

10-Year Data (Sustainability)

			範囲	単位	FY2016	FY2017		FY2018	FY019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Society															
Number of employees			Consolidated	People	10,732	10,429		10,276	9,844	9,635	8,148	7,258	7,369	7,302	7,428
Regular employees			Consolidated	People	6,871	6,723		6,695	6,579	6,528	5,589	5,115	5,277	5,343	5,584
Dedicated employees			Consolidated	People	—	1,573		1,697	1,739	1,688	1,444	1,195	1,170	1,131	1,062
Fixed-term employees			Consolidated	People	3,861	2,133		1,884	1,526	1,419	1,115	948	922	828	782
Ratio of female employees			Consolidated	%	—	57.2		56.8	57.0	56.3	55.6	52.9	53.45	53.8	54.0
Ratio of women in management positions* ¹			Consolidated	%	12.2	14.3		14.7	16.6	19.9	21.3	22.2	22.5	26.2	27.7
Number of new graduate hires			Consolidated	People	58	79		94	76	94	68	107	92	102	99
Men			Consolidated	People	24	36		44	38	41	33	38	34	39	38
Women			Consolidated	People	34	43		50	38	53	35	69	58	63	61
Ratio of female new graduate hires			Consolidated	%	58.6	54.4		53.2	50.0	56.4	51.5	64.5	63.0	61.8	61.6
Employment rate of disabled people* ²			Consolidated	%	—	—		2.21	2.21	2.21	2.66	2.93	2.89	3.09	3.01
Number of foreign employees			Consolidated	People	—	—		15	14	40	42	50	50	27	57
Ratio of foreign employees			Consolidated	%	—	—		0.1	0.1	0.4	0.5	0.7	0.7	0.4	0.8
Employee turnover rate* ³			Consolidated	%	—	3.6		3.3	3.9	1.9	10.5	5.3	5.4	4.6	3.9
Involuntary turnover rate			Consolidated	%	0	0		0	0	0	0	0	0	0	0
Number of employees taking childcare leave*			Consolidated* ⁴	People	—	175		203	161	139	88	75	81	86	98
Female return rate after childcare leave*			Consolidated* ⁵	%	—	93.0		97.4	89.5	94.4	95.3	93.4	94.0	92.5	93.4
Ratio of male employees taking childcare leave*			Consolidated	%	—	—		—	—	18.8	43.6	68.0	87.5	132.5	95.5
Wage differences between men and women* ⁶ (all workers)			Consolidated* ⁹	%	—	—		—	—	—	—	59.8	65.3	66.5	65.1
Regular workers* ⁷			Consolidated* ⁹	%	—	—		—	—	—	—	71.3	74.4	75.0	74.0
Non-regular workers* ⁸			Consolidated* ⁹	%	—	—		—	—	—	—	70.9	72.7	75.5	69.2
Employee engagement (employee satisfaction)* ¹⁰			Consolidated	%	—	—		—	—	—	—	—	67.7	68.9	68.3
(work recommendation)			Consolidated	%	—	—		—	—	—	—	—	57.7	59.9	62.0
Number of employees taking family care leave			Consolidated* ⁵	People	2	2		10	3	2	12	8	10	17	10
Number of employees taking family care time off			Consolidated* ⁵	People	20	31		42	30	30	23	58	80	88	128
Number of employees working shorter hours for family care			Daimaru Matsuzakaya Department Stores	People	1	0		1	0	0	1	4	18	24	25
Percentage of employees earning minimum wage by region* ⁹			Daimaru Matsuzakaya Department Stores	%	0	0		0	0	0	0	0	0	0	0
Health examination participation rate			Daimaru Matsuzakaya Department Stores	%	99.7	99.7		99.9	99.6	100	99.8	100	100	100	100
Stress check response rate			Daimaru Matsuzakaya Department Stores	%	94.0	95.9		96.4	96.5	97.4	97.1	96.3	97.2	95.2	95.7
Number of labor accidents (work accidents)			Consolidated* ¹²	—	31	40		38	68	81	51	40	50	8	50
Number of labor accidents (commutation accidents)			Consolidated* ¹²	—	25	26		17	23	38	31	31	30	17	46
Lost time injury frequency rate (employees)* ¹¹			Consolidated	—	—	—		2.17	1.86	1.74	1.85	0.88	0.79	0.55	1.87
Number of work-related fatalities (employees)*			Consolidated	People	—	—		0	0	0	0	0	0	0	0
Number of harassment consultations			Consolidated	—	16	14		22	50	40	37	47	41	49	61
Number of usages of JFR Group Compliance Hotline			Consolidated	—	22	28		24	36	24	46	49	61	66	69
Data security: number of data breaches* ¹⁴			Consolidated	—	0	0		0	0	0	0	1	0	0	0
Amount donated to communities			Consolidated	Millions of yen	—	43		71	67	62	75	87	36	57	63
Political contribution expenses			Consolidated	Millions of yen	—	2.2		0.2	0.3	0.07	0.04	0.17	0.17	0.06	0.03
Penalty for corruption			Consolidated	Millions of yen	—	0		0	0	0	0	0	0	0	0
Punishment/dismissal for anti-corruption violations			Consolidated	People	—	0		0	0	0	0	0	0	0	0
Environment															
Energy*															
