

Enhancing diversity

We promote diversity companywide and aim to create a workplace environment that motivates employees.

Key Issues

The understanding towards social engagement of women or LGBT in the entire international society has increased and the formation of a society in which diverse human resources are actively involved are expected. In Japan, while labor population is decreasing due to the declining birthrate and a growing proportion of elderly people, it is urgent to establish a society in which women, the elderly, the people with disabilities, and people from various ethnic groups can participate with rewarding sense of satisfaction. To this end, it is essential to create a workplace environment where employees can respect the other employees' lifestyle and workstyle.

The Group has been practicing community-based management and deploying brick-and-mortar stores nationwide, and is required to respond to issues about employment environment, demographics, and changes in lifestyle.

Opportunities and risks

For operating brick-and-mortar stores, promotion of women participation particularly helps understand the viewpoint of living, which is close to consumer needs, gives good opportunities to improve the quality of products and services, and enhances competitiveness.

Also promoting reemployment of experienced workers who had left the work due to their life events and of employees over the age of retirement is necessary efforts. These measures ensure continuity of smooth operation of duties, and can contribute to establish the image of the Company that contributes to promoting employment and activating the economy in local communities.

Moreover, active employment of people from overseas according to the situation of local communities helps stabilize the store operation and leads to better services with overseas tourists.

Strategies for enhancing diversity

FamilyMart has about 12% of full-time female employees, which is about 30% at the time of recruitment. The company makes efforts to eliminate negative image of the convenience store industry such as long working hours and male dominated workplace as early as possible and support women's career.

In UNY, 85% of all employees work part time, and many female employees work either full-time or part-time. However, the ratio of female managers is only 7% to the target of 10%. While about half of new full-time employees are female, we need to establish various systems and improve a workplace environment to help them achieve a balance between work and family.

Value creation

Through the community-based management centering on brick-and-mortar stores, we have been establishing valuable assets such as relationship with customers, staff members engaged in store operation, and business partners as well as operation know-how. Based on these assets, we understand diversity in each local community through business activities and meet needs of local communities and consumers in a careful manner.

Also, we promote our efforts for diversity and respect for human rights while improving our personnel system and enhancing diversity of human resources. Thus, we broaden the opportunities for varied employees to work effectively in characters.

Key Performance



FamilyMart Co., Ltd.

● Awarded the certificate as a company achieving women's empowerment

2 cases

April 2018 Awarded the excellent award of the third women's empowerment power up award
March 2017 Certified as L-boshi by Ministry of Health, Labour and Welfare



UNY Co., Ltd.

● Ratio of women working at stores

Approx. **77.6** % (as of June 2018)

Basic Approach

The Group has been effectively reforming the in-house systems to achieve a workplace environment that offers more job satisfaction than before since the management integration in 2016.

Each business company has considered diversity to be an important issue and been working toward the enhancement of diversity before the management integration. We position employment and development of diverse human resources as an important element associated with laws and regulations related to workstyle reform and with changes in the labor market. In 2016, both FamilyMart and UNY formulated the action plan to promote women's empowerment and make efforts to achieve the goals.

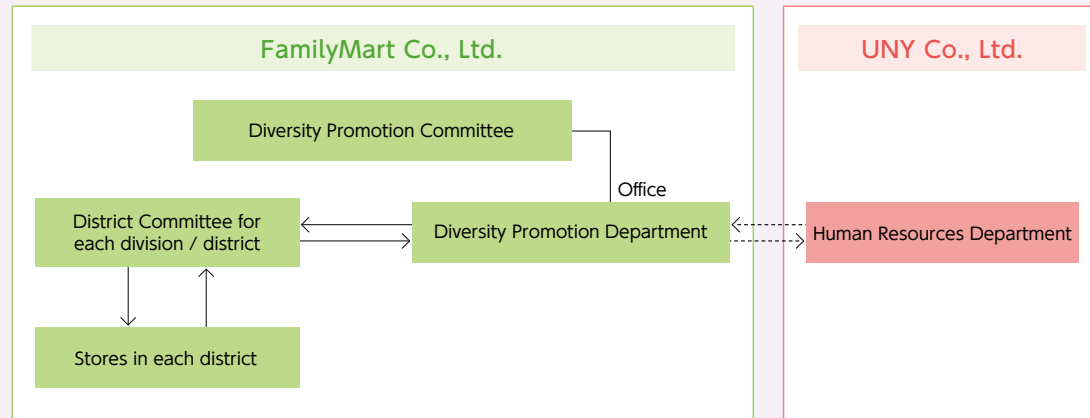
We will not only promote empowerment of women but also extend our activities and foster the corporate culture in which each employee respects each other's sense of value regardless of gender, age, and nationality and all stakeholders can feel "Everyday Fun and Fresh." Each group company will accurately understand the situation and rapidly promote appropriate efforts.

