



NORINCHUKIN

農林中央金庫

Diversity Equity & Inclusion Book

*Empowering All Individuals to
Pursue a Bright Future*

Empowering All Individuals to Pursue a Bright Future

Dedicated to sustaining all life.

Guided by our Purpose—which starts with the above words—we aim to support food production and consumption, and the daily lives of local communities by contributing to the development of the agriculture, forestry, and fisheries (AFF) industries.

In order to pursue above aim, we believe that it is important to generate new value by empowering individual employees to show their individuality and charm, and then combining the strengths of all these individuals.

A bright future for all individuals should lead to a bright future for The Norinchukin Bank. It is this conviction that inspires us to actively pursue greater diversity, equity & inclusion.



Defining Diversity, Equity & Inclusion (DE&I)

The term diversity encompasses the wide range of differences among individuals, not only in attributes such as gender, disability, nationality, age, and LGBTQ+ identification (sexual orientation or gender identity), but also in characteristics such as abilities, experience, and values.

Equity refers to providing fair and appropriate support and consideration to diverse individuals in ways that fit each individual's unique circumstances.

Inclusion refers to an organizational culture and mindset that enables diverse individuals to be welcomed as valued members of the organization and demonstrate their abilities by trusting others and enjoying peace of mind.

Diversity, Equity & Inclusion (DE&I), which integrates these items, is a concept aiming to build societies and organizations where diverse individuals can be themselves and actively contribute with a sense of purpose, supported by consideration tailored to each person's unique needs.

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The purpose of presenting the sections from page 6 onward, as shown above, is to outline the diversity, equity, and inclusion (DE&I) initiatives of The Norinchukin Bank (hereinafter referred to as the "Bank," a financial institution established under Japanese law).

These initiatives apply exclusively within Japan and do not apply to employees working at the Bank's overseas branches, subsidiaries, or external companies abroad. Overseas branches and subsidiaries may develop and implement their own initiatives in accordance with local laws and regulations.

Furthermore, statistics and ratio calculations related to DE&I do not include employees who are hired locally outside of Japan.

Message

Transforming diverse personalities and perspectives into strength to overcome change, building our organization ready for the next 100 years.

The Bank, which celebrated its centennial anniversary in December 2023, is a financial institution comprising cooperative organizations such as agricultural cooperatives, fisheries cooperatives, and forestry cooperatives as its members. To date, we have fulfilled the vital role of intensively managing the funds entrusted to us by our members. Following prolonged period of ultra-low interest rates, the business environment has become increasingly volatile with progressing uncertainty about future prospects. Under such circumstances, we recognize that our challenge lies in adapting to these changes and establishing and sustaining sound and durable foundation of financial and profitability.

Furthermore, we have witnessed significant shifts in the environment surrounding the agriculture, forestry, and fisheries industries, including a decline in the number of workers and the deterioration of regional economies, and assumptions once taken for granted are now being fundamentally challenged.

While highly homogeneous teams may be the most efficient structure for making various management decisions, we believe that embracing diverse personalities, insights, and experiences, leveraging them, and transforming them into strength is crucial and effective for addressing the forementioned challenges in this era of rapid change.

The agriculture, forestry, and fisheries industries, for instance, are experiencing growing diversification among both workers and business operations. To respond to these various needs beyond the framework of financial support, we ourselves must move beyond conventional thinking and adopt flexible, diverse perspectives. Only by doing so can we work together to support the sustainable growth of the agriculture, forestry, and fisheries industries. Furthermore, as we anticipate continued environmental changes that will bring new challenges one after another, we believe it is essential to actively look outward and embrace diverse wisdom and ideas.

Our commitment to promoting diversity goes beyond attributes such as gender, age, disability status, or career background. We place equal emphasis on the diversity of knowledge, experience, unique qualities, and strengths of each individual. By fostering an environment where everyone can bring their authentic selves to work and fully demonstrate their capabilities, we aim to transform individual potential into a driving force for the organization. To achieve this, we will ensure psychological safety where everyone feels comfortable sharing their opinions and cultivate a challenge-friendly culture that encourages individuals to take the next step, however small.

It is our Purpose, our reason for being, which begins with the words, 'Dedicated to sustaining all life,' that guides the direction of these initiatives. We believe in the importance of enabling various individual strengths to be exercised as we share this overarching principle and our founding principle of "contributing to the sustainable development of agriculture, forestry, and fisheries."

Our goal is to embrace change with flexibility while honoring the achievements of the past century, evolving into an organization worthy of the next in our endeavor to continue to meet societal expectations. Diversity is an essential element in realizing this vision. We believe the fresh perspectives of each employee, and of those who will join us, are the key to unlocking the future of the agriculture, forestry, and fisheries industries, and ultimately, the future of the Bank.

北林太郎

Seeking to create an environment where every individual can fully demonstrate their capabilities and experience growth through diversity promotion.

In 2022, the Bank launched its full-scale diversity initiative, designating the year as Diversity Year One. Guided initially by the twin pillars of promoting women's active participation and fostering inclusion, the Bank has been committed to creating an environment where all employees can work with confidence while achieving personal growth and a sense of fulfilment. Specifically, we introduced systems such as flextime, hourly paid leave, reduced working hours for parenting, and caregiving leave. In the first fiscal year, our primary focus was on supporting work-life integration and promoting the active participation of female employees. We consistently communicate the messages that these systems are in place to help employees continue working with confidence and peace of mind while pursuing their growth. A workplace where female employees—who are often more affected by life events in general such as childbirth and parenting—can work with a sense of assurance will naturally evolve into an organization that empowers all employees, including those facing various constraints, to enhance their productivity, contribute actively, and continue to grow.

In the second year and beyond, we expanded our initiatives to include support for male employees taking parental leave, agricultural-welfare collaboration at our special subsidiary employing people with disabilities, holding seminars on balancing caregiving and work, and training to promote understanding of LGBTQ+ issues.

At the foundation of inclusion (accepting and embracing the diversity of each other) lies psychological safety. One of the core values we share at the Bank is teamwork. We believe that only when every team, regardless of their diverse attributes, personalities, or backgrounds, feels free to be themselves and voice their opinions can everyone exchange ideas without hesitation. It is this kind of workplace culture that drives the evolution and growth of the entire organization. We often hear the term "work-life balance," but since Diversity Year One, we have intentionally used the term "work-life integration." This reflects our belief that work and life are not separate elements to be balanced, but integral parts of life. We believe that a happier and more fulfilling life can be achieved when both aspects are enriched together. Our goal is to create an environment where every individual with diverse values can feel more secure and demonstrate their full abilities.

A key aspect of our diversity initiatives is our commitment to listen to and value the authentic voices of our employees. To advance in this direction, we have established theme-based working groups to identify areas for improvement and reflect their findings in our policies. For example, the working group for employees returning from parental leave was initially focused on women. However, requests from employees led to male participation, which helped create an environment where men feel more comfortable taking parental leave. At a time when few men took parental leave, the group provided valuable opportunities for male employees returning from leave to hear directly from their colleagues who had similar experiences. Additionally, we are working to create a more inclusive workplace for employees with disabilities through surveys and open discussions involving all officers and employees.

We strive to achieve goal and growth not as individuals, but as a united team, built on the invaluable foundation of D (Diversity), E (Equity), and I (Inclusion). We would be delighted to welcome even one more colleague who shares this passion. Together, we look forward to advancing our diversity initiatives further and unlocking the future of our organization.

内海智江

KITABAYASHI Taro

President and
Chief Executive Officer

UTSUMI Tomoe

Managing Executive Officer
Chief Diversity Officer

Initiatives to Achieve DE&I

Have you ever had an experience where encountering a different perspective broadened your view of the world, sparked excitement, or made you feel new possibilities? At the Bank, we are committed to creating an organization where each individual can demonstrate diverse strengths and values, thrive and grow while embracing one another.

Our Goal

Maximize organizational vitality, create added value, and innovate



The Bank we aspire to be in a world where diversity has been achieved and how we envisage our employees working

A bank where a constant stream of new ideas is generated and put into practice

Organizations & Teams

Employees enjoy variation and actively embrace alternative perspectives and approaches

Employees respect and welcome different worlds (and worldviews)

Employees are open with each other and actively exchange ideas and opinions



A diverse range of employees (with unique characters)



Features of an organization to realize the bank we aspire to be



The organization is chosen by talent with a wide, diverse range of values and also welcomes such talent, and has culture that attracts a wide range of talent with appealing uniqueness.



Each employee can lively demonstrate their uniqueness and personalities to the full under the situation where a variety of flexible working styles are available and implemented.



Interaction among people espousing a range of different values is supported and encouraged both internally and externally, generating synergies (organizational vitality, added value, and innovation) through the interplay of diverse characteristics.

