

Initiatives to Advance Human Resource Management

# The power of each proactive individual is the driving force that shapes our future.

Amid rapidly changing era, what we most need is the power of "each individual" to support a sustainable development of AFF industries and regional communities. The willingness of each individual to think, learn, and proactively take on challenges is the driving force that propels us in our mission.

At the Bank, we are committed to improving our Human Resources (HR) development programs through job assignments, trainings, and development programs that enables our employees to independently develop their careers, cultivate their expertise, and thrive as professionals both inside and outside the organization.

In addition, flextime and other effective working styles as well as a supportive corporate cultures are also essential for employees to perform at their best. Having worked while raising children myself, I have come to realize that the workplace environment plays key role in motivating employees.

I believe that the collaboration of employees who have gained various experience through these initiatives will generate new value from diverse perspectives and make a greater impact on society.

We will continue to actively develop an environment in which everyone can freely approach their work challenges under an open and communicative corporate culture.



**OGASAWARA Aki**  
Executive Officer  
(General Manager of Human Resources Division)  
Chief Human Resources Officer

## Human Resources Management

### Basic approach to human resource management

As business environments, work styles, and values undergo rapid changes, the Bank is transforming itself into an organization where employees can independently hone their expertise and play active roles. To this end, we have established the following HR management policy.

Human resource management policy

Ongoing support for human resources who continue to autonomously take on challenges and make changes as financial professionals with a sense of contributing to the AFF industries and local communities.

### Introduction of Job group system

Based on our HR management policy, we have established a personnel system that features the concepts of "autonomy" and "expertise." As part of this system, we have introduced job group classifications defined by such questions as, "What kind of value?," "For whom?," and "How to provide it?"

Under the job group system, employees register themselves in work categories based on their preferences and experience and, as a general rule, are assigned to work in groups that they chose to develop expertise over the medium to long term.

In addition to job rotation driven by job groups, we have established group job descriptions that explain job groups in detail, defined required expertise by function and job level, and introduced job competencies as discrete units for evaluating and developing expertise. Through regular 1on1 meetings, evaluations, and feedback with supervisors, we support the development of employees' specialized skills.

### Job group system



CC: Cooperative Central Banking; GI: Global Investments; BE: Business Expert

\* CC: Operates the Retail Business as the central bank for the JA Bank / JF Marine Bank System; Domestic Branches: Operates Food and Agriculture Business and Retail Business within local communities; BE: Provides support for planning and front-office operations and handles business development, application and optimization

