

Top Commitment	Sustainability Promotion System	JFR Materiality Issues	Contribution to a Low-Carbon Society	Management of the Entire Supply Chain	Coexistence with Local Communities	Promotion of Diversity	Realization of Work-Life Balance	Operating Companies' ESG Initiatives	Outside Director's Message	Governance	Data
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Realization of "Job Satisfaction Transformation" Promotion of Diversity Women's Empowerment → **Empowerment of Employees of Advanced Age**  
 Employment of People with Disabilities LGBT Human Rights Human Resource Development Promotion of Innovation Generation

## Empowerment of Employees of Advanced Age

### Long-term targets



(Daimaru Matsuzakaya Department Stores)



The Group sees the empowerment of employees of advanced age as indispensable preparation for the onset of the aging society. Aiming for the target of 70 as the retirement age in 2030, we are addressing issues such as occupational fields and job development for those aged 60 and up, a working hour selection system, and abolishing the ban on dual jobs and side employment. In so doing, we intend to make the most of the accumulated experience and knowledge of people of advanced age, leading to the generation of innovation.

### Introduction of Retirement at 65

Daimaru Matsuzakaya Department Stores became the first in the Group to decide to defer retirement age to 65 from March 2020. We are considering deferring retirement age in each operating company to 65, and aiming for 70 by 2030. This is not a conventional re-hiring system, but would actually employ personnel as company employees beyond age 60. It would demand expansion of occupational fields and greater than previous levels of results and contribution, appropriate to employment categories. As such, we also aim to raise productivity and added value by making the most of the skills and expertise of employees of advanced age. In future, we think it is important for employees of advanced age to go beyond conveying their learned skills and knowledge to successors, and to learn new skills and knowledge. To that end, we are working

to build training programs for recurrent (re-learning) education.

### Re-employment of Retirees

The Group aims to go on adapting to changes in the social environment, such as the advance of the aging society and the raising of the age for the start of pension payments, and to make effective use of the skills and expertise of employees of advanced age. To that end, we operate a retirement re-hiring system for those employees who reach age 60, satisfy criteria, and wish to make use of the system. We aim to introduce retirement at 65 throughout the Group by 2025.

### Implementation of My Life Plan Seminars

The Group organizes My Life Plan seminars for employees aged 53 or older, so that they can enjoy more affluent lives after retirement. Lecturers from inside and outside the company will deliver diverse information on themes of future economical design, health management, and life and job satisfaction. These seminars were attended by 300 people in fiscal year 2018.



A My Life Plan seminar