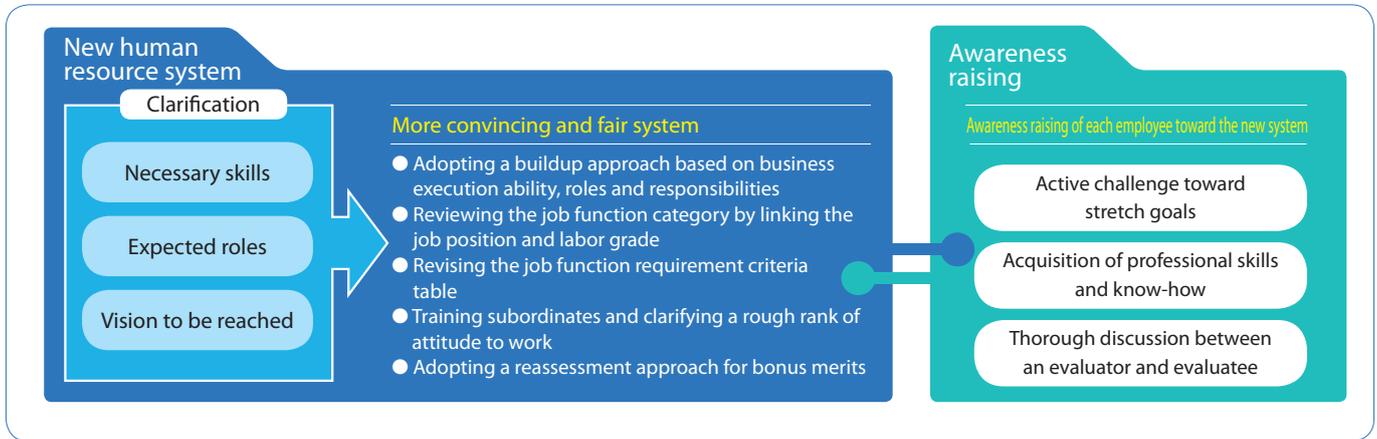


# Promoting employee activities and environment creation

The new human resource system that began in October 2017 is highly convincing and fair with clearer evaluation criteria. In addition, through improved discussion and proactive attempts, we aim to realize an organization where efforts and endeavors of each and every employee are further reflected in their evaluations so that they can feel greater job satisfaction and work lively.



## Human resources development policy (the 7th Medium-Term Business Plan)

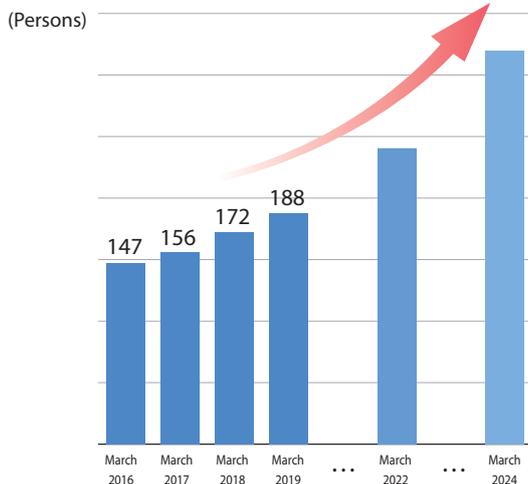
### “Development of bank employees needed by customers and the regional community”

- Bank employees having common sense as an adult and high professional ethics
- Future-oriented bank employees who can draw out “a true answer in a customer”
- Bank employees who can carry through their duties with pride, responding to environmental changes flexibly
- Kind and caring bank employees who can think and work on their own as a team and an organization member

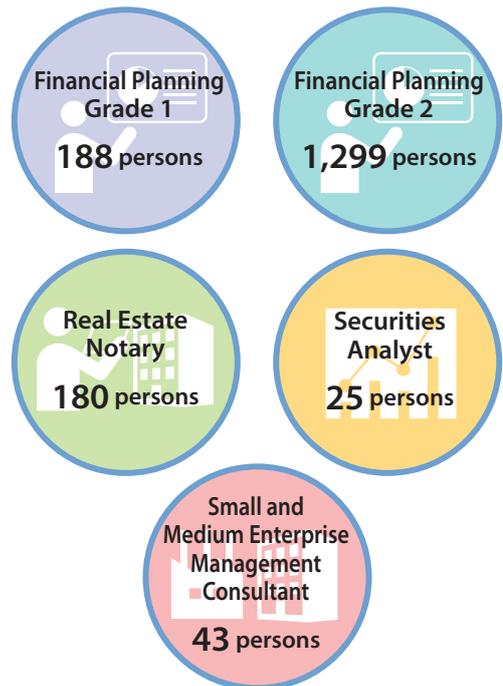
### Development of problem-solution type human resources

