

Human capital management



Takayuki Tanaka
Managing Executive Officer

“I will support the growth of autonomous employees who respect diversity.”

Having a nationwide network through which we supply financial services rooted in the community to our customers, the Bank sees our human resources as the source of competitiveness and value creation, and therefore as an asset. Under the belief that nurturing human resources and connecting this to growth is, more than anything else, an engine for enhancing corporate value, the Bank will advance Human Resources Strategies (HR Strategies) that link to our purpose, management philosophy,

mission, and management plans.

Specifically, through the combination of the three pillars of Improvement of motivation, knowledge and experience, Development of an environment for demonstrating abilities, and Respect for diversity, we aim to build a lively and exciting company that allows a diverse range of human resources to thrive, and to enhance our corporate value. For this purpose, we have formulated the Basic Approach to HR Strategies, and are engaged in promoting human capital management.

The Bank believes that the central component of each of these three pillars is the concept of every employee. We are therefore strongly committed to

working together with our employees to build a company in which every employee is able to thrive with a sense of motivation and satisfaction.

Centered on these three pillars, we have defined the five priority initiatives of Development of Autonomous Employees, Active Recruitment of Specialized Human Resources in Enhancement Areas, Strategic Human Resources Assignment, Improving Engagement, and Diversity Management. By advancing these initiatives and working to maximize corporate value through the growth of our employees, we will contribute to the happiness of our customers along with the development of society and the region.

Basic Approach to HR Strategies

We will nurture employees who develop themselves through challenges, and develop an environment in which their abilities can be maximized. Accordingly, we aim to work alongside our employees to build a lively and exciting company that allows diverse human resources to thrive, and to enhance our corporate value.

Three engines of growth | Medium-term Management Plan Key Strategies

R Retail

- Innovations in retail business
- Work reforms and productivity improvement
- Advancing DX
- Human Resources Vision
- Human resources who leverage digital technology to challenge innovations in service and work
- Human resources who can propose products and services ideally suited to the needs of customers

M Market

- Deepening market operations and risk management
- Expand the balance of risk assets and enhance ALM/risk management
- Human Resources Vision
- Human resources who can manage investments, ALM, and risk with a high level of specialization and knowledge

Σ (Sigma) Business

- Enhancing funds flow to regional communities and the regional relationship functions
- Σ (Sigma) Business (GP, Marketing, Sourcing)
- Human Resources Vision
- Human resources who can challenge the Σ Business and who can contribute to the vitalization of regions
- Human resources who invest in a way that helps solve problems faced by regional communities, and who can contribute to the sustainable growth of the Bank

Management base for supporting the three engines of growth

- Strengthening the management base
- AML/CFT/CPF, cyber security, system fortification, etc.
- Human Resources Vision
- Human resources with a high level of specialization and knowledge who can strengthen the management base to ensure the Bank earns a greater level of trust



Three pillars of the Basic Approach to HR Strategies

Encourage Growth
<Improve motivation, knowledge and experience>

Support each and every employee as they grow and improve their expertise through challenges based on their passions and capabilities

Discover Abilities
<Development of an environment for demonstrating abilities>

Enhance job satisfaction by providing opportunities and environments where every employee can demonstrate their abilities

Effectively Utilize Diversity
<Respect for diversity>

Respect for diverse values of each and every employee and build a culture that recognizes these values as a strength of the organization

