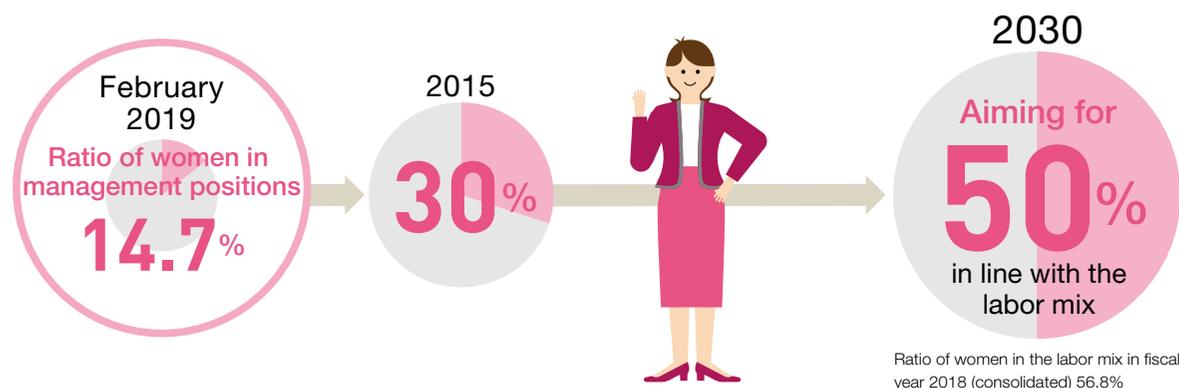


Realization of "Job Satisfaction Transformation" | Promotion of Diversity → **Women's Empowerment** | Empowerment of Employees of Advanced Age | Employment of People with Disabilities | LGBT | Human Rights | Human Resource Development | Promotion of Innovation Generation

Employment of Diverse Personnel

Women's Empowerment

Long-term targets



Around half the employees in the Group are women, and we recognize the vital importance of advancing women's empowerment for promotion of diversity and generation of innovation. The empowerment of female employees is also indispensable for business expansion into new fields, and for future changes in the employees' labor mix.

We will keep on working to build a workplace environment in which women at diverse life stages can keep on working and feeling job satisfaction.

Appointment of Women to Management Positions

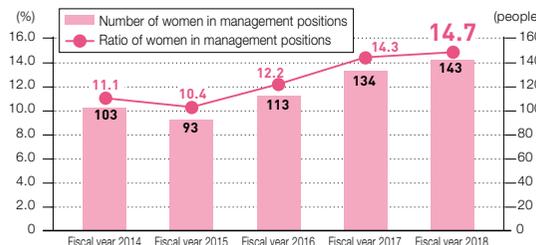
The Group is working to assign and apply personnel on the basis of their individual abilities, achievements, aptitudes, and ambitions, regardless of gender. We are also developing systems to support female employees who are raising children, to develop an environment in which they can carry on working. The result is an environment in which women too can work continuously, unaffected by changes in their life stages.

At Daimaru Matsuzakaya Department Stores, there are many women in management positions, some of whom have child-raising experience.

In future, we will foster a mindset of career formation by female

employees using shortened working hours, and develop systems that allow more flexible work styles, so that we can promote the empowerment of ambitious women much more strongly.

Graph of Appointment of Women to Management Positions in the Group



The State of Appointment of Women to Management Positions in the Group (as of the end of February 2019)

	No. of women	Total number of people	Percentage of women
General managers	19	278	6.8%
Department managers	124	693	17.9%
Total	143	971	14.7%

The State of Appointment of Women to Management Positions in Daimaru Matsuzakaya Department Stores*1 (as of March 1, 2019)

	No. of women	Total number of people	Percentage of women
General managers	14	108	13.0%
Department managers*2	81	305	26.6%
Total	95	413	23.0%

*1 Includes workers seconded to Daimaru Matsuzakaya Sales Associates.
*2 The number of "department managers" includes managers, sales managers, and supervisors (Daimaru Matsuzakaya Sales Associates).

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
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Appointment of Female Directors and Executive Officers

At J. Front Retailing, board diversity goes beyond gender diversity. In directors and executive officers, we are looking for a mix that emphasizes diversity in their knowledge and skills. Currently two female outside directors have been appointed, and female directors are a 15.4% share of directors. In fiscal year 2019, J. Front Retailing appointed a female executive officer for the first time.

The State of Appointment of Female Directors and Executive Officers by J. Front Retailing (as of the end of August 2019)

Female outside directors: 2	Ratio of female directors: 15.4%
Female executive officers: 1	Ratio of female executive officers: 7.1%

Daimaru Matsuzakaya Department Stores have appointed one female outside director and three female executive officers (one of whom, the representative director and president of The Hakata Daimaru, Inc, is a managing executive officer). The proportion of women among all 15 executive officers of Daimaru Matsuzakaya Department Stores is 20.0%.

The State of Appointment of Women as Directors and Executive Officers in Daimaru Matsuzakaya Department Stores (as of the end of August 2019)

Female outside directors: 1	Ratio of female directors: 20.0%
Female executive officers: 3	Ratio of female executive officers: 20.0%

Support for Female Employees Who are Raising Children

J. Front Retailing and Daimaru Matsuzakaya Department Stores have a range of systems to make it easier for female employees to work while raising children.

We also provide employees taking child care leave with opportunities to use correspondence education and e-learning to gain knowledge and enhance their skills. We have also opened JFR Information Net, which allows employees taking child care leave to keep up to date with company information, so they can return to work smoothly.

