

For Our Employees

Maintaining safe, comfortable workplaces that foster both corporate and personal growth

We are creating worksites in which diverse human resources can demonstrate their abilities and pursuing businesses that depend on a diverse workforce.



FAST RETAILING's Stance Toward Our Employees

Respect and support of individuals leads to corporate and personal growth



Hirotsugu Wada
Vice President in charge of
Group Human Resources
FAST RETAILING CO., LTD.

Diversity is the key

I think a good aspect of FAST RETAILING is its corporate environment, demonstrating a flat, highly transparent organization in which employees are evaluated fairly regardless of age, gender and nationality and everyone is encouraged to voice their opinions and ideas.

Right now, however, there are only three non-Japanese officers and one female officer. It will be difficult to become a genuinely global company, much less No. 1 in Japan and worldwide, without at least half of our executive officers and managers being non-Japanese people and/or women. I see this as part of our corporate social responsibility. It is extremely important to create a positive feedback cycle in which the company meets its responsibility to society, wins the respect of the public and attracts outstanding human resources. To this end, "diversity" is a keyword with regard to our employees.

Seeking to balance personal happiness and corporate growth

While talking about promoting diversity is important, demonstrating respect for individuals is a first step. It is nearly impossible to transcend considerable cultural differences and cultivate internationally minded leaders without seriously addressing ways for balancing personal satisfaction and corporate growth.

From this day forward, the FAST RETAILING Group will develop a structure in which everyone is evaluated against the same standards and receives equal treatment for the same skills and performance under a personnel system that is consistently applied across the enterprise. We are moving in a direction in which competent individuals within the Group can freely relocate, receive many opportunities to succeed, and take on leadership responsibilities in FAST RETAILING's global business.

Doing the right thing based on a simple idea

In regard to hiring persons with disabilities, we have consistently adopted a proactive stance that has been publicly recognized. The underlying idea is simple—society includes persons with a broad range of abilities and disabilities, and our customers are just as diverse. Our workplace should thus reflect the same realities. From this awareness, each UNIQLO store hires at least one person with disabilities and supports them in realizing their full potential. Doing the right thing based on this simple idea and steadfastly addressing essential issues are positive characteristics of FAST RETAILING.

Our efforts to expand opportunities for women have steadily evolved as well. More women are serving as store managers, and they are staying with the company longer. While we provide career training to change how people think about work and encourage personal development, we have also taken steps to eliminate as many disincentives for female employees as possible. Examples include enabling women to more easily take time off and strictly implementing our "no overtime days" policy.

These approaches are not only for a small fraction of employees. Personal growth for any business person requires shorter work hours to allow for individualized training, time with family, and opportunities to broaden experiences by interacting with people outside the company. From the perspective of personal growth, we must also greatly improve the way we work. After all, this too leads to respecting individuals.

A team means nothing without mutual respect for the daily lives and personal growth of each and every one of its members. I believe creating teams that respect individuality in all its vibrant diversity will ultimately lead to corporate and personal growth, as stated in the FR WAY.

Our Basic Principle

FAST RETAILING strives to create comfortable workplaces and continuously enhance employee satisfaction. We respect each individual and foster both corporate and personal growth by establishing environments that cultivate personnel into becoming capable of performing innovative work from a global perspective.

Diverse work styles enabling individuals to realize their full potential

The Regional Regular Employee Hiring System brings opportunities

UNIQLO introduced its Regional Regular Employee Hiring System in 2007, and approximately 2,000 employees are now realizing their potential through this initiative. Regional Regular Employees work within delimited geographical areas and are not subject to company transfers associated with a standard type of full-time contract used in Japan. UNIQLO provides them with new opportunities to demonstrate their capability as key resources for creating stores that are embraced by local communities and as members of a team that support store managers. We believe the advantages of this system extend beyond the recruitment of outstanding human resources and the ability to stabilize management by offering long-term employment; it also begins to address the public concern in Japan over employment opportunities by energizing the engagement of young people in the workforce.

Supporting career development for women

FAST RETAILING has taken a number of steps to assist women in balancing work and private life and has created an environment that is conducive to ongoing personal and corporate growth. In December 2007, we revised our childcare and nursing care leave programs

to enable employees to remain even longer with the company. The Career Development Team of the Human Resource Department takes the lead in supporting women in store management positions through the Female Store Manager Project, which focuses on long-term advancement that takes into account individual circumstances. FAST RETAILING also publishes a quarterly booklet, entitled "style," that promotes company-wide awareness by showcasing female employees across the country, and it regularly holds Women's Forums that men attend as well. Approximately 20% of UNIQLO stores have female store managers.

