

[Sustainability at Fast Retailing](#)
[Create New Value Through Products and Services](#)
[Respect Human Rights in Our Supply Chain](#)
[Respect the Environment](#)
[Strengthen Communities](#)
[Support Employee Fulfillment](#)
[Employee Engagement Policy](#)
[Respect for Diversity](#)
[Education and Development](#)
[A Positive Work Environment](#)
[Governance](#)
[Sustainability Communications](#)
[News & Updates](#)
[HOME](#) > [Sustainability](#) > [Support Employee Fulfillment](#) > [A Positive Work Environment](#)

A Positive Work Environment

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[to Japanese page](#)

Fast Retailing strives to offer a healthy and safe work environment for every employee. The topic of healthy and safe working environments is covered in the Fast Retailing Code of Conduct, which states, "We shall not commit a wrongful act or act in bad faith at work and shall maintain a safe working environment."

Occupational Health and Safety Initiatives

■ Fast Retailing Group Health and Safety Declaration

Fast Retailing believes that it is our company's responsibility to ensure the physical and mental health and safety of each and every employee. With the aim of becoming the most respected company worldwide for health and safe in the workplace, we have adopted a Health and Safety Policy and Eight Health and Safety Principles.

[PDF](#) Fast Retailing Group Health and Safety Declaration (79KB)

■ Management Framework for Occupational Health and Safety

Fast Retailing has established Wellness Centers in Japan to provide safe and healthy workplaces for our employees. These offer initiatives and support for our employees, and are staffed by more than 90 occupational health physicians, public health nurses and counselors, as well as relevant departments at Fast Retailing. In addition, Fast Retailing Wellness Centers conduct training on occupational health and safety for company employees. For instance, we conduct training on mental health and how to prevent workplace accidents for newly-appointed leaders, like store and area managers, and new graduates. Each store in Japan also appoints a health supervisor based on the law, and we provide online training to promote safety and health activities at the store. Every month, our Wellness Centers convene the Fast Retailing Occupational Health and Safety Committee to discuss issues and solutions related to health management, and employee wellbeing at each office in Japan.



Roppongi Head Office
Wellness Center



Ariake Head Office
Wellness Center

■ Measures to Prevent Workplace Accidents

Fast Retailing has set up an occupational accident prevention team across departments and strives to prevent workplace accidents. Many workplace accidents in our business tend to involve stepladders used in stores or injuries when moving fixtures to change floor layouts. To prevent these types of accidents, we use photos and video to illustrate the correct use of tools, share accident cases and provide risk prediction training. Also, as a countermeasure against accidents when hemming

bottoms using a sewing machine, we are actively reviewing tools such as the introduction of a safer sewing machine and the introduction of a special tool for unpacking cardboard.

In addition, we are strengthening measures to prevent work-related accidents by sharing a case report of potential accident risks among store staff and the headquarters by establishing a system for prompt reporting by using an internal application tool.

Fast Retailing strives to prevent workplace accidents through these activities and to reduce the Lost-Time Injury Frequency Rate (LTIFR).

Lost-Time Injury Frequency Rate (LTIFR) (Fast Retailing Group in Japan) *1

(the number of lost-time injuries occurring in a workplace per million hours worked)

*2

	Fiscal 2019	Fiscal 2020	Fiscal 2021
Employees	0.87	1.03	1.04

*1 LTIFR is the rate of accidents resulting in lost work time on four days or more of absence is assumed.

*2 LTIFR data has been verified by SGS Japan Co., Ltd. to ensure reliability.

Related Links

► [Verification Report](#)

■ Initiatives on Health Management

Fast Retailing works to maintain and improve the physical and mental health of our employees. Recently, we promote in-house epidemic prevention measures to prevent the spread of COVID-19. More generally, we coordinate regular health examinations for employees, with follow-up support provided by our team of professional physicians and public health nurses, where required by examination results. In addition, we support vaccination and return-to-work programs, and are strengthening mental health support measures, offering professional counseling support and stress-checks for our employees in Japan. We also communicate about health issues regularly to engage and encourage employees in their autonomous health management.

Creating Jobs Around the World

Fast Retailing employs approximately 120,000 employees worldwide (as of August 2021). In recruitment activities, we comply with local legislation and prohibit child labor, forced labor and compulsory labor. We prevent child labor by thoroughly checking the person's age at time of employment. In order to prevent forced labor, Fast Retailing does not retain any important staff personal documents such as passports, restrict the freedom of movement of staff, or require staff to stay at or pay for accommodation owned or controlled by Fast Retailing. In addition, we stipulate appropriate wage and benefit calculations in our pay requirements for staff based on local standards and legislation covering issues such as minimum wages.