The Group will keep on working to expand and enhance systems, as well as providing training to change mindsets among those in management positions who are the superiors of those using the systems. By providing training on career formation for female employees, and on issues such as gender bias, we are taking actions that lead to work styles that let women raise children without career interruption, and to job satisfaction.

 ⇒ Actions to prevent turnover due to child/family care

Average Years of Employment Among Women

J. Front Retailing and Daimaru Matsuzakaya Department Stores are developing an environment in which female employees can carry on working through diverse life stages. As a result, the average number of years of employment among women exceeds that among men.

Average years of employment for employees in Daimaru Matsuzakaya Department Stores (as of the end of February 2019)

Men	23.5 years
Women	23.7 years
Total	23.6 years

*Ratio of years of employment between female and male employees: 100.9%

JFR Women's School

In fiscal year 2018, the Group opened the JFR Women's School to provide career training for employees who are using

shortened working hours while balancing work with child care. The aim of this training, which is provided to workers on shortened working hours (who are most of the female employees who have returned from child care leave), is to foster the mindset for continuing to work with job satisfaction. By providing a place for female employees to learn while on shortened working hours, we are working to further improve the balance between work and home. We are taking action to provide opportunities for thinking about future careers, and to prevent career interruption by birth and child raising. JFR Women's School teaches skills such as time management for using capabilities to the full within limited time, leadership, and financial knowledge, which lead to women thinking about ongoing career advancement. When we introduced our flexi-time system for workers on shortened working hours in fiscal year 2019, we were acting on a suggestion from JFR Women's School. That system makes an environment where it is easier for women to work while raising children. Women who will advance to leadership positions are emerging from among the school's students. We will carry on running the school, to develop the capabilities of female employees with experience of raising children, and support their further empowerment.



Fiscal year 2019 participants in JFR Women's School

Numbers of operation days and participants of JFR Women's School

Fiscal year 2018	1 day × 5 times 32 people (14 in the capital region, 18 in the Kansai region)
Fiscal year 2019	1 day × 5 times 27 people (15 in the Nagoya region, 12 in the Kansai region)

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
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Mother Recruitment

J. Front Retailing and Daimaru Matsuzakaya Department Stores practice mid-career hiring of highly expert personnel, to realize our strategies. The increase in mid-career hiring brings in new external perspectives and gradually changes the corporate culture. Employee mindsets also shift, leading to changes in work styles.

In fiscal year 2017, Daimaru Matsuzakaya Department Stores started "Mother Recruitment," a practice of hiring expert personnel who have been separated from their jobs at some stage by child raising. With the increasing social advancement of women in recent years, the high turnover rate of women leaving their jobs due to pregnancy and birth has grown as a social issue. Therefore, we have started mid-career hiring of women who have experience of raising children, have had careers at other companies, and still want to work. We hired nine such women up to August 2019, who are putting their expert knowledge and skills in areas such as management strategy, law, finance, and realty to good use in various departments.

New Graduate Hiring

In the Group, 50% of new graduate employees are women, and among them, women are particularly numerous among applicants to Daimaru Matsuzakaya Department Stores. We will continue to actively hire capable women.

J. Front Retailing's Record of New Graduate Hiring (fiscal year 2019)

(Unit: People)

	Men	Women	Total
Daimaru Matsuzakaya Department Stores	22	14	36
Parco	4	7	11
Hakata Daimaru	3	2	5
Daimaru Kogyo	1	5	6
J. Front Design & Construction	6	8	14
Consumer Product End-Use Research Institute	1	1	2
JFR Information Center	1	1	2
Total	38	38	76

*Proportion of women hired among all hires: 50.0%

Formulation of an Action Plan for Women's Empowerment

Daimaru Matsuzakaya Department Stores has formulated the following two Action Plans, to allow employee to balance work with child care and to enable all employees to fully apply their capabilities.

(1) The Action Plan for General Employers, Based on the Act on the Promotion of Female Participation and Career Advancement in the Workplace

Daimaru Matsuzakaya Department Stores Co. Ltd. Action Plans

We have formulated the following Action Plans to state our policies for action of "promotion of diversity" and "realization of work-life balance," and to promote higher levels of empowerment and appointment of women. Through these plans, we will more strongly promote putting the right person in the right job, regardless of gender, on the basis of individual ability, achievement, aptitude, and ambition.

- Plan Period**
December 1, 2018 to February 28, 2022
- Goals**
Raise the proportion of women in management positions (department manager rank and above) to at least 25% in February 2022
- Action Items**
 - Set policies and goals to raise the proportion of women appointed to management positions
 - Support and encourage the development of the career formation mindset in female employees under time constraints
 - Promote mindset education about diversity management
 - Develop systems to allow more flexible work styles

(2) The Action Plan for General Employers, Based on the Act on Advancement of Measures to Support Raising Next-Generation Children

Daimaru Matsuzakaya Department Stores Co. Ltd. Action Plans

We will formulate the following Action Plans, to allow employees to balance work with child care and to enable all employees to fully apply their capabilities:

- Plan Period**
Two years and six months, from September 1 2018 to February 28 2021
- Content**
 - **Goal 1:** Take the uptake rates of child care leave and paid leave for child care to the following levels:
Take the uptake rates for child care leave and paid leave for child care for male employees to 30% or more, and the number of persons taking child care leave to at least one.
 - **Goal 2:** Take action within the plan period to fully apply the capabilities of those working while raising children.
 - **Goal 3:** Raise the average uptake of paid leave among all employees to at least 10 days/year.

Participation in Initiatives

- "Women's Empowerment Principles" (Approved in October 2018)

We signed these principles in order to take strong action for women's empowerment.



External recognition

- The MSCI Japan Empowering Women Index (WIN)

We were selected for two consecutive years from 2018.