Fostering the success of multinational staff

As FAST RETAILING's business expands across the globe, we are increasingly hiring staff from many nations such as the United States, France, China and South Korea, representing a total of 8,055 employees including those from Japan. Three of the twenty executive officers are non-Japanese nationals. We intend to establish an environment that welcomes non-Japanese employees by training managers in cross-cultural communications and by including English language editions of reference materials to be issued across the company.



As a regular employee and with roots in the region, I am in a position to help the store grow and win the hearts of local customers

Kumiko Shibano
Regional Regular Employee,
UNIQLO Shinsaibashi Store

I have been working as a VMD* staff at the Shinsaibashi Store since it opened in 2004. I always wanted to work at this store for a long period, yet I also felt a need to broaden my perspective and further polish my VMD skills. The Regional Regular Employee Hiring System helped me accomplish both these goals. I now interact more often with other stores and with the Headquarters, and I've got broader responsibilities. I want to master VMD so that customers visiting the Shinsaibashi Store will say it has great displays.

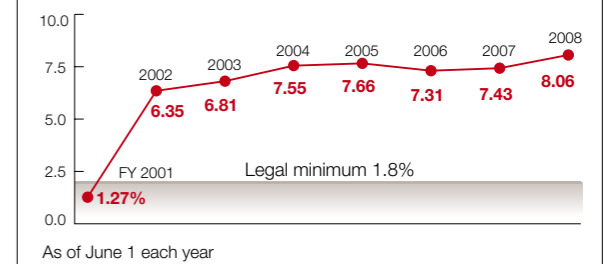
*VMD (Visual Merchandising and Display): Creation of appealing stores through skillful product presentation and coordination

Promoting the hiring of persons with disabilities

UNIQLO has been recruiting persons with disabilities since 2001 with the goal of hiring at least one person with disabilities at each store. It is only natural that store staff support an employee with a disability, which thereby promotes overall teamwork. The employment ratio of persons with disabilities currently stands at 8.06%, far exceeding the minimum legal requirement of 1.8%.

Looking ahead, UNIQLO will proactively hire persons with disabilities at the Headquarters and at Group companies.

Employment Ratio of Persons with Disabilities



Work/Life balance

UNIQLO encourages employees to take their paid leave, reduce overtime and maintain their health in an effort to develop safe and comfortable workplaces for every worker.

Expanding vacations

Starting in September 2007, we have set aside 16 days of special leave in addition to normal paid leave for regular employees and consistently encourage them to take their days off.

Implementing four "no overtime days" each week

We designate four days each week as "no overtime days" at the Headquarter to reduce extended working hours. The support of the entire company is enlisted behind this effort, divisions and individuals that frequently engage in overtime work are monitored, and individual guidance is provided to these locations and workers.

Health management and mental well-being

We regularly raise employee awareness with regard to managing their health through initiatives such as a monthly dissemination of health information via e-mail. We also offer an external consultation service that supports mental well-being.



Youta Fukuda
(at right)
UNIQLO
Yodobashi
Kichijoji Store

I would like someday to take on designing T-shirts

I completed an apparel and interior design course at a vocational school, and I've been working at UNIQLO for about a year. I'm now in charge of altering trousers and can put to use the sewing machine skills that I acquired at the school. I am always really cautious, knowing that what I'm working on is for the customer, but it's enjoyable because I really like working with a sewing machine. Since I work at UNIQLO, I hope I get the chance to design some of the company's popular T-shirts.

Shigehiko Matsuda (at left)

Store Manager, UNIQLO Yodobashi Kichijoji Store

I've become very confident in Mr. Fukuda's conscientious attitude about being on time, and I'm pleased to see his colleagues quite naturally becoming thoughtful to him by doing things like giving him a little more room to work and helping remove obstacles for him.

Human resource and skill development

UNIQLO University

In 2000, UNIQLO CO., LTD. established UNIQLO University to develop human resources and provide training for employees. UNIQLO University conducts various programs based on the personnel needs of the stores and the Headquarters and provides systematic support for employees in their career advancement.

Employee Franchise and Superstar Store Manager Programs

The Employee Franchise Program allows employees to establish their own independent companies and manage UNIQLO franchise stores. To date, eight UNIQLO store managers have become independent. Superstar Store Managers are given greater responsibilities and authority than regular store managers and are selected for their ability to set an example for every store and make an impact on the entire company.