Progression Status

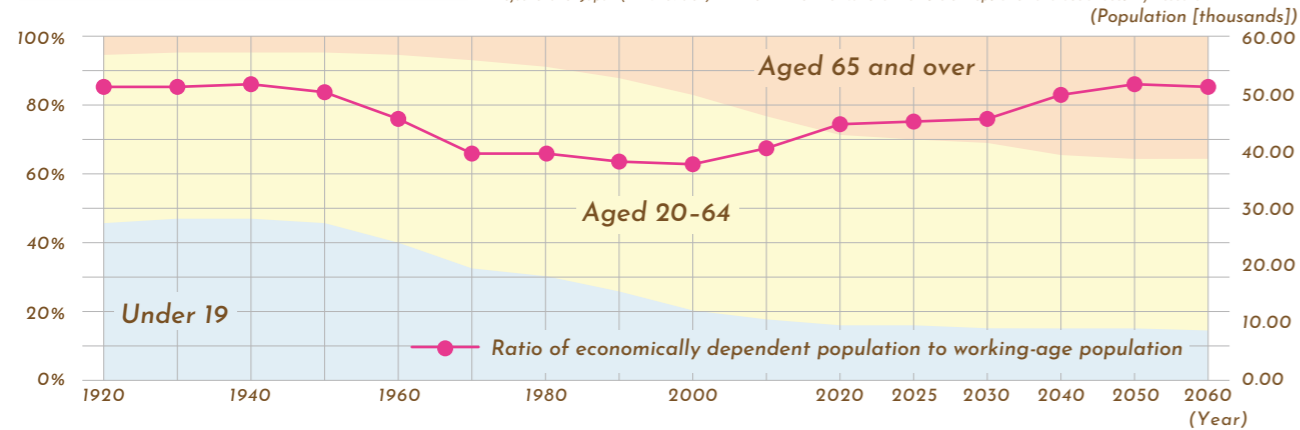
2021

Background of Promoting Diversity

Creating an organization in which individuals can demonstrate a diverse range of abilities as they participate actively and grow

Structural change of population in Japan

Based on estimates in the Population Census and Population Estimates of the Statistics Bureau of Japan, Ministry of Internal Affairs and Communications, and the projections assuming medium fertility (medium mortality) in the Population Projections for Japan (2023 revision): 2021 to 2070 of the National Institute of Population and Social Security Research



Over the next 40 years, Japan's working population will undergo major structural change, decreasing to two-thirds of its current level.

Moreover, among the younger generation who will shape the future, a majority of both men and women prioritize family and personal life over work, reflecting a significant shift in values around working.

In the midst of these changes, we believe it is essential to transform into an organization where everyone—regardless of gender—can continue to thrive and grow professionally while also fulfilling personal life events such as parenting and enriching their private lives. To achieve sustainable development together with teams that share a common purpose, it is crucial to create an environment where individuals can overcome various constraints and fully leverage their diverse strengths.


At the Bank, we have long been committed to creating an environment where employees of all backgrounds—including differences in gender and ability—can thrive. Especially in today's increasingly uncertain world, we believe that promoting diversity fosters a wide range of perspectives and ideas, leading to better discussions and decision-making. This, in turn, becomes a driving force for maximizing organizational vitality, creating added value, and generating innovation.

In November 2021, we established the position of Chief Diversity Officer (CDO) to lead our diversity initiatives. The following year, 2022, was designated as the "Diversity Year One," marking the official launch of our full-scale efforts to promote diversity.

In response to growing societal interest and expectations around the Sustainable Development Goals (SDGs), the Bank has set Mid-to Long-term diversity targets as part of its commitment to sustainable management. One such goal is to increase the percentage of women in managerial positions to 30% by fiscal year 2040 (with an interim target of 13% by fiscal year 2030). We are actively working not only to meet and exceed this target, but also to promote diversity across various fields beyond gender, fostering a more inclusive and dynamic organization.

Growing societal interest and expectation on SDGs

- 

Goal 3 GOOD HEALTH AND WELL-BEING
DE&I Initiative Health and productivity management
- 

Goal 4 QUALITY EDUCATION
DE&I Initiative Support for personal and career development
- 

Goal 5 GENDER EQUALITY
DE&I Initiative Promotion of active participation by women
- 

Goal 8 DECENT WORK AND ECONOMIC GROWTH
DE&I Initiative Work style reform to enable everybody to work actively
- 

Goal 10 REDUCED INEQUALITIES
DE&I Initiative Efforts to correct inequality and promote the inclusion of diverse individuals

2022

Diversity Year One

A diverse range of individuals strengthen our organization

By returning to the true meaning of the word "Diversity," the Bank reaffirms its commitment to listen to the voices of diverse employees and creating an environment where everyone feels empowered to express their opinions freely.



Action to achieve this

Started by laying the groundwork for the Bank, including identifying its objectives in pursuing greater diversity and the direction in which to proceed freely.

Becoming an organization that embraces various diversity

The Bank has launched full-scale diversity initiatives with a clear vision in mind—maximizing organizational vitality and realizing added value and innovation. Our efforts are guided by a concrete image of how employees will thrive in a diverse environment, as well as the kind of organization that will support and empower their growth.

To achieve true diversity where each employee can fully express their individuality and strengths, the Bank has embraced the importance of fostering an inclusive mindset—one that accepts and respects differences. Based on this belief, we have actively promoted Diversity & Inclusion (D&I).

Key themes and priorities in "Diversity Year One"

In "Diversity Year One," while committing to broad efforts across various dimensions of diversity—such as gender, age, nationality, disability status, and LGBTQ+—we placed particular emphasis on promoting women's empowerment, recognizing both the urgency and potential for growth in this area within our organization.

In parallel, we also focused on inclusion-related themes such as supporting work-life balance through initiatives like encouraging male participation in childcare and caregiving, and advancing work style reforms to create an environment where everyone can thrive and grow.

Progression Status

Now and Beyond (From D&I to DE&I)

Toward more comprehensive approach

-Direction of promotion-

Since 2023, in addition to our efforts to promote women's empowerment and inclusion, the Bank has expanded its initiatives concerning a broader range of diversity of attributes through concrete policies and actions.

In addition to promoting diversity in attributes such as gender, age, and background, the Bank has become increasingly intentional in advancing multidimensional diversity within the organization—including cognitive diversity (skills and experiences) and psychological diversity (values and perspectives). Considering this, from fiscal year 2024 onward, we have expanded our approach from traditional Diversity & Inclusion (D&I) to Diversity, Equity & Inclusion (DE&I), integrating equity as a key element in our comprehensive efforts.

Initiatives to improve DE&I in collaboration with group companies and overseas offices

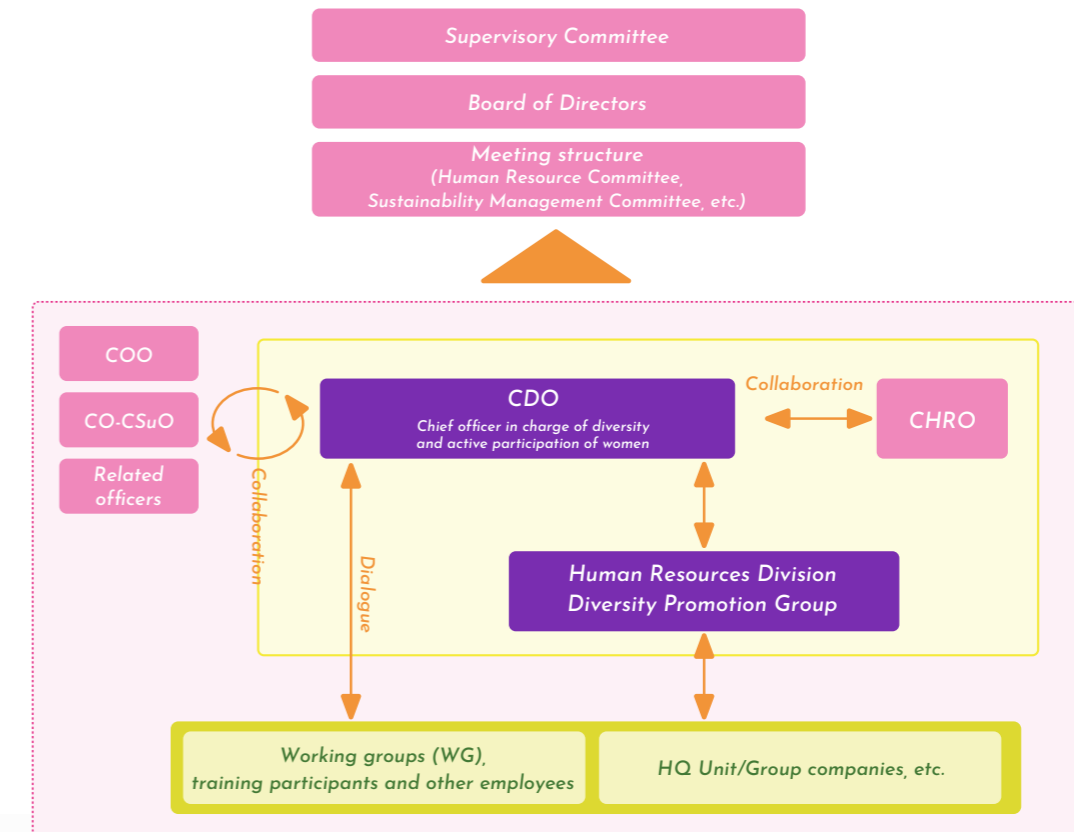
The Bank respects the diverse DE&I initiatives undertaken by our group companies and overseas offices. Through the exchange of information and ideas, we aim to foster mutual learning and enhance our efforts collectively. Through these activities, we strive to promote the synergistic development of DE&I across the entire group.

This Diversity Equity & Inclusion Book features DE&I initiatives not only at the Bank but also at group companies in Japan and overseas in the column format.

Organization structure for diversity promotion

Positioning diversity promotion as a key driver for strengthening organizational capabilities, the Bank's executives take the lead in actively communicating its significance and importance to all employees, including those at Group companies.

