

Special Feature Efforts Towards Human Capital Management

Workplace Environment Improvement

Workplace environment improvement policy

In order to foster a friendly workplace culture for diverse personnel that views human resources as valuable assets and values the individuality of each employee, the Bank has continuously engaged in work-style reform and promotion of diversity. Based on a comfortable work environment, we strive to create a workplace where each and every one of our diverse employees can maximize their abilities and play an active role.

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.

Moreover, we formulated a guideline for our executives and employees to deepen their understanding of gender diversity and to ensure that they act appropriately, and established a "Diversity & Inclusion Consultation Counter" for the executives and employees.

Going forward, we will continue to embrace diversity and contribute to the creation of a regional society where everyone can live their lives in their own way and with peace of mind.



Implementation of 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 key health measures 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).



Promotion of diverse 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 so that each of our diverse human resources can maximize their abilities.

In addition, we have established systems to support employees in balancing work with childcare, nursing care, and medical treatment, and we are also working to promote understanding in the workplace for employees who have restrictions on working hours and locations.

Going forward, we will continue to enhance our systems to accommodate diverse working styles in order to create an environment where each and every employee can play an active role and continuously generate 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.



	FY2020	FY2021	FY2022
Percentage of positive responses on job satisfaction in the employee awareness survey	81.1%	80.9%	80.1%

Support for employee asset building

As the needs of employees diversify and the need for self-help in future asset building increases, we have established a retirement benefit system that promotes the flexible formation of financial assets in accordance with their own life plans.

In addition, as part of our investment education, we provide our employees with "Mirai Navi," a defined contribution pension plan information app provided by Mirai Chokin Co., Ltd. Mirai Navi's functions allow employees to monitor their asset management status, provide investment information, and offer investment learning content, thereby improving their financial literacy.

In addition, we have established an employee stock ownership plan as a mechanism to raise employees' awareness of their participation in management and to contribute to their asset building by increasing corporate value and stock price.



Promotion of women's active participation

In order to create a system in which careers are not interrupted by life events, we have enhanced a support system for achieving a balance between work with childcare and housework, and provide a variety of support services to enable female employees to work energetically and develop their careers independently. As a result, female employees have been promoted to management positions, and we will continue our efforts to promote women's active participation in management decision-making positions.

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.

	FY2022
Percentage of childcare and other leave taken by male employees	109%

Initiatives for employment of elderly employees

We have created an environment in which elderly employees who are willing to work can continue to work until the age of 70, making use of their wealth of knowledge and experience. Amid a declining population, falling birthrate, and aging population, it is important to secure a workforce with expertise and know-how, and we are committed to providing a rewarding workplace for all regardless of age.

Initiatives for employment of people with disabilities

The Hyakugo Group is actively engaged in initiatives for the employment of people with disabilities centered on Hyakugo Kanri Service, which was certified as a special-purpose subsidiary of a regional bank 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.

Mid-career recruitment initiatives

In order to secure a diverse range of personnel, the Bank has been conducting mid-career recruitment as needed since FY2013, and personnel with a variety of skills and experience are working in a wide range of departments and positions. With the increasing mobility of human resources, we have also established a system to rehire mid-career retirees, and will continue to hire mid-career employees to revitalize the organization.

Number of enrolled mid-career hires (as of March 31, 2023)	Breakdown		
	Upper management positions	Middle management positions	General positions
25	6	13	6

Topics

Certification of Platinum Kurumin Plus under the Act on Advancement of Measures to Support Raising Next-Generation Children

In March 2023, based on the Act on Advancement of Measures to Support Raising Next-Generation Children, the Bank received "Platinum Kurumin Plus" certification from the Director of the Mie Labor Bureau as the first regional bank in the three prefectures of the Tokai region to be certified as a company committed to creating a workplace environment that facilitates both fertility treatment and work.

The certification recognizes the Bank's various efforts to promote and educate employees about the Bank's fertility treatment leave system and the need to balance work and fertility treatment.

Going forward, we will continue to create a workplace that is comfortable for all employees, including those undergoing fertility treatment, by improving the environment and promoting the use of leave systems and support systems for balancing work and fertility treatment, as well as promoting understanding within the workplace.



Receipt of the "D&I Award" in the regional company category of the "D&I Award 2022" sponsored by JobRainbow Co., Ltd.

In February 2023, we received "Advanced" certification and the "D&I Award" in the regional company category in one of Japan's largest certification and award system for diversity and inclusion (D&I) initiatives of companies and organizations nationwide, conducted by JobRainbow Co., Ltd.

The award was given in recognition of our efforts to meet more diverse customer needs in cooperation with Mie Prefecture, as well as our promotion of career development for employees balancing work and childcare by counting a certain period of childcare leave as part of their tenure in the personnel system.