Human resources strategy priority issues and KPI

	FY2021/3 (Results)	FY2022/3 (Results)	FY2023/3 (Results)	FY2026/3 (Plan)
Development of Autonomous Employees				
● Develop professional human resources who can consider their own careers, chart growth, provide customer-oriented services, and challenge enhancement areas				
● Focus on developing human resources that will support regions in consideration of the unique characteristics of the Bank, which operates nationwide				
Active Recruitment of Professionals in Enhancement Areas				
● Actively recruit specialized human resources that can support the enhancement areas of management				
Strategic Human Resources Assignments				
● Visualize the skills and experience of employees to assign the right person to the right place, as well as the right number of employees at the right time.				
Improving Engagement				
● Improve workplace environments, systems, and benefits programs that make it easy to work and allow for satisfaction				
Diversity Management				
● Ensure diversity toward the execution of strategies and initiatives that reflect a wide range of opinions				
Number of market operations professionals	56 <small>* As of April 1, 2020</small>	70 <small>* As of April 1, 2021</small>	86 <small>* As of April 1, 2022</small>	105 <small>* As of April 1, 2025</small>
Dispatched to other companies (in relation to the Σ (Sigma) Business)	17	23	19	Approx. 30
Dispatched to other companies (other)	67	64	68	Approx. 80
IT passport acquisition ratio for the head office <small>* Includes the Information Technology Engineer Examination</small>	—	—	10.6%	100%
DX training attendance ratio (head office)	—	—	95.6%	100%
Number of Career Challenge applicants	114	141	193	100 or more
Class FP2 and above acquisition ratio (branch consultant)	—	—	71.2%	80%
Overall employee satisfaction level	64.9%	68.7%	67.4%	70% or more
Health Management (ratio of high-risk employees)	1.11%	0.94%	0.62%	0.9% or less
Health Management (Rate of employees who no longer require specified health counseling)	23.2%	23.7%	25.1%	24% or more
Health management event participation rate	—	—	14.9%	30%
Ratio of women in managerial positions	15.7% <small>(April 2021)</small>	16.6% <small>(April 2022)</small>	17.5% <small>(April 2023)</small>	20% <small>(April 2026)</small>
Ratio of employees with disabilities	2.74%	2.71%	2.72%	2.7% or more
Ratio of employees taking childcare leave	99.5%	100.0%	100.0%	100%
Ratio of male employees taking childcare leave (4 weeks or longer)	30.1%	33.6%	59.1%	50% or more

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Encourage Growth—Improve Motivation, Knowledge and Experience—

Amid the dramatic shifts taking place in the social conditions and economic environment in which the Bank is situated, employees must precisely address the increasingly complex needs of our customers. For this purpose, every employee must consider their own careers and take action of their own accord. Under the belief that the very growth of a diverse range of human resources is a source of competitiveness, the Bank provides active support for career development.

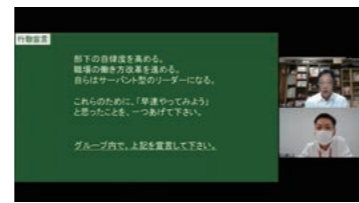
In addition, from the dual approach of recruitment and developing existing human resources for the enhancement areas in the Medium-term Management Plan, the Bank strives to secure human resources in specialized fields, and is advancing active recruitment of outside human resources along with the acquisition of knowledge and know-how in specialized fields.

Development of Autonomous Employees

The Bank provides opportunities for employees to gain awareness and learn in order for them to consider a vision for their future selves, and to execute plans to achieve this vision of their own accord. Along with revising the existing management stance and shifting to a servant leadership style that draws out the capabilities of employees based on relationships of trust, the Bank has introduced 1-on-1 meetings for the purpose of deepening communication. The Bank has also prepared a career design guidebook as a form of support for considering careers. We also administer the Career Challenge System and internships within Group companies as mechanisms for individuals to challenge the careers they have considered.

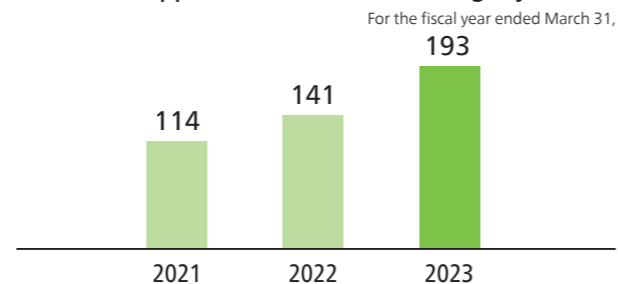


Career design guidebook



Ikuboss Training Session

Number of applicants for Career Challenge system



Active Recruitment of Professionals in Enhancement Areas

In an effort to secure and develop professionals as early as possible in the market operations, digital, and other fields, the Bank introduced course-specific recruitment for new-graduate hires. Similarly, the Bank is focused on recruiting students that possess advanced specializations.

In market operations, risk management, and other fields that require advanced specialization, the Bank engages in mid-career recruitment leveraging direct recruiting and alumni networks.

VOICE Career Challenge System



Keisuke Yamashita
Assistant Manager
Financial Institutions Department,
Regional Relations Division

My strong desire to Contribute to regional communities has remained unchanged since I first joined the company. I applied for the Career Challenge System because I felt the environment of the Financial Institutions Department allows me to embody the mission of Contributing to the development of regional community economies by enhancing funds flow to, and relationships with, communities using various frameworks. Although I spend my days studying given changes in the environment and my work now requires specialized knowledge, I take on the challenge of various duties each day with the positive desire to absorb everything I don't understand.