Among them, the Chief Diversity Officer (CDO), responsible for promoting diversity including the active participation of women, spearheads the planning and implementation of workplace initiatives in collaboration with other executives and the Diversity Promotion Group within the Human Resources Division.



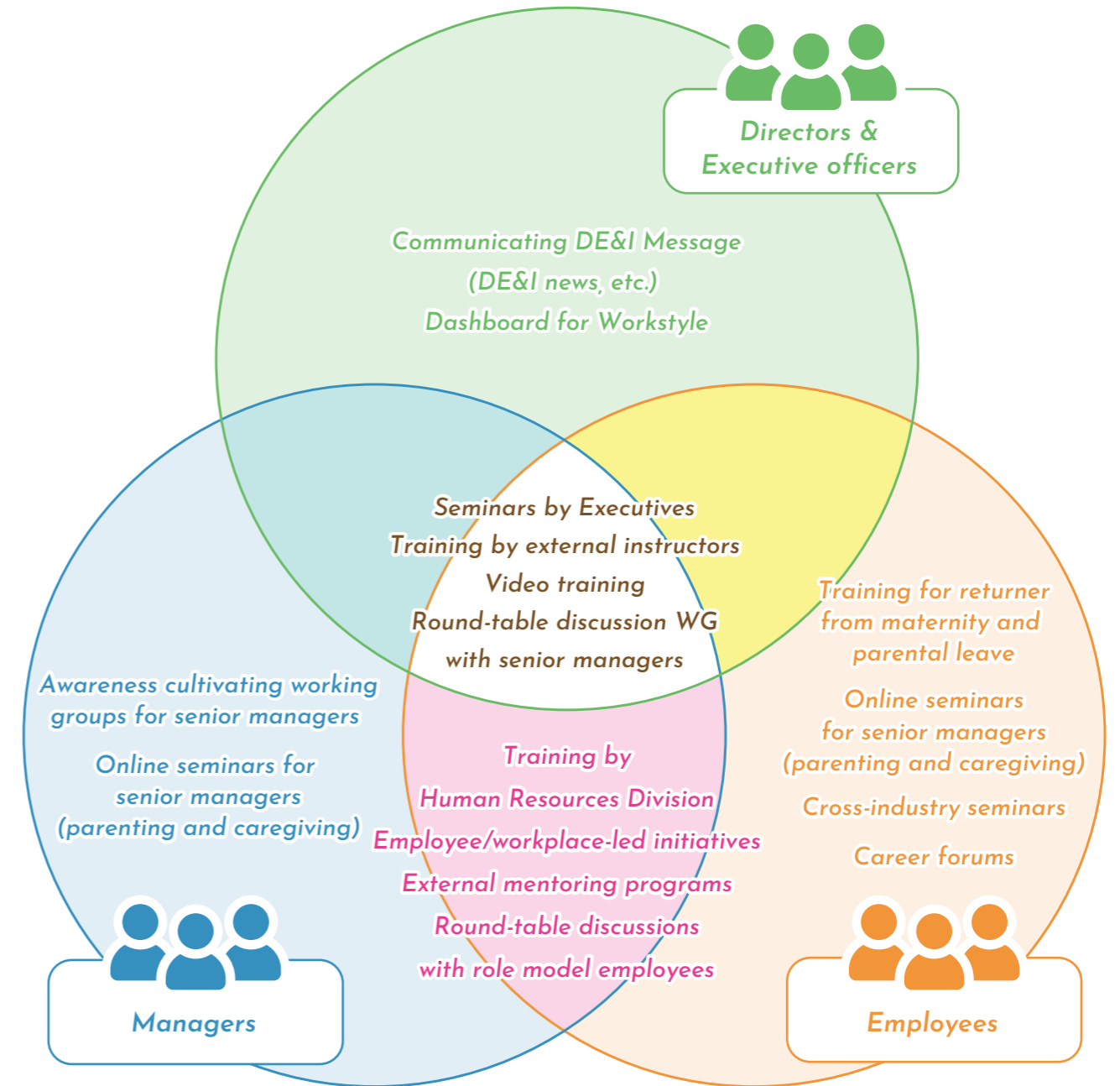
Fostering Awareness of Inclusion and Changing Workplace to Embrace Diversity

(Improving inclusion)

The Bank has launched a range of initiatives based on the conviction that, from the perspective of inclusion, creating a workplace where each individual can fully leverage their unique strengths and abilities is essential, as is fostering a mindset of acceptance and respect for diversity.

The importance of cultivating employee awareness and fostering workplace culture when promoting DE&I

To harness the value of diversity, we must cultivate a mindset that embraces differences between each other and foster an organizational culture where individuals can fully demonstrate their diverse abilities with trust and a sense of security.



Organization-Wide Initiatives

Executive initiatives

(communication of the DE&I message and awareness-raising by directors and executive officers)

Communication of the DE&I message by executives

The directors and executive officers of the Bank communicate the importance of DE&I through key meetings and dialogue with employees, emphasizing its commitment to treat diversity as an asset and value teamwork based on mutual trust and respect.

Diversity, Equity & Inclusion News

Ad hoc news updates posted on our in-house portal feature a variety of DE&I-related topics and occasionally share messages from directors and executive officers, including the CDO.

Visualization of work style-related metrics at the executive level

In order to achieve Diversity, Equity & Inclusion that empowers people of all backgrounds to participate actively in the workplace, it is essential to transform into an organization where everyone can autonomously and flexibly choose their way of working, overcome various career constraints and life events through creativity, and continue to thrive and grow.

As one of our initiatives to implement work-style reform by changing the way employees work and embracing a diverse range of working practices, we are visualizing metrics relating to work hours and other working practices at the executive level.

The aim of this visualization is to enable executives to monitor its divisions' progress in reforming work styles as we seek to establish new ways of working. Such new ways of working would be sustainable and compatible with changing values in relation to work; they would enable all employees to continue participating actively and growing in various fields of endeavor regardless of any constraints they may face, and without worrying about how to balance their work with personal commitments.



Cultivating awareness and communicating initiatives through dialogue between directors and employees

Dialogues between directors and employees are valuable opportunities for all involved to deepen their insights, understanding, and awareness by sharing alternative perspectives regardless of differences in position or age.

Seminars by Executives

The Bank organizes seminars by executives, at which employees talk with directors in small groups. At the seminars organized by the Chief Diversity Officer (CDO), lively discussions took place on various DE&I topics.



The opinions expressed during the executive seminars served as valuable feedback for achieving better DE&I.

Feedback from participants

- It was a good opportunity to deepen my understanding of DE&I, which I had often heard about, but generally hadn't given much thought to.
- I sensed the determination of the directors to transform the Bank into an organization in which both men and women can participate actively and grow.
- I became more aware that it is both important and necessary to promote the active participation of women and other forms of DE&I within the organization.

Initiatives to cultivate awareness among managers –who hold the key to promoting DE&I within actual workplaces– and help them support the growth of team members they manage

For managers to encourage team members they manage to participate actively, achieve growth, and be willing to take on challenges, they must overcome their own unconscious biases and ensure that such members are given clear expectations, opportunities, and training. We promote the development of an organization where everyone can actively contribute by cultivating awareness and encouraging practices among managers.



Awareness cultivating working groups for senior managers

Working groups for managers at the head office and branches are held twice a year to discuss a range of DE&I-related topics. In fiscal 2024, the working group discussed the theme of Fostering Awareness and Enhancing Practical Skills in Diversity Management. In the first session, participants deepened their understanding of managing teams with members from various backgrounds, including those with parenting or caregiving responsibilities, through lecture-based learning and exchange of views among participants.

In the second session, they engaged in a practical simulation exercise addressing a staff vacancy and held in-depth discussions on the measures required for diversity management.

Feedback from participants

- I realized that vacancy simulations play a crucial role for managers. I strongly felt the need to shift from the conventional approach of addressing issues only after a vacancy occurs to proactively preparing on a daily basis.
- I recognized that regularly checking my members' situation with one-on-one is essential for taking practical action.
- I painfully realized that there were aspects I had overlooked, even though I believed I understood my team members well. I reaffirmed the importance of building relationships based on trust.
- From a business continuity perspective, I recognized the need to check in on personal circumstances to some extent and the vital role of building such relationships.

Column

Norinchukin Zenkyoren Asset Management Co., Ltd.

Norinchukin Zenkyoren Asset Management was established as a joint venture between The Norinchukin Bank and JA Zenkyoren (National Mutual Insurance Federation of Agricultural Cooperatives) as a unique entity that serves as an asset management company for the JA Group.

We place great importance on creating a workplace where every individual can be their authentic self and work with confidence.

To support diverse workstyles, we provide flexible working arrangements that accommodate employees' individual needs, including telework, staggered commuting hours, hourly paid leave, and casual attire policies.

In addition, we offer career transition programs and parenting and caregiving support systems to help employees navigate and adapt to the different stages of their lives. These initiatives not only foster employees' growth but also enhance the organization's overall vitality.

We are committed to creating an inclusive and supportive workplace that respects diverse values while fostering greater awareness of environmental and human rights issues among employees.



Training by Human Resources Division

- ✓ The Bank offers various training courses organized by the Human Resources Division to a wide range of employees at all levels including executives, managers, leaders, and young employees. Since Diversity Year One (2022), multiple lectures have been held each year addressing DE&I themes across various training programs and topic-based sessions tailored to different employee levels. These lecture sessions provide opportunities for participants to develop a deeper awareness and understanding of DE&I. Through group work and other interactive activities, participants gain insights that can be applied in the workplace.

