

## Our efforts toward employee well-being



Shoko Chukin Bank actively promotes Diversity, Equity and Inclusion (DE&I). We aim to create an environment where employees with diverse perspectives, skills, and values can thrive through fair and equal opportunities, enabling our diverse human resources to demonstrate their capabilities and improving the happiness of workers.

### Promotion of women's advancement

We recognize the promotion of women's advancement in the workforce as a management issue and are actively working on it. By merging the traditional general and administrative career tracks, we have made it possible for everyone to choose from a diverse range of career options. We are working to expand opportunities for women's advancement by launching the "Challenge College" program for those aspiring to step up to managerial positions, and the "Sales Counter TRY! Program" for those looking to transition from the back-office to the sales division.

#### Examples of women's advancement promotion programs

##### Challenge College

This is a training program for aspiring female leaders where they reflect on their work and careers and reinvent themselves so that they can have a greater influence on those around them. More than 100 women have participated in the program, aiming to advance to managerial positions.



##### Sales Counter TRY! Program

This program allows employees in back-office divisions to experience what it is like to work in sales. Over the course of a year, employees engage in work that directly contributes to customers, allowing them to acquire sales skills and expand their career options.



### Employment of people with disabilities

We respect the individuality and characteristics of each employee and foster a corporate culture that embraces diversity. By engaging in dialogue with employees with disabilities and creating a more comfortable work environment, we help them excel in their assigned roles. In addition, we ensure equal learning opportunities during new employee training by providing resources like sign language interpreters and transcription apps.

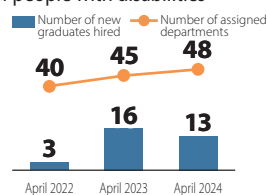
#### Mid-career Hires

We are focusing on mid-career hiring to increase diversity in our organization and generate innovation. In fiscal 2023, we held a "Mid-career Hires Meeting" to ensure a smooth onboarding for them. We are driving corporate transformation by fostering cooperation among diverse human resources within the organization.

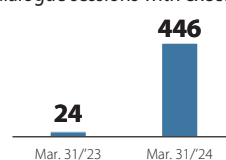
### Dialogue between executives and employees

In order for employees to understand the direction of management and to convey opinions directly to top management, we hold candid dialogue sessions between the executives, including the President, and employees. Executives with abundant knowledge and experience take part in interactive discussions with employees in various positions on topics such as Shoko Chukin Bank's management, sustainability, digital transformation, and finance, fostering values that will help realize our Purpose.

#### Indicators related to employment of people with disabilities



#### Number of participants in candid dialogue sessions with executives



## DE&I Roundtable Discussion

Encouraging employees to embrace challenges to create an organization that can withstand change

Shoko Chukin Bank is working to create an environment where diverse human resources can excel. Three employees from different positions exchanged opinions from management and frontline perspectives on a range of topics, such as how to create a workplace that is more comfortable to work in and provides career growth, and their thoughts on the people they work with and the next generation of employees.

### A passion for creating a comfortable workplace

**Maebara** When I joined the Company 15 years ago, there were still few women in public relations roles, and I sometimes felt uneasy about continuing to work while raising children. But now, there are more junior colleagues continuing to work alongside childbirth and childcare, which I think has made our team more diverse. I think this shows that it's become easier to work here. I also feel that the support from the people around me was a big help. I find that too much attention makes it hard for me to concentrate on work, so I tell my boss and colleagues, "let me try to solve things myself first, but please help me if something comes up," to get the support I need.

**Tsutsumi** Our employees have diverse work styles at the Omori office too. The office has 59 employees in total, 32 of whom are women. Of these women, nine have shorter work days, and two are on maternity

leave. We strive to foster an atmosphere of cooperation throughout the office. For example, we schedule morning meetings and evening briefings when part-time staff are present, and actively encourage male employees to take childcare leave and work from home.

**Masumoto** Right, it's important to create an environment where support is readily available. I believe it's important to communicate with my team

members, whether it's by reaching out to them during work breaks or by keeping in close contact with their direct supervisors, so that they don't feel uncomfortable asking for support. I try to build relationships where we can ask for advice as soon as either of us run into a problem.

### The importance of support from supervisors and seniors

**Tsutsumi** At Omori Office, only a few employees have used the "Sales Counter TRY! Program" so far (▶▶ see page 46). But if those who do use it can become role models, that should encourage other team members to try it as well. I want to make it known that there are people like this among us and support their success. I believe it is the role of leaders to understand the values and work styles of individual employees and support them in their career development.

**Masumoto** When I moved from a general role to a management position, I was nervous. However, the advice I got from my superiors and colleagues helped shift my mindset and relax. While I still feel the pressure

of having to lead an organization, the team trusts me and I'm thankful for that. Have you had any memorable moments when your boss supported you, Maebara-san?

**Maebara** Yes. When I was pregnant with my first child, I couldn't see how I was going to keep working alongside raising my child. But my boss at the time said, "I'll support you. Why not try balancing work and child rearing? If we try and doesn't work out, you can reconsider then," my boss said, which encouraged me to stay working. His words encouraged to make me think "I could give it a try" and think positively, which became a major catalyst for my future efforts. I also want to be someone who can encourage juniors to take on challenges without being afraid of failing. Because failure can be a wonderful role model too (laughs).

### Message for the next generation of employees

**Masumoto** Even now, I sometimes hit a wall while wondering if I'm a good boss. There is no one right way of working. The message I want to get across is that we should each do our best in our own way.

**Maebara** From fiscal 2024, Shoko Chukin Bank has introduced a new HR system to support diverse work styles. I am involved in planning these new policies, which include improving our systems for shorter working hours and flex-time. I want to help build systems that allow diverse teams to take on challenges.

**Tsutsumi** I have two daughters but I wish I had taken more childcare leave when they were small. The experience of raising children has given me a better understanding of diverse work styles. I want to help make Shoko Chukin Bank a company that my children's generation will want to join and where they'll find it comfortable to work. Let's continue working together to create an open workplace where everyone, regardless of age or gender, can speak their mind.



**Sayoko Masumoto**  
(Deputy General Manager, Tokyo Office)  
After working in deposit operations at the Tokyo Office, took charge of managing these operations from April 2021.



**Masatoshi Tsutsumi**  
(Deputy General Manager, Omori Office)  
After roles at the Morioka, Kanda, Akita, Utsunomiya, and Hakodate offices, took charge of back-office management at the Omori office from October 2023.



**Izumi Maehara**  
(Senior Manager, Career Development Support Division)  
After working at Fukagawa Office, Kanagawa Business Department, and Business Planning Division, took charge of HR system planning in the Career Development Support Division from April 2023

## Our efforts toward well-being of employees at SMEs



### Happiness Design Survey

Shoko Chukin Bank values employee happiness, which is closely tied to individual productivity and creativity. We offer a Happiness Design Survey that SMEs can easily implement to visualize the level of their employees' happiness. We have provided the survey to around 1,000 companies so far, covering about 70,000 people.

This service won the gold award in the Goods and Services category of the Wellbeing Awards 2024. The award recognized our efforts in promoting the concept of well-being to SMEs and raising awareness among both SMEs and their employees about the connection between their mutual happiness.

▶ Wellbeing Awards Project website

[https://www.asahi.com/ads/wellbeing\\_awards](https://www.asahi.com/ads/wellbeing_awards) (in Japanese)

