

JFR Sustainability Management	JFR Materiality Issues	Realization of Decarbonized Society	Promotion of Circular Economy	Management of the Entire Supply Chain	Promotion of Diversity & Inclusion	Realization of Work-Life Integration	Realization of Customers Healthy/Safe/Secure life	Coexistence with Local Communities	Sustainability Initiatives of Operating Companies	Risk Management	External Recognition	Sustainability Data
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→ Environmental Data Social Data Corporate Governance Data

Environmental Data

		Boundary	Unit	2016	2017	2018	2019	2020		
Scope 1 and 2 greenhouse gas (GHG) emissions	CO ₂ emissions	Scope 1 results	Consolidated	t-CO ₂	–	14,548	13,823	13,074	11,170	
		YoY change	Consolidated	%	–	–	▲ 5.0	▲ 5.4	▲ 14.6	
	*Received third-party assurance	HFC emissions	Scope 1 results	Consolidated	t-CO ₂	–	1,504	2,137	2,140	813
			YoY change	Consolidated	%	–	–	42.1	0.2	▲ 62.0
Total	Scope 1 and 2 results	Consolidated	t-CO ₂	–	194,154	182,566	162,508	132,106		
		YoY change	Consolidated	%	–	–	▲ 6.0	▲ 11.0	▲ 18.7	
Scope 3 GHG emissions *Received third-party assurance	Scope 3 results		Consolidated	t-CO ₂	–	3,074,960	3,123,238	3,782,555	2,922,739	
	YoY change		Consolidated	%	–	–	1.6	21.1	▲ 22.7	
Energy usage	Electricity usage		Consolidated	MWh	–	333,514	328,900	327,851	288,691	
	YoY change		Consolidated	%	–	–	▲ 1.4	▲ 0.3	▲ 11.9	
	City gas usage		Consolidated	MWh	–	70,353	67,118	64,095	58,064	
	YoY change		Consolidated	%	–	–	▲ 4.6	▲ 4.5	▲ 9.4	
	Gasoline, light oil, heavy oil A, natural gas usage		Consolidated	MWh	–	6,888	6,379	5,537	3,083	
	YoY change		Consolidated	%	–	–	▲ 7.4	▲ 13.2	▲ 44.3	
	Steam, cold water, hot water usage		Consolidated	MWh	–	64,758	65,969	68,730	54,133	
	YoY change		Consolidated	%	–	–	1.9	4.2	▲ 21.2	
Ratio of renewable energy to total electricity usage	Total energy usage		Consolidated	MWh	–	475,513	468,366	466,214	403,973	
	YoY change		Consolidated	%	–	–	▲ 1.5	▲ 0.5	▲ 13.4	
Water usage *Received third-party assurance	Renewable energy ratio		Consolidated	%	–	0.0	0.0	4.0	10.3	
	YoY change		Consolidated	%	–	0.0	0.0	4.0	6.3	
Waste generation* ¹ (including food waste) *Received third-party assurance	Water usage		Consolidated	m ³	–	–	–	–	2,065,467	
	YoY change		Consolidated	%	–	–	–	–	–	
Food waste	Waste generation		Consolidated	t	–	–	–	–	9,216	
	Food waste		Daimaru Matsuzakaya Department Stores	t	1,824	2,081	1,835	1,769	1,029	
Food recycling ratio	YoY change		Daimaru Matsuzakaya Department Stores	%	19.4	14.1	▲ 11.8	▲ 3.6	▲ 41.8	
	Food recycling ratio		Daimaru Matsuzakaya Department Stores	%	59.8	53.7	57.4	59.6	64.3	
Packaging material usage	YoY change		Daimaru Matsuzakaya Department Stores	%	▲ 5.7	▲ 6.1	3.7	2.2	4.7	
	Packaging material usage		Daimaru Matsuzakaya Department Stores	t	2,409	2,370	2,236	2,030	1,075	
YoY change		Daimaru Matsuzakaya Department Stores	%	▲ 5.6	▲ 1.6	▲ 5.7	▲ 9.2	▲ 47.0		

*1 Waste includes general waste, industrial waste and food waste.