E-learning for all directors and employees

- ✓ In addition to training, all directors and employees at the Bank undergo training via e-learning on key DE&I-related topics. We seek to raise awareness and promote understanding among individual employees by enabling them to acquire knowledge relating to DE&I.

Lectures by external instructors for all directors and employees

- ✓ We host external training sessions for all directors and employees, inviting knowledgeable external lecturers to speak on a wide range of DE&I themes. These sessions provide valuable opportunities to raise awareness among directors and employees, as well as promote the implementation of DE&I initiatives in the workplace. The lectures cover diverse topics, such as the current state of DE&I initiatives in society and work-style reforms, which are a key driver of DE&I advancement.



Management of Parental Leave for Men to Improve Both Business Results and Motivation

Instructor: KOMURO Yoshie
Work-Life Balance Co., Ltd.
President



Reconsidering the Meaning of Diversity

Instructor: MURAKI Atsuko
Vice Chair and Director
Japan Agriculture and Welfare
Partnership Association
(former Administrative Vice-Minister
of Health, Labour and Welfare)



Why DE&I and the Active Participation of Women are Necessary, and Examples of Companies That Are Leading the Way

Instructor: HABU Sachiko
Visiting Researcher Nikkei X Woman

Group companies' collaborative efforts to educate and raise awareness about DE&I

The initiatives below, targeting education and awareness-raising, are conducted collaboratively by Group companies, ensuring that not only the Bank itself, but also all its Group companies, are involved in promoting DE&I.

- ✓ Distribution of Diversity, Equity & Inclusion News to Group companies
- ✓ Participation of Group company employees in Human Resources Division training
- ✓ Sharing e-learning training materials with Group companies
- ✓ Participation of Group company employees in lectures provided by external instructors for all directors and employees
- ✓ Participation of Group company employees on external training programs

Employee/Workplace-Led Initiatives

Initiatives by executives to raise awareness on advancing D&I, which began in Diversity Year One, gradually took root in workplaces, showing signs of developing into autonomous behavior change among individual employees. Examples of initiatives led by employees and workplaces for DE&I promotion are described here.

Communication and human resource development at Risk Management Division : supporting connection and growth

Risk Management Division implements a variety of initiatives to enhance information sharing and strengthen communication within the division, and to promote human resource development.

Initiatives that began within one division are now expanding widely across the entire unit.

Key activities and initiatives

✓ Mentoring system

The mentoring system allows mentees to select senior colleagues to consult on career development, work styles, and personal matters, helping them address concerns and shape their career paths through dialogue. At the same time, the system offers mentors opportunities to engage with diverse values, thereby enhancing their leadership and management skills.



✓ Workplace holds "brown bag" (informal lunchtime) meetings

The meetings began in fiscal 2020 as a forum for information sharing during lunchtime. They enable participants to freely exchange opinions on diverse themes such as business efficiency, human resource development, market risks, and digital transformation. Conversations that transcend departmental boundaries also help strengthen collaboration and improve presentation skills.



✓ Communication sites

These sites showcase the operations of different divisions and share information about personnel, including job descriptions, areas of expertise, and personal interests. The sites facilitate mutual understanding and day-to-day collaboration, while helping newly hired and young employees better understand their roles and develop their careers.



Introduction of diverse role models

–Initiatives by JA Bank System Business Transformation Division–

JA Bank System Business Transformation Division plans and holds its own interviews and round-table discussions to highlight appeal of management positions and share advice from role model employees. The Division collects feedback from managers about their career journeys, aspirations, and daily innovations, and shares their authentic voices as articles. These initiatives provide new insights and learning opportunities as managers share their challenges and experiences, while also helping to convey the appeal of management roles to young employees and persons in charge.

Feedback from participants

- I felt a stronger connection with managers I don't usually interact with in my daily work, and I discovered many new things about those I do.
- As this division is large, I rarely have contact with some managers, so these opportunities helped foster a greater sense of unity and boosted my motivation at work.



Facilitating Continued Active Participation and Development of Diverse Talent

If diversity is understood to include not only obvious attributes such as gender, nationality, and age, but also less visible characteristics such as abilities and experience, values, and career aspirations, it can be seen as comprising many different aspects. The Bank is advancing its initiatives one step at a time, seeking to realize all-round diversity that encompasses all these aspects.

Enhancing Comprehensive Diversity

The word diversity comprises many different aspects such as (1) diversity in terms of visible attributes including gender, nationality, and age, (2) diversity in terms of work-related attributes such as abilities and experience, and (3) diversity in terms of mindset such as character, values, and career aspirations. The Bank is aiming to pursue multifaceted diversity that encompasses all these aspects.

Attribute-based diversity



Aiming to become an organization where all individuals can actively contribute and grow, the Bank is promoting all-round DE&I by strengthening its concrete measures and initiatives across various forms of attribute-based diversity.

Knowledge-based diversity

Diversity in terms of abilities and experience

One way in which we are working to improve our knowledge-based diversity in terms of skills, abilities, experience, and other factors is by increasing opportunities for various forms of on-the-job and off-the-job training to encourage every single employee to participate actively and grow. We are also making a point of hiring and promoting external human resources with specialist expertise who have built up careers and experience in other organizations.

Active participation of external talent (mid-career recruitment)

Given the need to improve knowledge and skills of all kinds in every business domain, we are striving to empower employees with various abilities and experience in the workplace and boost organizational vitality. To that end, we are actively pursuing mid-career recruitment of human resources with specialist expertise from outside our organization, as well as the hiring of local specialists at our overseas offices.

A large number of employees hired mid-career are now serving as directors and executive officers, as well as playing active roles in various divisions within the Bank.



Link Mid-career Recruitment website (in Japanese only)
<http://www.nochubank-saiyo.com/career/>

Psychological attribute-based diversity

Supporting autonomous career development

Developing an organizational culture that embraces a diverse range of values

In fiscal 2023, the Bank adopted a new personnel system that enables individual employees to choose their own career paths autonomously and enhance their expertise as they participate actively in the workplace and grow. We are aiming to be an organization in which employees espousing a range of values and career aspirations can better demonstrate their various unique characters through autonomous career development.

Attribute-based diversity

Active Participation of Women

The Bank is committed to promoting active participation of women through initiatives such as expanding training opportunities to foster equal opportunities, creating an environment that supports diverse and flexible work styles, and driving organization-wide changes in mindset and behavior.

[DATA]

March 2025

Announced action plan for promoting active participation by women

We drew up and announced a General Employer Action Plan pursuant to Japan's Act on the Promotion of Women's Active Engagement in Professional Life. The Bank will implement a wide range of initiatives to cultivate a workplace environment where diverse employees, regardless of gender, can fully leverage their abilities and unique strengths, actively contribute over the long term, and enhance organizational vitality.



Goal 1

Parental leave take-up rate by men: **100%**

Goal 2

Percentage of women in general positions among new graduate hires: **40% or higher**

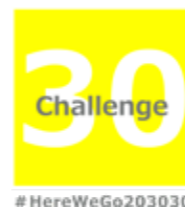
Goal 3

Annual paid leave utilization rate: **70% or higher**

April 20, 2023

Expressed support for the Keidanren initiative targeting a 30% share of female executives by 2030

Keidanren (Japan Business Federation) is accelerating the promotion of active participation in the workforce by diverse people in order to achieve inclusion and co-creation of diverse value—the keys to sustainable capitalism. As a concrete target to drive this initiative, Keidanren has set the "Challenge Initiatives for 30% of Executives to be Women by 2030," and the Bank has expressed its support by committing to the following action:



1. Positioning diversity and inclusion as key corporate strategies, we will carry out initiatives that lead to business impact.
2. By focusing on board of directors—the decision-making bodies of companies—we will accelerate initiatives to apply the perspectives of a diverse range of people, including women, to the execution of operations and governance.
3. We will provide support in line with each career stage, from hiring to leadership development (including identifying candidates), in order to strengthen the talent pipeline.
4. We will pursue the creation of organizations and environments that can maximize the performance of all employees by breaking away from previous employment practices and reforming the organizational culture.

Training and Other Support for Career Advancement

Extending measures to promote equal opportunities such as mentoring programs and training to encourage further active participation and career advancement among women

External mentoring programs to develop leaders

These programs comprise career design seminars run by professional mentors, one-on-one mentoring, and talk sessions with various female role models playing active roles outside the Bank. These programs help employees recognize the wide range of work styles and career paths available—including leadership roles—and identify the careers that best align with their personal strengths as they develop their own career designs and action plans in collaboration with their mentors. These programs provide opportunities to encourage greater awareness and action toward future career targets.



Cross-industry seminars to develop the next generation of female leaders

We send female employees to cross-industry seminars including coaching, which help provide opportunities for them to learn, have new experiences, take on challenges, and grow in preparation for active roles as the female leaders and managers of the future. Sending potential leaders to these seminars also provides them with opportunities to networking with peer female employees in various industries who are working toward leadership roles and to acquire the practical business skills and mindset necessary for career advancement.



We have also introduced training programs and mentoring systems tailored to each level, including young employees and managers, to support career advancement.

Column

Kyodo Housing Loan Co., Ltd.

