

Initiatives to support a work-life balance

We are responding to the diverse values and work styles of our staff to establish a corporate work style that produces results through proactive action, focusing on productivity and supporting fulfillment of each individual's role.

Expanding the flexible working-hours system - Eliminating core hours at branches - Introducing flexible working hours at all branches, including provisions for reduced hours for childcare	Introduction of hourly special leave Employees may take special leave in one-hour increments	Expanded uses and renaming of childcare leave Renamed "Hagukumi Leave" (child-nurturing leave) and permission for its use by employees attending children's enrollment or graduation ceremonies and during school closures due to disasters, etc.
Paid caregiving leave Wages and bonuses are paid during caregiving leave.	Integration and renaming of menstrual leave and fertility-treatment leave Renaming to reduce psychological resistance among employees	

Initiatives for health management

Prevention of serious illness and lifestyle-related diseases We respond to anomalies revealed by employees' health checkup results by encouraging them to undergo re-examinations and obtain specific health guidance.	Maintaining "White 500" certification We work with the health insurance association and the employee union to strengthen health-promotion initiatives.
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Investment in human capital

Management Plan Phase I Review

Initiatives for Human Capital

Fiscal 2020

Fiscal 2021

Fiscal 2022

Fiscal 2023

Fiscal 2024

- Establishment of an Unconventional Human Resources Development Office
- Conducting Group discussions to foster awareness of issues
- Support for acquisition of qualifications that can contribute to problem-solving
- Expansion of trainee dispatching

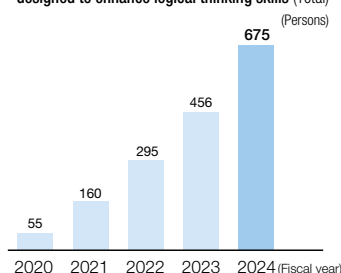
- Expansion of career recruitment
- Introduction of a sideline employment system
- Creation of secondment opportunities for young employees
- Increased exchanges among Group companies
- Training to strengthen logical thinking skills

- Introduction of a talent management system
- Active participation in inter-company training programs

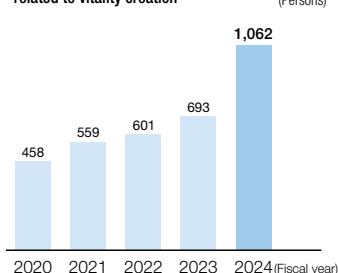
- Consideration of personnel system revision
- Public solicitation of initiatives worthy of our unconventional human resources
- Establishment of male maternity leave and infertility treatment leave systems
- Wage increases (starting and regular salaries)

- Revision of the personnel system (integration of general and specific positions)
- Elimination of minimum tenure requirements
- Wage increases (starting salaries and wages)

Number of participants in training programs designed to enhance logical thinking skills (Total)



Number of personnel with qualifications related to vitality creation



Human capital investment (training)

	Fiscal 2023	Fiscal 2024	Of which, BP transition training*
Total training hours	35,929 hours	39,365 hours	18,434 hours
Number of training participants	4,229 employees	7,789 employees	2,739 employees
Training costs	64,791 thousand yen	102,068 thousand yen	

* Training for employees who changed from specific positions to BP (general positions) in accordance with the personnel system revision of April 2024.