Fair Performance Evaluations and Compensation

■ Fair Salary Structure

Fast Retailing ensures employees wage payments are made in full on-time and that legitimate deductions are indicated on pay slips.

■ Fair Performance Evaluations

Fast Retailing has adopted a fair and standardized global employee performance

evaluation and compensation system. We have also adopted a grading system that defines the skills and requirements necessary for each position. A standard evaluation guideline, introduced in fiscal 2015, helps us avoid national, regional, or organizational bias.

Under these systems, Fast Retailing employees receive compensation (basic pay, bonuses, promotions) according to their performance. Our employees meet with superiors twice annually to set goals. Superiors provide performance evaluations and feedback to employees every six months, and the results of these sessions affect promotions and bonuses. To ensure fairness, managers from other departments also participate in an employee's performance evaluation. In October 2017, we added a 360-degree evaluation system that incorporates feedback from the employee's co-workers, subordinates, co-workers from other departments, and others.

■ **Benefits and Defined Contribution Pension Plan**

Fast Retailing offers a variety of benefits to our employees. In addition to a full range of insurance (health, pension, workplace accident, unemployment), we offer an employee stock ownership plan, employee discounts, employee housing, and a number of different regional allowances. Fast Retailing Group employees in Japan may participate in the Fast Retailing 401(k) plan, a defined contribution pension plan.

Reducing Working Hours

Fast Retailing respects international standards and national laws and regulations concerning maximum working hours, minimum breaks and rest periods. Team leaders in each division manage employees' working hours on a monthly basis. Fast Retailing pursues work styles that do not rely on overtime.

Monitoring and Corrective actions for Work-Hour Reduction at the Fast Retailing Group in Japan

- Strengthening management supervision of overtime by requiring consistent clocking in/out.
- Roppongi Head Office to turn office lights out at 6:00 PM to encourage employees to return home.
- Turning office lights out at 6:00 PM at Roppongi Head Office and Ariake Office to encourage employees to return home.
- Human Resources Department monitors individual employee working hours and time off at each department on a quarterly basis. Human Resources Division and Wellness Centers meet with employees (and their superiors) who chronically record excessive work hours, taking steps to reduce time worked. Supervisors are required to take and report action to review workload or re-prioritize tasks for employees with excessive work hours.
- Wellness Centers and Human Resource division conducts work style surveys and stress checks to identify any issues in working hours.

Improving Employee Satisfaction

Fast Retailing strives to create work environments and a culture that enables employees to grow and contribute over many years. Since January 2019, Fast Retailing has conducted employee satisfaction surveys to cover all companies in the Group as one measure to improve satisfaction.

Initiatives to Improve Employee Satisfaction

- **Recognition for years of service:** Employees receive recognition for years of service for every 10, 20, and 30 years of employment.
- **Special awards:** Individuals and departments who deliver outstanding results receive special awards and recognition.

- **Family Day:** Each year the Fast Retailing Group holds a special event for families and employees at the Yamaguchi headquarters and Ariake office*.
- **Benefit packages:** The Fast Retailing Group Health Insurance Organization in Japan offers benefits to employees that include discounts for fitness club memberships, amusement parks, etc.

*The event has been temporarily suspended to prevent the spread of COVID-19.

Related Links

▶ [Employee Engagement Survey](#)

▲ [Top of page](#)

About Us

- ▶ Vision
- ▶ CEO Message
- ▶ Company Overview
- ▶ Our Business
- ▶ History
- ▶ Press Releases
- ▶ Photo Library
- ▶ Governance
- ▶ What's New
- ▶ Links

Group Companies

- ▶ Group News
- ▶ Group Outlets
- ▶ UNIQLO Business
- ▶ GU
- ▶ Theory
- ▶ COMPTOIR DES COTONNIERS
- ▶ PRINCESSE TAM.TAM
- ▶ PLST

Investor Relations

- ▶ Management Strategy
- ▶ IR Policy
- ▶ IR News
- ▶ Financial Position & Business Results
- ▶ Monthly Retail Data
- ▶ IR Library
- ▶ Stock Information & Procedures
- ▶ IR Calendar
- ▶ IR FAQ
- ▶ IR Site Map

Sustainability

- ▶ Sustainability at Fast Retailing
- ▶ Create New Value Through Products and Services
- ▶ Respect Human Rights in Our Supply Chain
- ▶ Respect the Environment
- ▶ Stores and Communities
- ▶ Support Employee Fulfillment
- ▶ Governance
- ▶ Sustainability Communications
- ▶ News & Updates

Career

Fast Retailing Foundation