As a residential mortgage specialist funded by the JA Bank Group, including The Norinchukin Bank, Kyodo Housing Loan supports customers in their home-building endeavors through its loan and guarantee services. To meet the needs of today's diverse family structures, the company now offers residential mortgages for couples that include same-sex partners within their definition of the term spouse. Furthermore, the company offers a residential mortgage program for parents that allows borrowers to make interest-only repayments for up to two years following

maternity or parental leave. This product for employees of corporate clients is designed to help the generation who are actively involved in parenting to acquire housing with more ease. Another product is the mortgage for a second home, designed to support home purchases for those returning to their hometown after retirement or those bringing elderly parents to live nearby. By offering products that help workers balance parenting or caregiving with work, the company supports the long-term active participation and growth of working men and women, contributing to broader DE&I initiatives from a financial perspective.

Attribute-based diversity

Active Participation of People with Disabilities

The Bank offers training to improve understanding around disabilities and is working to establish a workplace environment in which employees with disabilities can continue working with peace of mind over the long term. Through such initiatives, the Bank aims to be an organization in which employees with disabilities can demonstrate their capabilities and unique characters to the full and enjoy job satisfaction while continuing to participate actively and grow.



Initiatives in action

Video and correspondence training to deepen understanding

We have introduced the Universal Manners Training video as a video-based training program focused on disability awareness. In addition, employees who wish to study independently can take a correspondence course in sign language, beginning with the basics of finger spelling. Also, Diversity, Equity & Inclusion News provides details of initiatives to empower people with disabilities in the workplace.

Flexible work arrangements including working from home

We are increasing options with regard to work hours and work locations by adopting remote working and introducing the flextime system in more workplaces. Through these initiatives, we aim to be an organization in which everybody can autonomously and flexibly choose or adjust how they work, overcoming various constraints to continue participating actively and growing.

Introduction of speech recognition software

In response to requests for speech recognition software from hearing-impaired employees, in April 2022 we introduced a speech recognition app. We are extending the use of the app to directors and managers, and are promoting its effective use by gathering user feedback and compiling usage advice and specific examples of utilization into a handbook.

Establishment of consultation desks for people with disabilities

We established consultation desks for people with disabilities after setting guidelines for the desks' inquiry handling, and are currently working on appropriate operation of the desks.



Column

Survey and working group conducted in 2024

In fiscal 2024, we conducted a survey of all directors and employees, as well as a working group focused on disability inclusion, to improve the workplace environment, enabling employees with disabilities to fully utilize their abilities while ensuring a safe and supportive environment for them and their colleagues.

In response to concerns raised during the working group session regarding smooth evacuation in the event of a disaster, we performed a firsthand verification of the assembly and evacuation procedures for the emergency stair evacuation chair (EVAC + CHAIR) installed at the head office. At the same time, information on its use was shared through the DE&I News.



Agriculture-Welfare Partnership

In May 2023, the Bank entered into a sponsorship agreement with the Japan Agriculture and Welfare Partnership Association. The agreement aims to promote and develop initiatives based on agriculture-welfare partnerships, as well as enhance expertise on such initiatives.

Such agriculture-welfare partnerships align closely with the Bank's Purpose, "Dedicated to sustaining all life," and contribute to empowering people with disabilities as part of our DE&I initiatives. We aim to deepen understanding and awareness of agriculture-welfare partnership initiatives, contributing to the empowerment of people with disabilities and the resolution of broader social issues.

PICK UP!

Defining agriculture-welfare partnerships

Agriculture-welfare partnerships empower people with disabilities to engage confidently and with a sense of purpose in society through active participation in the agricultural sector.

The Bank now sponsors the Japan Agriculture and Welfare Partnership Association! The Japan Agriculture and Welfare Partnership Association was set up to serve as a platform encompassing organizations involved in partnerships combining agriculture and welfare throughout Japan.



日本農福連携協会
農業と福祉の連携のプラットフォーム

Sponsorship
As a sponsor, The Norinchukin Bank has provided solid, year-round support for the association's activities, making a huge contribution to the promotion of Agriculture and Welfare Partnership



Key activities and initiatives

- Sponsorship of the Japan Agriculture and Welfare Partnership Association
- Regular hosting of in-house Agriculture-Welfare Markets (marchés)
- Participation of the Agriculture-Welfare Market in the Daimaru-Yu ACT5 Project
- Individual matching initiatives that connect the needs of local welfare services with those of agricultural producers
- Pilot project to visualize the impact of agriculture-welfare partnerships



Agriculture-Welfare Market

Since fiscal 2022 the Bank has participated in the National Forum on Agriculture-Welfare Partnership. Furthermore, starting in fiscal 2023, the Bank has organized Agriculture-Welfare Markets for its employees on an irregular basis in cooperation with the Japan Agriculture and Welfare Partnership Association.

In addition to offering agricultural and welfare products from across Japan, the Agriculture-Welfare Markets exhibit informational panels and distribute flyers and booklets to promote the understanding of agriculture-welfare collaboration initiatives.



Column

Norinchukin Business Assist Co., Ltd. (NBA)

Norinchukin Business Assist was set up in December 2016 and started operations in January 2017 as a wholly owned subsidiary of the Norinchukin Bank Group to promote the employment of people with disabilities and contribute to creating an inclusive society. As of April 1, 2025, the company has 60 directors and employees, half of whom are individuals with disabilities. Many experienced female employees and senior staff members contribute their diverse skills, working together in a spirit of cooperation and collaboration.

Their primary responsibilities involve executing administrative tasks outsourced by the Norinchukin Bank Group. The tasks handled by the company include responding to deposit and savings inquiries from public authorities and other organizations, issuing promissory notes and checks, managing dispatched temporary staff employed at the Bank's head office and branches, and performing various data entry and PDF conversion duties. The company places top priority on creating a safe and supportive workplace environment for employees with disabilities, taking into consideration their individual characteristics and abilities.

NBA operates from three locations: the headquarters in the JA Building in Otemachi, Chiyoda Ward; Kasai Office (Edogawa Ward); and Hanyu Office (Saitama Prefecture). In November 2024, the Hanyu Office launched agriculture-welfare collaboration projects as part of its

efforts to create new opportunities for people with disabilities to participate actively in the workforce.

By outsourcing operations to NBA, the Norinchukin Bank Group is able to allocate its human resources to higher value-added and more profitable activities. For NBA, the expansion of outsourced tasks enables the hiring of more individuals with disabilities and the creation of a workplace where everyone can work with a sense of purpose. NBA is committed to building and sustaining such mutually beneficial win-win relationships. The key to achieving this lies in maintaining smooth communication with the Norinchukin Bank Group, fulfilling its fiduciary responsibilities with integrity, and, above all, building strong mutual trust. NBA aims to continue enhancing the Norinchukin Bank Group's corporate value by advancing both the quality and quantity of employment opportunities for people with disabilities.



Agriculture-Welfare Projects Initiated by NBA

Norinchukin Business Assist (NBA) entered into a contract with an agricultural producers' cooperative corporation in Hanyu City, Saitama Prefecture, and launched an agriculture-welfare partnership business in November 2024.

This initiative represents the first instance of the Bank's Group engaging in agriculture as a business venture. Following numerous on-site visits to locations practicing agriculture-welfare partnership and step-by-step preparations, as of April 1, 2025, seven NBA staff members with disabilities and two support staff are engaged in flower seedling production at a floriculture farm operated by an Agricultural Producers' Cooperative Corporation.

Despite their disabilities, these staff members perform each task with great care, making them indispensable and highly valued as members of the farm's workforce.

This initiative, which closely aligns with The Norinchukin Bank's Purpose, or our reason for being, promotes social participation and independence for people with disabilities through agriculture, contributing to the realization of SDGs that reflect our Bank's identity. In addition, we believe this initiative contributes to advancing DE&I (Diversity, Equity & Inclusion) throughout the entire Group.

Going forward, NBA will further strengthen its relationship of trust with the agricultural producers' cooperative

corporation, its outsourcing client, while appropriately fulfilling its responsibilities as a contractor and striving to ensure the continued employment and stability of employees with disabilities.



Attribute-based diversity

Active Participation of Global Talent

The Bank conducts its food and agriculture business globally with a focus on Asia, and more than 70% of its invested assets under management are allocated to overseas investments. Internationally diversified investment and overseas business expansion constitute key pillars of the Bank's business.

At the same time, as a community-based organization founded on cooperatives, we have identified a "glocal" approach as one of the core values to be upheld by all directors and employees.

By fostering global talent through overseas assignments and study programs, and by locally hiring and promoting professionals with specialized expertise, we are building an organization where employees can participate actively on the global stage.



Key activities and initiatives

- ✓ Offering cross-cultural training to enable culturally diverse employees to deepen their understanding of each other
- ✓ Actively promoting local recruitment at overseas offices
- ✓ Empowering global human resources through promotion to management and executive positions in overseas offices
- ✓ Drawing on the global perspective of local overseas employees to revitalize the Bank's organizational operations and management



Column

DE&I Initiatives at Norinchukin Bank Europe N.V.

