

# ESG Data

## Environment

### Energy consumption data

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	
Scope 1 (direct energy consumption)	Facilities	Fuel oil (GJ)	1,982	1,513	1,197	1,752	1,549
		Light oil (GJ)	0	27	3	7	7
		Heavy oil (GJ)	14,858	13,401	11,968	12,199	10,839
		Cogas (GJ)	152	414	231	386	354
		City gas (GJ)	49,248	50,415	49,624*	51,981	48,863
	Vehicles	Gasoline (GJ)	33,435	34,148	32,491	19,307	16,334
		Light oil (GJ)	–	72	89	46	34
Total (GJ)		99,675	99,990	95,603*	85,679*	77,980	
Scope 2 (indirect energy consumption)	Steam (GJ)	7,850	8,490	9,305	10,514	11,040	
	Hot water (GJ)	8,059	11,131	12,896	14,559*	13,451	
	Cold water (GJ)	60,992	72,000	72,320	74,833*	71,458	
	Electric power (GJ)	859,570	850,879	792,096	804,540*	775,143	
	Total (GJ)	936,471	942,500	886,616*	904,446*	871,093	
Scope 1 and scope 2 energy consumption total (GJ)		1,036,146	1,042,490	982,219*	990,125*	949,073	

\*: On August 31, 2022, the figures for FY2020/3 and FY2021/3 were corrected.

### Energy usage per unit

	FY2018/3	FY2019/3	FY2020/3	FY2021/3*4	FY2022/3
Total facility energy consumption (GJ)	1,002,710	1,008,270	949,638*3	970,771	932,705
Oil equivalent of energy used (total)*1 (kl)	25,870	26,013	24,501	25,046	24,064
Total floor area (m <sup>2</sup> )	510,783	520,706	524,541	553,964	530,549
Energy usage per unit*2 (kl/m <sup>2</sup> )	0.05065	0.04996	0.04671	0.04521	0.04536

\*1: The oil equivalent of energy used (total) is calculated by multiplying total facility energy consumption by the crude oil conversion coefficient.

\*2: Energy usage per unit is the total crude oil equivalent of energy used divided by the total floor area utilized by Japan Post Bank.

\*3: On August 31, 2022, the figure for FY2020/3 was corrected.

\*4: On August 31, 2022, the figures for FY2021/3 were corrected.

### Greenhouse gas emissions

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	
Scope 1 (direct CO <sub>2</sub> emissions)*1	Facilities	Fuel oil (t-CO <sub>2</sub> )	134	103	81	119	105
		Light oil (t-CO <sub>2</sub> )	0	2	0	0	1
		Heavy oil (t-CO <sub>2</sub> )	1,030	929	830*6	846*6	751
		Cogas (t-CO <sub>2</sub> )	9	24	14	23	21
		City gas (t-CO <sub>2</sub> )	2,456	2,514	2,475	2,592	2,437
	Vehicles	Gasoline (t-CO <sub>2</sub> )	2,242	2,290	2,179	1,295	1,095
		Light oil (t-CO <sub>2</sub> )	–	5	6	3	2
		Total (t-CO <sub>2</sub> )	5,871	5,867	5,584	4,877	4,412

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Scope 2 (indirect CO <sub>2</sub> emissions) <sup>*1</sup>	Steam (t-CO <sub>2</sub> )	329	356	390	441	463
	Hot water (t-CO <sub>2</sub> )	347	490	580	578 <sup>*6</sup>	509
	Cold water (t-CO <sub>2</sub> )	2,688	3,385	3,563	2,706 <sup>*6</sup>	2,378
	Electric power (t-CO <sub>2</sub> ) <sup>*4</sup>	44,033	43,635	37,814	35,399 <sup>*6</sup>	35,433
	Total (t-CO <sub>2</sub> )	47,397	47,866	42,347	39,124 <sup>*6</sup>	38,783
Scope 1 and scope 2 CO <sub>2</sub> emission total <sup>*1</sup>	(t-CO <sub>2</sub> )	53,268	53,733	47,931	44,002 <sup>*6</sup>	43,195
CO <sub>2</sub> emission per unit	(tCO <sub>2</sub> /m <sup>2</sup> ) <sup>*2</sup>	0.09990	0.09879	0.08721	0.07709 <sup>*6</sup>	0.07935
	(t-CO <sub>2</sub> /million yen) <sup>*3</sup>	0.02605	0.02912	0.02664	0.02261 <sup>*6</sup>	0.02185

- \*: The Bank's greenhouse gas emissions refer only to CO<sub>2</sub> from the consumption of energy.
- \*1: CO<sub>2</sub> emissions are the total sum of energy consumption multiplied by a pre-determined emission index for each class of energy.
- \*2: The CO<sub>2</sub> emission total(excluding vehicle data) divided by the total floor area utilized by JAPAN POST BANK.
- \*3: The target is facilities and vehicles. The CO<sub>2</sub> emissions are divided by Japan Post Bank's ordinary income (unit: millions of yen).
- \*4: The adjusted emissions coefficient<sup>\*5</sup> has been used for the electric power emissions coefficient since FY2020/3.
- \*5: The adjusted emissions coefficient is calculated by adjusting the basic emissions, which are calculated using the basic emissions coefficient, with the CO<sub>2</sub> emissions adjusted in relation to the feed-in tariff scheme for renewable energy, and the CO<sub>2</sub> emissions (t-CO<sub>2</sub>) offset through GHG reduction credit, etc.
- \*6: On August 31, 2022, the figures for FY2020/3 and FY2021/3 were corrected.

