

Human capital management



Nobuhiro Kaminoyama
Senior Executive Officer
Group Chief Human Resources Officer (Group CHRO)

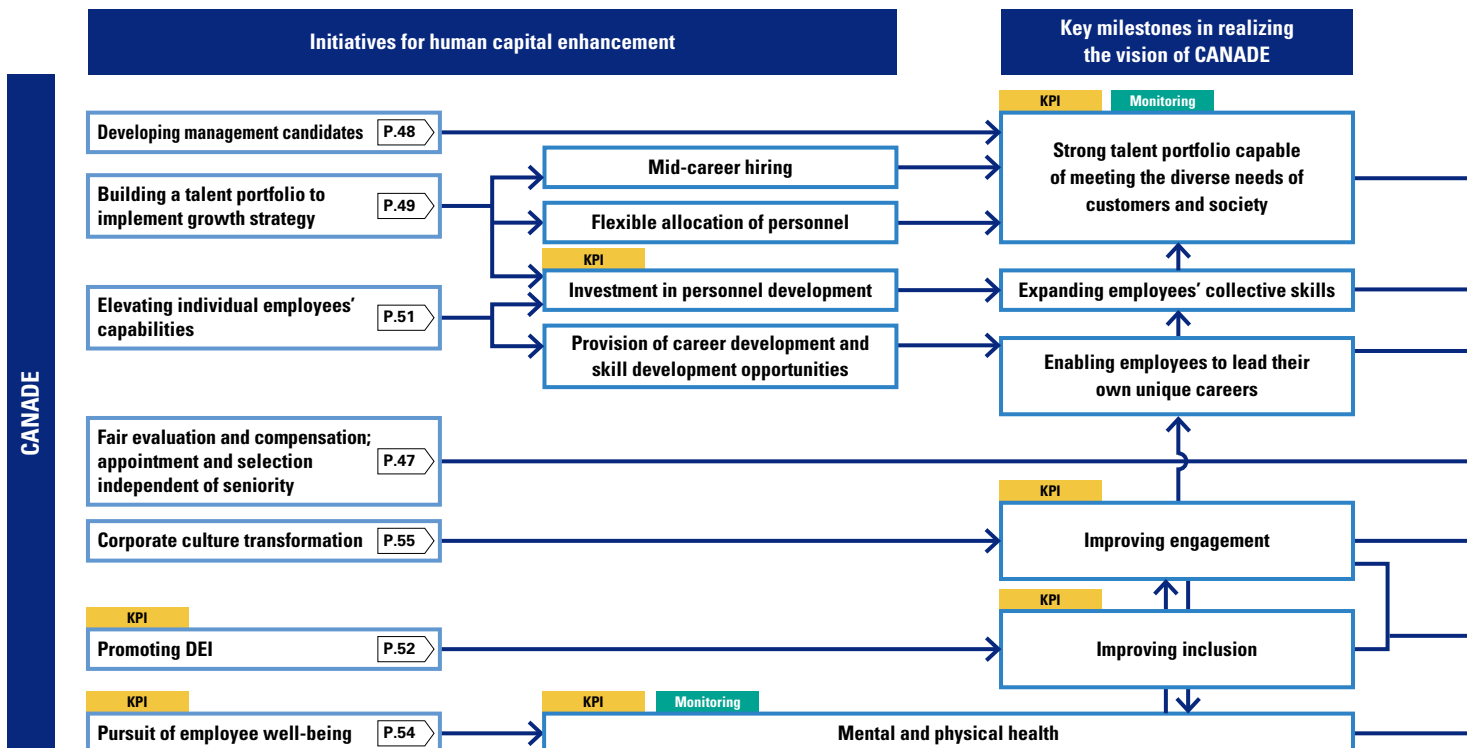
Tomoko Kawano
Operating Officer
Group Chief People Officer (Group CPO)

Natsumi Akita
Senior Executive Officer
Group Chief Culture Officer (Group CCuO)

In order to realize our Purpose, we will continuously enhance our human capital, which is the source of our value creation, through CANADE, our new human resources framework in Japan. We will also work to improve employee engagement and create an inclusive organization so that every employee can reach their full potential.

Human capital impact path

We have identified enhancing human capital as a priority area in our medium-term business plan, and we are undertaking various measures toward this end. We have visualized the ways these efforts to enhance human capital will contribute to the achievement of Mizuho’s Purpose, “Proactively innovate together with our clients for a prosperous and sustainable future”, in our “human capital impact path” for Japan. We have also repositioned our human capital KPIs, which we established in fiscal 2023, to measure the implementation and effectiveness of our human capital enhancement. Going forward, we will continue to enhance our human capital and use human capital KPIs to verify the implementation and effects of our initiatives, as well as review policies in a timely and appropriate manner. In addition, by formulating competitive business strategies and linking them to our HR strategy, we will create opportunities for our employees to play an active role in growing business areas and encourage every employee to take on the challenge of growth and career development.

