



### Feature Story: Diversity

# Aiming to create a workplace where individual employees can play an active role

## Common Issues for the Group

In the Group that has 24,000 stores in eight countries across the world, it is essential for each and every employee to participate actively in work in brick-and-mortar stores that a wide variety of customers visit every day. The promotion of diversity that aims to nurture a corporate climate where employees actively participate and find satisfaction in their work forms the very basis of community-based management.

Since the management integration of FamilyMart and UNY in September 2016, we have been intensifying our efforts to turn the expansion of the management scale into the enrichment of quality. To that end, we are required to meet customer requests and face the diverse needs of consumers more than ever before. Thus, it is indispensable for us to nurture a culture of diversity that enables each individual to accept diversity and act on one's own initiative. We, therefore, position the promotion of diversity as a medium and long-term common issue that is essential for our sustainable growth and address it in a strategic manner.

In order to develop a workplace respects a person's character, human rights, and diversity and enables anyone to play an active role while utilizing their own individually and capabilities, we need to change both the internal systems and the corporate culture.

Since the establishment of a section dedicated to diversity under the direct control of the president in March 2017, FamilyMart has addressed the

change in mindsets of 6,200 employees working at the headquarters, which clearly shows that the company intends to promote diversity as a management strategy. Moreover, FamilyMart and UNY exchange opinions on a regular basis to share their own issues and efforts.

## Penetration of gender diversity

Among a variety of aspects of diversity, such as race, nationality, religion, and gender, FamilyMart first addressed the issue of gender diversity. While the company has always supported the career development of female workers, the percentage of female workers at the time when the new gender diversity initiative was launched was 10.8% and that of females in managerial positions was only 2.3%.

By positioning the fiscal 2017 as the predawn of the diversity promotion initiative, we set the empowerment of female workers as the first step and have since promoted it as one of our major steps. With dedicated commitment by the management, a diversity promotion committee comprising executive members was established. The committee upheld the goal of 20% female workers and



The company won the Award for Excellence at the third Working Women Empowerment Grand Prix in 2018.

10% female managers at the end of fiscal 2020 as KPIs for the women empowerment promotion initiative.

The initiative has been promoted through the three themes of *top commitment*, *development of leaders*, and *bottom-up*: for top commitment, a diversity promotion committee was established where executive members deliberate specific measures. For the development of leaders, the KPIs are first translated into field objectives through training for managers and then measures are implemented.

## Bottom-up FMWP

For the bottom-up effort, the FamilyMart Women Project (FMWP), an activity by women for the empowerment of women, was launched in October 2017. This project aims to achieve women's growth and change, networking, and the growth and change of the company.

In October 2017, the FMWP College, where demonstration experiments for workstyle reform are conducted mainly by female employees, started as a main activity for the first year of FMWP. This is a three-month project for female workers where these female workers attempt a new workstyle on their own through the Forum, Demonstration Experiment, and Award programs. In the Forum program, a workshop was conducted where female



Diversity Award Ceremony

workers explored how they should act under the themes of *the best form of one's own department a few years later* and *the issues and changes required to achieve the vision*. In the Demonstration Experiment program, a total of 64 teams addressed the issues of own department for four trial weeks. In January 2018, the Awards program (an awards ceremony) was conducted as the culmination of their efforts where about 500 employees participated and were selected as award winners by vote. The achievements of the FMWP College are spreading into each workplace since they help achieve the workstyle reform of the entire workplace involving superiors and colleagues.

## Taking ownership of the diversity promotion effort

For the first half of 2018, we aimed to become able to take ownership of the diversity promotion effort centering on the promotion of women's empowerment under the slogan "Everyone takes ownership." Each management member, including the president, transmitted their own views on diversity, and awareness of diversity has penetrated into all departments as all employees took ownership of the diversity issue.

The Tokai III District, which won the Best Performance Award in the district category last year, jointly held a Women's Networking Seminar with FamilyMart, UNY, nexcom, and UCS, while involving not only surrounding districts, but also UNY management. With our Outside Corporate Auditor Mika Takaoka, professor of the College of Business, Rikkyo University, as a lecturer, about 200 female employees participated in the seminar. In



Participants in the Women's Networking Seminar



Lively discussion at a workshop



Outside Corporate Auditor  
Mika Takaoka, professor of the  
College of Business, Rikkyo University

the seminar, Professor Takaoka discussed the issue of diversity from every perspective, such as the approach to the promotion of women's empowerment based on her own experience. The seminar served as a place for us to realize anew that the creation of a workplace that facilitates the full participation of female workers is the key to the implementation of community-based management.

In fiscal 2018, diversity promotion district committees led by departmental managers were established, which also promote diversity themes other than women's empowerment. The district committees serve as important places where middle-level employees take the leadership in collecting various views of workers out in the field and solving problems on their own. In and after the second half of 2018, we will further promote diversity as the basis of community-based management under the slogan "From practice to results."