

Priority measures in commitment to Inclusion in Japan

01 Ensure diversity (women, global talent, mid-career hires) within decision-making positions

In order to more effectively reflect the perspectives, ideas, and values of diverse personnel in the formulation of important strategies, organizational decision-making, and day-to-day business operations, we will accelerate the appointment and training of women, global talent, and mid-career hires in decision-making positions such as management and supervisory positions.

For personnel who are candidates for management positions, we will establish a system to encourage career development based on each individual's career aspirations, qualities, and strengths, and support the acquisition of a wide range of business execution skills. In particular, we will encourage the development and promotion of female candidates for positions of general manager status and above, by formulating individual development plans and reinforcing skill development through transfers, stretch assignments, and training programs.

02 Balancing work with childcare and nursing care

We will support employees balancing work and family life by improving the work environment, including internal systems, and raising awareness so that all employees can continue to work and grow without giving up their careers, regardless of non-work commitments such as childcare or nursing care.

We will also strive to create an organization in which all employees, not just those who are balancing work and family care, can view such work/life commitments as their own personal matters, and respect each other's diverse work styles and values.

03 Initiatives for LGBT+ employees

In order for LGBT+ employees to be able to follow their own work style without feeling marginalized or disadvantaged, we will establish internal systems and mechanisms; review said systems and mechanisms as necessary; promote understanding of LGBT+ rights and the LGBT+ community among employees through training and other means; and continue to raise awareness so that our organization respects the sexual orientation/gender identity (SOGI) of each individual.

By deepening each employee's understanding of SOGI through these efforts, we will develop products that meet the needs of our customers and improve our services so that all customers can use Mizuho with even greater peace of mind and trust.

04 **Promotion of employees with disabilities**

To ensure that employees with disabilities can continue to work with peace of mind without feeling alienated or uncomfortable, we have established internal systems, tools, and mechanisms to give appropriate consideration to their needs. At the same time, we are promoting efforts to deepen mutual understanding among employees who work together.

Through these efforts, we will create opportunities for each and every employee, regardless of whether or not they have a disability, to continue to play an active role while fully demonstrating their abilities and individuality. We will deepen mutual understanding and cultivate diverse viewpoints, empathy, and problem-solving abilities among our employees so as to improve our services and help our customers address their challenges.

05 **Promotion of flexible and diverse work styles**

We will create a work environment in which all employees respect each other's lifestyles and values and can flexibly choose diverse work styles that maximize both individual and organizational performance, while further raising the awareness of all executives and employees.

06 **Fostering an organizational culture that takes on new challenges and grows with the power of communication**

We will stimulate communication throughout the organization, including among employees and between employees and management, by expanding opportunities and venues for employees with diverse values and personalities to organically connect with each other across their various differences and to share and discuss their views and ideas while mutually respecting one another.

Through these connections, we will also encourage employees to think and act on their own initiative and nurture their willingness to take on new challenges, thereby promoting the growth of both employees and the organization.