

Data 04

# For Our Employees

Finding value in each other and growing personally

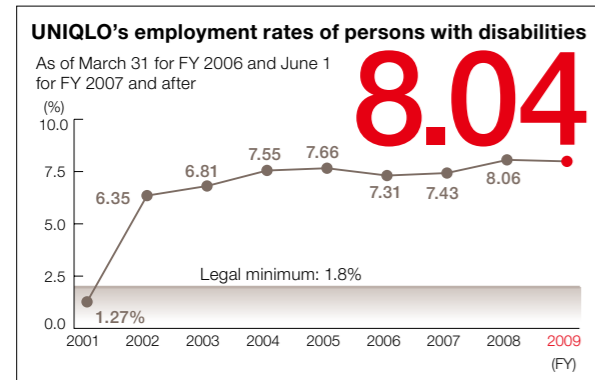
Our Basic Principle

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.

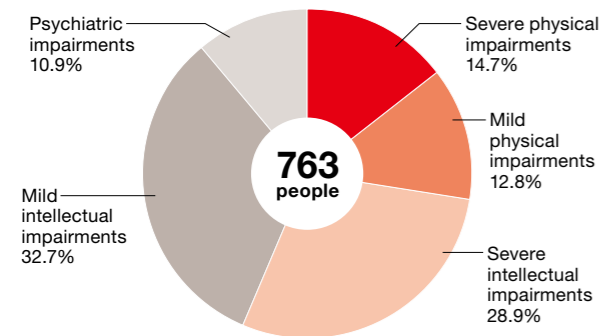
## Promoting the hiring of persons with disabilities

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 8.04%, far exceeding the minimum legal requirement of 1.8%.

Looking ahead, we intend to resolutely achieve this rate at our Group companies by utilizing UNIQLO's experience.



## Classification of impairments among our staff in 2009



**145 employees** took childcare leave

## Work-Life balance

UNIQLO has taken a number of steps to assist employees in balancing work and private life and has created an environment that is conducive to ongoing personal and corporate growth. We have revised our childcare and nursing care leave programs to enable employees to remain even longer with the company. Childcare leave may be taken any time up to the child's first birthday. Upon returning to work, employees are able to work shorter hours until March of the year the child becomes a fourth-grader.

## Total number of employees who took childcare and nursing care leaves (2009)

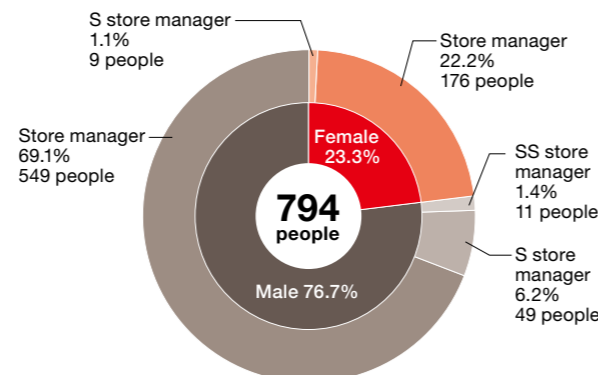
	Full-time employees	Other	Total
Childcare leave	28	117	145
Nursing care leave	1	0	1

**23.3%** of store managers are female

## Promoting diversity

UNIQLO has introduced various human resource programs to create a diverse employee base and enable individuals to maximize their potential regardless of sex, national origin or career background. In 2004, we launched the Female Store Manager Project to support the career development of women in store management. We also have a regular Women's Forum that men attend as well, and publish a booklet entitled Style, which introduces female store managers around Japan.

## Male-Female ratio in store managers



SS (Superstar) store manager; S (Star) store manager: Managers given greater responsibilities and authority than regular store managers and selected for their ability to set an example for every store and make an impact on the entire company.

Over **13** nationalities among our employees

## Active recruitment of foreign students

To cultivate a more global business, FAST RETAILING has a multinational staff, with individuals employed from over 13 countries including Japan, the United States, the United Kingdom, France, Canada, Russia, China, Korea, Singapore, Thailand, Nepal, Vietnam and Mongolia.

In addition, to foster a more global working environment, we provide English translation of documents for all employees as well as English and Chinese language lessons for effective communication.

**4** no overtime days per week

## No overtime days

We designate four days each week as "no overtime days" at the Headquarters to reduce extended working hours and increase productivity. 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.

Furthermore, 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. With regard to health management, we regularly raise employee awareness through initiatives such as a monthly dissemination of health information via e-mail and consultation services. We also offer an external consultation service that supports mental well-being.

**386** cases of industrial accidents

## Industrial accidents

UNIQLO is working to raise the safety awareness of employees in order to prevent injuries and accidents during commuting or work. Nevertheless, there were 116 accidents during commuting and 270 workplace injuries during the current fiscal year. Most workplace injuries were related to the use of a sewing machine for altering trousers and there were 38 such incidents. We will continue to educate our employees through in-house communication and store manager training sessions conducted on a regular basis to prevent accidents from recurring.

**200** Target number of future global management candidates

## Human resource development

FAST RETAILING has established the FR Management and Innovation Center to train and nurture globally competent management candidates. We are hiring young and talented people from around the world regardless of nationality to be future management directors. We have already launched entirely new programs that enable us to monitor the progress of management candidates, provide appropriate opportunities and motivate candidates to take initiatives to enhance their own growth. We do this with the aim of nurturing 200 global management candidates.

UNIQLO also established its UNIQLO University in 2000 for the training and development of store staff. With the objective of creating ideal personnel for stores and headquarters, we systematically support the career progression of employees through training courses for new store managers, improving services and career development. We also have systems to meet individual career goals, such as the Employee Franchise Scheme for employees starting their own business as a UNIQLO franchise storeowner and the Superstar Store Manager Program for distinguished store managers working toward having more authority and greater responsibilities.

## Basic curriculum at UNIQLO University

- **New Employee Training** (for new employees upon entering the company; three times)
- **Regional Employee Training** (for regional full-time employees upon entering the company; twice)
- **Store Manager Training** (for store managers after promotion to their positions; twice)
- **Newly Appointed Store Manager Training** (for newly appointed store managers; once)
- **Store Manager Training for Orientation of New Employees** (for store managers in charge of orientation of new employees; once)
- **Store Manager Training** (for all store managers, once every 6 months; once or twice)
- **Newly Appointed Supervisor Training** (for new supervisors when promoted to this position; twice)