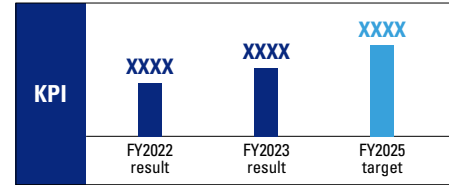




Please refer to our new Human Capital Report, prepared in fiscal 2024, for details on our various human resources initiatives.
https://www.mizuhogroup.com/binaries/content/assets/pdf/mizuhoglobal/sustainability/overview/report/hc_report_2024.pdf

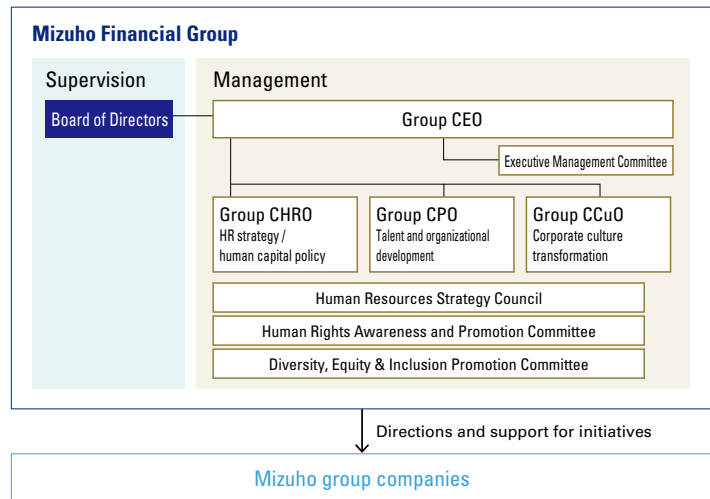


Human capital KPIs are listed in the following format.



Structure for human capital management

The Group Chief Human Resources Officer (Group CHRO) is responsible for HR strategy and human capital policy, planning and facilitating HR management initiatives for the overall group. The Group Chief People Officer (Group CPO) promotes talent and organizational development and diversity, equity, and inclusion as part of HR management. The Group Chief Culture Officer (Group CCuO) plans and promotes initiatives related to the corporate culture of the entire group. Together, the Group CHRO, CPO, and CCuO work to enhance our human capital.



KPI Items for which human capital KPIs have been set **Monitoring** Items for which human capital monitoring indicators have been set Company Employee

Future vision of CANADE

- Personnel of sufficient quality and quantity to lead business
- Growth in skills and experience to lead the business
- Support for employees' self-driven endeavors
- Proactively taking on challenges
- Fairly rewarding employee contributions
- Receiving fair rewards for contributions
- Supportive working environment and systems
- Feeling supported at work

Mizuho's Purpose

Proactively innovate together with our clients for a prosperous and sustainable future.

Mizuho contributes to the personal well-being of every customer and works together with companies that are innovating in technology and business.

Realize business value by investing in human capital

Invest further in human capital by realizing business value

Everyone who works at Mizuho is connected to each other, working to change and improve the future every day from new perspectives

New HR management under CANADE

● An HR framework to support self-driven endeavors

The environment surrounding our customers and society is changing and becoming more complex every day, as are the issues they face. These shifts are causing attendant shifts in the demands placed on Mizuho. Employees must hone their expertise and take on new roles to achieve their desired careers, and Mizuho must build a strong talent portfolio capable of meeting the varied needs of customers and society.

Conventional HR management in Japan has struggled to do away with preconceived notions and old customs such as the seniority system. In order to transform our HR management and encourage our people to take on new challenges, we have made rewarding contributions and supporting self-driven endeavors the main pillars of CANADE.

Compensation and allocation

● Compensation and allocation of personnel according to scope of duties and level of responsibility

To create a rewarding place to work, it is important to fairly reward employees for their contributions and achievements.

Our new HR framework in Japan rewards employees for their contributions according to scope of duties and level of responsibility through a new role-based compensation system. As part of the new framework, we have also removed multi-tiered organizational performance from the factors that determine employee bonuses, which are now based on achievement of individual goals and performance contributions. These changes have made for a clear system in which each employee is rewarded according to their roles and achievements and which provides employees with incentives to grow and take on the challenge of larger roles.

● Enabling appointment and selection independent of seniority

The introduction of role-based compensation has made it possible to allocate the right person to the right job based on their skills and abilities, regardless of age or seniority, and promote early career employees to a greater extent than before. At the same time, a previous system that resulted in lower compensation at certain ages, regardless of individual skill and ability, has been abolished, expanding opportunities for experienced employees. By reforming our HR system under the motto of “understanding every individual”, we are enabling employees to take on more challenging tasks and greater responsibilities as they grow, irrespective of age and seniority.

In addition, we have made a shared HR platform for the five core group companies¹ and revised the compensation system so that employees with the same role will receive the same compensation, even if they work for different entities. This allows for efficiently allocating personnel across entities.

1. Mizuho Financial Group, Mizuho Bank, Mizuho Trust & Banking, Mizuho Securities, and Mizuho Research & Technologies.

Evaluation

● Growth-oriented evaluation system

At Mizuho, we aim for every employee to grow on their own terms and take on more challenging roles with greater responsibility. We believe that HR systems and management should support this. In the past, our evaluation system linked evaluation results (rank) directly to salary and assignment. Consequently, employees would focus on obtaining a higher rank at the expense of self-driven endeavors and personal growth. To address this situation, we have shifted to a more growth-oriented evaluation system so that employees and managers will be able to consider issues together and focus on individual growth through dialogue. This will encourage employees to reflect and take initiative toward their own growth.

● Framework for evaluating personnel who embody Mizuho's Corporate Identity

In addition, the previous evaluation framework centered solely on skill level and ability. In order to keep all employees in sync with our Corporate Identity (Purpose and Values) and translate this into better performance for Mizuho, we have both redefined our Corporate Identity and updated our evaluation framework to emphasize not only skills and abilities but also embodiment of our Values, which serve as the axis for employees' behavior based on our Corporate Identity.

Developing management candidates

To achieve sustainable growth, Mizuho needs management that can set a clear direction in the face of constant change, identify pressing issues, and lead the organization toward solutions. With this in mind, we have reviewed our management development program to ensure that it consistently produces leaders who have the conceptual ability to envision the future of the entire business and the execution to drive the organization as a whole.