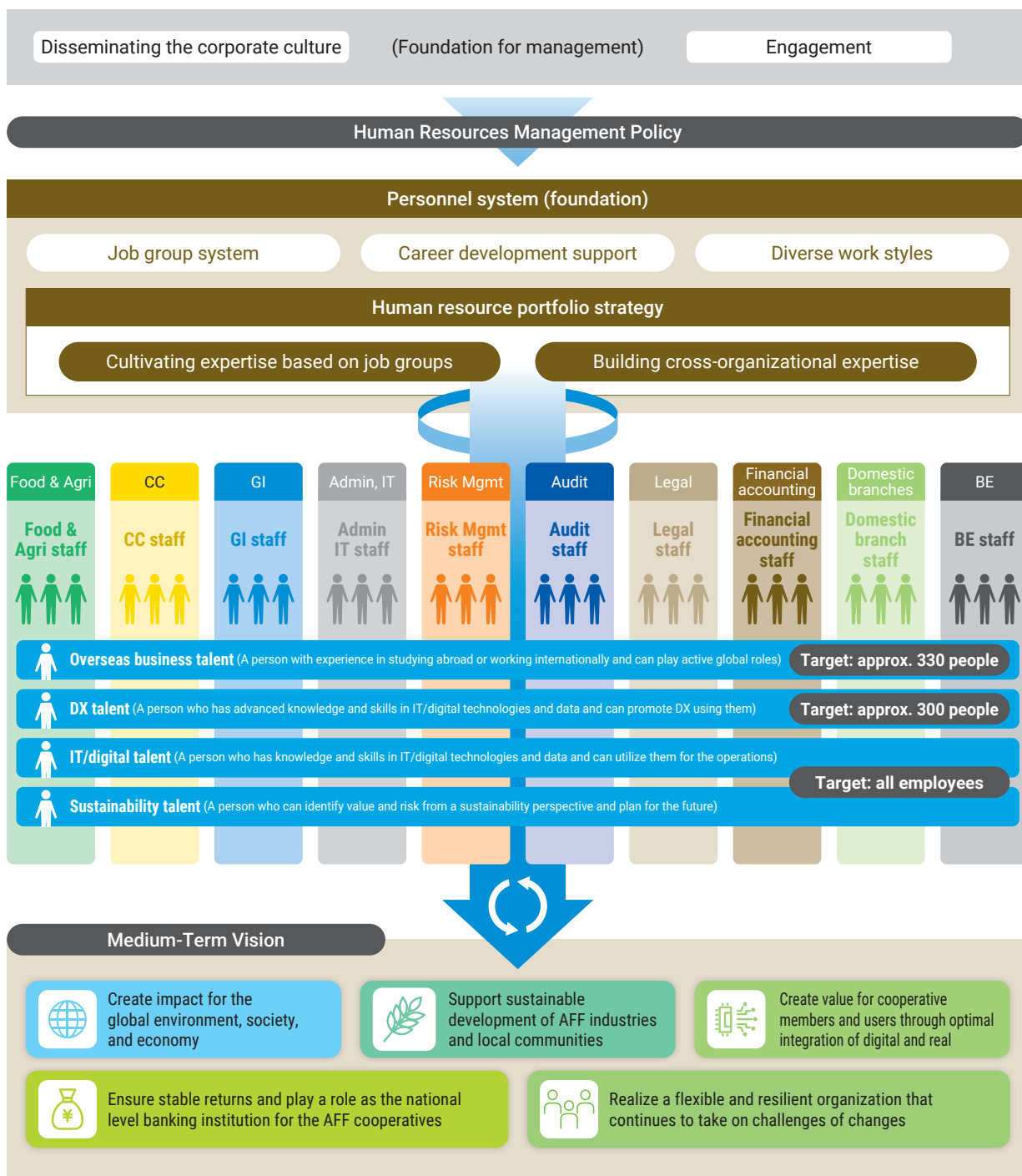
### Human resource portfolio strategy

We have put together a strategic human resource portfolio framework for developing the workforce necessary to successfully implement our business strategy.

Through the job group system, we define, in terms of job competencies, the kinds of expertise necessary to achieve our business objectives and catalogue the expertise of our employees through competency assessments.

We also focus on attracting and developing key cross-organizational staff who can support future growth. Examples include overseas business talent, DX talent, IT/digital talent, and sustainability talent. In this way, we promote systematic investment in human capital.

### Linking human resource strategy and business strategy



\* Targets shown in the above chart are for fiscal 2030. Please refer to the following pages for details on initiatives for developing and recruiting the above types of staff.

## Current Challenges and Direction of Responses

### Current Challenges

- Timely and appropriate review of human resource portfolio strategy based on the definition and comprehension of expertise required to execute business strategies
- Review of personnel systems and operations based on today's employment environment and values, as characterized by employee mobility, increased uptake of childcare leave benefits, and aversion to transfer, and consideration of training and recruitment measures

### Direction of Responses

- Refine group job descriptions and job competency definitions that determine the expertise required for each task (review units and classifications based on business strategy, necessary knowledge and skills, etc.)
- Evaluate data-driven measures, such as more sophisticated employee movement simulations, and develop and recruit the people necessary to implement business strategies

## Human resource development initiatives

We are implementing various measures in line with the themes of cultivating expertise within job groups and developing cross-organizational talent. Our investment in human resource development provides learning opportunities for our employees, builds a suitable human resource portfolio, and improves employee engagement.



