

## Mutual Support for Working Hours Project

Adastria and Shin-Shizuoka Cenova have collaborated to launch the Mutual Support for Working Hours Project to facilitate sustainable work styles for store staff working at commercial facilities.



With the implementation of the SDGs in recent years, corporate work styles have been attracting greater attention. Our industry has been asked to adopt sustainable work styles, as evidenced by the ES Declaration issued by the Japan Council of Shopping Centers. This declaration aims to improve job satisfaction for people working in Japan's shopping centers.

In response, Adastria and Shin-Shizuoka Cenova launched the Mutual Support for Working Hours Project. Under this project, we review working hours at stores from the standpoints of both tenants and developers, striving to eliminate waste and unreasonable expectations for store staff work styles.



Commercial facilities must not only provide safe and comfortable work environments, but must also be attractive and provide an environment in which people want to work. We believe that improving the work-life balance of store staff will lead to the vitality of both store and the surrounding area.

Under this project, Adastria proposes a flex-time system that establishes “core time” business hours and then allows each store the discretion of flex-time business hours for opening and closing. Meanwhile, Shin-Shizuoka Cenova proposes a system of store-specific holidays under which shops may close two days each year, in addition to normal closures when the entire building in which the shop is located closes.

The two parties will pursue this project not only between themselves, but also throughout the industry by inviting companies to participate. Adastria encourages industry associations to establish their own organizations to drive this project, as well as to hold case study sessions for individuals involved in commercial facilities. Through this project, Adastria proposes more sustainable work styles for the industry as a whole.

### ■ The Shin-Shizuoka Cenova “*Try! Working Hours Project*”

Shin-Shizuoka Cenova has long been focusing on improving employee satisfaction (ES) of store staff. As part of this project, Shin-Shizuoka Cenova launched the *Try! Working Hours Project*, which is the next stage of Shin-Shizuoka Cenova ES activities. Our desire is to create environments in which store staff experience improved quality of life (QoL), continue to work happily over extended careers. We also expect that the energy of satisfied store staff will spread to customers and the community. In addition to the flex-time system for business hours proposed by Adastria (1), the project will include two other trials: (2) Power-charge leave system and (3) Shortened business hours.

#### ● Trial 01: Flex-time system for business hours

Core time business hours will run from 11:00 to 19:00, while opening and closing time will be left to the discretion of each tenant (flex-time). \*Optional for each store

- Allow stores to flexibly choose according to business type, business category, individual store circumstances, and regional characteristics
- Concentrate human resources during hours of higher customer traffic
  - improved productivity and service quality
- Reduce redundancy due to overlapping early and late shifts
  - Reduce the number of workers per day, encourage taking days off

#### ● Trial 02: Power charge leave system

In addition to the three days of annual company-wide holidays, this system allows employees to take up to two days of leave per year, mainly for welfare purposes. \*Optional for each store

- Improve store staff ES
- Respond flexibly to customer traffic and sales needs that vary by industry, business category, and each store
  - Provide better services tailored to customer traffic

### ● Trial 03: Shortened business hours (in certain zones)

Shorten the operating hours of food and beverage/food retail stores and/or change (shorten) operating hours according to customer traffic conditions.

- Food court (3F): 10:00 a.m. → 11:00 a.m. (opening)
- Food sales (B1): 9:00 p.m. → 8:00 p.m. (closing)
- Restaurant (5F) 10:00 p.m. close → close at any time after 8:00 p.m.  
Allow voluntary closures during idle time

### ■ Questionnaire survey on work-style reform at commercial facilities

The Mutual Support for Working Hours Project conducted a survey of 1,560 men and women in their 20s to 60s regarding work-style reforms at commercial facilities. The results of the survey showed that many respondents were favorable to work-style reform at commercial facilities.