

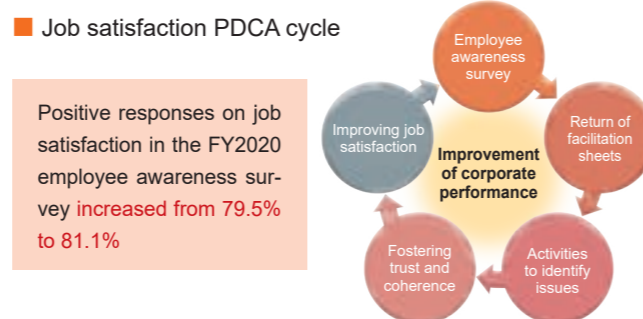
## Promoting Diversity



In order to foster a friendly workplace culture for diverse personnel and utilize diversity in management results, the Bank has established the Diversity Management Division as a dedicated department continuously engaged in work-style reform and promotion of diversity. Using a friendly workplace environment as a foundation, we aim to be a bank that can meet customers' diverse needs by fostering a workplace culture creating new innovation and added value by enabling each person to fulfill his or her potential.

### Implementation of Well-Being Activities

Well-being activities have been conducted throughout the entire Bank since FY2020 with the aim of increasing employees' job satisfaction. By returning the results of employee awareness surveys to each workplace and aiming to create an environment providing job satisfaction in each workplace, we will improve performance and motivation and establish an environment in which we can continue to provide higher quality services to customers.



### Support for Balancing Work and Childcare

From the perspective of creating a system enabling employees to experience major life events without putting their careers on hold, we have improved systems for balancing childcare and work, and established an environment in which female employees can work with enthusiasm and build independent careers. Career consultants also provide advice on returning to work to employees on childcare leave throughout the leave period. The system for fertility treatment was enhanced in April 2020.

#### ■ Main childcare balance systems exceeding mandatory levels

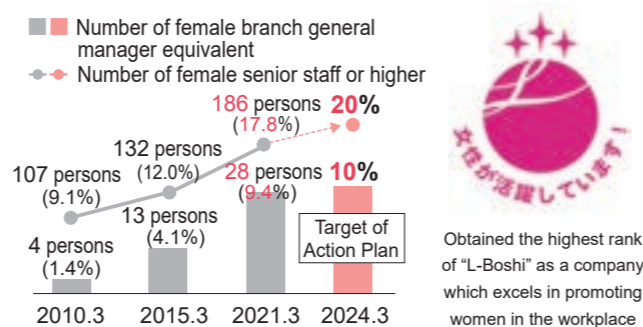
October 2016
Changed the end of the childcare leave period to the time when the child becomes three years old.
January 2017
Enabled shortened working hours to be taken from three hours, and extended the period until children are in the 4th grade of elementary school



### Career Support for Female Employees

We are actively engaged in initiatives to provide career support by expanding occupational opportunities for female employees at various levels from new employees to mid-level and veteran employees. The first female outside corporate auditor and the first female general manager were appointed in 2019, and the first female outside director was appointed in 2020. We will implement a "Management Perspective Development Program" for female general managers of branches in the future to promote women to positions making management decisions. We also hold meetings to exchange opinions with officers to actively deliver women's views to the management team.

#### ■ Number of females in managerial posts and targets



### Promotion of Childcare Leave Being Taken by Male Employees

In addition to instituting work style reforms to enable male employees to take childcare and other leave without hesitation, the responsible departments have established systems enabling men to participate in childcare by enhancing the follow-up systems related to taking leave.

#### ■ Percentage of childcare leave taken by male employees

	FY2018	FY2019	FY2020
Percentage of childcare and other leave taken	71.0%	77.1%	81.2%

### Mid-Career Recruitment Initiatives

In order to secure a diverse range of personnel, the Bank has been conducting mid-career recruitment since FY2013, and the number of personnel hired mid-career at the Bank is 25 as of March 31, 2021.

Personnel hired mid-career with a variety of backgrounds work at a wide range of levels in our friendly workplace culture.