### Fostering expertise within job groups

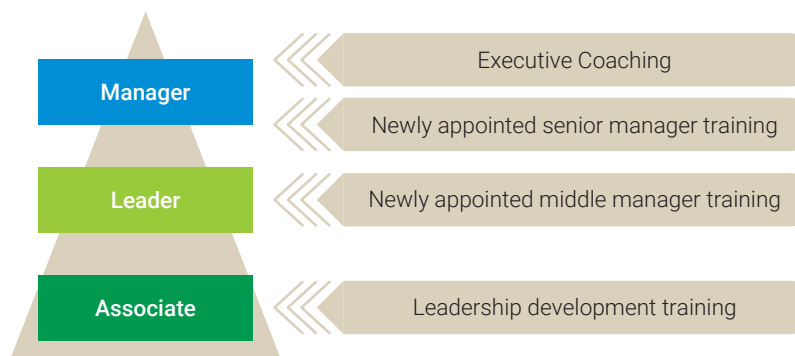
As a component of job group management, we are fostering expertise by strengthening the training system for each job group.

For example, in the Food & Agriculture Group, we are promoting human resource development through training based on experience and knowledge cultivated in lending operations and on-the-job training through practical experience in the field. We expect these efforts to improve profitability and create value for stakeholders. Our training program offers a range of courses tailored to the participants' level of experience, from learning the basics of lending operations to practical training in pitching sales proposals aimed at solving management problems for customers.

### Cross-organizational talent development

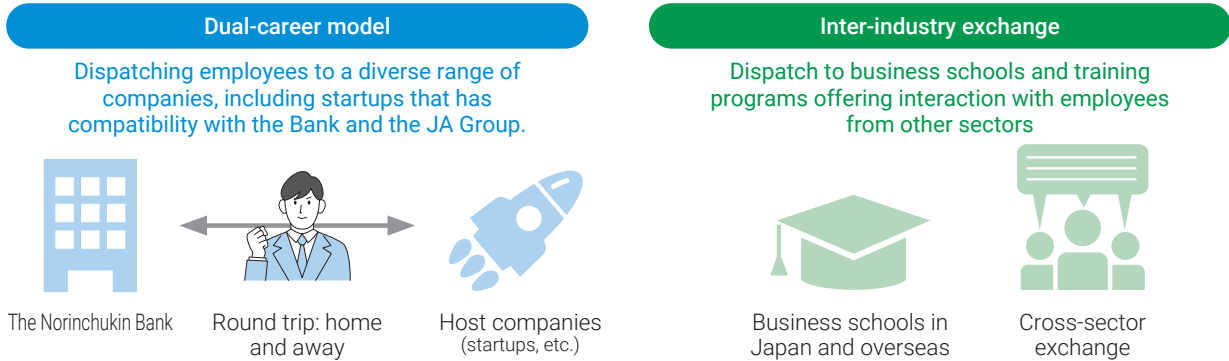
#### (1) Leadership and management training

In order to steadily advance staff development based on our HR management policy, it is important for leaders and managers to fulfill their roles. We have established a training system tailored to each job level to enable employees to acquire the leadership and management skills they require along with effective communication skills for developing subordinates. In addition, we are working to ensure that training is not just an one-time event, but rather a continuous process through training programs that are linked to actual work in the workplace.