Establishment of the AOI Program in Japan to develop personnel of the quality and quantity necessary for leadership

In this rapidly changing business environment, the management talent companies need will not spontaneously emerge on their own. Recognizing that Mizuho does not have sufficient systems or mechanisms in Japan to secure the management candidates we will require in the future, we established the AOI Program, a management candidate development program under the direction of the Group CEO, as a framework to secure the quality and quantity of personnel necessary to support Mizuho's future management. AOI stands for the Aspiration to lead our future management; the Optimism to see that negativity is an emotion, while positivity is a choice; and the recognition of Ignorance, because the more you learn, the more you realize how little you know.

The program involves an evaluation system to continuously assess a candidate's suitability for management, within a cycle of selecting new eligible candidates in light of their characteristics and motivations. Such a system allows us to improve candidate growth across the board by strategically handing out tough assignments and encouraging deep reflection, aligned with the areas for improvement that each candidate identifies during the training. The program has only just gone into effect, and we will continue to review and make improvements as necessary to produce a stable flow of management candidates who can be responsible for Mizuho's future.

Launch of AOI Juku (training) to prepare and inspire management candidates

In addition to the overall changes to the system, we have also revised our training program into AOI Juku, which we launched in fiscal 2023. This program not only focuses on acquisition of management skills, such as strategic thinking and the forward momentum necessary for effecting change, but also on the candidate's preparedness for and aspiration toward management. The program provides opportunities for direct dialogue with the Group CEO and other members of the management team so that participants can learn to better understand and reflect on themselves. This helps develop the strong leadership required of management candidates, and we encourage continuous growth through tough assignments for each participant after their completion of the AOI Juku program.



Building a talent portfolio to implement growth strategy

Working to secure personnel that will lead in each of our business areas

Mizuho's medium-term business plan defines priority areas within our overall business portfolio and formulates growth strategies for each of these business areas. It is essential for us to secure personnel that can support each business area so that we can better implement our growth strategies. We established KPIs in fiscal 2023 to measure the implementation and effectiveness of our initiatives in this regard. We have also begun to define personnel requirements for the entire business portfolio as a way to improve the alignment of our business strategy and HR strategy.

▶ P. 29 Progress of medium-term business plan

Retail business in Japan

Personal consulting¹

1. Certified Skilled Professionals of Financial Planning 1st-grade or Certified Financial Planners.

<p>Background of this KPI</p> <p>We are aiming to place one new qualified individual into each of approximately 300 branches to provide a higher level of service to our customers.</p>	<p>KPI</p> <p>(number of employees)</p> <table border="1"> <tr> <td>FY2022 result</td> <td>FY2023 result</td> <td>FY2025 target</td> </tr> <tr> <td>1,785</td> <td>1,876</td> <td>2,100</td> </tr> </table>	FY2022 result	FY2023 result	FY2025 target	1,785	1,876	2,100	<p>Current status</p> <p>By expanding our internal system supporting the acquisition of certifications and other qualifications, including with new support courses, we are effectively developing qualified personnel.</p>
		FY2022 result	FY2023 result	FY2025 target				
1,785	1,876	2,100						
		<p>Going forward</p> <p>In addition to the current initiatives, we will further expand the support system in order to achieve our target.</p>						

In our retail business in Japan, where we are focused on improving customer experience and supporting the doubling of asset-based income, we will review our digital, remote, and in-person approaches, move forward full digitalization of office procedures, and transform branches from places for administration into places for consultation. In light of the increasing importance of personnel who have knowledge and experience in face-to-face consulting and who are capable of supporting asset management, formation, and succession in a customer-oriented manner, we are putting emphasis on personnel development and have set a KPI for number of employees with personal consulting qualifications.

Corporate business in Japan

Business succession²

2. In-house certified personnel (program launched in FY2023).

<p>Background of this KPI</p> <p>Given the time required for training, we aim to first send expert personnel to roughly 100 locations, mainly in the Tokyo metropolitan and Kansai areas.</p>	<p>KPI</p> <p>(number of employees)</p> <table border="1"> <tr> <td>FY2022 result</td> <td>FY2023 result</td> <td>FY2025 target</td> </tr> <tr> <td>-</td> <td>+20</td> <td>+100</td> </tr> </table> <p>(Launched in FY2023)</p>	FY2022 result	FY2023 result	FY2025 target	-	+20	+100	<p>Current status</p> <p>In the first year, the program started with input of basic knowledge and practical proposal methods and produced 20 certified employees.</p>
		FY2022 result	FY2023 result	FY2025 target				
-	+20	+100						
		<p>Going forward</p> <p>Now that the training program is on track, in fiscal 2024 we will expand the program content and focus on further personnel development.</p>						

Startups/innovative companies³

3. In-house certified personnel able to support startups/innovative companies (program launched in FY2023).

<p>Background of this KPI</p> <p>To establish a competitive advantage, we aim to secure approximately 100 personnel who will support startups/innovative companies and 100 personnel who will oversee support from Head Office.</p>	<p>KPI</p> <p>(number of employees)</p> <table border="1"> <tr> <td>FY2022 result</td> <td>FY2023 result</td> <td>FY2025 target</td> </tr> <tr> <td>-</td> <td>+161</td> <td>+200</td> </tr> </table> <p>(Launched in FY2023)</p>	FY2022 result	FY2023 result	FY2025 target	-	+161	+200	<p>Current status</p> <p>Steady progress is being made in securing personnel for supporting startups/innovative companies through in-house training and regular knowledge sharing.</p>
		FY2022 result	FY2023 result	FY2025 target				
-	+161	+200						
		<p>Going forward</p> <p>We will continue our efforts to provide internal training and knowledge on supporting startups/innovative companies according to their stage of growth.</p>						

The corporate business, where we are aiming to enhance the competitiveness of Japanese companies, calls for the insight to delve deeper into industry trends and client needs and the creativity to design growth narratives with corporate clients. We are focusing in particular on the area of business succession, which requires specialized knowledge and practical experience. We have set a KPI for the number of in-house certified personnel who can support business succession and are strategically assigning personnel to this area. Similarly, in the area of support for startups/innovative companies, we have set a KPI for the number of in-house certified personnel in order to systematically develop personnel with experience in providing support in leading-edge technology fields and expertise in responding to the needs of companies at different stages of growth.