### Scope 3 (other greenhouse gas emissions)

		FY2019/3	FY2020/3	FY2021/3	FY2022/3
Category 1 (purchased goods and services)	Emissions relating to the manufacture of purchased goods and other items (uniforms, copy paper, passbooks, cards, forms) used in the provision of principal services (t-CO <sub>2</sub> )	39,095	42,174	41,704	45,947
Category 2 (capital goods)	Emissions relating to the manufacture of vehicles and ATMs required in the provision of principal services (t-CO <sub>2</sub> )	12,471	1,912	11,861	10,469
Category 3 (fuel- and energy-related activities not included in scope 1 or scope 2)	Emissions relating to the generation of heat and electric power consumed in the course of the Bank's business activities (t-CO <sub>2</sub> )	3,371	6,334	6,366	6,000
Category 6 (business travel)	Emissions relating to the consumption of fuel and electric power by various modes of transportation used by employees during business travel (t-CO <sub>2</sub> )	1,664	1,622	658	1,379
Category 7 (employee commuting)	Emissions relating to the consumption of fuel and electric power by various modes of transportation used by employees during their commute to and from work (t-CO <sub>2</sub> )	4,869	4,746	4,520	4,246
Category 12 (end-of-life treatment of sold products)	Emissions relating to the end-of-life treatment of passbooks and cards used in the provision of principal services (t-CO <sub>2</sub> )	81	60	64	57
Category 16 (other)	Emissions relating to the consumption of electric power consumption by ATMs installed outside the Bank's branch network (t-CO <sub>2</sub> )	7,089	5,360	4,633	4,278
Total CO <sub>2</sub> emissions		68,639	62,208	69,806	72,376

- Note: 1. Japan Post Bank is undergoing independent third-party ISO 14064-3 certification in connection with its greenhouse gas emissions (scope 1, 2 and 3).  
 Certifications are conducted at the JAPAN POST Group as a whole. Certifications of facilities that are tenanted by other companies in the Group (such as directly managed branches) are undertaken by the owner company. The scope of certification includes all of the Bank's branches, including that portion.
2. Category 16 (Other) emissions relating to the consumption electric power by ATMs installed outside the Bank's branch network is a re-statement of those included in scope 2.

[FY2022/3 Greenhouse Gas Emissions Certification Report \(PDF/1,936 KB\)](#) 

[FY2021/3 Greenhouse Gas Emissions Certification Report \(PDF/1,073 KB\)](#) 

[FY2020/3 Greenhouse Gas Emissions Certification Report \(PDF/864 KB\)](#) 

## Water consumption (main facilities)

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Water consumption	Clean water (m <sup>3</sup> )	120,685	115,099	104,706	110,901	108,680
	Sewage (m <sup>3</sup> )	105,727	94,837	88,161	91,933	105,054

## Waste (head office)

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
General waste	(t)	13.4	153.3	98.8	102.4	87.9
	Recycled general waste	(t)	0.0	145.1	89.5	87.9
Industrial waste	(t)	24.0	24.2	30.3	31.8	23.7
	Recycled industrial waste	(t)	24.0	23.0	28.9	30.8
Copying paper purchase amount	(t)	76.2	70.6	112.3	63.6	54.1
	Regenerated paper purchase rate	100%	100%	100%	100%	100%

Note: The amount of document disposal has been included in the amount of general waste, and the amount of large-sized refuse in the amount of industrial waste from fiscal 2019.

## Society

### Employee Management

#### Employee Data (excluding short-term contract and part-time employees)

(As of March 31)

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	
Number of employees (people)*	Men	7,869	7,575	7,302	7,174	6,963	
	Women	5,140	5,225	5,175	5,234	5,206	
	Total	13,009	12,800	12,477	12,408	12,169	
Number of employees by age group (people)	Under 30	Men	856	812	750	728	684
		Women	1,437	1,450	1,290	1,222	1,096
		Total	2,293	2,262	2,040	1,950	1,780
	30s	Men	1,130	1,083	1,045	1,045	1,036
		Women	986	1,036	1,144	1,232	1,348
		Total	2,116	2,119	2,189	2,277	2,384
	40s	Men	3,334	3,045	2,816	2,518	2,207
		Women	1,673	1,552	1,465	1,393	1,277
		Total	5,007	4,597	4,281	3,911	3,484
	Over 50	Men	2,549	2,635	2,691	2,883	3,036
		Women	1,044	1,187	1,276	1,387	1,485
		Total	3,593	3,822	3,967	4,270	4,521
	Total	Men	7,869	7,575	7,302	7,174	6,963
		Women	5,140	5,225	5,175	5,234	5,206
		Total	13,009	12,800	12,477	12,408	12,169
Average Age	Men	44.6	45.0	45.4	45.9	46.6	
	Women	39.4	39.6	40.3	40.9	41.5	
	Overall	42.5	42.8	43.3	43.8	44.5	
Average years of employment	Men	21.3	21.6	22.0	22.5	23.1	
	Women	15.7	15.8	16.0	16.4	16.7	
	Overall	19.0	19.2	19.5	19.9	20.4	
Average salary (excluding short-term contract and part-time employees) (million yen)		Approx. 6.55	Approx. 6.69	Approx. 6.76	Approx. 6.75	Approx. 6.77	

\*: The number of employees excludes employees assigned to other companies by the Bank but includes employees assigned to the Bank by other companies.

The figure does not include part-time employees (including the indefinite-term employees (associates) based on the indefinite-term employment conversion system).