The Bank provides internal consulting training sessions and also actively dispatches its employees to external specialized institutions. In addition, the Bank improves the support system for qualification acquisition and the incentive system for those who acquired qualification. Thus, we will develop bank employees who can promote their self-growth cycle as a financial professional.

#### Number of employees with Financial Planning Grade 1 certification



#### Number of employees with professional qualification



We particularly recommend that our employees acquire the Financial Planning Grade 1 necessary for performing high-level consulting activities.

Organization where diverse human resources work actively

Internal recruitment system

The Bank develops skilled human resources who can work actively in various special fields, including ICT strategy establishment, the consulting division, development of global human resources, and corporate business by female workers, through the internal recruitment system.

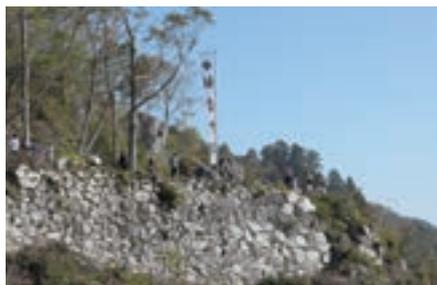


Development of young employees

The Bank provides opportunities for young employees to obtain a wide range of work knowledge regardless of their branches and responsibilities, for creating an organization where diverse human resources work actively. In addition to business skills, we also provide a curriculum to enhance professional ethics as an employee of the Shiga Bank and cultivate an enriched humanness through activities such as regional contribution.



Participation in Kannon-ji Castle Ruins maintenance project



Stone wall of Kannon-ji Castle Ruins

Career formation for empowering female workers

We provide carrier support for appointment to a higher position, considering improvement of their future lifestyle and workstyle.

Past training sessions

- Career advancement training (Assistant General Manager)
- Female leader encouragement training (middle-class employees)
- Business improvement study session for female workers (young employees)

Supporting growth of workers' minds

Healthy mind and body is integral for each employee to fulfil their full potential and remain highly productive. We provide training sessions for higher mental health literacy centering on self-care and managers' care for co-workers' mental health to every position ranging from new staff to officers to support their mind growth (improvement of autonomy) and create a workplace where they can work lively.



Mental health training session

Providing various learning occasions

We hold seminars for branch and section managers and pressure-free plan seminars on holidays to provide opportunities to obtain knowledge in various fields and hot topics. An annual total of over 4,000 employees improve themselves on holidays. We hold 30 seminars per year which have been established as learning opportunities.

Past seminars

- Learn management from psychology and behavioral science
- Understand the essence of SDGs
- Management issues and solution methods on human resources of SMEs

and more

# Promoting employee activities and environment creation

## Work-life balance

To promote a better work-life balance, we have enhanced our various leave systems. In fiscal 2018, we established a new “work-life balance leave,” in order to further enhance work-life balance. Also in fiscal 2019, we expanded our leave system to cover temporary and part-time staff.

### 1. Enhancement of our various leave systems

- Consecutive leave system
- Half-day annual paid leave system
- Spouse maternity special leave system
- Refresh leave system
- Anniversary leave system
- Work-life balance leave system

### 2. Support for a balance between childcare and work

The period of our childcare leave is three years at maximum, exceeding the legal period. We provide support for continuous career formation such as provision of various information during childcare leave, meetings for a smooth return before going back to work from childcare leave and support seminars after returning from childcare leave. In addition, we have worked on further improvement of our system such that the shorter working hours system and sick/injured childcare leave system, which were available until the child enters an elementary school, have been extended to until the third grade of elementary school.

### 3. Support for a balance between nursing care and work

We have improved our system such as providing a one-year family-care leave system for employees with a family member that needs constant nursing care and revising the unpaid nursing leave available for 10 days per year to the paid nursing leave.

### 4. Reduction of total working hours

We are striving to reduce the total working hours by significantly reviewing and systematizing operations for higher productivity. We set 90 days a year (in fiscal 2018) to “early homecoming days” as a Bank-wide initiative to help employees balance work and home.