Sustainability-related business

Environmental / energy sector consultants

<p>Background of this KPI</p> <p>In response to the diversification of topics in the area of sustainability, we aim to increase our number of specialized personnel by 15%.</p>	<p>KPI</p> <p>(number of employees)</p> <table border="1"> <tr> <td>FY2022 result</td> <td>FY2023 result</td> <td>FY2025 target</td> </tr> <tr> <td>131</td> <td>140</td> <td>150</td> </tr> </table>	FY2022 result	FY2023 result	FY2025 target	131	140	150	<p>Current status</p> <p>Our efforts to improve internal and on-the-job training and secure personnel through mid-career hiring have been proceeding well.</p>
		FY2022 result	FY2023 result	FY2025 target				
131	140	150						
		<p>Going forward</p> <p>We will work to increase hiring of both recent graduates and mid-career professionals and further improve training for new hires.</p>						

Sustainability management experts

<p>Background of this KPI</p> <p>We will aim to hire 100 employees each year, with a focus on recent graduates, so that we will have greater capacity to apply our knowledge of sustainability towards offering solutions to corporate clients.</p>	<p>KPI</p> <p>(number of employees)</p> <table border="1"> <tr> <td>FY2022 result</td> <td>FY2023 result</td> <td>FY2025 target</td> </tr> <tr> <td>1,300</td> <td>1,647</td> <td>1,600</td> </tr> </table>	FY2022 result	FY2023 result	FY2025 target	1,300	1,647	1,600	<p>Current status</p> <p>In addition to the progress made by early career employees, mid-level managers also made conscious efforts to acquire qualifications, leading to the target being achieved ahead of schedule.</p>
		FY2022 result	FY2023 result	FY2025 target				
1,300	1,647	1,600						
		<p>Going forward</p> <p>Although we have succeeded in expanding the base of sustainability personnel, our focus is now on further improving quality through work experience.</p>						

In the area of sustainability and innovation, to respond to the various sustainability challenges our large corporate and other clients are facing, we will further increase the number of environmental / energy sector consultants at Mizuho Research & Technologies. On the other hand, advancing sustainability in the wider community requires action not only by large companies but also by the small and medium-sized enterprises that make up the supply chain. Because of this, we have set a KPI for number of sustainability management experts as well and are working to ensure employees obtain the basic knowledge necessary to conduct sustainability transformation discussions with a wide range of corporate clients as they acquire relevant qualifications.

Global business

Global business ⁴		4. New international assignees from Japan.													
Background of this KPI	Although our efforts to build a pool of employees from Japan who have international experience were delayed due to the COVID-19 pandemic, we will make up for the delay by annually sending 50 employees outside Japan, including 30 early-career employees, with a target of adding 150 employees to the pool.	KPI	<table border="1"> <tr> <td>(number of employees)</td> <td></td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;">+92</td> <td style="text-align: center;">+150</td> </tr> <tr> <td style="text-align: center;">[Launched in FY2023]</td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">FY2022 result</td> <td style="text-align: center;">FY2023 result</td> <td style="text-align: center;">FY2025 target</td> </tr> </table>	(number of employees)				+92	+150	[Launched in FY2023]			FY2022 result	FY2023 result	FY2025 target
(number of employees)															
	+92	+150													
[Launched in FY2023]															
FY2022 result	FY2023 result	FY2025 target													
		Current status	We are enhancing our talent portfolio in terms of both quantity and quality by sending a steady stream of international assignees from Japan, including 30 early-career employees annually.												
		Going forward	We will further expand our talent pool by following up on early-career employees who were assigned outside Japan in fiscal 2023 while we also proceed with new assignments.												

We are evolving the global Corporate & Investment Banking (CIB) business model in the US and EMEA and expanding our transaction banking and capital markets business in Asia. In order to strengthen our business in each of these markets, we need to secure local personnel who are familiar with the market, to which end we maintain a high ratio of local personnel in management positions at our offices outside Japan.

At the same time, we must secure a sustainable pool of personnel from Japan who have international experience and can work together with local personnel. In training early career employees, we will increase the number of new international assignments, extend the assignment period from one to two years, and change the format to one year in banking and one year in internal management. This will offer such employees opportunities to gain practical experience in both front office and governance roles, allowing us to build a sustainable portfolio of talent with international experience.

