

Promotion of Diversity

The PPIH Group's collection of corporate philosophies, "The Source," emphasizes the importance of respecting and appreciating diversity of all employees. One of the strengths of our group, which has continued to be chosen by customers with diverse values who visit our stores, is that we have created a workplace where employees are diverse and respect one another.

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. We also ensure equal opportunities in recruitment, promotion, and advancement, placing strong emphasis on fairness and equity based on meritocracy.

Approach to Women's Participation and Advancement

Given that more than half of the PPIH Group's customers are women, we believe it is important to incorporate female perspectives and sensibilities into store operations, as customer affinity is one of our strengths. Therefore, we have set targets for "fostering female store managers" and "retention rates (turnover rates)" to assess the status of creating a comfortable working environment for women.

We are advancing multifaceted approaches, including environmental improvements and promoting understanding among colleagues, to address challenges at each stage from recruitment to promotion to management positions and employee development.

■ Major initiatives implemented in FY6/25

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

Since 2021, we have annually conducted "RISE!100," a training program for female employees aspiring to advance their careers to store manager positions, where they learn the knowledge and skills required for store management over approximately 5 months. In addition to acquiring operational knowledge, this training program includes individual interviews aimed at providing career consultation and alleviating concerns. We have established a system to support future career development even for those who are not appointed as store managers. In FY6/25, 48 new participants joined the program, bringing the cumulative total to 253 participants.

Growth Awareness Seminar

Focusing on employees in their 20s with fewer than 3 years of service, a demographic with relatively high turnover among female employees, we conducted seminars led by external instructors aimed at improving retention rates and career development. In addition to providing opportunities to reflect on past experiences and consider approaches to future work and careers, we encourage participants to draw out their own motivation for growth through interactions with senior employees and peers. 98% of participants responded that "their enthusiasm and motivation for work had increased," and we will continue to analyze factors contributing to turnover while working on more effective measures.

For other initiatives on promoting women's participation and advancement, please visit our website.

https://ppih.co.jp/en/sustainability/materiality2/diversity_management/



Interview



Yuki Hiruma
RISE!100 First-Cohort
Graduate
Million-Star Branch
General Manager

I was attracted to the culture where frontline operations have significant authority, and thought "I want to be a store manager here," which led me to join PPIH. I gained hands-on experience through merchandising work, and when "RISE!100" was announced, I thought "This is what I've been waiting for!" and decided to participate without hesitation. While I was surprised by the breadth of store manager responsibilities, the knowledge I gained from the

program and interactions with female store managers further heightened my motivation to take on the challenge of becoming a store manager. After serving as a store manager, I now work as a branch general manager. Many female staff members work at our stores, and I've had many opportunities to encounter concerns unique to women, such as health issues. That's why I'm committed to creating a work environment where everyone can work with peace of mind, drawing on my experience. Our company operates various business formats and styles, providing many opportunities for women to thrive. I hope many people will take on challenges in this environment and culture that encourages them.

Support for Work Styles Aligned with Life Stages

The PPIH Group is working to improve the workplace environment so that each employee can demonstrate their abilities without giving up on their careers, regardless of life events. Through enhancing systems and mechanisms, we aim to create an environment where everyone can continue working with peace of mind.

Childbirth and Childcare Support

- Publication of articles encouraging childcare leave by the President and male executives (company newsletter)
- Publication of interviews with employees who have taken maternity/childcare leave*
- Establishment of a centralized information page to encourage male employees to take childcare leave*
- Distribution of a support book for taking maternity/childcare leave (women's edition/men's edition)
- Shorter working hours system (available until the child finishes elementary school)
- Babysitter and household support services

*Internal diversity promotion portal site

Flexible Employment and Work Systems

- Regional employee system
- Alumni hiring ("Welcome Back" hiring program)

Life Care Support

- Dissemination of information on menopause and andropause for both men and women
- Dissemination of information on caregiving and various systems based on the Childcare and Family Care Leave Act
- Full subsidy program for low-dose birth control pills

LGBTQ+ Initiatives

The PPIH Group is working to create a workplace environment that respects diversity so that all employees can demonstrate their individuality and abilities with peace of mind, regardless of sexual orientation or gender identity. In addition to conducting training to promote understanding of LGBTQ+, we distribute original stickers indicating "Ally" to those who wish, which employees can wear at their discretion to provide psychological reassurance to LGBTQ+ individuals.



Major Initiatives

- Implementation of training to deepen understanding of LGBTQ+ for all employees (attended by a total of about 68,000 people as of FY6/25)
- Application of the same internal systems and benefits to same-sex partners as legal spouses (excluding some companies)
- Use of business names upon request
- Establishment of external consultation services that ensure considerate handling to prevent outing
- Sponsorship of events that raise awareness of sexual minorities in society

Active Participation of Senior Staff

The PPIH Group has employees of a wide range of ages, from their teens to those in their 80s, actively contributing to our operations. Senior staff with diverse experiences—including those who continue to leverage their experience after retirement and those taking on new challenges from different industries—work in their own unique ways while collaborating

with employees of different ages and positions. Among mate (part-time/temporary) employees, over 17,000 staff members aged 60 and above are actively working, accounting for approximately 23% of all mate employees (FY6/25/domestic Group companies).

Interview



Tomio Yoshida (82)
Fresh Food Section,
MEGA Don Quijote
Omori Sanno Store

Since joining Daishin Department Store, which once stood on this same location, I have worked in the produce section for 64 years. In addition to stocking shelves, bagging, and serving customers, I'm mainly responsible for taking orders from restaurants and placing orders at the produce market. I work 5 days a week for 40 hours, but I rarely feel it's too demanding. Communication with customers

and colleagues is my daily enjoyment and source of fulfillment. Because it's an environment where opinions can be expressed easily regardless of age, we sometimes have conflicting views, but I feel it's a workplace where

we can grow while stimulating each other. I never thought I would be able to work until this age, so I'm filled with gratitude. I want to continue working as long as my body allows.

Comment from Colleague



Yosuke Nagasaki
MD Planner
MEGA Don Quijote
Omori Sanno Store

Yoshida-san has extensive experience and knowledge, and is someone people rely on and respect. His advice on pricing and sales methods is spot-on, and I learn many things from him every day. There are tasks I entrust entirely to him, and customers even ask, "Is Yoshida-san here today?" by name. He is an indispensable presence for our store.