With the addition of Mr. Yamashita, our team gained his bright atmosphere and a mood of taking on challenges. From the position of providing support, I naturally offer training, OJT, and other options, yet I take an uncompromising stance on putting together an open environment that makes it easy to undertake challenges and ask about anything, with the entire department cooperating on the basis of close-knit communication.



Ryu Kawamura
Senior Manager
Financial Institutions Department
Regional Relations Division

The Investment Division, in particular, introduced and has applied a performance-linked compensation plan for employees with advanced, specialized knowledge since April 2016. Since this time, it has worked to actively secure professionals and strengthen the organizational framework.

Dispatch to other companies

The Bank actively seconds employees to other companies and engages in human resources exchanges from the standpoint of deepening the understanding of different businesses and organizational cultures, as well as of helping employees acquire specialized knowledge. This

effort is also taken from the standpoint of building networks with a diverse range of human resources.

Among these initiatives, the Bank dispatches loaned employees to affiliated companies (GP, etc.) and focuses on human resources development as part of our efforts to strengthen the Σ (Sigma) Business, a Key Strategy of the Medium-term Management Plan.

These initiatives serve as opportunities for employees to gain a new awareness, as well as opportunities to reexamine themselves from a different standpoint than in the past. In this way, they function to support the career development and growth of our employees.

Discover Abilities—Development of an Environment for Demonstrating Abilities—

The Bank believes that maximizing the ability of employees to demonstrate their acquired knowledge and experience, without question, requires the fostering of a corporate culture and climate that allows employees to be themselves and to work vibrantly and in health. Likewise, the Bank is working to improve motivation and satisfaction through the development of environments that enable employees to maintain and improve their mental and physical health, and ones that allow working styles to match different life stages.

Moreover, the Bank is promoting strategic human resources assignments through the active promotion of young employees, human resources exchanges between organizations, and visualization of human resources using a talent management system.

Strategic Human Resources Assignments

Along with advancing human resources assignments that place the right person in the right position based on the Key Strategies of the Medium-term Management Plan, the Bank engages in initiatives that actively promote young employees, as well as that exchange human resources between related departments and between the head office and front-line organizations, for the purpose of vitalizing internal organizations. At the same time, the Bank employs the in-house newsletter, for example, to introduce thriving young employees who work with vitality in an effort to enhance satisfaction and motivation. (In-house newsletter initiatives are listed on page 55)

Moreover, the Bank is working to visualize employee skills and experiences via the introduction of a talent management system. Through this effort, we are advancing strategic human resources placements that connect to the continued growth of employees.

Health management initiatives

Under the belief that maintaining and improving the mental and physical health of employees will create a vigorous organization that will serve as the source of

growth, the Bank established and has focused on administering the Japan Post Bank Health Management System.

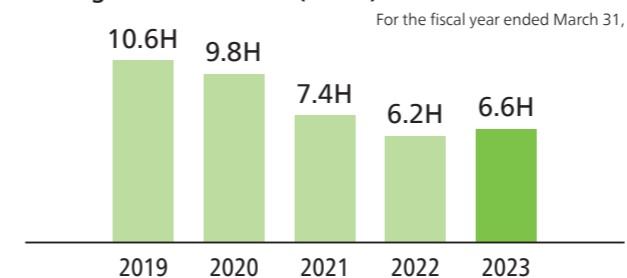
Specifically, the Bank reduces long working hours, promotes the use of paid leave, and reviews working hours in other ways in order to balance work and lifestyles. We provide feedback on the status of such efforts each month at the departmental level.

Moreover, we work with industrial health staff to recommend exams that should be received at medical institutions and provide health guidance in an effort to prevent and mitigate the impacts of lifestyle diseases. We also hold walking events to foster the habit of exercise on a regular basis.