Digital transformation

Digital transformation ⁵		5. Digital Transformation Skills Certification Lv. 4 (equivalent to Level 3 or above in the Skill Standards for IT Professionals of the Information Technology Promotion Agency, Japan; able to perform all assigned duties and lead projects independently; program launched in FY2023).													
Background of this KPI	We identified employees who had a certain background in digital transformation and whom we wanted to develop into highly specialized personnel, with the aim of increasing the number of such personnel by 100.	KPI	<table border="1"> <tr> <td>(number of employees)</td> <td></td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;">+84</td> <td style="text-align: center;">+100</td> </tr> <tr> <td style="text-align: center;">[Launched in FY2023]</td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">FY2022 result</td> <td style="text-align: center;">FY2023 result</td> <td style="text-align: center;">FY2025 target</td> </tr> </table>	(number of employees)				+84	+100	[Launched in FY2023]			FY2022 result	FY2023 result	FY2025 target
(number of employees)															
	+84	+100													
[Launched in FY2023]															
FY2022 result	FY2023 result	FY2025 target													
		Current status	We are advancing certification through training, on-the-job training, and acquisition of qualifications, focusing on personnel in Mizuho Research & Technologies and Mizuho-DL Financial Technology who have a certain background in digital transformation.												
		Going forward	In addition to training, on-the-job training, and acquisition of qualifications, we will further enhance our talent pool through mid-career hiring.												

Digital transformation basics ⁶		6. Digital Transformation Skills Certification Lv. 2 (equivalent to Level 1 or above in the Skill Standards for IT Professionals of the Information Technology Promotion Agency, Japan; has the basic minimum knowledge required to promote digital transformation; program launched in FY2023).													
Background of this KPI	We aim to increase the number of employees with this qualification by 1,000 in total across various business areas, based on the standards of other companies and tasks that require basic digital transformation literacy.	KPI	<table border="1"> <tr> <td>(number of employees)</td> <td></td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;">+924</td> <td style="text-align: center;">+1,000</td> </tr> <tr> <td style="text-align: center;">[Launched in FY2023]</td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">FY2022 result</td> <td style="text-align: center;">FY2023 result</td> <td style="text-align: center;">FY2025 target</td> </tr> </table>	(number of employees)				+924	+1,000	[Launched in FY2023]			FY2022 result	FY2023 result	FY2025 target
(number of employees)															
	+924	+1,000													
[Launched in FY2023]															
FY2022 result	FY2023 result	FY2025 target													
		Current status	Our professional development programs for employees and support for qualification acquisition have brought us steadily closer to our certification target.												
		Going forward	We will continue to implement existing programs, expand our base of qualified personnel, and further the application of new knowledge in business operations.												

At the group level, digital transformation is a priority area of our medium-term business plan, and in Japan we are in need of personnel who have advanced expertise in digital transformation and technologies and can facilitate business transformation for our clients and Mizuho. As part of securing such digital transformation personnel, we have set a KPI for the number of these employees and are developing our personnel, mainly at Mizuho Research & Technologies and Mizuho-DL Financial Technology. In tandem, to expand the base of employees with knowledge on digital transformation and technologies, we have also set a KPI for the number of digital transformation basics personnel, and we are working to raise the general level of knowledge through our digital transformation employee development program. (For details, see p. 68, “Enhancement of our group-wide digital transformation foundations”)

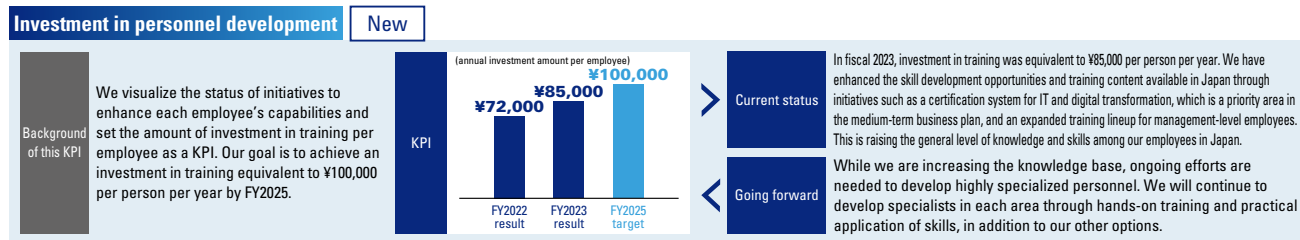
Second and third lines of defense to support business

Governance ⁷		New		7. Personnel who have experience in risk management, compliance, or internal audit; understand the business; and possess the expertise and skills required for the second or third line of defense (i.e. hold the specific professional qualifications corresponding to these areas).													
Background of this KPI	We will increase the number of governance personnel by 200 to further enhance the quality and quantity of personnel in the areas of risk and compliance management and internal audit.	KPI	<table border="1"> <tr> <td>(number of employees)</td> <td></td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;">+200</td> <td></td> </tr> <tr> <td style="text-align: center;">[Launched in FY2024]</td> <td></td> <td></td> </tr> <tr> <td style="text-align: center;">FY2022 result</td> <td style="text-align: center;">FY2023 result</td> <td style="text-align: center;">FY2025 target</td> </tr> </table>	(number of employees)				+200		[Launched in FY2024]			FY2022 result	FY2023 result	FY2025 target	Current status	Mizuho has 937 governance personnel in Japan, mainly in three of our internal organizational groups: Risk Management, Compliance, and Internal Audit.
(number of employees)																	
	+200																
[Launched in FY2024]																	
FY2022 result	FY2023 result	FY2025 target															
		Going forward		Going forward	We will enhance the quality and quantity of our personnel by promoting the acquisition of qualifications and expanding hiring of mid-career professionals with specialized skills.												

One of the priority areas of the medium-term business plan is maintaining stable business operations, which support our growth strategies and corporate foundations, and by extension all that Mizuho represents. With Mizuho being called on to implement deeper and more sophisticated governance, securing expert personnel in the areas of risk and compliance management and internal audit—the second and third lines of defense—is becoming increasingly important, and we have set the enhancement of these areas as a new KPI.