**New hires**

(As of April 1)

		FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3
Major career track (people)	Men	50	43	47	32	46
	Women	52	40	41	26	35
	Total	102	83	88	58	81
	Ratio of women	51.0%	48.2%	46.6%	44.8%	43.2%
Area key position track (people)	Men	92	48	40	21	19
	Women	210	103	102	68	41
	Total	302	151	142	89	60
	Ratio of women	69.5%	68.2%	71.8%	76.4%	68.3%
New hires (people)	Men	142	91	87	53	65
	Women	262	143	143	94	76
	Total	404	234	230	147	141
	Ratio of women	64.9%	61.1%	62.2%	63.9%	53.9%
Retention rate of new graduate employee* (As of the end of March)		83.7%	78.6%	83.7%	94.0%	-

\*: Rate of new graduate employees with three years of continuous service as of the end of each fiscal year.

**New hires (mid-career hires)**

(As of March 31)

		FY2019/3	FY2020/3	FY2021/3	FY2022/3	FY2023/3
Number of mid-career hires (people)	Men	8	6	13	34	-
	Women	1	5	4	11	-
	Total	9	11	17	45	-
	Ratio of women	11.1%	45.5%	23.5%	24.4%	-
Percentage of mid-career hires	Percentage of mid-career hires compared to new hires	2.2%	4.5%	6.9%	23.4%	-

**Number and percentage of women in Corporate officer**

(As of July 1)

		CY2018	CY2019	CY2020	CY2021	CY2022
Number and percentage of women in Corporate officer	People	5	6	5	5	6
	Percentage	13.8%	16.6%	14.2%	13.8%	16.2%

**Number and percentage of women in managerial positions**

(As of April 1)

		CY2018	CY2019	CY2020	CY2021	CY2022	
Number and percentage of women in managerial positions (total)	People	277	318	345	358	381	
	Percentage	12.7%	14.4%	15.3%	15.7%	16.6%	
Number and percentage of women in managerial positions	Director to corporate officer	People	57	57	59	65	72
		Percentage	8.6%	8.5%	8.7%	8.9%	9.8%
	Section manager to director	People	220	261	286	293	309
		Percentage	14.5%	16.9%	18.1%	18.9%	19.7%
	Section chief to section manager	People	555	593	612	645	628
		Percentage	23.8%	25.6%	26.6%	28.0%	29.2%

## Number and percentage of mid-career hires in managerial positions

(As of April 1)

		CY2018	CY2019	CY2020	CY2021	CY2022	
Number and percentage of mid-career hires in managerial positions	People	242	254	246	254	266	
	Percentage	Percentage compared to total employees in managerial positions	11.1%	11.5%	10.9%	11.2%	11.6%
		Percentage compared to total mid-career hires	35.8%	38.4%	38.0%	39.0%	39.4%

## Number of contract workers

(As of March 31)

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Fixed-term contract worker	Men	647	628	627	613	496
	Women	1,727	1,589	1,307	1,135	414
	Total	2,374	2,217	1,934	1,748	910
Permanent contract worker	Men	140	133	137	132	161
	Women	2,136	1,990	1,896	1,852	2,242
	Total	2,276	2,123	2,033	1,984	2,403
Contract worker total	Men	787	761	764	745	657
	Women	3,863	3,579	3,203	2,987	2,656
	Total	4,650	4,340	3,967	3,732	3,313
Contract worker ratio		26.3%	25.3%	24.1%	20.6%	21.4%
	Men	9.1%	9.1%	9.5%	9.1%	8.6%
	Women	42.9%	40.7%	38.2%	32.2%	33.8%

## Appointments from contract worker to full-time employee

(As of April 1)

		CY2018	CY2019	CY2020	CY2021	CY2022
Number of appointed full-time employees (people)	Men	29	18	24	9	7
	Women	92	86	78	70	62
	Total	121	104	102	79	69

## Employees with Disabilities

(As of June 1)

		CY2018	CY2019	CY2020	CY2021	CY2022
Employees with Disabilities	People	380	379	367	354	338
	Ratio	2.56%	2.68%	2.74%	2.71%	2.72%

Note: The number of persons employed and employment rate include those contracted to JAPAN POST CHALLENGED Co., Ltd.

## Other indexes

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Number of re-employment system users (people)* <sup>1, 4</sup>		154	168	198	82	95
Number of displaced workers (people)* <sup>2</sup>		370	478	423	406	441
Job level-based training* <sup>3</sup>	Total participants	4,012	3,251	2,399	1,401	854
	Total training hours	106,953	90,627	66,508	20,643	20,112
Training costs (millions of yen)* <sup>5</sup>		1,000	1,100	720	280	149
Employee satisfaction (percentage of satisfied employees)		54.5%	57.0%	63.8%	64.9%	68.7%

\*1: A system that advocates continued employment after retirement in line with spirit of the Act on Stabilization of Employment of Elderly Persons.

\*2: Retirees are not included in the number of displaced workers.

\*3: The number of job level-based training participants and the number of training hours have been calculated from fiscal 2017.

\*4: Due to the extension of the retirement age in FY2021/3, employees with continuous full-time employment have been excluded. (Only the number of employees who have resigned and been reemployed are counted.)

\*5: Training costs include transportation expenses. Since FY2021/3, we have been transitioning to online training in response to the COVID-19 pandemic.

## ■ Work-life Balance Management

### Paid Holiday Utilization Rate

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Paid Holiday Utilization Rate	Average (days)	18.0	18.1	18.7	18.4	19.2
	Percentage*	89.8%	90.7%	94.3%	93.1%	97.1%

\*: The paid holiday utilization rate is presented as a ratio of the number of paid holiday utilization to the number of days granted each year.