Norinchukin Bank Europe (NBE), a wholly owned subsidiary of the Norinchukin Bank Group, was established in the Netherlands to conduct financial operations across Europe. The gender ratio at NBE is nearly balanced, and its workforce includes employees from around 20 countries, representing a wide range of cultural backgrounds and nationalities. Bringing together diverse career and educational backgrounds as well as values, NBE stands out among Group companies for its exceptional diversity, as an organization where individuals participate actively and demonstrate their unique strengths through a variety of work styles. NBE has a culture of respecting each other's values, visions, and perspectives, and deepening mutual understanding through open dialogue. This spirit is also reflected in its Corporate Values: Openness, Sensitivity, Engagement, and Cooperation (OSEC). NBE's corporate

culture of embracing diversity is sustained through initiatives such as the following:

- Executives setting an example on embracing open-mindedness and diversity
- Hiring and training employees who identify with NBE's purpose and culture and respect diversity
- Offering interactive training to promote understanding of different cultures
- Brainstorming meetings, named "WAIGAYA," to proactively incorporate new perspectives and opinions

Through these initiatives, NBE brings together diverse individuals, fostering a strong team culture and enhancing organizational strength. This has improved employee engagement, resulting in a workplace where individuals can flourish with a sense of assurance.



Attribute-based diversity

Active Participation of Senior Talent

At the Bank, senior talents are active in a variety of fields, making the most of their rich knowledge, experience, and abilities.

The Bank provides support for career and capacity development through training and other programs to enable individual employees to choose a career that would make them continuously active inside and outside the organization in line with their own career perspectives and working styles, while autonomously enhancing their expertise.



Examples of initiatives

- ✓ Career-related training to facilitate active participation inside and outside the organization
- ✓ Capacity development training that leads to autonomous learning to acquire expertise (e.g. knowledge or skills)
- ✓ Continuous employment system



Attribute-based diversity

Deepening Understanding on LGBTQ+

We are providing education to promote a deeper, more accurate understanding of LGBTQ+ issues among our employees. This education is also intended to create a workplace where everybody can enjoy peace of mind and feel safe to work as they like, regardless of their sexual orientation or gender identity, remaining free from harassment and discrimination.



PICK UP!

What does LGBTQ+ stand for?

LGBTQ+ is a term that represents people with diverse sexual orientations and gender identities. Each letter stands for the following:

Lesbian (women who are attracted to women)

Gay (men who are attracted to men)

Bisexual (people attracted to more than one gender)

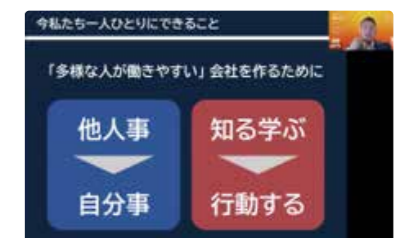
Transgender (people whose gender identity differs from the sex assigned to them at birth)

Queer (a broad term for sexual minorities, or those whose self-identification is not fixed)

The "+" at the end symbolizes respect for all forms of sexual diversity beyond these categories, including identities such as asexual (those who do not experience sexual attraction to others) and intersex individuals (those who have both male and female biological characteristics).

Key activities and initiatives

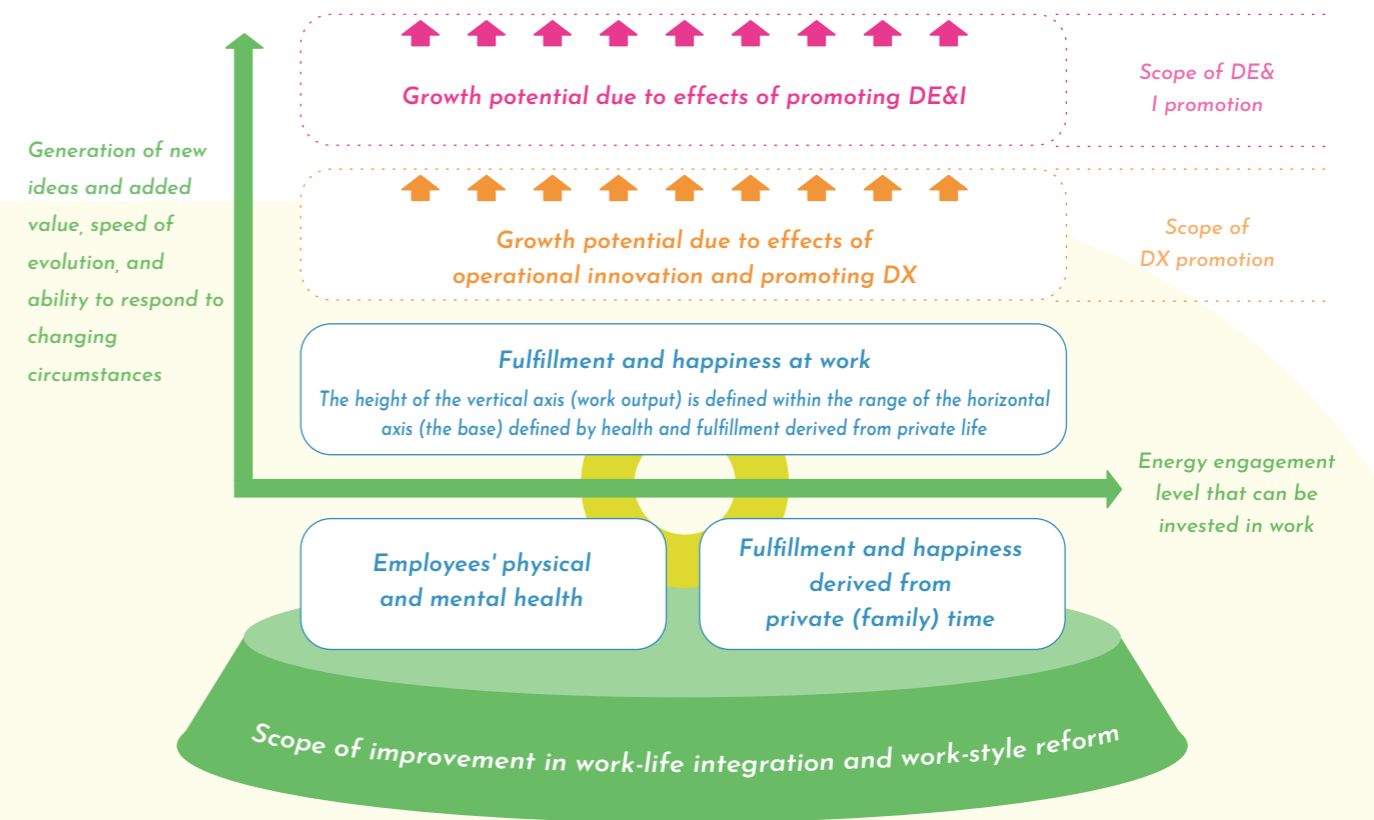
- ✓ **Educational activities to raise awareness**
 - Educational activities via Diversity, Equity & Inclusion News
 - Participation of CDO in various events during the PRIDE month
 - Statement of support for PRIDE1000 by executives
- ✓ **Training to promote understanding**
 - Deepening understanding through video training and e-learning
 - Lectures for directors and employees by external experts



Seeking to Achieving Work-Life Integration

Life events such as marriage, childbirth, parenting, and caregiving can have a significant impact on work styles. The Bank is developing systems and environments that support individuals at every life stage and enable flexible and diverse work styles.

Approaches to Achieving Work-Life Integration



The phrase "work-life balance" may conjure an image of balancing a scale by placing greater emphasis on either work or life while reducing the emphasis on the other. However, at the Bank, we are seeking to establish organizations and workplaces conducive to work-life integration that enables employees to fully balance their work and private lives, deriving fulfillment from both.

The keys to better work-life integration that supports promotion of DE&I



Support for work-life integration and active participation

- Support via parental leave, caregiving leave, reduced working hours, flextime, and other systems relating to work hours
- Infrastructure and institutional support relating to work location including the introduction of telecommuting through ICT advancement
- Support for work-life integration and active participation through autonomous choice and adjustment of work hours and work location

Time-conscious and balanced ways of working

- Management of work assignments and hours worked (realization of highly time-conscious way of working) for employees with time constraints
- Improvement of time-based productivity by eliminating time wasted, prioritizing, and sharing information

A workplace culture with awareness

- A workplace in which employees respect diverse values and lifestyles and seek to understand that others have personal circumstances (e.g., life events such as parenting and caregiving, or self-development) just as they themselves do.

Initiatives Targeting Flexible and Diverse Working Style

Awareness-cultivating and pursuit of flexible ways of working to reform work styles

Introduction of systems that enable employees to overcome constraints in work hours or work location to participate actively

The Bank is rising to the challenge of establishing flexible and diverse ways of working to enable individual employees with various backgrounds to demonstrate their abilities to the full. To that end, we aim to be an organization in which everybody can autonomously choose or adjust their work hours or work location, overcoming various constraints on their career development to continue to play a highly productive role and grow.

Systems available

✓ Flextime system (no core hours)

The flextime system enables employees to exercise their own discretion in deciding what time to start and finish work, as long as they continue to perform their work assignments and responsibilities properly. Since 2022, we have been working to increase the number of sections introducing this system, successfully completing introduction in all our domestic branches in April 2024.

We provide an environment that enables employees with time constraints to continue working without having to give up their career and remain actively engaged by autonomously selecting or adjusting their work hours to suit their individual circumstances.

✓ Systems facilitating autonomous choice or adjustment of work location

Our initiatives to support flexible ways of working unconstrained by specific work locations include establishing an environment that allows for working from home (telecommuting), introducing a hot desking system, and establishing satellite offices in order to overcome various location-related constraints as we aim to be an organization in which employees can continue to play highly productive roles and grow over the long term.