Electricity	Usage		Consolidated	MWh	—	333,514		328,900	327,851	288,691	305,752	305,287	297,828	294,269	286,965
City gas	Usage		Consolidated	MWh	—	70,353		67,118	64,095	58,064	64,632	63,516	61,488	66,599	61,681
Liquefied Petroleum Gas (LPG)	Usage		Consolidated	MWh	—	—		—	—	—	—	—	—	—	61
Light oil	Usage		Consolidated	MWh	—	—		—	88	88	105	101	28	5	6
A type heavy oil	Usage		Consolidated	MWh	—	70		70	70	65	49	65	52	64	87
Kerosene	Usage		Consolidated	MWh	—	—		—	—	—	—	—	0.1	0.05	0.02
Gasoline	Usage		Consolidated	MWh	—	6,805		6,295	5,368	2,929	3,011	2,126	1,916	1,793	1,693
Natural gas	Usage		Consolidated	MWh	—	13		14	11	1	0	0	0	0	0
Steam / cold water / hot water	Usage		Consolidated	MWh	—	64,758		65,969	68,730	54,133	54,500	59,344	60,848	63,785	65,280
Total	Usage		Consolidated	MWh	—	475,513		468,366	466,214	403,973	428,049	430,439	422,160	426,515	415,773
Renewable energy*	Usage		Consolidated	MWh	—	—		—	13,046	29,647	62,156	197,454	157,454	197,746	215,897
Renewable energy ratio to total electricity usage			Consolidated	%	—	—		—	4.0	10.3	20.3	33.6	52.9	67.2	75.2
Scope 1 greenhouse gas (GHG)*			Consolidated	t-CO ₂	—	14,548		13,824	13,074	11,170	12,368	11,958	11,459	11,551	10,736
Carbon dioxide (CO ₂)	Emissions		Consolidated	t-CO ₂	—	1,504		2,137	2,140	813	1,636	1,756	2,562	2,879	2,899
Hydrofluorocarbon (HFC)	Emissions		Consolidated	t-CO ₂	—	—		—	—	—	—	—	14,021	14,430	13,635
Scope 2 GHG*			Consolidated	t-CO ₂	—	178,102		166,605	147,294	120,123	108,808	96,071	68,736	52,695	45,606
CO ₂	Emissions (market base)		Consolidated	t-CO ₂	—	184,047		177,987	174,094	147,820	149,690	146,810	142,935	136,692	133,887
Scope 1 and 2 GHG*			Consolidated	t-CO ₂	—	194,154		182,566	162,508	132,106	122,812	109,785	82,757	67,125	59,241
Emissions			Consolidated	t-CO ₂	—	—		(6.0)	(16.3)	(32.0)	(36.7)	(43.5)	(57.4)	(65.4)	△69.5
Scope 3 GHG*			Consolidated	%	—	—		3,123,238	3,782,555	2,470,411	2,420,492	2,761,669	2,898,436	2,247,051	2,230,492
vs. SBT base year (FY2017)			Consolidated	%	—	—		—	—	—	(17.3)	(5.7)	(1.0)	(23.2)	△23.8
Scope 1 and 2 GHG emissions intensity*			Consolidated	t-CO ₂ /¥Million	—	0.17		0.16	0.14	0.17	0.14	0.11	0.07	0.05	0.05
Per consolidated sales			Consolidated	t-CO ₂ /¥Million	—	—		1,317,230	1,260,594	1,407,531	1,719,788	1,796,295	1,880,316	1,904,299	1,884,414
Water*			Consolidated* ¹⁶	m ³	—	—		480,731	452,702	459,054	570,760	613,303	625,066	598,766	565,123
Tap water	Usage		Consolidated* ¹⁶	m ³	—	—		136,804	125,989	198,882	158,848	151,017	140,709	153,350	160,188
Groundwater	Usage		Consolidated* ¹⁶	m ³	—	—		1,934,765	1,839,285	2,065,467	2,449,396	2,560,615	2,646,091	2,656,415	2,609,725
Gray water	Usage		Consolidated* ¹⁶	m ³	—	—		1,934,765	1,839,285	2,065,467	2,449,396	2,560,615	2,646,091	2,656,415	2,609,725
Total	Usage		Consolidated* ¹⁶	m ³	—	—		1,934,765	1,839,285	2,065,467	2,449,396	2,560,615	2,646,091	2,656,415	2,609,725
Emissions* ¹³			Consolidated* ¹⁶	m ³	—	—		17,202	17,597	21,694	26,637	29,855	29,814	48,201	37,643
Waste (including food waste)* ¹⁵			Consolidated* ¹⁶	t	19,885	18,532		9,938	10,453	12,479	12,845	15,421	16,176	18,759	18,408
Amount recycled			Consolidated* ¹⁶	t	8,241	7,669		7,264	7,144	9,216	13,792	14,434	13,638	29,443	19,235
Final disposal amount			Consolidated* ¹⁶	t	58.6	58.6		57.8	59.4	57.5	48.2	51.7	54.3	38.9	48.9
Recycling ratio			Consolidated* ¹⁶	%	4,540	4,497		4,312	4,379	2,886	4,394	4,753	4,943	4,587	4,309
Food waste* ¹⁶			Consolidated* ¹⁶	t	2,716	2,416		2,477	2,610	1,857	3,027	3,598	3,934	4,051	4,004
Emissions			Consolidated* ¹⁶	t	1,824	2,081		1,835	1,769	1,029	1,367	1,155	1,009	536	305
Amount recycled			Consolidated* ¹⁶	t	59.8	53.7		57.4	59.6	64.3	68.9	75.7	79.6	88.3	92.9
Recycling ratio			Consolidated* ¹⁶	%	—	—		—	—	—	6	0.2	0	0.1	0
Specified hazardous waste* ¹⁶			Consolidated	t	—	—		—	—	—	—	—	—	—	—
Emissions			Consolidated	t	—	—		—	—	—	—	—	—	—	—
Packaging materials usage* ¹⁷			Daimaru Matsuzakaya Department Stores	t	2,409	2,370		2,236	2,030	1,075	1,129	1,200	1,221	1,139	1,147
Usage			Daimaru Matsuzakaya Department Stores	t	2,409	2,370		2,236	2,030	1,075	1,129	1,200	1,221	1,139	1,147