### Child care leave/Family care leave

		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Child care leave takers (people)* <sup>1</sup>	Men	160	136	139	156	176
	Women	155	155	192	205	184
	Total	315	291	331	361	360
Ratio of Employees Taking Childcare Leave* <sup>2</sup>	Men	78.9%	91.2%	87.0%	98.8%	100.0%
	Women	100.0%	100.0%	100.0%	100.0%	100.0%
	Total	88.1%	95.8%	94.2%	99.5%	100.0%
Partial child care leave takers (people)	Men	16	12	13	8	12
	Women	362	388	456	473	498
	Total	378	400	469	481	510
Child care leave return rate		97.6%	96.2%	98.9%	100.0%	97.4%
Retention rate after child care leave* <sup>3</sup>		96.4%	96.6%	96.2%	96.8%	97.0%
Family care leave takers (people)		16	18	28	17	16
	Men	7	7	8	5	3
	Women	9	11	20	12	13
Partial family care leave takers (people)		4	9	8	8	13
	Men	2	3	2	3	3
	Women	2	6	6	5	10

\*1: The number of childcare leave takers is the total number of employees who took leave in that fiscal year. This includes spouses who take paternity leave.

\*2: Rate of employees taking childcare leave = [No. of employees who had commenced a period of childcare leave by the time of the survey (including employees who submitted a leave application) / No. of employees who had given birth or had a partner that had given birth] x 100

\*3: Retention rate = (Employees who are still with the Bank 12 months after returning from childcare leave / Total number of employees who returned from childcare leave in that fiscal year) x 100

### Overtime Working Hours

	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Average overtime work (hours)*	11.2	10.6	9.8	7.4	6.2

\*: Monthly average number of overtime working hours calculated on a fiscal year basis.

### Work-related accidents

	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Accident rate per 1,000 people*	0.33%	0.56%	0.35%	0.78%	0.38%

\*: Ratio of occupational accidents for each fiscal year per 1,000 employees.

## Corporate Governance

### Directors

(As of July 1)

	2018	2019	2020	2021	2022
Directors (people)	11	13	12	12	13
Outside directors (people)	7	9	8	8	9
Female directors (people)	2	3	3	3	3

### Board of Directors

Chair* <sup>1</sup>	Percentage of outside directors* <sup>1</sup>	No. of meetings held/average attendance rate* <sup>2</sup>				
		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Norito Ikeda	69.2%	12	12	12	13	12
		98.7%	98.6%	97.3%	99.4%	100.0%

\*1: As of July 1, 2022.

\*2: Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

### Nomination Committee

Chair* <sup>1</sup>	Percentage of outside directors* <sup>1</sup>	No. of meetings held/average attendance rate* <sup>2</sup>				
		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Makoto Kaiwa	60.0%	2	3	3	2	8
		100.0%	100.0%	92.0%	100.0%	100.0%

\*1: As of July 1, 2022.

\*2: Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

### Audit Committee

Chair* <sup>1</sup>	Percentage of outside directors* <sup>1</sup>	No. of meetings held/average attendance rate* <sup>2</sup>				
		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Hiroshi Kawamura	75.0%	14	15	15	18	14
		98.6%	97.6%	98.7%	100.0%	100.0%

\*1: As of July 1, 2022.

\*2: Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

### Compensation Committee

Chair* <sup>1</sup>	Percentage of outside directors* <sup>1</sup>	No. of meetings held/average attendance rate* <sup>2</sup>				
		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Ryoji Chubachi	75.0%	2	3	2	4	4
		100.0%	100.0%	88.0%	100.0%	100.0%

\*1: As of July 1, 2022.

\*2: Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

### Risk Committee (voluntary committee)\*1

Chair*2	Percentage of outside directors, etc.*2, 3	No. of meetings held / Average attendance rate*4				
		FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Kenzo Yamamoto	80.0%	-	-	-	-	-
		-	-	-	-	-

\*1: Established in FY2023/3

\*2: As of July 1, 2022

\*3: Outside directors and outside experts

\*4: Fiscal year: From April 1 to March 31 of the following year

The average attendance rate is determined by calculating the attendance rate for each meeting, then calculating the sum for the full fiscal year and dividing the sum by the number of meetings held (rounded to one decimal place).

### <Reference> Composition and Attendance Status for the Board of Directors and the Three Committees(FY2022/3)

	Name	Board of Directors	Nomination Committee	Compensation Committee	Audit Committee
Outside Directors	Nobuko Akashi	2 times/2 times			4 times/4 times
	Katsuaki Ikeda	12 times/12 times		4 times/4 times	Chair 14 times/14 times
	Ryoji Chubachi	12 times/12 times	8 times/8 times	Chair 4 times/4 times	
	Keisuke Takeuchi	12 times/12 times	8 times/8 times	4 times/4 times	
	Makoto Kaiwa	12 times/12 times	Chair 8 times/8 times		
	Risa Aihara	12 times/12 times			
	Hiroshi Kawamura	12 times/12 times			14 times/14 times
	Kenzo Yamamoto	12 times/12 times			14 times/14 times
	Shihoko Urushi	10 times/10 times			
Internal Non-executive Directors	Hiroya Masuda	12 times/12 times	8 times/8 times	4 times/4 times	
	Atsuko Onodera	12 times/12 times			14 times/14 times
Internal Directors	Norito Ikeda	12 times/12 times	8 times/8 times		
	Susumu Tanaka	12 times/12 times			

Note: 1. Nobuko Akashi retired in June 2021. Katsuaki Ikeda and Atsuko Onodera retired in June 2022.

