

## Message from Human Resources Officer

# To Realize the Well-Being Life of JFR

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J. Front Retailing Group (the “Group”) considers that it is “people” who can unlock the future in a highly uncertain world and positions people as the most important asset (treasure) for a company. And the Group aims to realize a “human resource development company” that strives to enhance human resources capabilities.

New ideas and co-creation through empathy and sympathy are indispensable for the Group’s human resources to achieve the Group Vision “Create and Bring to Life ‘New Happiness.’” and the Well-Being Life of all stakeholders through corporate activities. I think the promotion of diversity & inclusion and the realization of work-life integration that accepts diverse human resources underlie them.

As an initiative for diversity & inclusion, we actively hire mid-career employees who have expertise developed in other companies. As part of that, we hold seminars for women who think of a new career path accompanying

childbirth and childcare. After joining the Group, they flexibly select the work styles that enhance both their work and life and perform well in their divisions.

By promoting mid-career recruitment, existing members are exposed to new knowledge and skills, which facilitates human resource development. Different values sometimes cause conflict but also cause new awareness. I think the Group’s corporate culture and organizational climate are changing gradually.

With regard to LGBT, we think it is important to understand based on correct knowledge. We started with training for the management team. The management team continues to learn as one of the items of periodic training by management rank. This fiscal year, we will provide e-learning for all employees and distribute pocketable guidebooks so that they can always carry them to ensure their understanding. At the same time, we are improving an environment by placing a consultation desk (person in charge) in each company in the Group



and introducing the same-sex partnership rules and gender change support leave.

In addition, concerning the employment of disabled people, not only the entire Group strives to achieve the statutory employment rate but also we established a special subsidiary company JFR Create Co., Ltd. It actively operates by not only accepting orders from within the Group but also providing companies in the Group with advice on their recruiting, work environment, business and management.

Through these initiatives, I recognize that a diverse environment is being put into place. However, in order to achieve the conditions that allow individual employees to show their individualities and abilities to the fullest, we would like to step up efforts to realize inclusion at a higher level through thorough human resource management that faces individual employees squarely and training to eliminate unconscious bias.