

Our Foundation

Human Resource Strategies Diversity Management



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Diversity among human resources itself is a source of competitiveness

Human resources each have their own unique qualities and the potential for continuous growth, and are therefore an asset for companies. And the passion of each employee and their challenging initiatives will connect to the creation of significant value, which I am certain will become a source of competitiveness.

In light of changes in the business environment, we will provide voluntary and independent career building opportunities through internal recruitment, as well as new training opportunities such as “career design training (looking back over one’s career and utilizing one’s strengths)” and “selected training” (actively selecting learning opportunities), as a means of proactively engaging in employee growth and human resources development.

In parallel, we will further enhance initiatives for securing and training human resources for specialized fields.

Moreover, we will develop an environment in which employees can voluntarily and independently grow and challenge themselves, and thoroughly advance diversity management in aims of making work more worthwhile for each individual employee and in aims of robust corporate growth with a positive future outlook.

Under the Medium-term Management Plan, in addition to relocating human resources to increase staff in focus areas and securing and training human resources for specialized fields, we will create an environment that enables voluntary and independent growth and challenge-taking as a means of improving the motivation of our employees. Moreover, we will advance diversity management and expand flexible work styles to promote workplace environments that make it easier for employees to work, and that enable each individual employee to fully demonstrate their potential.

Make work more worthwhile for employees

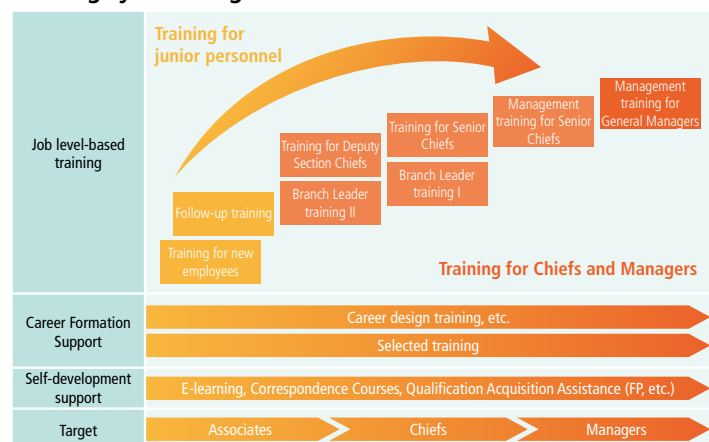
Human resource development

In consideration of employees’ aspirations, the Bank promotes career development by providing opportunities for them to raise their awareness and learn, so that they can map out and implement plans for that purpose for themselves.

Since 2021, we have also been revising our correspondence courses in order to help develop human resources for focus areas.

Moreover, in addition to existing job level-based training, we added new “career design training” and “selectable training” options, and will revise our human resources development system in order to expand the environment for voluntary and independent career building among our employees.

Training system diagram



Securing and training human resources for specialized fields

Through both outside recruitment and training of internal personnel, we strive to secure human resources for specialized fields (market/ALM/risk management, GP, cyber security, digitalization advancement, analytics (data

analysis), marketing, etc.).

In terms of outside recruitment, we hire experienced mid-career human resources in addition to new graduate hires through specialized courses.

In terms of training, we dispatch our employees to other companies to help them acquire knowledge and know-how in specialized fields. We also recruit employees willing to take on challenges through open calls within

the company with the intent of building an environment in which each individual employee will continue to undertake challenges with an eye on their future careers.

Advancement of diversity management

Promotion of Women's Participation and Advancement in the Workplace

Based on the Act on Promotion of Women's Participation and Advancement in the Workplace, we established a General Business Owner Action Plan and set as its goal increasing the ratio of women in management positions

to 14% or more by April 1, 2021. As of April 1, 2021, we had achieved 15.7%, exceeding the target. Going forward, we will work towards our new target of 20% or more by April 2026.

Support the work activities of generations providing childcare and nursing care, and those treating diseases

In order to ensure that each individual employee can continue to work without resigning their position at specific timings, including during pregnancy, birth, childcare, family care, and treatment of their own illnesses, we have established support systems that exceed the standards stipulated by the various laws and ordinances.

Along with expanding the options for telecommuting and raising awareness of this option through internal seminars and e-learning related to work-life balance, we also support employees in their own, independent efforts to balance work and life responsibilities.

Promoting the hiring of employee with disabilities

In 2010, JAPAN POST BANK established and started operating the JAPAN POST BANK ARIGATO Center as a part of efforts to provide people with disabilities who are seeking employment with the opportunity to work. At this center, employees with disabilities bag candy, which is handed to customers visiting branches.

In addition, we actively employ those with disabilities, including hiring such individuals to serve as in-house physiotherapists (Health Keepers) at certain Operation Support Centers since FY2017/3, and today employees with disabilities participate in organizations around Japan.



General view of the ARIGATO Center operation

Expansion of flexible work styles, elimination of harassment

Expansion and promotion of flexible work styles

We introduced telecommuting (remote-work) as a means of increasing operating productivity and of enabling employees to continuously demonstrate their abilities. The number of employees engaging in telecommuting is expanding in response to the need for diverse work styles.

Following the emergence of COVID-19, we responded by expanding telework (working from home, etc.), promoting a flextime system, staggered work, and alternate shifts. We will continue to further promote flexible work styles that are independent of time and place.



An employee working from home

Elimination of harassment

Along with inexcusably injuring the dignity of individual employees, workplace harassment also prevents employees from fully demonstrating their potential, specifically by decreasing their will to work and worsening health conditions, for example. Therefore, we are undertaking various initiatives to eliminate acts of harassment.

Initiatives for preventing harassment

- Sending out messages from upper management
- Educating employees through training (executive training, job-level based training) and information magazines
- Calling for, selecting, and awarding human rights slogans, and submitting these slogans to external organizations, such as the Japanese Bankers Association
- Requesting partners to consider human rights

Establishing a system that enables consultation with peace-of-mind

- Locating harassment counselors (one male and one female in each business location)
- Establishing an external harassment consultation desk