2. Shihoko Urushi was appointed in June 2021. Keiji Nakazawa, Atsuko Sato, and Toshiyuki Yazaki were appointed in June 2022.

### Compensation for Directors (excluding outside directors)

	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Number of persons (people)	31	31	30	30	30
Amount of compensation (million yen)	783	815	760	750	790
Amount of fixed compensation (million yen)	650	681	647	645	669
Amount of variable compensation (million yen)	116	127	100	90	102
Retirement bonus for directors* (million yen)	13	2	9	11	15
Others (million yen)	3	3	2	2	3

\*: Despite abolishing its director and executive officer retirement benefits system in June 2013, JAPAN POST BANK pays a retirement bonus to directors and executive officers who continue to serve for the term of their office from the date of assumption to the date the director and executive officer retirement benefits system was abolished at the date of retirement.

### No. of whistleblower reports

	FY2020/3	FY2021/3	FY2022/3
No. of whistleblower reports*	212	194	130

\*: Total number of reports received at internal and external contact offices for whistleblowing.



## Others

### Initiatives to improve customer satisfaction

	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3
Customer satisfaction level (satisfaction rate)*	81.3%	76.8%	71.1%	68.5%	71.1%
Total participants in the Dementia Supporter Training program as of the fiscal year-end (people).	Approx. 14,000	Approx. 15,000	Approx. 15,600	Approx. 15,800	Approx. 15,900

\*: Source : "Customer Satisfaction Investigation" by Japan Post Group (Total of "extremely satisfied," "satisfied" and "slightly satisfied" respondents)

### Piggy Bank Design Contest for Children

	FY2018/3	FY2019/3	FY2020/3	FY2021/3	FY2022/3	
Piggy Bank Design Contest for Children	Applicant schools	11,026	10,834	10,704	8,536	9,837
	Applicant school ratio (To total number of elementary schools)	54.9%	54.5%	54.2%	43.7%	50.9%
	Participating students (people)	770,084	758,820	718,593	298,593	580,471
	Donation (yen)*	7,700,840	7,588,200	7,185,930	7,000,000	5,804,710

\*: The donation amount is ¥10 per design entered, however, in FY2021/3 ¥7 million was donated, including 20,000 stationary items, due to a reduction in participants because of the impact of COVID-19.

# GRI Content Index

This chart compares Japan Post Bank initiatives with the Sustainability Reporting Guidelines (GRI Standards) of the Global Reporting Initiative (GRI).

## General Disclosures

Disclosure	Content of Indicators (excerpt)	References
<b>1. Organizational profile</b>		
102-1	Name of the organization	▶ <a href="#">Profile</a>
102-2	Activities, brands, products, and services	▶ <a href="#">Profile</a>
102-3	Location of headquarters	▶ <a href="#">Profile</a>
102-4	Location of operations	▶ <a href="#">Profile</a>
102-5	Ownership and legal form	▶ <a href="#">Profile</a>
102-6	Markets served	▶ <a href="#">Annual Report</a> The Path of Value Creation Features for Creating Value
102-7	Scale of the organization	▶ <a href="#">Profile</a> ▶ <a href="#">Annual Report</a> Features for Creating Value Financial Highlights (Non-Consolidated) Financial Section Consolidated Financial Statements Non-Consolidated Financial Statements
102-8	Information on employees and other workers	▶ <a href="#">ESG Data</a> Section: "Society" "Employee Management"
102-9	Supply Chain	▶ <a href="#">Initiatives in the Supply Chain</a>
102-10	Significant changes to the organization and its supply chain	▶ <a href="#">Management Strategy</a> (Medium-Term Management Plan) ▶ <a href="#">Annual Report</a> Value Creation
102-11	Precautionary Principle or approach	▶ <a href="#">Risk Management</a>
102-12	External initiatives	▶ <a href="#">Relationship with International Frameworks (SDGs)</a> ▶ <a href="#">External Assessments and Endorsement of Initiatives</a> Miscellaneous Initiatives
102-13	Membership of associations	▶ <a href="#">External Assessments and Endorsement of Initiatives</a> Miscellaneous Initiatives
<b>2. Strategy</b>		
102-14	Statement from senior decision-maker	▶ <a href="#">Message from the President</a> ▶ <a href="#">Annual Report</a> Top Message
102-15	Key impacts, risks, and opportunities	▶ <a href="#">Risk Management</a>
<b>3. Ethics and integrity</b>		
102-16	Mechanisms for advice and concerns about ethics	▶ <a href="#">Management Philosophy</a> ▶ <a href="#">Group Management Philosophy &amp; Group Management Policy</a> ▶ <a href="#">Basic Policy for Fiduciary Duties</a> ▶ <a href="#">Basic Policy for Combating against Antisocial Forces</a> ▶ <a href="#">Compliance System</a>