Sustainability Management Collaboration with International Society



http://www.fu-hd.com/sustainability/management/international_society.html

Diversity Promotion System



Operational structure

The Diversity Promotion Department in FamilyMart and Human Resources Department in UNY are mainly working on the issues to ensure diversity enhancement. Both departments share issues and future direction and carry out activities with a sense of group-wide unity. Each responsible department is closely cooperating with each division of the head office and sales sites and making efforts for solving issues of diversity enhancement from the perspective of the Group as well as each division.

FamilyMart has established the diversity enhancement committee with the president as chairperson and management as members, and the committee recognizes issues, decides the direction of the entire company and checks the progress in every quarter.

In fiscal 2018, while focusing on the promotion of

women's empowerment, the company established the district committee with a district general manager or general manager of each division as chairperson, in order to expand the activities of diversity enhancement in districts that are responsible for sales activities in various places as well as each division of the head office.

The district committee is positioned as a place where members think about diversity, meet and share various opinions, and solve problems. Each district committee is independently operated. Thus, the company can quickly solve issues at each site and try to disseminate diversity companywide.

Also, a supervisor in each district summarizes issues of each responsible local community and lead the diversity enhancement at each store.

Enhancement programs

In FamilyMart, each member in management pledges to “FamilyMart Workstyle Reform” and expresses his/her own commitment to diversity enhancement and workstyle reform companywide. The company also conducts the diversity dissemination survey on all employees every three months to visualize the enhancement status and issues.

Setting fiscal 2017 as the early stage of the promotion, the company focused on women’s empowerment, and started FamilyMart Women Project (FMWP), the bottom-up activity for women’s empowerment, in which female employees themselves change their awareness. Also, the company participated in the joint platform built by different types of business, “new generation eijo (sales women) college,” where it aims at further empowerment of female employees in the sales section and encourage them to work as a supervisor.

In the first half of fiscal 2018 the company focused on “All employees take it as their own matter” for not only female employees but also all employees, established the district committee, and carried out diversity seminars for all managers.

After the second half of fiscal 2018, with the theme of “From practice to results,” the company worked on clarifying the purpose of the diversity enhancement in the business management and focused on producing results from specific practices. In addition to the activities in the first half, the company will provide lectures of experts and diversity workshop with managers.

Almost 80% of employees are women in UNY, however, the company will improve the systems in which all employees respect each other and consider work life balance while creating better workplace environment for women. For example, store employees live in local communities and have deep connection in the area, so we have introduced the regional employee system in which employees live close to their workplace.

The site QC (Quality Control) activities of about 200 teams have been carried out to improve daily operation from the work site perspective and will be continued since they help various employees have strong solidarity.

Employee’s voice

Female supervisor who works shorter working hours due to child care



I did not originally want to work as a supervisor who has a great responsibility of store guidance. However, when I thought about my career, my colleague encouraged me, and my family offered support. So, I decided to get a promotion from a store manager to a supervisor. Since I work shorter hours from 9:00 to 16:00, I make my schedule with the order of priority to enhance work efficiency. After going home, I let my child eat, prepare for dinner for the following day, take a bath with my child, and put him into bed. Thus, my day passes so fast. Since my workplace has a good atmosphere and the people surrounding me understand my situation, I do not have to feel guilty about shorter working hours. Also, I am responsible for stores close to my house, which helps me a lot.

When I worked at a store with more than 60% women customers, I tried to create selling space from a woman’s perspective, and I increased the sales of the store. Based on my own experience, having active female supervisors would be important for both stores and customers.