* Have received third-party assurance from LRQA Limited. (The same assurance has been received for water and waste since FY2020, for social data, energy, renewable energy, and food waste since FY2021, and for lost time injury frequency rate since FY2024.)
*1 Manager level or above
*2 Scope of special provisions for affiliated companies as of June each year
*3 Number of retired employees during the fiscal year / Number of employees at the beginning of the fiscal year (excludes employees whose reason for leaving was mandatory retirement, transfer to another company/entity, or appointment as officers.)

*4 Boundaries for the years up to FY2020 are Daimaru Matsuzakaya Department Stores (numbers of employees taking childcare leave continuously after the year of childbirth); from FY2021 onward: Consolidated figures (number of employees who took childcare leave in the year of childbirth).
*5 Boundaries for the years up to FY2020 are Daimaru Matsuzakaya Department Stores
*6 Wage differences between men and women = Average annual wage for women / Average annual wage for men × 100 % (excluding commuting allowance)
*7 Regular employees (including employees seconded outside the company)
*8 Dedicated employees, partner employees, contract employees, and retirees who are rehired on a contract basis after reaching mandatory retirement age.

*9 Boundary for FY2022 is Daimaru Matsuzakaya Department Stores
*10 Starting in FY2025, this will be measured using the new survey question “Satisfaction (sense of accomplishment derived from work).”
*11 Grade 1 and 2 dedicated employees are paid according to a wage table by region
*12 Boundaries for the years up to FY2018 are Daimaru Matsuzakaya Department Stores
*13 Lost time injury frequency rate: The frequency of lost time injuries occurring in a workplace per one million hours worked
*14 Confidential information breaches and personal data breaches

*15 Water usage and emissions are the same volume.
*16 Boundaries for the years up to FY2019 are Daimaru Matsuzakaya Department Stores
*17 Waste includes general waste, industrial waste, and food waste.
*18 (i) Waste PCB, etc.; (ii) PCB contaminated materials; (iii) PCB processed materials; (iv) waste mercury, etc.; (v) waste mercury and other processed materials; (vi) specified sewage sludge; (vii) waste asbestos; and (viii) burnt residue, sludge, slag, dust, waste acid, waste alkali, etc. exceeding the limits
*19 Weight of wrapping paper, shopping bags, paper bags, plastic bags for food products, etc.