#### Monthly overtime hours per employee

| FY2014     | FY2015     | FY2016     | FY2017     | FY2018     |
|------------|------------|------------|------------|------------|
| 15.8 hours | 14.7 hours | 13.6 hours | 12.7 hours | 11.2 hours |

## Creating a “healthy” working environment for mind and body

We believe that the mental and physical “health” of our employees is essential for our sustainable development. We are creating an environment where each employee can work in a lively, healthy manner.

### 1. Establishment of an outside counselling system

To forestall mental health problems, we launched a counselling system where all employees are given counselling tickets by which they can consult with an outside professional at ease for free.



### 2. Support by nurses at internal health offices

For employees with health concerns, the Bank dispatches two nurses working at its health offices to each branch and has an occupational health physician interview the employees. Particularly for young employees, we provide many opportunities for consultation such as during group training, to give them meticulous support.

### 3. Stress check

We conduct a stress check every year and provide feedback to all respondents. In addition, they can have a meeting with an occupational health physician, if they request. (Percentage of those who took a stress check in fiscal 2018: 91%)

### 4. Regular health checkups and complete physical examinations, etc.

We encourage employees to have a regular health checkup or complete physical examination every year for early detection and prevention of diseases. Employees aged 30 or older are granted a special leave roughly every two years for undergoing a complete physical examination. (Percentage of those who had a regular health checkup in fiscal 2018: 99%).

## Diversity & Inclusion

### Positive action

#### 1. Committee for Advancing Women's Success

We established the Committee for Advancing Women's Success in December 2006 and decided relevant policies from a view that reflecting women's opinions to our management and creating opportunities for active participation of women are indispensable for the Bank's sustainable development.

#### 2. Appointment of women

The Bank's action plan in response to the Act on Promotion of Women's Participation and Advancement in the Workplace

Period of the plan: April 1, 2016 to March 31, 2020

- Proportion of women in management (branch and section manager level or higher): more than 5%
- Proportion of women in management (senior staff level or higher): more than 25%
- Percentage of women involved in corporate PR: more than 20%

We support women's advancement in the workplace through seminars and other events. We will take further measures to develop the roles of women in the workplace.

#### 3. Ikuboss declaration

The Bank adopted the "Ikuboss declaration," the first for a regional bank in the Kinki area, in April 2016. The declaration is aimed at empowering female employees and further speeding up the work style reform, thus invigorating the organization.



#### 4. Platinum Kurumin certification

We were awarded the "Platinum Kurumin certification," the first for a regional bank in the Kinki area, on April 20, 2016. We will continue to improve our childcare support system and create a better workplace environment that nurtures employee engagement.



## Raising awareness of human rights

To cultivate human rights sensitivity, the Bank organizes employee training sessions to deepen understanding of sexual harassment, power harassment, Dowa discrimination and other human rights issues. In fiscal 2019, the Bank organized a range of training courses with the theme of "proper knowledge and understanding of every kind of human rights." We make efforts for human rights enlightenment through other initiatives, such as displays of various kinds of posters and asking a wide range of employees to come up with slogans.

In addition, as a director company of Shiga Human Rights Promotion Corporation Liaison Council, we are striving to raise awareness of human rights with other member companies in the prefecture toward solving all issues regarding human rights including Dowa discrimination.

### LGBT

We held a lecture titled "Human rights of LGBT persons — toward creation of a pleasant workplace," by inviting an external lecturer and created an occasion for discussion to deepen participants' understanding of LGBT.

### Employment of people with disabilities

We are creating an environment where people with disabilities can work actively, aiming to maintain and improve the employment rate of people with disabilities. (The legal employment rate is 2.2%; 2.183% as of March 31, 2019, up 0.012% from the previous year.)

#### 1. Cleaner team

A cleaner team comprising eight people with disabilities has been established in the Head Office. Persons in charge of employment of people with disabilities in the Personnel Affairs Department and the team members have regular meetings about their duties and physical conditions and cooperate with each other by demonstrating their individualities. In this way, we will create a workplace where those members can work lively.

#### 2. Para-sports

The Bank supports Hiroko Kondo (belonging to the Personnel Affairs Department), a blind marathon runner. We aim to support promotion of sports and a better understanding of disability through her activities.



Photo provided by The Mainichi Newspapers