✓ Other systems facilitating autonomous choice or adjustment of work hours

In addition to allowing paid leave to be taken by daily, half-day, or hourly units, we are endeavoring to observe work intervals, whereby a specified number of non-working hours must be secured between one workday's end and the start of the next.

Feedback from users of these systems

Work hours: Flextime system

- I appreciate the flexibility of being able to choose working hours that enable me to combine work with my private life, including dropping off and picking up my child at daycare.
- As I can adjust my work hours, I decided to switch back from reduced hours to full time employment.
- When my workload is particularly busy at certain times of the month, or when work needs to be done early in the morning, I can adjust my workload or the time of day at which I work to maintain a balance between time spent working and time off.

Work location: Working from home (telework)

- I'm now able to put the time and energy I previously used for daily commuting into work instead.
- When it comes to projects that require research or analysis, I can concentrate for hours at a time, so it's easier to make progress.

Time-conscious and well-balanced work style

We are enabling sustainable, healthy ways of working by pursuing business operations focused on curtailing total working hours and improving productivity to allow for balance to be maintained between time spent working and time off.

- ✓ Visualization of work hours at the executive level
- ✓ Introduction of inter-shift rest period system
- ✓ Initiatives focused on improving productivity (e.g., work-style reform)

Cultivating an organizational culture conducive to work-style reform

As a means of enabling work-life integration, we are calling on all workplaces to encourage planned use of paid leave, including consecutive days of leave.

Refer to the web page below for details of paid leave take-up rates.

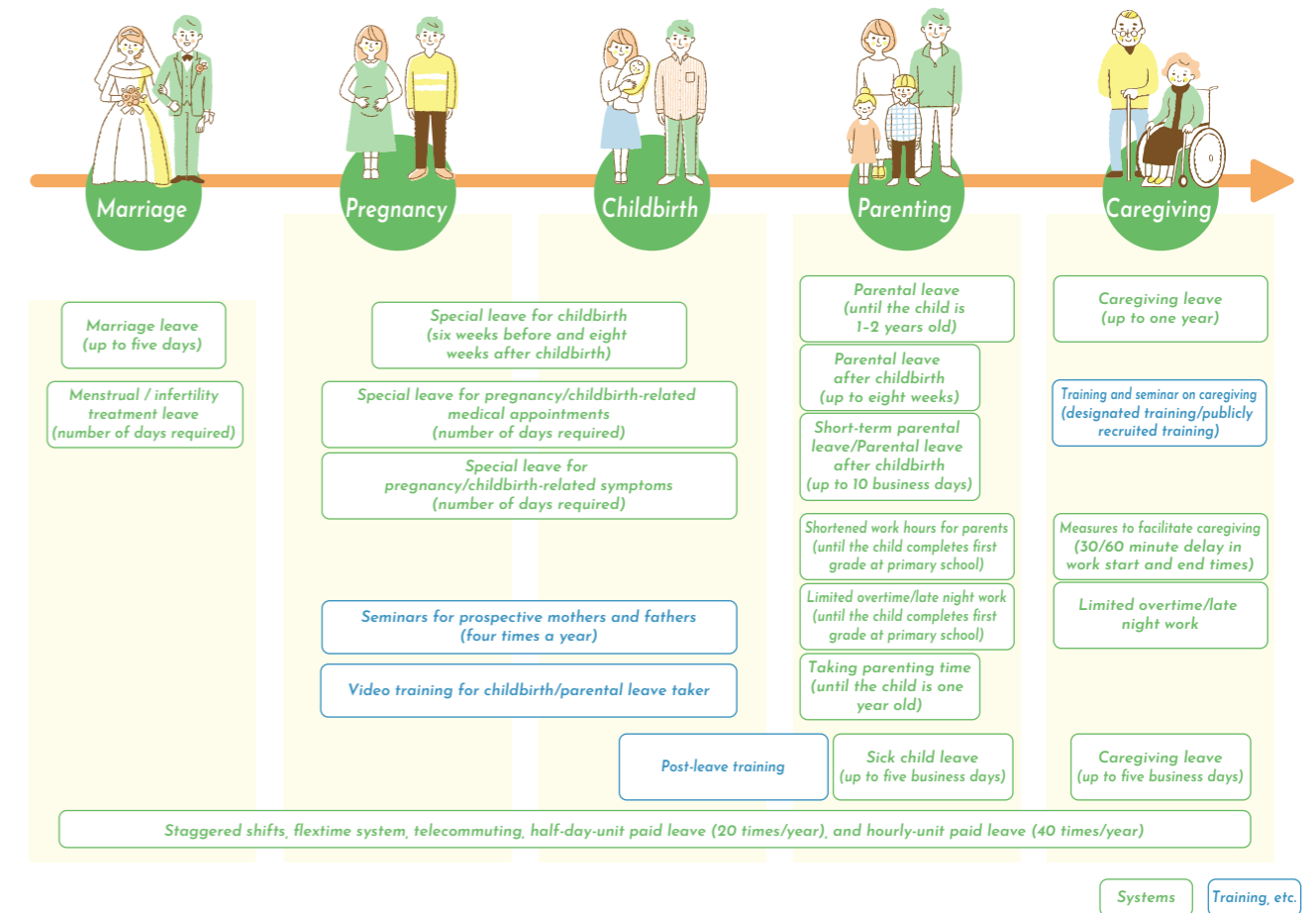
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Initiatives Facilitating Work-Life Integration for Continued Active Participation and Growth

Balancing Work with Parenting or Caregiving

We are seeking to enable work-life integration that allows employees to pursue fulfillment in both their work and private lives by improving our systems to help them balancing work with personal commitments and striving to cultivate a positive workplace culture in which such circumstances receive understanding and support. Through these efforts, we aim to help employees continue participating actively and growing without having anxiety, or giving up their career, due to parenting or caregiving commitments.

Systems and training to help employees balancing work with parenting or caregiving



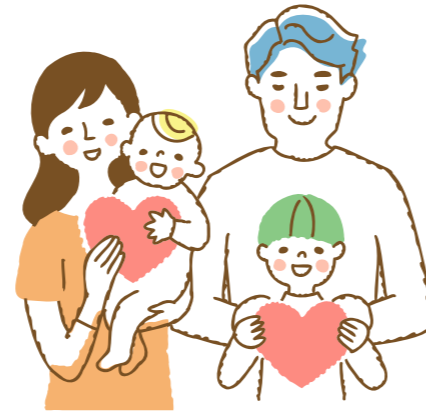
Initiatives Supporting the Raising of the Next Generation

In November 2023, The Bank received the Platinum Kurumin Plus Certification (official recognition by Japan's Ministry of Health, Labour and Welfare) as a company that is implementing initiatives of a high standard to provide a sound environment for raising the children who will be the next generation of citizens and to support employees in balancing parenting with work as well as balancing fertility treatment and work. We will continue striving to create a healthy, dynamic workplace and further improve our employees' work-life integration.



Balancing Work with Parenting Responsibilities

To support all employees—regardless of gender—in balancing the fulfillment at home including parenting with fulfillment at work and in participating actively with high motivation, we have developed video training accessible during childbirth and parental leave, as well as training programs for returning employees. These initiatives were introduced in response to employee feedback requesting resources to help them prepare mentally and physically before returning to work, and to provide opportunities to reflect on their work style and career path after resuming their roles.



Key activities and initiatives

✔ Videos available during childbirth and parental leave

The video training is divided into three segments to support employees' mental and physical preparation for returning to work after childbirth.

Each section focuses on a specific theme: *Developing a System After Childbirth*, *Developing a System for Returning to Work*, and *Dialogue with Your Partner*. Together, they offer clear guidance on what to consider and how to prepare at each stage, helping ensure a smooth transition back to work.

✔ Training for post-parental leave

To help employees proactively envision their ideal work style and career path after returning to work, we provide opportunities for career reflection, including practical guidance on communicating with colleagues about balancing parenting and work responsibilities.

In addition, employees can participate in a discussion forum featuring senior employees with experiences of returning to work several years ago, to share concerns about and coping strategies for returning to work.



Balancing Work with Lifecycle Challenges

The Bank conducts annual training sessions and seminars addressing caregiving, one of the key lifecycle challenges employees may face. Because caregiving responsibilities often arise unexpectedly and can continue for an indefinite period, the Bank is expanding its training programs and strengthening individualized support systems starting in fiscal 2025 to help employees facing such challenges continue working with peace of mind.

In addition, the Bank offers seminars led by external experts on menopause, reflecting its commitment to fostering a workplace environment that supports employees through all stages of life.

Key activities and initiatives

✔ Online seminars on caregiving

To help ease the concerns of employees balancing caregiving with work, or who may feel anxious about future caregiving responsibilities, the Bank offers online training and seminars tailored to individual circumstances and concerns.

- Basic course on the overview of caregiving-related systems
- Course focused on the financial aspects of caregiving
- Specialized course that covers specific topics, such as establishing effective systems for long-distance caregiving

✔ Thematic seminars

The Bank organizes annual lectures and seminars led by external experts on key lifecycle themes selected each year.

- Lecture for managers on extending male childcare leave (2024)
- Lecture on women's menopause (2025)

Column

Column.1

Norinchukin Facilities Co., Ltd.

Norinchukin Facilities is a wholly owned Group company of The Norinchukin Bank that supports the Bank and the JA Group through creation of office environments and building management (i.e., facilities management services), primarily in relation to office relocations or changes in office layout by companies in the Norinchukin Bank Group. The company is also responsible for purchasing and managing movable property and equipment, managing housing for employees, and managing leased assets.