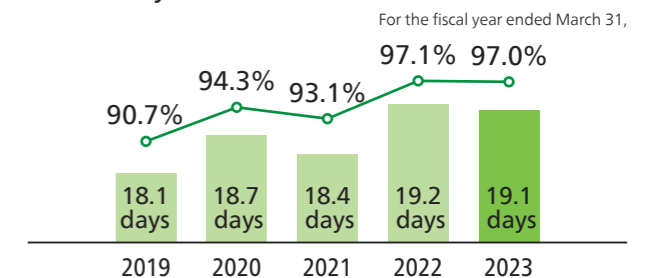
As a mental health care initiative, the Bank offers occupation-specific e-learning seminars, and assigns in-house support staff at our Regional Headquarters around Japan. Through consultations with employees, this latter effort seeks to prevent and address mental and physical disorders at an early stage.

In recognition of these efforts, in 2023 we received White 500 status under the Certified Health & Productivity Management Outstanding Organizations Recognition Program for the second year in a row.

Average overtime work (hours)



Paid holiday utilization rate



* The paid holiday utilization rate is the ratio of the number of paid holiday days used to the number of days granted each year

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COLUMN Holding the Walking Festival

The Bank held the Walking Festival targeting all employees for the purpose of raising health improvement awareness, fostering the habit of exercise on a regular basis, and vitalizing communication. (October to November 2022)

In addition to team competitions and area-specific competitions, we planned events that helped employees to easily participate and enjoy exercising. In one such example, we aimed to have the total distance walked by all participating employees equal the distance from the earth to the moon. In the end, nearly 2,300 individuals participated from around Japan.



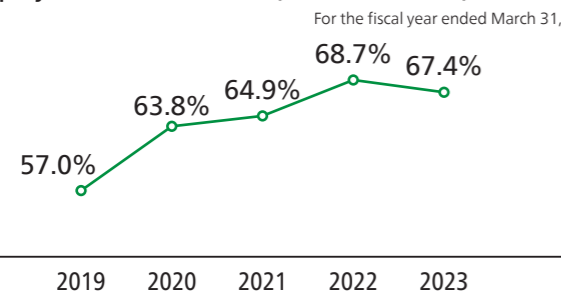
Walking Festival participants

Improving employee satisfaction levels

JAPAN POST BANK conducts an Employee Satisfaction Survey of every employee each year. The results of the FY2023/3 survey revealed an overall satisfaction level of 67%.

Items identified as issues are reported to management, while the Bank is working to further raise the level of satisfaction, including by making efforts to improve work motivation and the working environment.

Employee satisfaction level (satisfaction rate)



Going forward, the Bank will visualize the employee engagement situation over the medium to long term, and will revise the survey details in a way that leads to a better working environment.

Flexible work styles

For the purpose of harmonizing work and lifestyles, as well as of enabling employees at different life stages to continuously demonstrate their abilities, the Bank is seeking to improve the environment in a way that allows employees to flexibly select their own working style.

In response to COVID-19, the Bank expanded telework, introduced a flextime system, switched training programs and meetings, including those of the Executive Committee, to an online format, and strongly promoted other efforts to develop telecommuting environments.

Starting in FY2024/3, the Bank will further promote flexible working style related initiatives for the post-COVID-19 world. These efforts will include expanding the full flextime system, which does not include a core time, for some organizations.

Effectively Utilize Diversity—Respect for Diversity—

In order to address the needs of various stakeholders, the Bank believes it is essential to secure human resources that are rich in diversity. We therefore promote Diversity Management in aims of building a culture that respects the diverse value sets of every employee, and that recognizes this diversity as a strength of the organization.

Diversity Management

In order to advance diversity and realize greater value for the Company, the Bank established the Diversity and Inclusion Department in FY2017/3 given our sense of crisis regarding the need to change the way all employees think, including management, and to further improve the environment. Since this time, we have advanced related initiatives.

The Bank engages in various efforts intended to create workplaces that enable all employees, including women, as well as those in child-rearing generations, long-term care generations, mid-career hires, senior employees, and those with disabilities, among others, to work in comfort and to grow together with a sense of satisfaction.