Elevating individual employees' capabilities

In order to implement our growth strategies, it is important for all Mizuho employees to grow in their own ways while taking on the challenge of developing their skills and abilities toward their career goals. As part of encouraging such an attitude among our employees in Japan, we are working to enhance our career development offerings and middle management's support capabilities. We view such efforts as an investment in the growth of our people, and we believe that if we provide appropriate opportunities, our people will be able to improve their skills and abilities on their own initiative. This will in turn translate to a talent pool that can serve as an even stronger foundation for our business.



Encouraging career independence through a career development framework



Our career development framework in Japan enables each employee to envision their own unique career path and grow while taking on new roles. Many of our career advisors are also certified career consultants (we have about 30 consultants present at any given time in the HR division).

We are implementing a cycle of employees building their self-knowledge through career interviews, gaining career field knowledge through introduction of various departments and duties within the group, thinking about their careers with the company, creating their careers through training and other self-improvement, and growing by taking on new roles, followed by renewed self-knowledge.

At the same time, an internal questionnaire has revealed that some employees have anxiety about the future of their careers, a low awareness of the need to create one's own career, and issues with the self-motivated development necessary to realize one's career goals. To address these problems, our career advisors are providing advice to employees on what kind of career they should aim for and what kind of steps they should take to achieve their career goals.

Upskilling for middle management, the channel of communication between the company and employees

Supporting self-driven endeavors means recognizing that employees and the company need to work together. We believe it is important for middle management, as the channel of communication between employees and the company, to provide feedback that encourages employees to take on challenges in their daily work and develop their skills and abilities.

In fiscal 2023, we redesigned our training program for newly appointed managers in Japan. Under the themes of listening to employees and understanding the power of organizational leadership to leverage diversity, the program conveyed the importance of guiding communication between employees and the company and the differences in motivation that arise from different positions. Aside from this, we have also created a set of Management Principles to establish a standard of the model manager.

Starting in fiscal 2024, we will be laying out the knowledge, skills, and abilities required of managers, and we will implement upskilling with training programs throughout the year, while visualizing and monitoring each person's participation. We are calling these efforts to enhance management personnel the Manager Update Program (M-UP), and we will promote it by publishing a guidebook that clearly explains the details.

Management Principles
Develop our people and the organization
Respect and understand people
Communicate the significance of our work
Offer a vision, trust, and delegate
Take the initiative to learn and to inspire others
Listen and accept

Promoting Diversity, Equity & Inclusion (DEI)

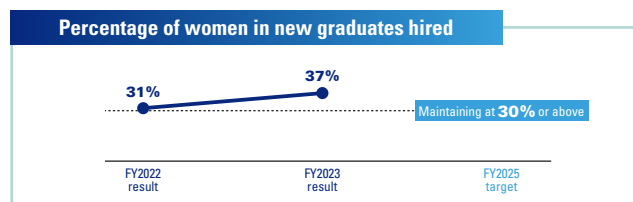
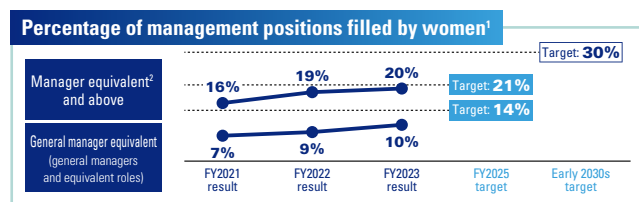
If we are to respond to constantly changing business needs and continue to drive innovation, it is essential that we respect all diversity and promote DEI in our daily business operations and decision-making, in addition to enhancing the capabilities of our individual employees. Mizuho's Commitment to Diversity, Equity & Inclusion sets out our three commitments of "Celebrate diversity", "Promote work-life satisfaction", and "Create an inclusive culture". These mean that every employee can flourish in their own way and feel satisfaction and pride in working as a member of Mizuho, in turn creating new value for everyone at Mizuho and for society at large.

Ensuring diversity in management and decision-making

Mizuho is looking to incorporate more diverse perspectives and values into our operations and decision-making. We consider promotion of women, employees hired outside Japan, and mid-career hires to be particularly important strategic themes and ensuring diversity within management decision-making to be a first step.

Establishment of infrastructure to promote women's advancement

In increasing the percentage of management positions filled by women, we are focusing on assignment of duties and professional networking. Our comprehensive efforts in this area include mentoring by executive officers, training for women appointed to general manager and equivalent positions, as well as opportunities for women in other manager and equivalent positions to learn the appeal of management through talk sessions with women employees who are at a further stage in their careers. In addition, the percentage of women in new graduates hired in Japan, which is one of the key indicators for promoting the development and advancement of women employees over the medium to long term, has been growing steadily.



1. Japan (Total of Mizuho Financial Group, Mizuho Bank, Mizuho Trust & Banking, Mizuho Securities, and Mizuho Research & Technologies).
2. From FY2023 onward, due to a change in the scope of calculation, employees seconded to affiliates outside Japan are excluded.

Background of this KPI	To have business operations integrating the perspectives and ideas of women, who account for half of Mizuho's employees, and to lay a foundation for the advancement of women employees in the workplace over the medium to long term, we have set the percentage of women in new graduates hired in Japan as one of our human capital KPIs, complementing our KPIs for management and other decision-making positions.
Current status	The percentage of management positions filled by women has been steadily increasing through active promotion of women to management positions and enhanced training. On the other hand, many female employees are anxious or resistant to the idea of participating in management, and it remains a challenge to find ways to eliminate anxiety in this segment of the workforce.
Going forward	In order to resolve issues toward the achievement of our targets, we will continue to provide internal and external networking opportunities and to communicate the appeal of management through talks and roundtable discussions by employee role models.