The company previously offered two separate employment categories—career-track and administrative-track—and most female employees worked on the administrative track, providing support services for the career track. In 2019, however, the company revised its personnel system, making the move to a single employment category. Its aims in so doing were to become an organization to which all employees could contribute in a range of different ways and to adopt a fair employee appraisal system focused on abilities and contribution in the workplace rather than seniority or gender. As a result, the company now boasts a workplace environment in which all employees both male and female can take on a variety of work according to their own motivation, abilities, and aptitude, and this has led to their involvement in a wider range of work.

One example is the involvement of female employees in jobs related to changes in layout and management of construction projects at the Bank's main office and branches. Female employees would previously have been tasked mainly with clerical work relating to construction contracts and payments, but now they are involved in a wider range of tasks as personnel responsible for negotiations with construction contractors, and they participate in on-site meetings regarding facilities management, including making long-distance business trips.



Column.2

Nochu Business Support Co., Ltd.

Nochu Business Support is also a wholly owned Group company of The Norinchukin Bank, specializing in performing the Bank's financial administration within Japan. The company shares the Purpose common to all Norinchukin Bank Group companies, which begins with the words, "Dedicated to sustaining all life." Guided by this Group-wide Purpose, the company set what it refers to as "My Company's Purpose," based on the opinions expressed by all its employees: "We will provide administrative support to help sustain all life in tomorrow's world. Each of us will focus on our own future potential to provide high-quality financial administrative services as professionals."

The company is endeavoring to create a workplace environment in which all kinds of employees can participate actively; its corporate purpose, as cited above, was decided by drawing not only on the opinions of female employees, who play a key role within the company, but also on a diverse range of opinions from other individuals. Many people with disabilities are playing active roles within the company, and employee-led inclusion initiatives to create a workplace in which everybody can participate

actively include organizing regular sign-language courses. The company is working to develop its human resources and establish an organization in which individual employees of all kinds—regardless of gender or disability—can deal with life events and continue participating actively in the workplace and growing.



The Norinchukin Bank's Personnel System

The Bank offers a variety of options within its personnel system to enable employees to balance work with life events such as childbirth, parenting, and caregiving while participating actively and autonomously developing their own careers.

Employee transfer opt in/opt out

The Bank has introduced an option for employees themselves to choose whether to be transferred to a different work location or not, subject to certain rules, so that they can accommodate life events such as childbirth, parenting, or caregiving. This has been accomplished by excluding locational transfer from career track requirements.

Leave for transfer of spouse

The Bank has introduced a system that allows employees to take leave under certain rules and subsequently return to work when accompanying a spouse or partner who is transferred. This enables employees to balance life events such as childbirth, childcare, and caregiving with their work, and to continue to play an active role at The Bank even when their spouse or partner is transferred.

Side jobs

Side jobs are permitted under certain rules with the aim of supporting employees' autonomous challenges and enabling them to acquire a broad range of knowledge and skills through the job.

Reentry program for former employees

The Bank has introduced a reemployment program that provides former employees with the opportunity to return to the Bank after leaving due to life events such as the job transfer of their spouse or partner, childbirth, parenting, or caregiving. In addition to those who resign due to above reasons, the program also covers employees who leave the Bank to pursue new professional challenges outside the organization.



Column

Column.1

Nochu Information System Co., Ltd.

Nochu Information System, a Group company, is responsible for building large-scale retail banking systems, which support the information system developed and operated by The Norinchukin Bank and Group companies, as well as a wide range of financial services provided by Japan Agricultural Cooperatives (JA) across the country.

The company fosters an environment that enables employees to balance work with various life events and in 2024, received the Platinum Kurumin certification in recognition of its strong commitment to supporting childcare. In the same year, the utilization rate for childcare leave remained high: 87% for men and 100% for women.

Beyond parental leave and reduced working hours (available until a child finishes the third grade in elementary school), the company continues to enhance and promote systems that support diverse work styles, including telecommuting, staggered working hours, hourly paid leave, and step-out arrangements. These initiatives are widely used by employees, contributing to a more flexible and comfortable workplace. Furthermore, reflecting employee feedback, the company has continuously reviewed its systems and, in fiscal 2025, launched the company-wide "Work-Friendly Employment System Review Project" to promote improvements from an employee perspective.



Column.2

Kyodo Housing Loan Co., Ltd.

At Kyodo Housing Loan, the president and other executives are leading initiatives to foster a workplace where diverse employees can participate actively and grow while maintaining a healthy balance between their professional and personal lives.

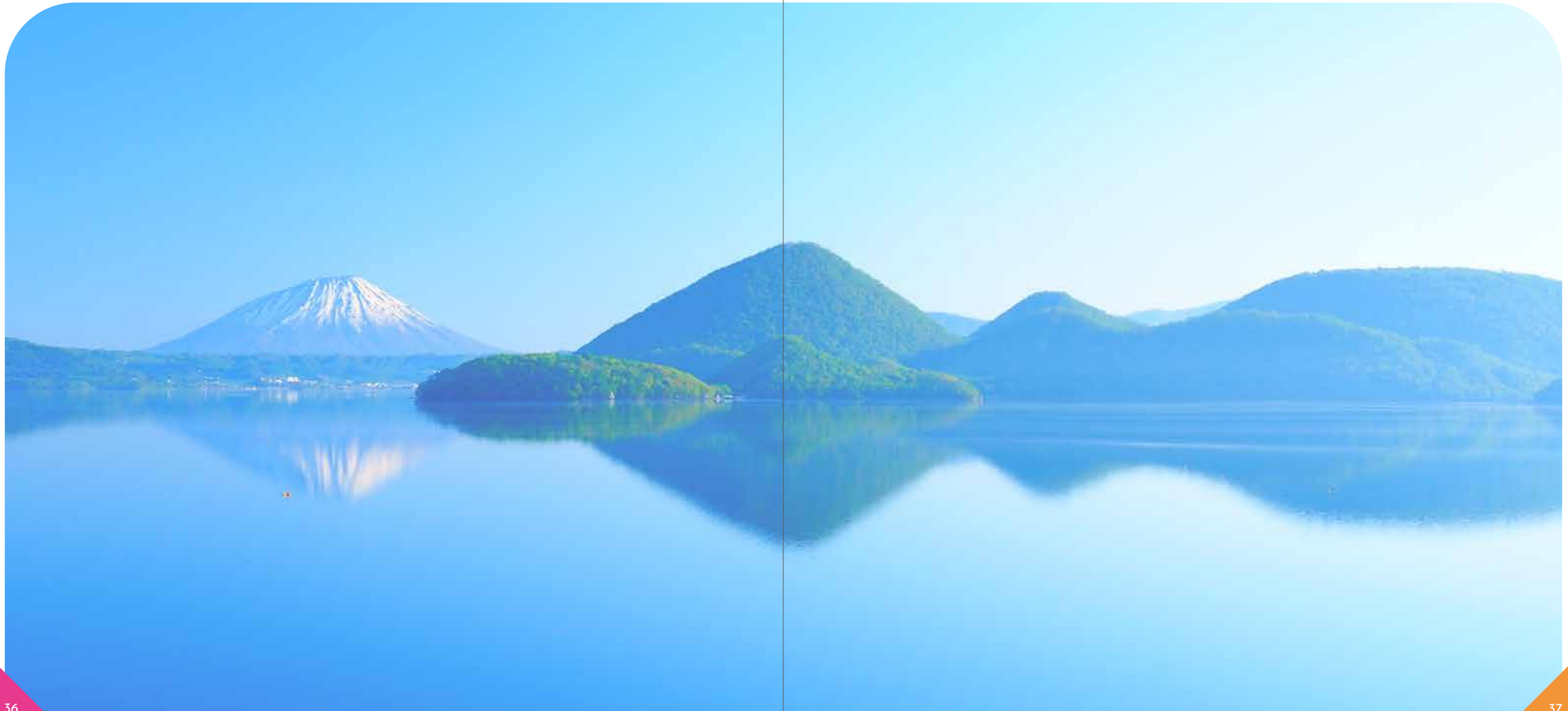
The company promotes a healthy work-life balance by setting and announcing annual paid leave utilization targets at the start of each year and encouraging consistent leave-taking through regular follow-ups, helping to embed the practice and foster a positive shift in employee mindset. To promote flexible working styles, the company has introduced various systems, including staggered working hours (with 10 selectable patterns) in 30-minute increments, shortened working hours for parenting (with 12 selectable patterns) in 15-minute increments, and telecommuting options. Employees have shared that they are able to "work in ways that suit their individual circumstances and do so with peace of mind."

In addition, the company offers babysitter and daycare fee subsidy programs to provide financial support for employees returning to work after childbirth or parental leave. Employees have expressed appreciation for the support programs, noting that "the daycare fee subsidy is a great help, given it is a significant financial burden of childcare." In addition to these programs, the company offers a Special Event Leave System, which allows employees to take up to two days off per year for personal or family events, and a Reentry System for Former Employees, which provides information on job openings to those who have left the company but wish to return. The Special Event Leave has been particularly well received, with employees commenting that it enables them to "attend a child's event without worry."



Empowering All Individuals to Pursue a Bright Future

The Norinchukin Bank will continue initiatives to increase DE&I within its organization, encouraging all the individuals united in commitment to its Purpose to pursue a path toward a bright future and attainment of that Purpose.





NORINCHUKIN

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