Mikako Saito
General Manager of the Diversity and Inclusion Department

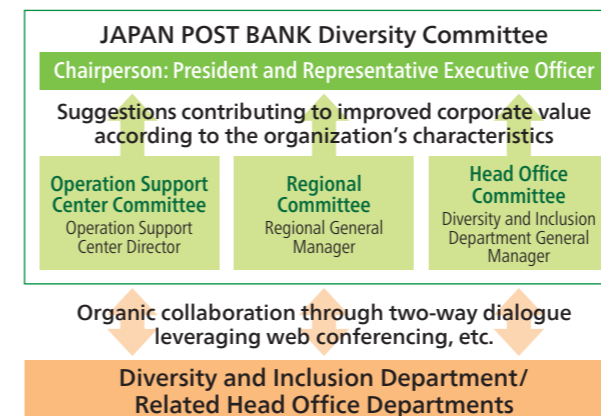
Diversity-related initiatives (Yearly)

2010	Established the ARIGATO Center (provides employment opportunities for those with disabilities)
2014	Dispatched employees to NPO J-win (Japan Women's Innovative Network)
2016	Established the Diversity and Inclusion Department; established the Diversity Committee; recruited in-house physiotherapists (health keepers who provide opportunities for those with disabilities to thrive); and endorsed the Declaration on Action by The Group of Male Leaders Who Will Create a Society in Which Women Shine
2017	The heads of each organization at JAPAN POST BANK, including the President and Representative Executive Officer, made the Ikuboss* Declaration; began diversity (Ikuboss) training; and started supporting artists with disabilities
2018	Expanded the scope of the Ikuboss Declaration to all managerial positions, and began Ikuboss certification
2019	Established the Service Improvement Committee and the Organizational Culture Reform Subcommittee; opened the Yutemachi Day Care Center workplace day care center at the head office building; and endorsed the Declaration of Full Childcare Leave for Male Employees made by WORK-LIFE BALANCE Co., Ltd.
2021	Began Live in Person town hall meetings between management and employees
2022	Began the D&I Dialogue follow-up initiative in cooperation with female employees possessing branch manager experience, and achieved 100% for the ratio of male employees taking childcare leave (continuously since FY2022/3)

* An Ikuboss (or New-era Boss) is a manager/an executive who (a) considers his/her staff's work-life balance and supports their career, (b) achieves his/her organization's business targets, and (c) enjoys his/her own life outside of work.

Diversity Committee (promotion framework)

Within the head office, regional headquarters, operation support centers, and other organizations, the Bank has established a Diversity Committee composed of members with various experiences and backgrounds. These committees plan and promote initiatives in line with the situation of each workplace.



In FY2023/3, the Bank held Male Employee Child Care Leave Seminars and Study Groups on Family Care in each region, as well as dialogue through which participants exchanged their respective value sets with each other, in an effort to vitalize communication. Similarly, more than 60 employees also participated in the Live in Person town hall meeting held in continuation from FY2022/3, during which they unreservedly shared their opinions with President Ikeda.

Promotion of Women's Participation and Advancement in the Workplace

In order to promote women's participation and advancement in the workplace, the Bank is improving workplace environments, encouraging the desire to be promoted, developing management candidates, and implementing various other initiatives. The goal of these initiatives is to achieve 20% for the ratio of women in managerial positions by April 2026.

In FY2023/3, the Bank conducted training to change the awareness of officers and managers, training for the purpose of encouraging the desire to be promoted among women, and dispatched employees to external female leader training programs, among others.

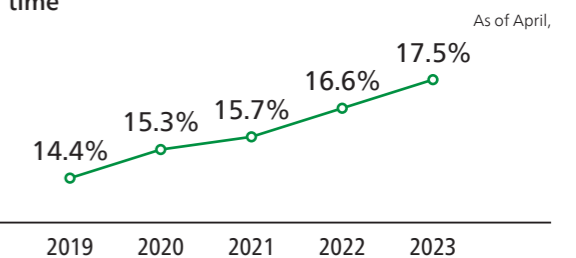
In addition, the Bank implemented diversity and inclusion (D&I) dialogue in collaboration with female employees possessing branch manager experience for female managers at directly operated branches and for future candidate employees. This effort was intended to alleviate promotion-related uneasiness, provide advice, and raise awareness of promotions.

As a result of these initiatives, the ratio of women in managerial positions stood at 17.5% as of April 2023.



Participant at a D&I Dialogue

Change in the ratio of women in managerial positions over time



VOICE Promotion of Women's Participation and Advancement in the Workplace



Chie Ishibashi
Matsuyama Branch Office Manager

I have worked as a branch manager at directly managed branches since 2015. In part because the first branch I was responsible for was outside the region where I was born, I was very worried that I wouldn't be able to perform my duties. Both being women, however, the General Manager and Assistant General Manager who received me gave me advice based on their own experience.