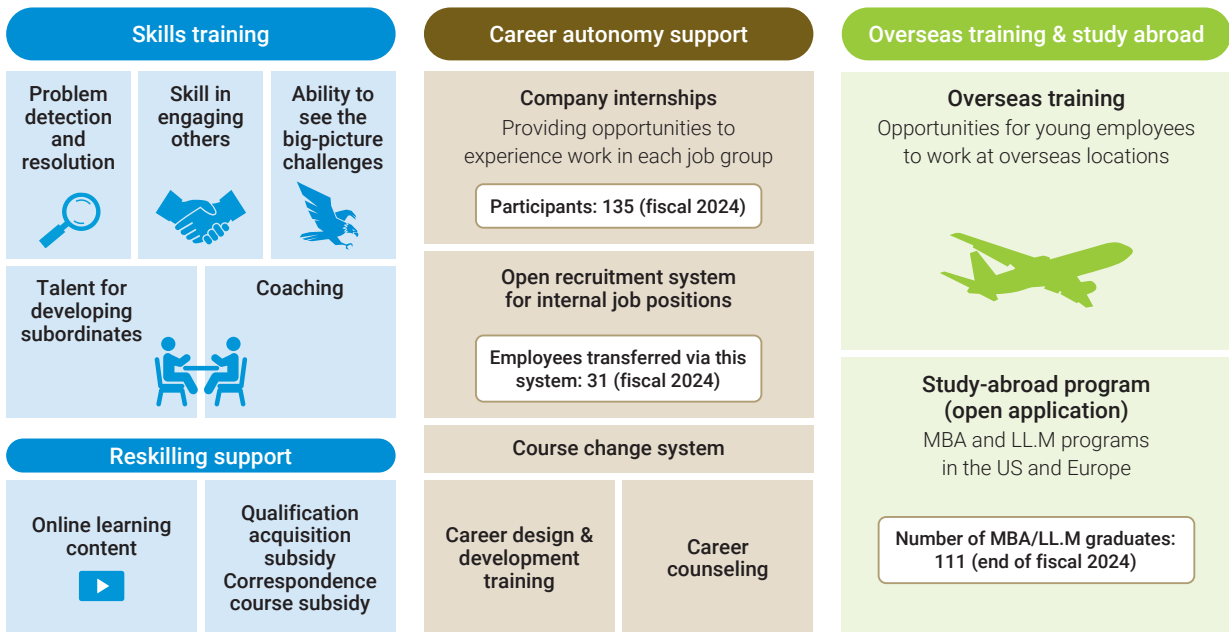
**(2) Encouraging diverse experiences and ways of thinking**

To assemble a group of professionals with diverse ways of thinking and provide opportunities to encounter ideas, values, and work styles that cannot be obtained within the bank, we are promoting cross-disciplinary training (learning and collaborative value creation together with employees from different industries as well as work experience in fields beyond the scope of one's own organization). In fiscal 2024, 25 employees participated in this program.



**(3) Autonomous career development**

To help self-directed career development, we provide employees with support for skill enhancement and reskilling, as well as career autonomy support, regardless of professional course (job class). In fiscal 2024, we established a new company internship program to allow employees to try out and deepen their understanding of business areas beyond their experience, with the aim of promoting autonomous career development and the job group registration system. Additionally, to provide opportunities for employees to gain overseas work experience, we offer open application to overseas training and study abroad programs (MBA, LL.M).




VOICE **Cross-domain training (dual-career model)**

▶ **Learning outside of the organization**

I participated in this training program because I felt a sense of urgency and vague anxiety about the future. I wondered if the work I was doing was only applicable within my company, especially in an environment where autonomous career development is encouraged. At the training host company, I engaged in tasks I had never experienced before, such as imagining new products and considering their practical commercialization. Additionally, by placing

myself outside my current organization, I could recognize not only my weaknesses but also the strengths I had cultivated over time. This training program made me realize that by communicating my hopes and ideas, I can take future opportunities and that a career is not only built through work but can also be shaped by private activities and chance encounters. This experience has made me more proactive about directing my own career.



**SOTOZAKI Tomoe**  
Global Banking Div.

**VOICE** Company Internship

▶ **Work experience in an unfamiliar job group**

Through this program, I gained experience working in the Sendai Branch's CC Group (a job group that covers the Retail Business). By visiting and communicating with JA, I could understand firsthand the diverse challenges faced by each region. In addition, I was able to experience some of the challenges and rewards of promoting the financial intermediary function of JA Bank by The Norinchukin Bank's formulating strategies and supporting initiatives while, respecting the autonomy of each JA.

In my regular role within the Food and Agriculture Group, I am involved in lending to distant-water fishermen and the national-level organizations of JF Group. However, this opportunity to work in a new business area allowed me to take stock of my future as an employee of the Bank and identify areas where I would like to develop my strengths. This experience has given me valuable insight and motivated me to proactively plot my career path.



**SHUTO Koki**

Food & Agri Banking Div.