If there are female employees who has concern about raising a child while working as a supervisor, I would like to say, “Don’t worry.” The company actively promotes diversity enhancement and workstyle reform, so it is a shame if female employees give up working as a supervisor because of shorter working hours from the beginning.

When I got an unofficial announcement of my promotion to a supervisor, I was filled with anxieties. However, I decided to take a job saying, “Let’s Do It! Anyway.” which now I think was a right decision. My family helps me a lot, so I can work in the current workstyle. People have their own conditions and circumstances. I will make many good precedents by working with a positive attitude and increase co-workers who follow my path. I hope our workplace would be a better place for everyone.

Kazue Torii, Wide area new business model group (central Japan) Train Line Store Operation Business Department Store Operation Division, FamilyMart Co., Ltd.

Toward diversity enhancement

I think it is very important for the company and employees to enhance diversity while the production population is decreasing. Since each employee has his/her own conditions, I will try to prepare systems and improve a workplace environment so that both work and life would be more fulfilled for employees and employees who want to work can engage in work.



Emi Matsushita, General manager General Affairs and Human Resources Department Administration Division, UNY Co., Ltd.

● Enhancement program

Creating employee friendly workplace

Kanemi Co., Ltd. is attempting active recruitment aiming at increasing the ratio of female employees as part of improvement in productivity. In recent years, almost half of new employees are women, and the number of female employees returning to work after taking maternity and childcare leave is increasing. Also, the company established the system in which employees who retired at the age of 62 can work until 75 years old with the purpose of promotion of re-employment.

The company has improved the benefit program, including distributing gift catalogs to employees and giving ice cream vouchers in a birthday month and paying bonus twice a year to part-time workers. Thus, the company is making efforts to create a workplace that offers job satisfaction companywide.

Accepting workers from overseas

Currently, about 1,500 overseas employees work at factories of Kanemi Co., Ltd., which accounts about 30% of all employees working in the factories.

In Tokai City, Aichi Pref., the company cooperates with a local university, Seijoh University, and employ overseas students as part-time workers in the Tokai factory with the purpose of employment support. Also, the company has been accepting technical interns from Thailand for 10 years, and considers directly employing former technical interns, who finished their programs and returned home, if they want and the conditions meet. The general manager of the Human Resources department has an interview with candidates and decides their employment. When accepting new employees, the company adjust the employment period in which senior employees can directly teach jobs to new employees in Thai, although a manual in Thai is in place.

A total of 1,460 Thai people has been employed so far. They have reunion parties after leaving the company and going back to Thailand. When the general manager of the HR department visits Thailand for recruitment interviews, former employees organize a reunion party.

The ambassador of Thailand visited Matsudo factory, and the company has established a good relationship with the Royal Thai Embassy in Japan.

The company will consider the employment of these overseas workers as full time employees in the future.



Interns at an excursion trip in Japan

Employee's voice

Development of Spanish Bellota Iberian Pork on rice (box lunch)

We developed Spanish Bellota Iberian pork on rice, with the strong wish that "we want to provide our special product that can only be available at *eashion* stores and make customers happy."

We used Iberian pork, which was valuable but not so well-known as today, ahead of all other companies, and aimed to provide delicious and healthy box lunches with customers.

We chose a simple design for this box lunch in which plenty of Iberian pork covered the rice with the seasoning of soy sauce and sugar that enhance the taste of the material so that customers can enjoy Iberian pork.

Also, we carefully chose the wrapping paper for the box lunches, and we used dark green paper that gave an image of acorn forests where Iberian pigs grew.

At first, we received opinions from customers such as, "I cannot eat because it has too much fat and is too heavy." We sincerely listened to customers' opinions and improved in cooperation with the business partners to make this product popular by changing the trimming of pork and reconsidering kinds of side dishes and seasoning to make this product loved by customers.

As the characteristics and the value of Iberian pork is known widely, it has been chosen as the best-selling box lunch at Gransta inside the ticket gate of Tokyo Station for nine consecutive years since 2009.

To continue to be chosen by customers in the future, we will listen to the voices of customers and work toward the better product.



Takako Inoue,
Kanemi Co., Ltd.



Spanish Bellota Iberian Pork on
rice (box lunch)