The following year, I shared information with female employees in different positions around the country as a member of the Diversity Committee. Moreover, during the D&I Dialogue launched in FY2023/3, the participants worked to communicate in a way that alleviates all manner of uncertainties and concerns. Our branches are home to many women who thrive in their respective duties. And I will support and encourage these women using my own experience in a way that allows them to shine with an awareness of the significance of women participating as branch managers and managers, and with a sense of themselves, all without becoming overly focused on the customs of the past.

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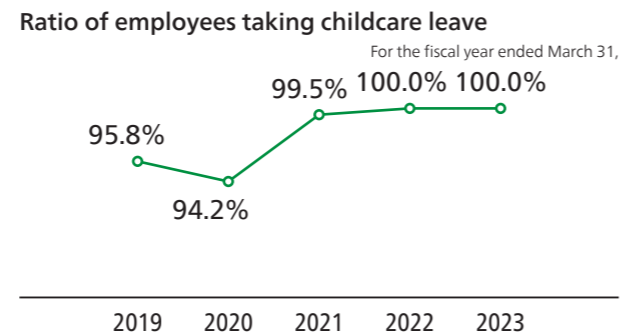
Promoting use of childcare leave among male employees

In order to enable men to actively participate in housework and childcare, the Bank has worked to create workplace environments that make it easy to use childcare leave, namely by distributing support books and providing e-learning to male employees and supervisors.

Since FY2023/3, the Bank has included articles in the In-house WEB Newsletter that introduce employees who have taken childcare leave. This effort has sought to create workplace cultures in which childcare leave is familiar and taken as a matter of course.

As a result, in FY2023/3 the Bank once again achieved 100% for the ratio of employees taking childcare leave. Consequently, we have also been seeing a steady increase in the number of childcare leave days taken by men.

In recognition of these efforts, the Bank was certified as Platinum Kurumin.



Moreover, we help employees with disabilities gain a higher level of motivation to work and remain in their positions by conveying our appreciation through letters.



General view of the ARIGATO Center operation



Thank you card from a branch to the ARIGATO Center

Employing senior human resources

As Japan's working-age population contracts due to a declining birthrate and aging population, the Bank is striving to expand duties that allow older employees to exhibit their potential by leveraging their knowledge and experience.

Moreover, in FY2022/3, the Bank raised the compulsory retirement age to 65, since which time we have been seeking to improve working environments that allow employees to work while maintaining their motivation into the future.

Promoting an understanding of LGBTQ+

In order to create workplace environments in which all employees can thrive with peace of mind, the Bank established the Diversity Awareness Month, holds workplace study meetings, distributes the Ally sticker as a symbol of understanding and support for the LGBTQ+ community, and sponsors Tokyo Rainbow Pride.

Moreover, the Bank now includes same sex partners in our definition of spouse for our various systems. This allows all employees to take advantage of marriage leave,

bereavement leave, dependent allowances, and company family housing, for example.

As a result of these initiatives, the Bank has received the highest gold evaluation on the PRIDE Index for five years running.

JAPAN POST GROUP Human Resources Policy

JAPAN POST GROUP formulated the Group Human Resources Policy to lay down the basic direction for realizing the management strategies and human resources strategies as based on the JAPAN POST GROUP Medium-term Management Plan, JP Vision 2025. The Vision identifies four elements as the items on which the Group must focus, including Pride and Motivation as the Group vision, along with the three pillars for achieving this, namely Accept Our Respective Differences, Enhance Capabilities, and Demonstrate Strengths. The Vision also organizes specific indicators and targets regarding each element.

Major indicators and targets

Major indicators and targets	FY2023/3 results
Quantitatively measure the "Pride and Motivation" of employees on a regular basis	—
Average number of childcare leave days taken by male employees: At least 1 month	63.3 days
Ratio of women in managerial positions at the head office: 30% (FY2031/3)	17.8%
New indicator for placing the right person in the right position	—
Average number of paid leave days taken: At least 18	19.1 days

* The Bank's results compared to Group targets

VOICE

Childcare leave use among male employees



Ryota Ogawa
Deputy Manager,
Financial Consulting
Hiroshima Branch Office
and his family



I took three months of childcare leave because I wanted to see my child grow up close, and because I wanted to participate in childcare and housework with my wife. Initially, my wife seemed nervous about raising our child, but as we did so together, the word fun would come up, and we were able to relieve her uncertainties. So, I was glad I took childcare leave.

