

## Diversity Strategy

In order to foster a friendly workplace culture for diverse personnel and utilize diversity in management results, the Bank has continuously engaged in work-style reform and promotion of diversity. From FY2022, we are striving to realize “inclusion” so that individual employees with various kinds of talent can be rewarded in their jobs and make the most of their capacity under the New Medium-term Management Plan. We aim to be a bank that can meet customers’ diverse needs by fostering a workplace culture creating new innovation and added value.

### Well-being activities

Well-being activities have been conducted throughout the entire Bank with the aim of increasing employees’ job satisfaction. By returning the results of employee awareness surveys to each workplace and promoting the creation of an environment providing job satisfaction in each workplace, we will improve performance and motivation.



	FY2019	FY2020	FY2021
Percentage of positive responses on job satisfaction in the employee awareness survey	79.5%	81.1%	80.9%

### 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. We also revised the system in April 2022 to mitigate the stagnation of career caused by taking childcare leave by including a certain period of childcare leave in the terms of the ability-based grade system.

### Promotion of male employees’ participation in childcare

We have been conducting work-style reform and held “pre-father meeting” for male employees who are expected to have a baby so that male workers can take childcare leave without hesitation. This is to encourage male workers to participate in childcare by providing information on childcare leave program and how to spend time during the leave so that both male and female employees can work while raising children.

	FY2019	FY2020	FY2021
Percentage of childcare and other leave taken by male employees	77.1%	81.2%	81.7%

### Promotion of diversified working styles

We have developed systems to enable various work styles such as staggered work hours, hourly paid leave, working from home and secondary jobs. We also abolished the extension of working hours in specific days in April 2022 to shorten prescribed working hours so that employees can have a better work-life balance.

### 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 27 as of March 31, 2022. Personnel hired mid-career with a variety of backgrounds work at a wide range of levels in our friendly workplace culture. We are planning to maintain the number of such workers and hire new ones depending on the application for the positions.

Total: 27 personnel hired mid-career		
Breakdown		
4 for upper management positions	13 for middle management positions	10 for general positions

### Initiatives for people with disabilities

The Hyakugo Group is actively 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.

### Initiatives for respect for human rights

The Hyakugo Bank Group recognized that respect for human rights is a basic issue to be addressed for the development of various business activities, and established the “Hyakugo Bank Group Human Rights Policy” in April 2022. We also formulated a guideline so that the executives and employees of the Bank can understand gender diversity and act appropriately, and established “Diversity & Inclusion Consultation Counter” for the executives and employees.

 Hyakugo Bank Group Human Rights Policy  
<https://www.hyakugo.co.jp/jinken-houshin>

### Implementing healthy management practices

We believe it is essential that employees and their families are physically and mentally healthy so that the Bank will prosper permanently and contribute to the local communities, and established the Hyakugo Bank Health Declaration to carry out activities to realize healthy management with three pillars of [1] Mental health (Mental disorder prevention and health care), [2] Physical health (Early detection of diseases and prevention of lifestyle-related diseases) and [3] Workplace’s health (Creating comfortable work environments).

 Hyakugo Bank Health Declaration  
<https://www.hyakugo.co.jp/about/diver/nursing/>