



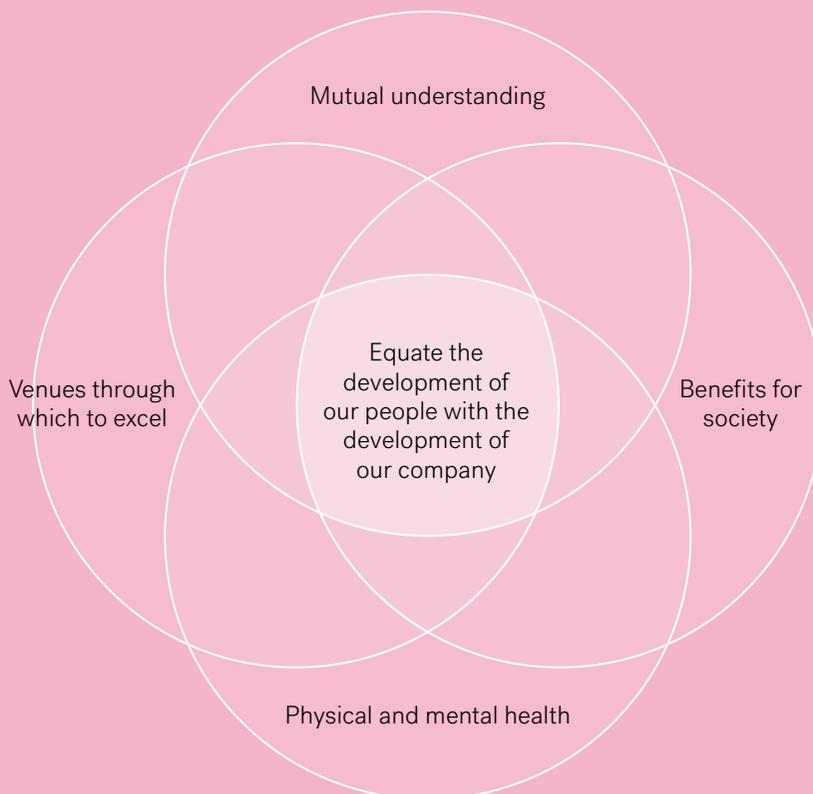
## CORE THEME

MARUI GROUP Core Theme

# 2 Workplace Inclusion

MARUI GROUP's Goal

Based on MARUI GROUP's corporate philosophy of striving to “continue evolving to better aid our customers” and “equate the development of our people with the development of our company,” we will provide all employees with venues through which they can excel.



The roughly 6,000 employees working for MARUI GROUP are a precious asset borrowed from society. We are promoting workplace inclusion—remaining receptive toward employees' diversity in terms of work styles, values, and other characteristics—as we recognize that this endeavor will directly contribute to achieving diversity and inclusion with regard to all customers.



## Creation of Venues through Which All Employees Can Excel

MARUI GROUP's corporate philosophy calls for us to "equate the development of our people with the development of our company," and we therefore view the Company as a space for supporting employee growth. We thus strive to cultivate a workplace environment that is conducive to generating innovation and is characterized by mutual understanding among all employees, regardless of their age, gender, lifestyle, or sexual orientation. Through these efforts, we will foster a corporate culture that furthers employee growth and creates venues that provide opportunities to everyone.

### Promotion of Diversity Driving Organizational Innovation

Based on the belief that diversity makes life interesting, we are promoting diversity in terms of employee gender, age, and individual talents. In the midst of substantial social change illustrated by trends such as globalization and IT advancement, people's values are beginning to diverge, causing the diversification of customer needs. When our employees sincerely look at society, allowing for various values to merge, innovation will be born.

### Profession Change System

As of April 2016, an aggregate total of 1,418 employees, or approximately 25% of all employees, had taken advantage of the shared Groupwide profession change system, providing an opportunity for employees to break away from their sense of normalcy and escape preconceptions to better adopt the viewpoint of stakeholders. Active relocations among the various posts present at Group companies are a means of promoting the contributions of female and younger employees and shaping work styles that remain viable throughout one's life.