Promotion of employees hired outside Japan

In order to maintain and increase the percentage of management positions filled by employees hired outside Japan, we are working to improve the global literacy of Head Office personnel who interface with offices outside Japan, and we are formulating a training and succession plan for employees hired outside Japan. Beyond visualizing positions that deal with ex-Japan operations at our Head Office in Tokyo, assigning people with international experience, and providing intensive language training, we have also invited succession candidates hired outside Japan to Head Office to receive management candidate training jointly with candidates from Japan, as well as provided opportunities to discuss management issues.

Background of this KPI	Further promotion of locally hired managers is necessary to drive our diversifying global business, leading us to set this as a human capital KPI.												
KPI	<table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FY2022 result</td> <td>84%</td> <td>-</td> </tr> <tr> <td>FY2023 result</td> <td>85%</td> <td>-</td> </tr> <tr> <td>FY2025 target</td> <td>-</td> <td>Maintaining at 83% or above</td> </tr> </tbody> </table>	Year	Percentage	Target	FY2022 result	84%	-	FY2023 result	85%	-	FY2025 target	-	Maintaining at 83% or above
Year	Percentage	Target											
FY2022 result	84%	-											
FY2023 result	85%	-											
FY2025 target	-	Maintaining at 83% or above											
Current status	The target has been achieved and the percentage is steadily increasing. However, systematic training of candidates for appointment is key to maintaining this percentage.												
Going forward	We will work to establish a framework for training candidates for promotion, including personnel transfers between offices, and to improve global literacy at Head Office.												

Securing and retaining mid-career hires in Japan

The percentage of mid-career hires in Japan has increased significantly in recent years, and we have focused on attracting personnel in priority areas, particularly digital transformation. As a result, the percentage of management positions filled by mid-career hires has reached 16%, and we will continue to strengthen retention and proactive hiring.

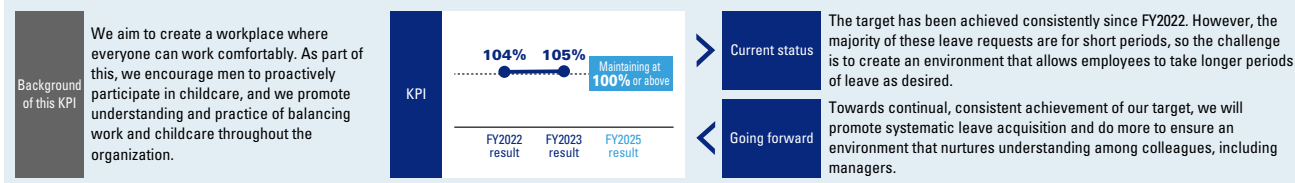
● **Becoming an organization that better enables our people to understand and elevate each other as they exercise their individuality**

To enable our people to flourish, we must ensure diversity at the decision-making level and also create an environment in which every employee can succeed in their own way, while understanding and elevating their colleagues. In aiming to create a workplace where everyone can work comfortably and grow autonomously, we have established a diverse range of channels and opportunities for employees, including Employee Resource Groups (ERG), an internal network that encourages self-driven endeavors through interpersonal connection; Mizuho Diversity, Equity & Inclusion Month, a series of employee-led projects and events to promote DEI; and an “alumni network” bringing together current and former Mizuho employees in Japan.

● **An environment that supports childcare and family care while working**

Based on our recognition that supporting a balance between work and child/family care is key to a good work environment, we are continuously improving systems for flexible work styles that are not restricted by time or location, as well as implementing training programs to facilitate understanding of these systems. In particular, in preparation for a significant increase in the number of employees balancing work and family care, we conducted a questionnaire and training session on the family care experience and how to balance it with work. With regard to childcare, we are also focused on furthering understanding among colleagues through measures such as training for managers, talks by general managers who have taken childcare leave, and seminars on balancing work and childcare, at which spouses are welcome.

Percentage of eligible male employees who take childcare leave



● **A workplace where employees with diverse values can play an active role**

In order for everyone to succeed, it is necessary to be proactively inclusive of different types of diversity. Mizuho’s initiatives in Japan for inclusion of employees with disabilities and LGBT+ employees offer two examples. For employees with disabilities, we have been building a work environment in which these employees can demonstrate their skills and individuality. We have been doing this not only by providing support, but also by cultivating greater understanding among colleagues.

For LGBT+ employees, Mizuho has received the PRIDE Index gold rating for eight consecutive years due to our ongoing efforts to improve the workplace environment and further acceptance. We foster a culture in which the organization and employees work together to promote understanding. At the same time, we are still in the process of eliminating unconscious bias in the workplace, and we will continue to raise awareness to ensure that our organization is one in which each employee’s sexual orientation and gender identity (SOGI) is respected.



● **Expanding networking beyond the boundaries of the organization: Alumni**

We are continuing to expand our Japan network of former Mizuho employees (“alumni”) who are now flourishing in diverse fields outside Mizuho. In addition, since fiscal 2023, we have been trialing business collaborations that aim to create new businesses and contribute to society by connecting current employees with alumni. Alongside this, we are proactively lowering the barriers to former employees rejoining Mizuho, including through a dedicated contact point that was set up in fiscal 2021. In recognition of these efforts, we received the grand prize at the Japan Alumni Awards 2023 for the second year in a row.