Disclosure	Content of Indicators (excerpt)	References
102-17	Mechanisms for advice and concerns about ethics	▶ <a href="#">Basic Policies for the Internal Control System</a>
		▶ <a href="#">Compliance System</a>
		▶ <a href="#">Basic Policy on Corporate Governance</a>
<b>4. Governance</b>		
102-18	Governance structure	▶ <a href="#">Corporate Governance System</a>
102-19	Delegating authority	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
		▶ <a href="#">Corporate Governance System</a>
102-20	Executive-level responsibility for economic, environmental, and social topics	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
		▶ <a href="#">Corporate Governance System</a>
102-21	Consulting stakeholders on economic, environmental,	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
		▶ <a href="#">Corporate Governance Report</a>
		▶ <a href="#">Stakeholder Engagement</a>
102-22	Composition of the highest governance body and its committees	▶ <a href="#">Corporate Governance Report</a>
		▶ <a href="#">Corporate Governance System</a>
102-23	Chair of the highest governance body	▶ <a href="#">Corporate Governance Report</a>
102-24	Nominating and selecting the highest governance body	▶ <a href="#">Criteria for Nomination of Director Candidates</a>
		▶ <a href="#">Independent Director Appointment Standards</a>
		▶ <a href="#">Corporate Governance Report</a>
102-25	Conflicts of interest	▶ <a href="#">Corporate Governance Report</a>
		▶ <a href="#">Conflicts of Interest Management Policy</a>
		▶ <a href="#">Basic Stock Information</a>
102-26	Role of highest governance body in setting purpose, values, and strategy	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
		▶ <a href="#">Basic Policy on Corporate Governance</a>
		▶ <a href="#">Corporate Governance System</a>
102-27	Collective knowledge of highest governance body	▶ <a href="#">Corporate Governance Report</a>
		▶ <a href="#">Basic Stance</a> Evaluation of Effectiveness of the Bank's Board of Directors
102-28	Evaluating the highest governance body's performance	▶ <a href="#">Basic Stance</a> Evaluation of Effectiveness of the Bank's Board of Directors
102-29	Identifying and managing economic, environmental, and social impacts	▶ <a href="#">JAPAN POST BANK Priority Issues</a>
		▶ <a href="#">Stakeholder Engagement</a>
102-30	Effectiveness of risk management processes	▶ <a href="#">Corporate Governance Report</a>
		▶ <a href="#">Basic Policy on Corporate Governance</a>
102-31	Review of economic, environmental, and social topics	▶ <a href="#">Corporate Governance Report</a>
102-32	Highest governance body's role in sustainability reporting	
102-33	Communicating critical concerns	▶ <a href="#">Corporate Governance Report</a>
		▶ <a href="#">Compliance System</a>
		▶ <a href="#">Risk Management</a>
		▶ <a href="#">Annual Report</a> Risk Management
102-34	Nature and total number of critical concerns	▶ <a href="#">Risk Management</a>
		▶ <a href="#">Annual Report</a> Risk Management
102-35	Remuneration policies	▶ <a href="#">Corporate Governance System</a>
		▶ <a href="#">Annual Report</a>
		▶ <a href="#">Basic Stance</a>
102-36	Process for determining remuneration	▶ <a href="#">Corporate Governance System</a>

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Disclosure	Content of Indicators (excerpt)	References
102-37	Stakeholders' involvement in remuneration	<ul style="list-style-type: none"> <li>▶ <a href="#">Corporate Governance System</a></li> <li>▶ <a href="#">Policy for Determining the Details of Individual Compensation for Directors and Executive Officers</a></li> </ul>
102-38	Annual total compensation ratio	
102-39	Percentage increase in annual total compensation ratio	
<b>5. Stakeholder engagement</b>		
102-40	List of stakeholder groups	▶ <a href="#">Stakeholder Engagement</a>
102-41	Collective bargaining agreements	
102-42	Identifying and selecting stakeholders	▶ <a href="#">Stakeholder Engagement</a>
102-43	Approach to stakeholder engagement	▶ <a href="#">Stakeholder Engagement</a>
102-44	Key topics and concerns raised	▶ <a href="#">Stakeholder Engagement</a>
<b>6. Reporting practice</b>		
102-45	Entities included in the consolidated financial statements	<ul style="list-style-type: none"> <li>▶ <a href="#">Annual Report</a></li> <li>Corporate Data</li> <li>Shareholder Information</li> </ul>
102-46	Defining report content and topic Boundaries	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
102-47	List of material topics	▶ <a href="#">JAPAN POST BANK Priority Issues</a>
102-50	Reporting period	▶ <a href="#">Sustainability Report</a>
102-52	Reporting cycle	▶ <a href="#">Sustainability Report</a>
102-53	Contact point for questions regarding the report	Public Relations Department, Corporate administration Division 2-3-1 Otemachi, Chiyoda-ku, Tokyo 100-8793, Japan
102-54	Claims of reporting in accordance with the GRI Standards	
102-55	GRI content index	This content index
102-56	External assurance	

## Management Approach

Disclosure	Content of Indicators (excerpt)	References
103-1	Explanation of the material topic and its Boundary	▶ <a href="#">JAPAN POST BANK Priority Issues</a>
103-2	The management approach and its components	▶ <a href="#">Sustainability Approach and Promotion Framework</a>
		▶ <a href="#">Relationship with International Frameworks (SDGs)</a>
		▶ <a href="#">ESG Policies</a>
103-3	Evaluation of the management approach	▶ <a href="#">Stakeholder Engagement</a>

## Economic

Disclosure	Content of Indicators (excerpt)	References
<b>Index</b>		
<b>Economic Performance</b>		
201-1	Direct economic value generated and distributed	<ul style="list-style-type: none"> <li>▶ <a href="#">Annual Report</a></li> <li>Financial Highlights (Consolidated) / Non-financial Highlights Message from the President</li> <li>Overview of the Medium-term Management Plan(FY2022/3 through FY2026/3)</li> </ul>
201-2	Financial implications and other risks and opportunities due to	▶ <a href="#">Complying with the TCFD Recommendations</a>
		▶ <a href="#">Annual Report</a> Environment