**(4) Cross-organizational staffing**

We are working to develop a cross-organizational team to achieve our Vision for 2030 as described in our Medium-Term Vision. This includes the development of DX and IT/digital talent and the promotion of sustainability, diversity, equity, and inclusion.

▶ [Page 67](#) Digital Transformation (DX)    ▶ [Page 49](#) Sustainability Management Initiatives

▶ [Page 64](#) Promotion of Diversity, Equity, and Inclusion (DE&I)

**Recruiting initiatives**

We are working to strengthen our midcareer recruiting effort and increase our hiring quota in order to build a diverse group of highly skilled professionals who bring a variety of perspectives.

To strengthen midcareer recruiting, we have introduced an employee referral system and are working to clarify and conceptualize the specific expertise required for each related position and help expand recruiting within each business area. In addition, for new graduates, we have introduced a course-based recruitment system that specifies the department of initial assignment for candidates who wish to develop specific expertise. We have also established a system based on exclusive recruiters to reduce recruitment mismatches.

**Recruiting results**



**Attracting Talent**

**Career recruiting (midcareer hires)**

**Specification of required expertise**

The expertise required for each position is defined in terms of job competencies, which are knowledge units used in evaluating and developing expertise under the job group system.

**Referral system**

Applicable to all domestic divisions and branches. When a referral results in a successful hire, the referring employee receives a referral bonus.

**Alumni reentry system**

To promote the development of a team of employees who can play active roles both inside and outside the organization, staff who left the Bank to advance their careers are eligible for reemployment.

**New-graduate recruitment**

**Course-based recruitment**

An office IT course, GI course, and quants course (risk management) are available

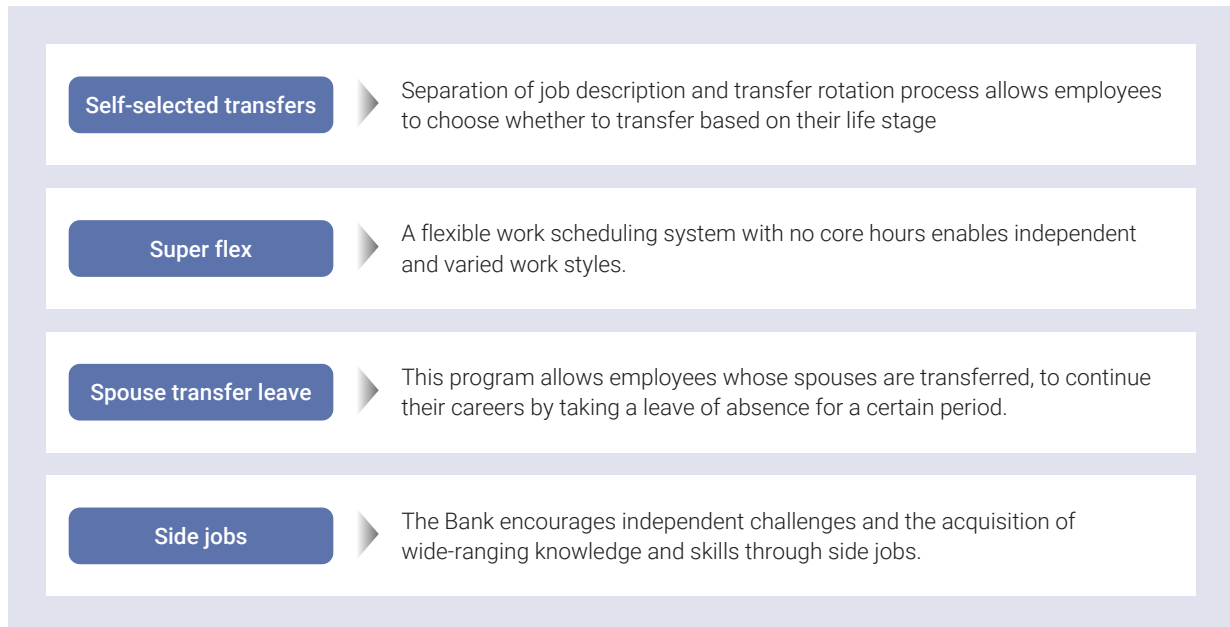
**Exclusive recruiter system**

Follow-up to prevent mismatches between the Bank's philosophy and the nature of actual work

## Promoting diverse work styles

To develop a diverse group of professionals with varied ways of thinking, we promote an environment in which all employees can choose work styles that fit with their distinctive life events, such as marriage, childbirth, child care, and nursing care, and where each individual can independently pursue a personally tailored career path.