### Improvement in Group Productivity via Profession Changes

Operating income per employee (including temporary employees)

¥2.5 million → ¥4.7 million

1.8 times higher in the fiscal year ended March 31, 2016, than in the fiscal year ended March 31, 2012

### Personnel and Evaluation Systems

The Personnel Division is actively exchanging opinions with employees of various standpoints, companies, and positions to formulate proposals for future personnel and evaluation systems.



### Silver Rating in work with Pride 2016

In October 2016, MARUI GROUP received a silver rating from among the three levels (bronze, silver, and gold) of the PRIDE INDEX in work with Pride 2016. The PRIDE INDEX was established by work with Pride and is the first index in Japan designed to encourage the development of LGBT-friendly workplaces in a manner that exceeds the boundaries of companies. MARUI GROUP will continue its efforts to support the LGBT community into the future.



### Supporting the Next Generation

The AOI SCHOLARSHIP FOUNDATION was established by MARUI GROUP founder Chuji Aoi with the aim of contributing to the development of people that can shape the future of Japan and benefit society. Over the more than 40

years since its establishment, this foundation has helped fund the education of high school and university students while facilitating networking between students receiving scholarships and past graduates.



Group of new university students supported in the fiscal year ending March 31, 2017



### Proactive Healthcare Management Supporting Employee Growth

MARUI GROUP believes that people's ability to grow is supported by their health. By changing employee awareness and behavior from the perspective of health, we can energize employees and improve labor productivity. Furthermore, through the implementation of proactive healthcare management designed to help employees deliver the best possible performance, we aim to improve corporate value while making contributions to society.

### Healthcare Promotion Project

The health of each individual employee represents a building block for the corporate value of the Company. Seeking to create a corporate culture in which all members of MARUI GROUP are considerate of this sentiment,



Healthcare Promotion Project meeting held in the fiscal year ending March 31, 2017

we set up the Healthcare Promotion Project together with relevant divisions in November 2016. We also positioned female healthcare promotion leaders throughout Japan. As part of the activities of this project, we implemented stress checks and health- and cigarette-related surveys during Healthcare Month, a month designated as a period for raising employee awareness regarding health and health improvement.

### DBJ Employees' Health Management Rated Loan Program

The Development Bank of Japan Inc.'s proprietary DBJ Employees' Health Management Rated Loan Program evaluates companies based on their healthcare management initiatives and the consideration given to employee health, selecting superior companies and setting financing conditions based on their rating. MARUI GROUP was awarded the program's highest rank of "A."



### Evaluation Points

1. Company has established a healthcare promotion organization and entrenched healthcare management by setting quantitative targets, monitoring and analyzing employee health conditions and lifestyle diseases, or other means.
2. Company has set standards for lifestyle diseases and medium-term targets for reducing risks and is collaborating with health insurance unions to aid employees in improving lifestyle diseases.
3. Company has established systems, such as infertility treatment leave and child nursing care leave, and numerical targets to offer employees work-life balance support and is otherwise building a comfortable workplace environment.

### Employee Comment



### Ayumi Hiromatsu

General Manager,  
Diversity Promotion Section,  
Personnel Division  
General Manager,  
Health Management Section,  
Health Management Division  
MARUI GROUP CO., LTD.

### Development of an Environment in Which Employees Work Hard and Exercise Their Talents

One of the goals of promoting diversity is to remove barriers preventing employees from working to the extent they desire and thereby create an environment in which all employees can deliver their best performance. Each of our roughly 6,000 employees is unique. When these employees understand each other and unite under a common goal, their combined wisdom will no doubt give rise to innovation. We are currently reviewing our personnel evaluation systems, striving to establish systems that will better facilitate everyone's growth. We also realize that employees' desire to excel must be supported by good physical and mental health, a concept that is linked to the idea that we should "equate the development of our people with the development of our company" described in the corporate philosophy. It is only when our employees can grow and feel joy that they will be able to bring joy to customers. In this manner, the goals of diversity and healthcare management are, in fact, one and the same.