Although I was also concerned about being away from my workplace for so long, the broad support of my coworkers and their periodic reports on the situation at the branch even while I was away allowed me to pass the time with an idea of what it would be like after returning.

I wanted Deputy Manager Ogawa to go on childcare leave without worry, so I worked to create an overall team atmosphere in which the other employees wouldn't feel burdened while he was gone. After his return, everyone welcomed him back and he worked hard in response, so I feel we created a positive trend.

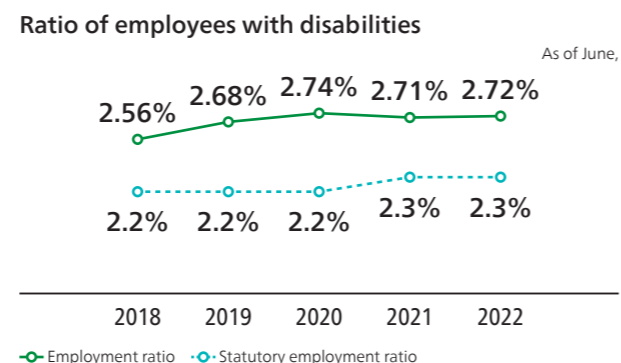


Takuya Uchida
General Manager,
Financial Consulting
Hiroshima Branch Office

Participation of a diverse range of employees Promoting the hiring of employees with disabilities

In 2010, JAPAN POST BANK established and began operating the JAPAN POST BANK ARIGATO Center for the purpose of providing people with disabilities who desire to work opportunities for new and continued employment so that they can live independent lives. Employees at the Center handle everything from bagging to shipping the candies handed out to customers at branches.

In addition, we actively employ those with disabilities, including having such individuals work as in-house physiotherapists (Health Keepers) at the head office and certain Operation Support Centers, and today employees with disabilities participate in organizations around Japan.



COLUMN Initiatives for realizing human capital management

—Investigations by the Board of Directors—

The Board of Directors also discusses human capital management as an important theme. The Board engages in human capital management based on the exchange of opinions from various perspectives regarding specific initiatives for realizing human capital management by the Bank.

—Holding training programs for management—

In order to deepen the understanding of ESG management in terms of financial institutions, the Bank held training programs for managers on the theme of human capital.

During these programs, experts provided lectures on social trends and important initiatives for the Bank, thereby raising awareness so that each workplace and the Bank as a whole can realize human capital management.

—Initiatives for realization—

As a Bank-wide initiative, the Bank formed project teams composed mainly of the Human Resources Department, Diversity and Inclusion Department, Public Relations Department, Corporate Planning Department, Investor Relations Department, and Financial Accounting Department. Based in part on the investigations by the Board of Directors, these project teams held repeated discussions over nine sessions, shared the issue awareness of each department, and advanced initiatives to realize and disclose human capital management.



Human capital management

Special Feature

Initiatives regarding respect for human rights

In aims of realizing our philosophy of becoming the most accessible and trustworthy bank in Japan, the Bank stands upon the awareness that respecting human rights is an important social responsibility. We therefore respect the human rights of every employee, customer, and partner company.

Moreover, we established the JAPAN POST BANK Human Rights Policy and are strengthening various initiatives in order to contribute to the realization of a safe, secure, and prosperous society. This effort relies specifically on promoting initiatives regarding respect for human rights through the business and social activities conducted by the Bank and the JAPAN POST GROUP.

[more info](#)
 JAPAN POST BANK Human Rights Policy
 Home > Social > Human Rights & Supply Chain
 > Respect for Human Rights > JAPAN POST BANK Human Rights Policy



Initiatives regarding human rights issues



Initiatives targeting employees

Preventative initiatives	Improve systems allowing for consultation with peace of mind
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- Preventative initiatives**
 - Issue message from the top management
 - Provide training and awareness raising opportunities
 - Training for executives, job-level based training, etc.
 - Raise awareness through informational publications (bimonthly)
 - Call for, select, and recommend human rights slogans for submission to the Japanese Bankers Association and other external organizations
- Improve systems allowing for consultation with peace of mind**
 - Assign harassment councilors (one male and one female for each business location)
 - Build a consultation network with third parties outside of business locations (support staff visit branches)
 - Establish a one-stop consultation and reporting platform (JAPAN POST GROUP)
 - Establish an external harassment hotline
 - Conduct harassment councilor training



Award ceremony for the winners of the Japanese Bankers Association Human Rights Awareness Slogan Campaign (36th competition)



Harassment councilor training materials



Initiatives targeting customers

The Bank implements money laundering countermeasures, and works to improve convenience for the elderly and persons with disabilities (stocking writing implements, improving accessibility, applying universal service design, etc.)