Disclosure	Content of Indicators (excerpt)	References
201-3	Defined benefit plan obligations and other retirement plans	▶ <a href="#">Annual Report</a> Financial Section NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
201-4	Financial assistance received from government	
<b>Market Presence</b>		
202-1	Ratios of standard entry level wage by gender compared to local	
202-2	Proportion of senior management hired from the local community	
<b>Indirect Economic Impacts</b>		
203-1	Infrastructure investments and services supported	▶ <a href="#">Vitalization of Regional Economies</a> ▶ <a href="#">ESG Investments and Environmentally Friendly Business</a>
203-2	Significant indirect economic impacts	▶ <a href="#">Provision of High-quality, Customer-oriented Financial Services</a> ▶ <a href="#">Complying with the TCFD Recommendations</a>
<b>Procurement impacts</b>		
204-1	Proportion of spending on local suppliers	
<b>Anti-corruption</b>		
205-1	Operations assessed for risks related to corruption	
205-2	Communication and training about anti-corruption policies and procedures	▶ <a href="#">Compliance System</a>
205-3	Confirmed incidents of corruption and actions taken	
<b>Anti-Competitive Behavior</b>		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	

## Environmental

Disclosure	Content of Indicators (excerpt)	References
<b>Index</b>		
<b>Materials</b>		
301-1	Materials used by weight or volume	
301-2	Recycled input materials used	
301-3	Reclaimed products and their packaging materials	
<b>Energy</b>		
302-1	Energy consumption within the organization	▶ <a href="#">ESG Data</a> Section: "Environment" "Energy consumption data"
302-2	Energy consumption outside of the organization	▶ <a href="#">ESG Data</a> Section: "Environment" "Energy consumption data"
302-3	Energy intensity	▶ <a href="#">ESG Data</a> Section: "Environment" "Energy usage per unit"
302-4	Reduction of energy consumption	
302-5	Reductions in energy requirements of products and services	
<b>Water</b>		
303-1	Water withdrawal by source	
303-2	Water sources significantly affected by withdrawal of water	
303-3	Water recycled and reused	
303-4	Water discharge	
303-5	Water consumption	▶ <a href="#">ESG Data</a> Section: "Environment" "Water consumption (main facilities)"

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Disclosure	Content of Indicators (excerpt)	References
<b>Biodiversity</b>		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
304-2	Significant impacts of activities, products, and services	
304-3	Habitats protected or restored	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	
<b>Emissions</b>		
305-1	Direct (Scope 1) GHG emissions	▶ <a href="#">ESG Data</a> Section: "Environment" "Greenhouse gas emissions"
305-2	Energy indirect (Scope 2) GHG emissions	▶ <a href="#">ESG Data</a> Section: "Environment" "Greenhouse gas emissions"
305-3	Other indirect (Scope 3) GHG emissions	▶ <a href="#">ESG Data</a> Section: "Environment" "Scope 3 (other greenhouse gas emissions)"
305-4	GHG emissions intensity	▶ <a href="#">ESG Data</a> Section: "Environment" "Greenhouse gas emissions"
305-5	Reduction of GHG emissions	▶ <a href="#">Climate Change Initiatives</a> ▶ <a href="#">ESG Data</a> Section: "Environment" "Greenhouse gas emissions"
305-6	Emissions of ozone-depleting substances (ODS)	
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	
<b>Effluents and waste</b>		
306-1	Water discharge by quality and destination	
306-2	Waste by type and disposal method	▶ <a href="#">ESG Data</a> Section: "Environment" "Waste (head office)"
306-3	Significant spills	
306-4	Transport of hazardous waste	
306-5	Water bodies affected by water discharges and/or runoff	
<b>Environmental Compliance</b>		
307-1	Non-compliance with environmental laws and regulations	
<b>Supplier Environmental Assessment</b>		
308-1	New suppliers that were screened using environmental criteria	
308-2	Negative environmental impacts in the supply chain and actions taken	

## Social

Disclosure	Content of Indicators (excerpt)	References
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<b>Employment</b>		
401-1	New employee hires and employee turnover	▶ <a href="#">ESG Data</a> Section: "Society" "Employee Management"
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	
401-3	Parental leave	▶ <a href="#">ESG Data</a> Section: "Society" "Employee Management"
<b>Labor/management relations</b>		
402-1	Minimum notice periods regarding operational changes	

