maintain and enhance its competitiveness and realize sustained growth, it is important to establish programs that systematically develop employees so that they can improve and maximize their capabilities. It is also more essential than ever before to strategically support employee career development.

Due to the diversifying needs of society and consumers as well as intensifying competition with other kinds of businesses, the convenience store industry faces challenges of its own. Stores and distribution are suffering from a severe labor shortage, so initiatives to secure and retain excellent human resources are an important task that affects a company's competitiveness.

Achievements and Performance

- Launched Human Resources Development Department (2019), currently revising employee training system

Management Approach

We have adopted three human resource strategies to support sustained growth: human resource development, appropriate placement and periodic rotation, and human resource hiring. We are putting systems and mechanisms in place so that human resources with diverse capabilities and areas of expertise can play active roles and achieve ongoing growth. In the area of human resource development in particular, we are enhancing training programs that let employees learn voluntarily and taking initiatives to encourage the growth of ambitious people. Through these, we are working to develop human resources who can spark innovation and the creation of new value.

Human Resource Development

Under the direction of our training-specialized department, we have established our own employee training system to support employees in taking the initiative to develop their own careers. Specifically, we provide Group-wide trainings, including business skill training and training programs geared to certain ranks and ages. Besides those, trainings in subordinate care by management and supervisors, which develop skills and expertise needed by individual divisions, are effectively combined with on-the-job and off-the-job training to systematically develop human resources.

Furthermore, in light of the increasingly diverse consumer needs and intensifying competition in the retail industry in recent years, we established the new Human Resources Development Department in 2019 and are revising our training system to step up development of supervisors and new employees.

Employee Training System

	Rank-raising	Career advancement	Career design	Diversity	Work knowledge
Managers	Training upon promotion	Manager training Training for selected people		Diversity management training	
Non-managers		Career advancement seminars Second-year employee training New employee training	Age-specific training	Career design seminars for female employees Female leader development seminars Image & Impact Training Return-to-work preparation seminars Eiyo College (external organization) Language and business skill training for foreign employees	Franchise agreement training, etc.

Appropriate Placement and Periodic Rotation

By giving employees the option of a multi-track career course with periodic rotation, we can offer them the experience of a variety of career paths and duties. For example, an employee who has amassed experience as a supervisor can advance to management or become a specialist or manager in their division. When we transfer employees to new jobs, we take a comprehensive look at the person's requests and qualifications and the company's circumstances before making a decision on the appropriate placement of the individual.

In addition to the usual internal recruiting system, we also have a unique career-point system that prioritizes transfer requests from outstanding employees, along with a self-reporting system. Through programs like these, we actively support employees who take the initiative to develop their own careers.

TOPICS

Self-Reporting System

Under this system, employees can voluntarily express their intentions during interviews with their superiors to discuss the employee's medium- to long-term career vision. Employees come to understand what they need to do and the knowledge and actions that will be necessary to achieve their career vision, which assists their personal growth. Not only that, these interviews are a valuable opportunity for the employee and superior to gain a shared awareness of the employee's current struggles, family circumstances, and the like.

Human resource development and training

TOPICS

FM Future Leader Training

“FM Future Leader Training” ran from July to December 2019. Its purpose was to develop the next generation of executives to carry FamilyMart into the future.

Group work provided direct instruction from external lecturers and executives and a review of management issues. This and other events aimed to develop human resources with a broader vision. There were also outdoor workshops, where participants could practice introspection and self-discovery so they could reflect on their current state and find their core strength that will let them serve as leaders. At the end of the training, participants presented a look at FamilyMart’s management issues, a plan to transform their divisions, and a leadership declaration to executives. This was followed by dialogue with the executives.



