

Aozora Bank's "Action Plan"

<Basic policy>

Aozora Bank will offer various opportunities for employees' job satisfaction and self-fulfillment. At the same time, we will realize a good place to work where employees can select flexible working style for their work-life balance, and where diverse talents can plan active roles for many years of service.

1. Implementation period
April 1, 2021 to March 31, 2023
2. Objectives and actions

[Objective: Foster the next generation of employees]

Objective-1: Promote flexible working patterns by offering communication tools for remote work, such as working-from-home, and reviewing operation processes

<Actions>

- Improve the environment of work-from-home and strengthen communication tools by introducing BYOD, Bring Your Own Device
- Promote flexible working style regardless of where employee work by reviewing operation processes

[Objective: Encourage female employees to play more active roles]

Objective-2: Achieve 13% or over in the female manager ratio to promote diversity among managers

Objective-3: Achieve 35% or over in the female deputy manager ratio to promote diversity among managers

<Actions>

- Support female employees' career development by offering chances for them to experience new business areas and enforcing training programs, such as internal trainee program
- Appoint excellent female employees to challenging positions by precisely assessing their performances based on the newly introduced evaluation program

[Objective: Encourage female employees to play more active roles]

Objective-4: To establish the workplace environment, where employees irrespective of gender can work over the long term, while maintaining the current target "Female employees' years of service should not be shorter than male employees' by 1 year or over."

<Actions>

- Introduce HR programs to facilitate diverse, flexible working patterns, and encourage employees to effectively use the new and existing programs
- Implement career development programs for female employees

End