Disclosure	Content of Indicators (excerpt)	References
<b>Occupational health and safety</b>		
403-1	Workers representation in formal joint management worker health and safety committees	
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	
403-3	Workers with high incidence or high risk of diseases related to their occupation	
403-4	Health and safety topics covered in formal agreements with trade unions	
403-5	Worker training on occupational health and safety	▶ <a href="#">Initiatives on Health Management</a>
403-6	Promotion of worker health	▶ <a href="#">Initiatives on Health Management</a>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
403-8	Workers covered by an occupational health and safety management system	
403-9	Work-related injuries	▶ <a href="#">ESG Data</a> Section: "Society" "Work-life Balance Management"
403-10	Work-related ill health	▶ <a href="#">ESG Data</a> Section: "Society" "Work-life Balance Management"
<b>Training and education</b>		
404-1	Average hours of training per year per employee	▶ <a href="#">ESG Data</a> Section: "Society" "Employee Management"
404-2	Programs for upgrading employee skills and transition assistance programs	▶ <a href="#">Diversity Management</a>
404-3	Percentage of employees receiving regular performance and career development reviews	
<b>Diversity and equal opportunity</b>		
405-1	Diversity of governance bodies and employees	▶ <a href="#">ESG Data</a> Section: "Society" "Employee Management"
		▶ <a href="#">Officer Dialogue Session</a>
405-2	Ratio of basic salary and remuneration of women to men	
<b>Non-discrimination</b>		
406-1	Incidents of discrimination and corrective actions taken	
<b>Freedom of Association and Collective Bargaining</b>		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	
<b>Child Labor</b>		
408-1	Operations and suppliers at significant risk for incidents of child labor	
<b>Forced or Compulsory Labor</b>		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	
<b>Security Practices</b>		
410-1	Security personnel trained in human rights policies or procedures	
<b>Rights of Indigenous Peoples</b>		
411-1	Incidents of violations involving rights of indigenous peoples	
<b>Human Rights Assessment</b>		
412-1	Operations that have been subject to human rights reviews or impact assessments	
412-2	Employee training on human rights policies or procedures	▶ <a href="#">Respect for Human Rights</a>
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	

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<b>Local Communities</b>		
413-1	Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> <li>▶ <a href="#">Vitalization of Regional Economies</a></li> <li>▶ <a href="#">Relationship with Regional Communities</a></li> </ul>
413-2	Operations with significant actual and potential negative impacts on local communities	
<b>Supplier Social Assessment</b>		
414-1	New suppliers that were screened using social criteria	
414-2	Negative social impacts in the supply chain and actions taken	▶ <a href="#">Initiatives in the Supply Chain</a>
<b>Public Policy</b>		
415-1	Political contributions	
<b>Customer Health and Safety</b>		
416-1	Assessment of the health and safety impacts of product and service categories	▶ <a href="#">ESG Data</a> Section: "Others"
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	
<b>Marketing and Labeling</b>		
417-1	Requirements for product and service information and labeling	
417-2	Incidents of non-compliance concerning product and service information and labeling	
417-3	Incidents of non-compliance concerning marketing communications	▶ <a href="#">Customer Protection</a>
<b>Customer Privacy</b>		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	▶ <a href="#">Privacy Policy</a>
<b>Socioeconomic Compliance</b>		
419-1	Non-compliance with laws and regulations in the social and economic area	



# SASB Standards Index

The table shows the standards of the US-based Sustainability Accounting Standards Board (SASB) and Japan Post Bank’s corresponding disclosures.

Data Security		
FN-CB-230a.2	Description of approach to identifying and addressing data security risks	<a href="#">▶ Risk Management</a> Response to Cybersecurity  <a href="#">▶ Privacy Policy</a>
Financial Inclusion & Capacity Building		
FN-CB-240a.1	(1) Number and (2) amount of loans outstanding qualified to programs designed to promote small business and community development	<a href="#">▶ Vitalization of Regional Economies</a> Funds Flow to Regional Communities
FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	<a href="#">▶ Financial Education</a> Financial Education Initiatives
Incorporation of Environmental, Social, and Governance Factors in Credit Analysis		
FN-CB-410a.1	Commercial and industrial credit exposure, by industry	<a href="#">▶ JAPAN POST BANK Annual Report 2021</a> JAPAN POST BANK Annual Report 2021 Exposure by Region and Industry, Past Due Loans for Three Months or More
FN-CB-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	<a href="#">▶ ESG Investment and Financing Policy</a>
Business Ethics		
FN-CB-510a.2	Description of whistleblower policies and procedures	<a href="#">▶ Compliance System</a> Contact Offices for Whistleblowing
Systemic Risk Management		
FN-CB-550a.2	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	<a href="#">▶ Risk Management</a> Risk Appetite Framework

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Environmental Education	▶ <a href="#">Social Contribution Activities for the Environment</a>

## Society

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	▶ <a href="#">Fostering the Next Generation Human Resources</a>
	▶ <a href="#">JAPAN POST BANK Deposits for International Aid (Japanese only)</a>
	▶ <a href="#">Braille support (Japanese only)</a>
	▶ <a href="#">Discounting money transfer fees at the counter (Japanese only)</a>
	▶ <a href="#">Pension Deposit Service (Japanese only)</a>
	▶ <a href="#">New Welfare Time Deposits (Japanese only)</a>
▶ <a href="#">Benefits Payments (Japanese only)</a>	
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	▶ Initiatives to Improve Customer Satisfaction (Japanese only)
	▶ Initiatives to prevent specific fraud cases including bank transfer scams (Japanese only)
	▶ Efforts to Facilitate Financing (Japanese only)
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# ESG Policies

JAPAN POST BANK supports the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which were established by the Financial Stability Board (FSB).

In line with the purpose of this proposal, we devise and disclose the following policies against the backdrop of increased international interest in ESG.

Title	SDGs
<a href="#">Basic Sustainability Policy</a> 	
<a href="#">Basic Policies for the Internal Control System</a> 	-
<a href="#">Basic Stance</a>	-
<a href="#">JAPAN POST BANK Human Rights Policy</a>	
<a href="#">Basic Policy for Fiduciary Duties</a>	
<a href="#">JAPAN POST BANK Environmental Policy</a>	
<a href="#">ESG Investment and Financing Policy</a>	
<a href="#">Japan Post Group's Approach to Procurement Activity</a> 	
<a href="#">Conflicts of Interest Management Policy</a>	
<a href="#">Basic Policy for Combating against Antisocial Forces</a>	

## Related Information

[Japan Post Group Basic Sustainability Policy](#) 