Participants doing field work



Presenting training outcomes

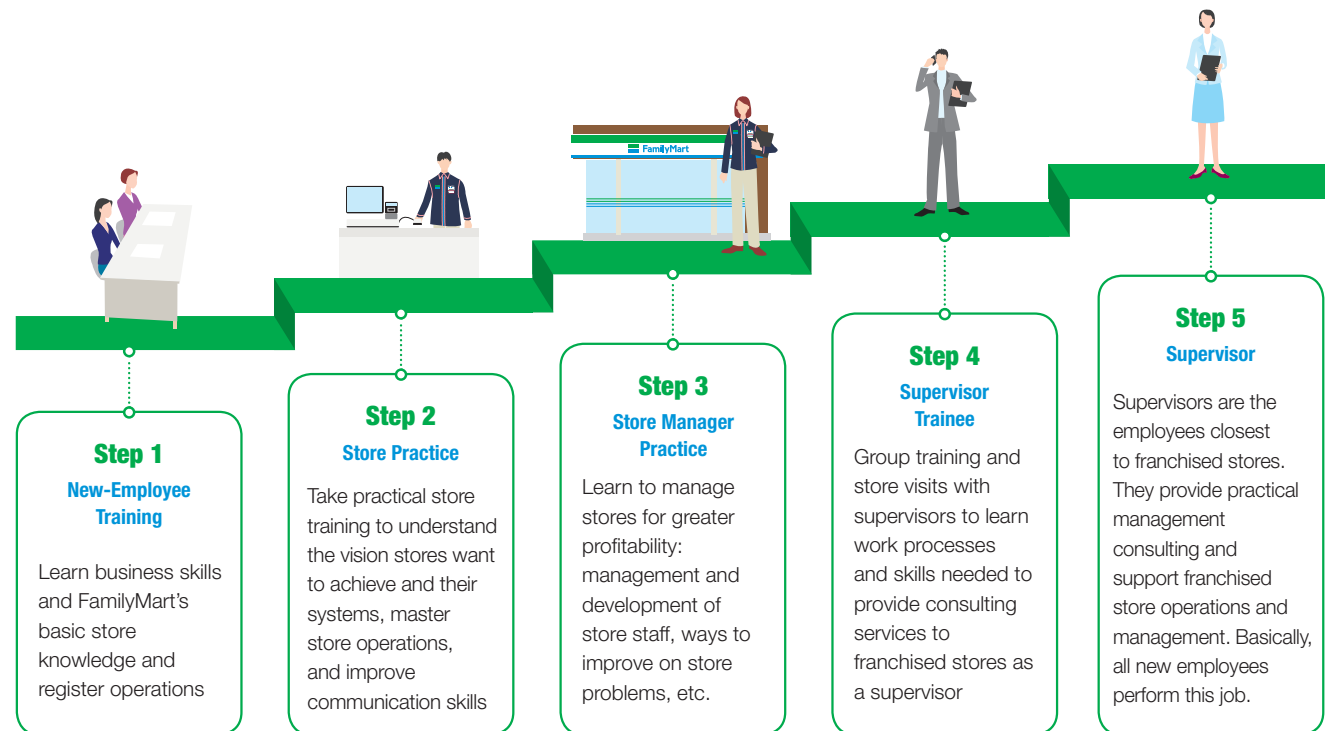
Training Content

- A conversation with the President, consideration of how to respond to external changes
- Learning from leaders in transformation
- Self-discovery field work
- Polishing up presentations
- Presentations by individuals

Human Resource Hiring

We hire new university and graduate school graduates each year. As career education, we give the graduates a variety of workplace experiences, including work as a supervisor, and hold workshops such as discussion forums with current employees. Workshops offer opportunities for group work on finding solutions and proposing ideas as appropriate to specific jobs. Many participating students have expressed favorable opinions and praise with regard to these efforts, saying it gave them a better understanding of the state of the convenience store industry and the work it does.

Then after recruits become employees, our unique training program enables them to learn work skills and expertise step by step. The system is designed so they can put those skills to work rapidly.



*Example of career steps

Creating a Safe, Healthy, and Comfortable Workplace Environment

Issues to Recognize

Ensuring the health and safety of its employees is one of the most important duties that a business must fulfill. Enterprises are expected to systematically promote industrial health and safety measures under the exemplary leadership of top management, thereby preventing occupational accidents and injuries, maintaining and promoting health, and achieving safe, healthy, and comfortable workplace environments. In recent years, the number of people with lifestyle diseases or mental illness has been climbing. Enterprises have to be especially proactive in working to solve these modern health challenges.

In Japan, where the birthrate is declining and the population is aging, the rising cost of social welfare also presents a challenge. More intense health promotion efforts, including disease prevention and prevention of the need for caregiving, are expected in order to promote healthy longevity for the Japanese people.

Achievements and Performance

- Established Health Management Office (March 2019)
- Established FamilyMart Health Charter (October 2019)

Management Approach

We consider employee health and safety to be one of our greatest priorities in business management, and fundamental to enabling employees to fully exercise their capabilities. Therefore, top management leads our effort to promote Health and Productivity Management based on the “FamilyMart Health Charter.” As outlined in our Health Charter, we also work to promote not only our employees’ health, but the health and happiness of our customers, franchisees, business partners, and all other stakeholders.

Establishment of FamilyMart Health Charter

To further strengthen measures related to employee health and safety and clearly reassert this stance internally and externally, we established the “FamilyMart Health Charter” in October 2019. We practice “Health and Productivity Management” based on the Health Charter because we believe that the health of our stakeholders is the cornerstone to realizing our vision of the future.

FamilyMart Health Charter

Recognizing that the health of FamilyMart’s employees and all of our stakeholders is foundational to achieving the future we aim for, FamilyMart has established its Health Charter as follows.