### Workstyle reform-related systems



## Promotion of Diversity, Equity, and Inclusion (DE&I)

We are promoting diversity, equity, and inclusion (DE&I) by fostering a culture in which each individual can demonstrate its expertise and to play an ongoing active role and grow independently.

Through these initiatives, we are building workplaces where diverse and talented employees gather, respect and welcome each other's different perspectives, enjoy the differences, actively accept diverse viewpoints and thought, and openly and actively exchange ideas and opinions in a psychologically safe environment. Thus, we ensure the continuous invention and implementation of new ideas and approaches that further strengthen our organization.

The initiatives introduced below in this section are applicable only in Japan, not applicable in other countries, nor are they applicable to the Bank's employees working at offices and subsidiaries located outside of Japan. With respect to DE&I associated statistics and quotas, they do not include employees who are hired locally outside of Japan.

### Promotion of work-life balance, including childcare and nursing care

The Bank is committed to supporting our employees in balancing their work and childcare responsibilities, as well as achieving a healthy work-life balance. To this end, we are enhancing our systems for infertility treatment leave, shorter working hours for childcare, and various programs for those taking maternity and childcare leave. We have also partnered with employer-led childcare facilities, and we have received certification as a Childcare Support Company (Platinum Kurumin Plus) from the Minister of Health, Labour and Welfare.

To foster awareness among our employees regarding taking and extending childcare leave, we conduct various training sessions and workshops on diversity management for managers, invite external speakers for lectures, and post information through our internal portal. Additionally, we hold seminars on caregiving to support employees in balancing work and caregiving responsibilities.

To further support these efforts, in addition to the flextime system described above, we are also working to introduce and establish various measures to promote workstyle reforms, such as hourly leave, extended intervals between shifts, and telework.

### Promoting active participation by people with disabilities

The Bank is working to provide opportunities and create a workplace environment that allow people with disabilities to continue working with peace of mind and to deepen mutual understanding among employees. Thus, we can ensure that everyone can sustainably play an active role and fully demonstrate their abilities and individuality. In fiscal 2024, we administered a staff questionnaire and held workshops on the active participation of people with disabilities.

In fiscal 2023, we concluded a sponsorship agreement with the Japan Agricultural Welfare Partnership Association (Nihon Noufuku Renkei Kyokai) and will work to resolve social issues through activities that promote and develop links between agriculture and welfare.

Additionally, Norinchukin Business Assist Co., Ltd., a special purpose subsidiary designated under the Act to Facilitate the Employment of Persons with Disabilities, began participating in collaborative agriculture-welfare initiatives in November 2024. The company has been commissioned by an agricultural cooperative in Hanyu, Saitama Prefecture, to engage employees with disabilities in flower seedling production work.

### Other initiatives to promote the active participation of diverse talent

Alongside the above, we promote numerous initiatives to ensure the Bank is an organization where each employee can perform a personally authentic and active role in line with our broader themes related to DEI promotion and social issues.



Scene from the market held within the Bank in collaboration with the Japan Agricultural Welfare Partnership Association



Farm work by employees of Norinchukin Business Assist

# Foundation-building Management Initiatives

## Promoting our corporate culture

The Bank pursues a range of measures to ensure it remains an organization with a shared sense of our Purpose and to promote the shared values that underpin our daily operations with the aim of realizing and demonstrating that Purpose. The following are some examples.

### Executive seminars

Since fiscal 2019, we have held executive seminars in which one executive and a small number of employees engage in dialogue, with the goal of fostering career development awareness among employees, increasing employee engagement, and improving the organization's culture. In fiscal 2024, a total of 156 seminars were held that were attended by cumulative 1,485 employees.