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Environmental Data → **Social Data** Corporate Governance Data

Social Data

	Boundary	Unit	2016	2017	2018	2019	2020
Number of employees	Consolidated	People	10,732	10,429	10,276	9,844	9,635
Share of female employees	Consolidated	%	—	57.2	56.8	57.0	56.3
Share of women in management positions*1	Consolidated	%	12.2	14.3	14.7	16.6	19.9
Number of new graduate hires	Consolidated	People	58	79	94	76	94
Men	Consolidated	People	24	36	44	38	41
Women	Consolidated	People	34	43	50	38	53
Share of female new graduate hires	Consolidated	%	58.6	54.4	53.2	50.0	56.4
Employment rate of disabled people	Consolidated*2	%	—	—	2.21	2.21	2.21
Number of foreign employees	Consolidated	People	—	—	15	14	40
Share of foreign employees	Consolidated	%	—	—	0.1	0.1	0.4
Employee turnover rate*3	Consolidated	%	—	3.6	3.3	3.9	1.9
Involuntary turnover rate	Consolidated	%	0	0	0	0	0
Number of employees who took childcare leave	Daimaru Matsuzakaya Department Stores	People	186	175	203	161	139
Number of employees working shorter hours for childcare	Daimaru Matsuzakaya Department Stores	People	135	137	166	157	209
Return rate after childcare leave	Daimaru Matsuzakaya Department Stores	%	89.3	93.0	97.4	89.5	94.4
Number of men who took childcare leave	Consolidated	%	—	—	—	—	18.8
Number of employees who took long family care leave	Daimaru Matsuzakaya Department Stores	People	2	2	10	3	2
Number of employees who took short family care leave	Daimaru Matsuzakaya Department Stores	People	20	31	42	30	30
Number of employees working shorter hours for family care	Daimaru Matsuzakaya Department Stores	People	1	0	1	0	0
Percentage of employees earning minimum wage by region*4	Daimaru Matsuzakaya Department Stores	%	0	0	0	0	0
Health examination participation rate	Daimaru Matsuzakaya Department Stores	%	99.7	99.7	99.9	99.6	100
Stress check response rate	Daimaru Matsuzakaya Department Stores	%	94.0	95.9	96.4	96.5	97.4
Number of labor accidents (work accidents)	Consolidated*5	—	31	40	38	68	81
Number of labor accidents (commutation accidents)	Consolidated*5	—	25	26	17	23	38
Number of harassment cases	Consolidated	—	16	14	22	50	40
Number of usage of JFR Group Compliance Hotline	Consolidated	—	22	28	24	36	24
Data security: Number of data breaches*6	Consolidated	—	0	0	0	0	0

*1 Manager level or above

*2 As of June each year, in the special scope of associates

*3 Number of retired employees during the year / Number of employees at the beginning of the year × 100 (%) (The number of retired employees excludes employees who retired because of mandatory retirement age, transfer and appointment as an officer.)

*4 Grade 1 and 2 dedicated employees of Daimaru Matsuzakaya Department Stores paid according to a wage table by region

*5 Figures up to FY2018 are for Daimaru Matsuzakaya Department Stores.

*6 Confidential information breaches and personal data breaches

Environmental Data Social Data → Corporate Governance Data

Corporate Governance Data

	Unit	2016	2017	2018	2019	2020	2021
Directors	People	9	13	13	13	13	12
Men	People	8	12	11	11	12	9
Women	People	1	1	2	2	1	3
Independent Outside Directors	People	2	5	5	6	6	6
Men	People	1	4	3	4	5	4
Women	People	1	1	2	2	1	2
Share of independent Outside Directors	%	22.2	38.5	38.5	46.2	46.2	50.0
Combined Directors and Executive Officers	People	7	5	5	4	4	4
Share of combined Directors and Executive Officers	%	77.8	38.5	38.5	30.8	30.8	33.3
Share of female Directors	%	11.1	7.7	15.4	15.4	7.7	25.0
Audit & Supervisory Board Members	People	5	–	–	–	–	–
Men	People	5	–	–	–	–	–
Women	People	0	–	–	–	–	–
Independent Outside Audit & Supervisory Board Members	People	3	–	–	–	–	–
Men	People	3	–	–	–	–	–
Women	People	0	–	–	–	–	–
Share of independent Outside Audit & Supervisory Board Members	%	60.0	–	–	–	–	–
Share of female Audit & Supervisory Board Members	%	0	–	–	–	–	–

*J. Front Retailing made the transition to a Company with Three Committees (Nomination, Audit and Remuneration Committees) at the Annual Shareholders Meeting held on May 25, 2017.