Initiatives targeting investment recipients

In order to conduct responsible investments as an institutional investor, in July 2022 the Bank revised our ESG Investment and Financing Policy to state our intention to properly engage with climate change and human rights. As part of the ESG Investment and Financing Policy, the Bank now stipulates that we will conduct investment and financing activities in a way that considers human rights, including prohibiting investments and financing for companies that engage in child and forced labor, and those that produce so-called inhumane weapons such as cluster bombs. Moreover, the Bank verifies the human rights due diligence implementation standing of companies receiving investment and financing during engagement (constructive dialogue).



Initiatives targeting suppliers

The Bank also requests business partners to consider environmental and social issues in an effort to realize the 10 principles defined in the UN Global Compact.* The JAPAN POST GROUP formulated and published the JAPAN POST GROUP CSR Procurement Guidelines, with which we ask all business partners to comply.

* The Bank has signed the UN Global Compact, and therefore engages in CSR Procurement activities to support the 10 principles in the four fields (human rights, labour standards, environment, and anti-corruption) defined therein.

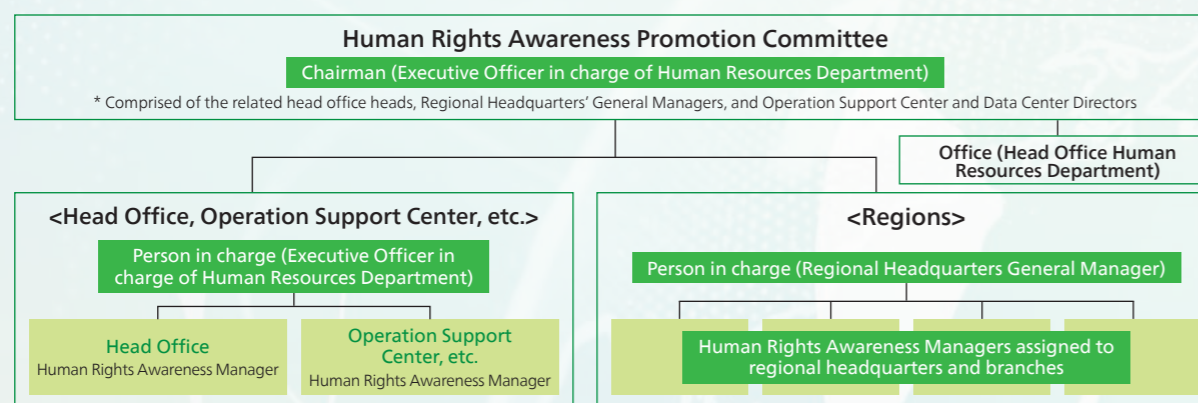
Human rights awareness promotion system

Chaired by the executive officer in charge of the Human Resources Department and consisting of the Regional Headquarter General Managers and the Operation Support Center Directors, among others, the Human Rights Awareness Promotion Committee leads the Bank's efforts to raise awareness of human rights throughout the Company.

Under the Committee's direction, the Bank has reviewed the related human rights issues and revised the human rights policy (April 2023) in relation to human

rights violations by investment recipients and suppliers. These reviews were also made in light of the expectation to avoid complicity, thereby going beyond simply addressing harassment, discrimination, and other human rights issues involving employees.

Going forward, the Bank will continue to enhance our various policies and human rights due diligence implementation frameworks while engaging in communication with stakeholders.



Major human rights issues involving the Bank

Stakeholder	Major Human Rights Issue	Stakeholder	Major Human Rights Issue
Employees	<ul style="list-style-type: none"> Prevent discrimination and harassment Improve working environments Respect the right to freedom of association and collective bargaining 	Investment recipients and suppliers	<ul style="list-style-type: none"> Prevent child labor and forced labor
Customers	<ul style="list-style-type: none"> Respect the privacy of customers Improve the environment for using financial services with peace of mind 	Others	<ul style="list-style-type: none"> Prevent money laundering, etc.