### Internal public relations

To ensure that executives and employees share a sense of our Purpose and own the responsibility of achieving it, we have deployed an internal public relations portal across the entire Norinchukin Group to share examples of excellent initiatives employees have implemented based on common values as well as stories of our diverse staff performing active roles within the organization. In fiscal 2024, we posted 65 articles on the portal.

## Promoting our shared value "Tackling Challenging Tasks" (an in-house entrepreneurship program)

One of our shared values is an appetite for "Tackling Challenging Tasks." Recognizing this, we have launched an in-house entrepreneurship program called Nochu Seeds to encourage our employees to accept new challenges. In fiscal 2024, we selected one project for evaluation and in fiscal 2025 began considering its commercialization.



The logo of Nochu Seeds

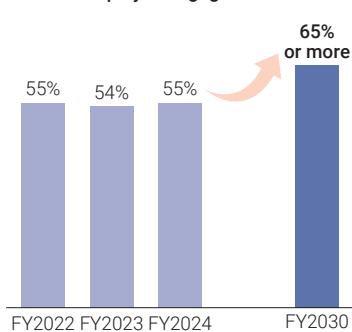
## Improving employee engagement

At least once a year, the Bank conducts an employee engagement survey (organizational capability survey). The results are reported to the Board of Directors. Effective response measures are subsequently considered and implemented based on analysis of the results and identification of issues.

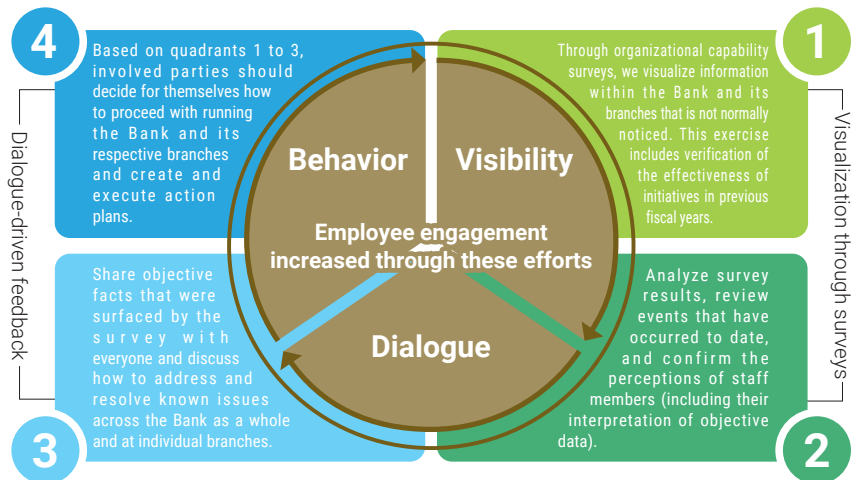
Employee engagement scores are measured according to three factors: job satisfaction, motivation to contribute, and willingness to recommend the Bank to others.\* We have set a target score of 65% or higher by fiscal 2030, based on the assumption that these factors can be raised to the necessary degree.

Recent survey results indicate individual differences in how employees perceive the direction of and changes in policies and initiatives. This implies a challenge with regard to disseminating leadership messages and suggests room for further improvement in business processes. Based on our findings, we are advancing creative initiatives tailored to realistic conditions affecting each department and branch, starting with the following section, "Ongoing initiatives to enhance engagement".

Trend in employee engagement score\*



\* The three factors described above are graded on a five-point scale ranging from "strongly agree" to "disagree," and the average percentage of positive responses to each question is calculated as the engagement score.



### Ongoing initiatives to enhance engagement (examples)

- Enhance the dissemination of information through internal public relations initiatives, such as strengthening information-sharing by executives
- Hold executive-hosted seminars aimed at promoting dialogue with employees
- Strengthen DX initiatives, such as introducing generative AI and improving systems infrastructure
- Create cross-branch project teams and implement BPR\* to streamline administrative operations

\* Business process re-engineering