#### ■ Number of personnel hired mid-career (as of March 31, 2021)

Total: 25 personnel hired mid-career		
Breakdown		
4 for upper management positions	13 for middle management positions	8 for general positions

### Initiatives for People with Disabilities

The Hyakugo Group is engaged in initiatives for people with disabilities centered on Hyakugo Kanri Service, which became the first company certified as a special-purpose subsidiary of a regional bank in the three prefectures of the Tokai region in February 2016. To enable every person to feel satisfaction working as a member of the Hyakugo Bank Group, reasonable consideration is given to the characteristics of disabilities, in an effort to increase the retention rate, and we have actively participated in the Mie Abilympics skills competition for persons with disabilities, producing excellent results. In December 2020, the Bank became the 14th company in Japan and the first in Mie Prefecture to receive "MONISU" certification from the Minister of Health, Labour and Welfare as an outstanding business making efforts to hire people with disabilities.

#### ■ Employment rate of people with disabilities

	Jun. 2019	Jun. 2020	Jun. 2021
Mandatory employment rate	2.20%	2.20%	2.30%
Special exception group employment rate	2.52%	2.58%	2.67%

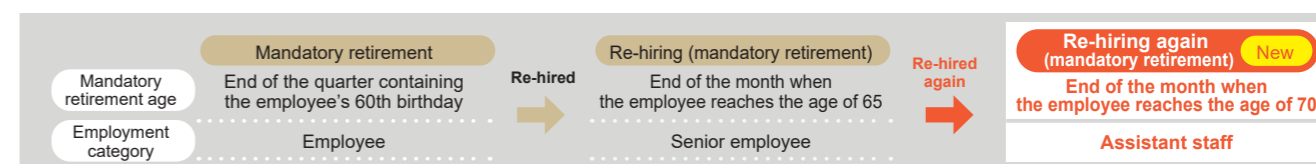


### Establishment of a Continued Employment System Until the Age of 70

As we aim to be an organization in which a diverse range of personnel are able to work, we established an environment enabling employees to continue working until they are 70 to coincide with the Revised Act on Stabilization of Employment of Elderly Persons (mandating effort to secure employment until the age of 70) that came into force on April 1, 2021.

The mandatory retirement age of assistant staff was raised from 65 to the end of the month in which a person turns 70, and changed the system so that senior employees (employees re-hired at the age of 60) who reach the age of 65 are re-hired again as assistant staff until the age of 70.

\*Assistant staff: a term referring to part-time workers



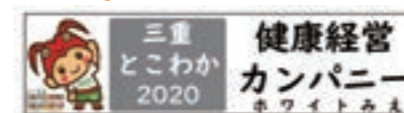
### Implementing Healthy Management Practices

The Bank has been implementing the measures shown on the right based on the Hyakugo Bank Health Declaration formulated with the belief that the physical and mental health of our employees and their families is essential for the Bank to permanently develop and contribute to the regional community.

Certified as Health & Productivity Management Outstanding Organizations Recognition Program  
—White 500 for the fourth consecutive year



Received award of excellence under the White Mie certification of companies conducting with Mie Tokowaka Health Management



#### ■ Major health measures

**Mental disorder prevention and health care**

- Provide mental health education such as self-care and occupational mental health care
- Thorough occupational mental health care overseen by supervisors
- Implement stress check-ups and improve work environment based on results
- Individual support and care by occupational health staff for those suffering from poor mental health

**Early detection of diseases and prevention of lifestyle-related diseases**

- Thorough provision of regular health checkups (100% implementation)
- Improve checkup rate of spouse
- Thorough follow-up based on checkup results and support for lifestyle improvements
- Implement health improvement activities in cooperation with health insurance unions, employee unions, and occupational health staff

Implement annual consultations with public health nurses for all staff

**Creating comfortable work environments**

- Strengthening work-life-balance initiatives through work-style reforms
- Work-style support through diverse work arrangements and provision of leaves for nursing, childcare, etc.
- Creating a workplace where women can thrive
- Thorough second-hand smoking countermeasures
- Discouraging long hours of working and promoting paid leaves