

Materiality 2

Accepting Diversity and Creating a Rewarding Workplace

(2) Promotion of Diversity

“The Source”, PPIH Group’s corporate philosophy compilation, advocates accepting the diversity of all employees. Our Group has been satisfying customers with many diverse values who visit our stores, and we have remained their store of choice. One of our strengths behind this is the rich diversity of our employees and our success in creating the foundation for mutual acceptance within the organization.

To further harness this diversity, we are developing an environment in which all employees can feel secure and thrive fully, regardless of their diverse backgrounds and values, including gender, nationality, and disability.

Goal & Progress

Medium-term target	Progress (FY2024)
Increase the number of female store managers to 100 (by FY2030)	Number of female store manager: 39 (26 increased from FY2021)
Improve the retention rate of female employees: reduce turnover rate to 5% (by FY2030)	Turnover rate of female employees: 7.6% (4% improvement from FY2021)

Approach for women’s participation and advancement

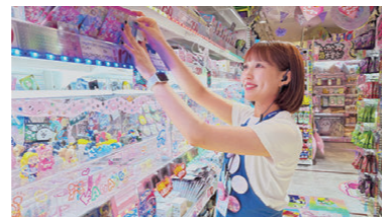
Given that more than half of the 600 million customers served by the PPIH Group every year are women, we consider it important to incorporate ideas from the female perspective into our store operations and management. Moreover, in order to ultimately become an employee-friendly company where all employees can demonstrate their strengths, we believe that the first step is to be a company where women can play an active role.

For this reason, we have established targets for fostering female managers at our stores, which are the closest points of contact with customers, as well as goals for retention rates (turnover rates) to assess the development status of a comfortable working environment for women. We have adopted a simultaneous multi-pronged approach to changing the mindset of female employees themselves at each stage of recruitment, retention, and promotion, promoting understanding among their supervisors and others around them, and creating a comfortable working environment. In addition, the Company conducts an annual survey of female employees to evaluate the effectiveness of initiatives aimed at empowering women and to regularly monitor progress in developing a supportive work environment.

Initiatives implemented in FY2024

“RISE!100”, a training program for aspiring female store managers

“RISE!100” is a training program designed to alleviate concerns about assuming the store manager position and to equip employees with the necessary knowledge and skills. This program has been conducted annually since 2021. In its fourth session of the program (held from February to September 2024) was attended by 43 participants, with 9 store managers eventually selected through the program.



College-style online career development seminar

To encourage female employees to map out their own career vision and aim for managerial positions, seminars are held to promote individual growth by strengthening the work skills and mindsets of participants. Participants are free to take courses based on 8 themes, including logical thinking, leadership, and communication, and a total of 277 employees have participated to date.

Unconscious bias awareness training

Unconscious bias is said to be one of the factors that hinder career development and motivation. To eliminate unconscious bias and promote the creation of an open organization where diverse human resources can work comfortably, PPIH has been conducting unconscious bias awareness training for all employees in managerial positions since November 2023.

Open Company events

In order to allay anxiety among new graduates about work styles after joining the company, we hold Open Company events and prospective employee events that focus on women’s work styles and careers. As a result of these initiatives, we achieved an almost equal ratio of male to female new graduates joining the company in 2024.

Development of a comfortable working environment tailored to various life stages

The Group has introduced a fixed-location employment system that allows employees to work without regional transfers, enabling them to choose their working style based on their individual lifestyles and life events. In addition, to allow employees in balancing work and childcare, we promote initiatives that encourage the use of maternity and childcare leave. We have also established a system that allows employees to reduce their working hours until their children graduate from elementary school. Furthermore, we offer an alumni hiring program (“welcome back” hiring), giving former employees the opportunity to apply their experience and skills by rejoining the PPIH Group.

Initiatives and systems to support employees in taking maternity and childcare leave

- Publication of articles in the company newsletter by the Company’s President and male executives encouraging for male employees to take childcare leave
- Distribution of a support book for taking maternity/childcare leave (women’s edition/men’s edition)
- Publication of interviews on the Intranet with employees who have taken maternity/childcare leave
- Support for babysitter and housekeeping services as part of employee benefits etc.



Maternity/paternity leave support book (women’s edition/men’s edition)

LGBTQ+ initiatives

Survey results have shown that sexual minorities make up approximately 10% of the population in Japan. In response, the Group is working to create a workplace environment that ensures psychological safety, enabling sexual minorities to work confidently and thrive in their roles.

Major initiatives

- Establishment of external consultation services that provide assurance for the considerate handling of employees coming out
- Development of internal systems and benefits (excluding some companies) that same-sex partners can utilize in the same way as legal spouses, including special leave for special occasions
- Implementation of employee training to deepen understanding of LGBTQ+ (attended by a total of about 42,000 people as of FY2024)
- Sponsorship of relevant events that raise awareness of sexual minorities in society etc.



Empowerment of non-Japanese employees

In addition to serving inbound customers who visit our stores in Japan, the Group has also expanded our store presence overseas. In light of that, the Group currently employs 420 non-Japanese full-time employees and 2,834 non-Japanese mate employees (part-time or temporary employees) (FY2024/domestic Group companies).

I am from China and have been working at Don Quijote for 10 years. Don Quijote is renowned overseas as a good place to buy Japanese souvenirs, so I wanted to utilize my language skills and other skills to serve inbound customers. After working as a mate employee during my student days, I joined the company as a new graduate. With the widespread principle of delegating authority throughout the organization, I find it rewarding to come up with my own ideas on how to make customers happy and be creative with customer service, display, and other aspects of the job. I hope to continue serving actively in inbound stores and divisions that support inbound customers.



MEGA Don Quijote Shibuya Honten Store Supporter
Chang Li



MESSAGE

Message from the Executive Officer in Charge of Diversity Promotion



Director and Executive Officer
Head of the Diversity Management Committee and Head of Design

Hitomi Ninomiya

The Diversity Management Committee was launched in November 2020. Since then, it has focused on capacity-building training and the development of a comfortable working environment for female employees. As a result, its KPIs, the number of female store managers and the retention rate of female employees, are on an upward trend.

In promoting diversity, we have focused on changing the mindsets of employees themselves as well as those around them. In the current fiscal year, we again conducted unconscious bias awareness training for employees in managerial positions, and I feel that there is a growing momentum among managers toward positively supporting the career development of those working under them, including female employees.

Furthermore, the annual survey of female employees and other surveys have shown that the relationships that women have with those around them have a relatively significant impact on their work motivation. Through career development seminars targeted at female employees, we have built relationships that encourage the mutual sharing of concerns with one another, and I believe that the development of such communities helps to improve motivation.

Our current challenge is the relatively high turnover rate of female employees in their early 20s. Therefore, in the next fiscal year, we will conduct career design seminars for this age group and strive to develop human resources as potential executive candidates in the future. Our ultimate goal is to become a company that everyone, not just women, can work comfortably. Measures targeted at female employees are the first step toward achieving that goal.