- 1. Creating a workplace environment where employees can work in health**
FamilyMart will work to create an environment in which employees, mentally satisfied and physically healthy, can enjoy the challenges of their jobs.
- 2. Voluntary action by employees for health**
Employees will take responsibility for their own health and take voluntary action for the sake of long and rich lives.
- 3. Contributing to the health of all of our stakeholders**
FamilyMart will help to bring a healthy and joyful future to franchisees, customers, and all of our other stakeholders by taking initiatives to encourage health and providing products and services that contribute to mental and physical health.

Takashi Sawada
Representative Director and President

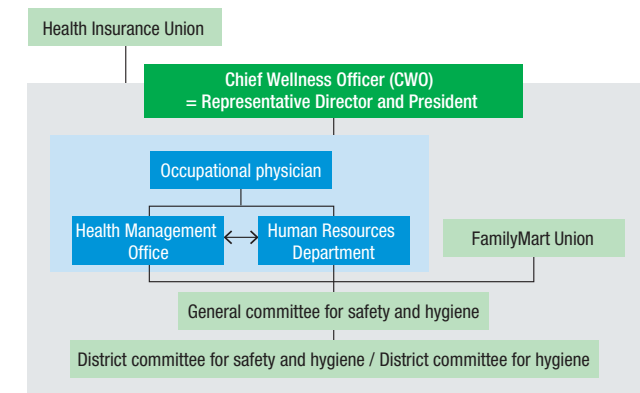


Promotion Framework for Health and Productivity Management

We have built a health management system administered by the President to ensure employee health and safety as a key management strategy. Working closely with our occupational physician, public health nurses, the health insurance union, and our labor union, we work strategically, primarily through our Human Resources Department and Health Management Office (launched in March 2019).

The Health Management Office has one full-time occupational physician and three full-time public health nurses as well as a system to follow each individual’s health. We have also implemented a health management system that centrally manages employees’ health. This makes it easier to draw up health measures and make improvements.

Health Management System



* District committees are held in 25 places all across Japan.

Creating a safe, healthy, and comfortable workplace environment

Initiatives to Manage and Promote Health

We are taking a variety of measures in accordance with a hierarchy of health risks, focused on four key health issues: lifestyle diseases, cancer, dementia, and mental illness. One aim is to enable employees to take action for their own health so they can work healthfully and actively. To raise employees' health literacy, we set up a health portal site and hold health seminars as well as health-promoting events led by each district's health committee and union. In these ways, we are expanding our measures to reform employee awareness and behavior. We use results of health examinations, health awareness surveys, and stress checks to evaluate the effectiveness of our measures. This is useful when we make changes to our programs and draw up new measures.

Starting in fiscal 2019, we are setting numerical targets for health and enhancing our initiatives to achieve them.

Numerical Targets for Health by End of Fiscal 2020 ● High-risk items were selected based on comparisons with national averages, and targets were set for them.

Item	Currently	Reduction target
% of employees with BMI ≥ 25 <small>(percent who are overweight or obese)</small>	35% Men 38% Women 17%	Decrease by 5%
% of smoking	35% Men 40% Women 10%	Decrease by 5%
% of skipping breakfast	21% Men 22% Women 13%	Decrease by 5%



Initiatives of the FamilyMart Union

We respect our employees' freedom of association and the right to collective bargaining, and so we recognize the formation of the FamilyMart Union. Each year, the union conducts a survey to measure member satisfaction. The union survey quantitatively assesses trends in member awareness of working hours, the workplace environment, job satisfaction, and more. The results are reported to executives and division managers at labor and management meetings, leading to the improvement of labor conditions. In addition, during the annual spring labor-management discussions, the two sides engage in future-oriented talks on wages and other personnel system issues, taking an attitude of labor-management cooperation and co-creation. Our aim is to achieve perpetual development for FamilyMart and happiness for union members.

Mental Health Initiatives

Stress Checks

We conduct stress checks with the goal of prevention and early detection of mental health problems.

Employees can undergo stress checks when they have a concern—any time and as often as they wish. The system easily enables comparison with past results. We encourage employees to take these checks periodically as an important stress management tool for objectively monitoring their individual level of stress.

Consultation System

Our internal portal site provides information on a variety of approaches to mental health, including self-care and care by management and supervisors for their workers.

We have also launched several consultation services so that employees can seek consultation at any time. These include telephone and email consultations with occupational physicians and public health nurses, as well as telephone consultations with an external professional counselor, which individuals can use without going through the company.

TOPICS

Health Seminars around the Country by Public Health Nurses

FamilyMart carries out health promotion measures corresponding to the particular health issues faced by our business sites around Japan and each division at the head office. The measures vary by region, ranging from group radio exercises to the establishment of spaces where people can come and feel refreshed. One of the most popular measures among employees, however, has been health seminars led by public health nurses.

The overall theme of the seminars is "things you can do for your health starting today." A number of programs are offered, depending on the division's request: food, sleep, managing one's own health, how to enjoy alcohol and snacks wisely, and more.



At a health seminar