

Diversity as a Source of Growth



Promotion of diversity

Aiming to become a company where people from different cultures and customs and of all ages, genders and abilities coexist, and where diversity is respected and accepted, we will build a company-wide and continuing system to promote and implement diversity.

Promoting women's empowerment

1. Appointment of female leaders

Regardless of gender, we will promote human resources recruitment and assignment based on individual ability, performance, aptitude and motivation. At Daimaru Matsuzakaya Department Stores, our core business company, women accounted for 23.0% of total management positions in March 2019. And as of May 29, 2019, three female Executive Officers were appointed making up 20.0% of a total of 15 Executive Officers of the company. In addition, a female Managing Executive Officer was appointed in J. Front Retailing as well. We will actively appoint women to leadership, management and other important positions to further empower motivated women.

Daimaru Matsuzakaya Department Stores female employees in management positions

	Number of female employees	Total	Percentage of females	
General Managers	14	108	13.0%	*The figures include workers seconded to Daimaru Matsuzakaya Sales Associates. *The number of "Manager" is the total of Managers, Sales Managers, and Supervisors (Daimaru Matsuzakaya Sales Associates).
Managers	81	305	26.6%	
Total	95	413	23.0%	

(As of March 1, 2019)

* The percentage of women in management positions in J. Front Retailing Group (consolidated) is 14.7%, as of the end of February 2019.

2. Initiatives to promote women's empowerment

We launched a "Mother Recruitment" program to hire experts who left their jobs for child care. "JFR Women's School" was launched for women such as those who chose shortened working hours while raising children to help them acquire time management and business skills. In fiscal year 2018, 32 employees took the classes. To build a workplace where women can continue to balance childcare and family care

Child care and family care related benefits of Daimaru Matsuzakaya Department Stores superior to legal requirement

Type	Description
Child care leave	Up to the final day of the month when the child enters an elementary school (Legal childcare leave lasts until the child reaches the age of 2, at the longest.)
Shortened work hours for child care	Up to the final day of the month when the child enters an elementary school (Legal requirement is until the child reaches the age of 3.) *By opting for "flexible work system," an employee may work shortened hours until the final day of the month when the child enters a junior high school.
Leave to care for sick/injured child	Paid leave (Under the current law, employers can offer unpaid leave in such situation.)
Short-term leave to support child care	Up to 4 days of paid leave to care for a child under age 3 (No legal requirement)
Spousal leave for childbirth	1 day of paid leave (No legal requirement)
Short-term child care leave *Introduced in March 2019	In addition to the above child care leave (unpaid), employees may take paid short-term leave for child care under the new system. (Under the current law, employers can offer unpaid leave in such situation.)

Target

- Percentage of women in management positions
2025: 30% ▶ 2030: **50%**
- Retirement age ▶ 2030: **70** years old
- Percentage of disabled employment
▶ 2030: **3.0%**

with work, the Group has set various system in place that provide better benefits than the legal requirement.

Promoting the empowerment of employees of advanced age

In preparation for the aging society, we consider that empowering human resources of advanced age is essential. To achieve the Group's 2030 target, retirement at 70 years old, we will work on developing job opportunities and responsibilities for those aged 60 or above, introduce a system where workers can choose working hours, and abolish the ban on dual jobs and side employment.

Before their retirement, we hold annual "My Life Plan Seminar" to employees turning 53 years old with themes including life design in the future, health management, work and life motivation (300 employees attended in fiscal year 2018). On the other hand, we consider it important for human resources of advanced age to acquire new knowledge and skills, in addition to transmitting their knowledge and skills to younger employees. For this purpose, we are developing a training program for recurrent education.

Employment of people with disabilities

We are committed to corporate social responsibility of employing disabled people. Along with improving the working environment of operating companies in the Group, we are also developing business in our special subsidiary, JFR Create Co., Ltd. which was established in April 2017 and certified as a special subsidiary by the Ministry of Health, Labor and Welfare in September 2017. It was officially registered as "Osaka Prefecture Superior Support Company for People with Disabilities" as a company that actively hires and offers employment support to disabled people.

*Employment rate of disabled people in the special scope of subsidiaries including Daimaru Matsuzakaya Department Stores was 2.21% as of June 2018.



In "Abilympic Osaka 2018," where disabled people compete and showcase their job-related skills, our employees demonstrated their capabilities in the office-assistant class, winning one Gold medal and two Silver medals.