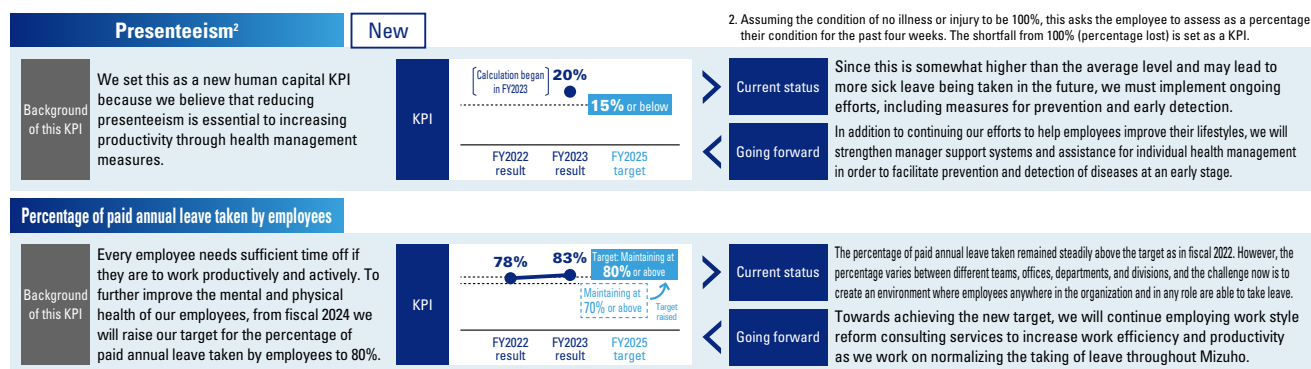
Pursuit of employee well-being

We believe that ensuring and promoting physical and mental health on an ongoing basis is a part of enabling every employee to work to their full potential. Mizuho supports employee well-being in terms of both physical and mental health and wellness, which raises employees' productivity and motivates them to take on new challenges. Our support also extends to financial health and wellness, helping employees avoid financial worries in the future.

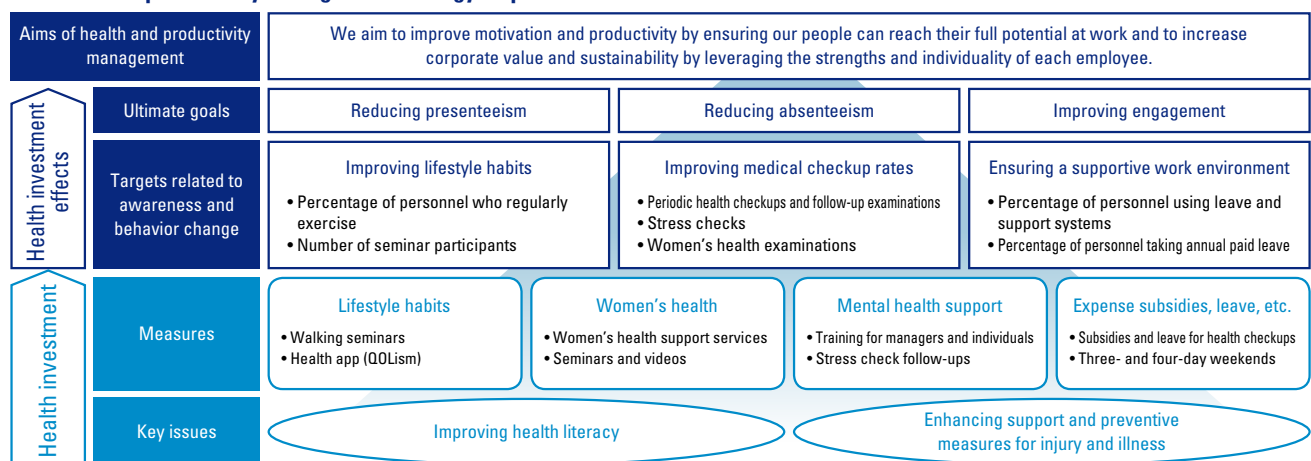
Physical and mental health: Formulating a strategic map to achieve health-focused management in Japan

As part of realizing our vision for health and productivity management in Japan, in fiscal 2023, we formulated a health and productivity management strategy map to visualize the links between our goals and measures. Health awareness among employees is improving, thanks in part to the effects of our internal Health Promotion Month and various other measures. Conversely, the number of employees taking leave due to mental health issues has also been on the rise, so we are focusing on initiatives that lead to early detection of such issues and strengthening support for employees to return to work. We recognize there is a need for further efforts, as the percentage of absenteeism¹ (the percentage of employees who have been absent from work for 30 or more calendar days after the start of sick leave, excluding paid leave) is still at 1.8%, the same level as in fiscal 2022.

1. Although we are aiming for improvement, rest should be taken when necessary, and monitoring and factor analysis should be conducted without setting targets at this time.



Health and productivity management strategy map



Financial health: Creating opportunities for employees to build their assets autonomously, developing support frameworks

Under the existing system for asset formation and related education, there remained issues regarding the level of understanding and satisfaction among employees. To resolve these, we are planning a campaign to make employees more aware of the asset formation options available at Mizuho, and we are also revising our corporate-type defined contribution pension plan, as a means of creating opportunities for employees to build assets autonomously. We will measure the effectiveness of these ongoing initiatives by checking the status of employees' asset formation.

Building a corporate culture where employees are fulfilled and successful

We are transforming our corporate culture with the aim of creating a workplace where employees can reach their full potential and where all executive officers and employees see the Corporate Identity as their own, think and act toward its realization, and work as one to provide value to our customers, the economy, and society.

If employees are motivated to contribute of their own accord and take on challenges in their own careers, they will be able to find fulfillment and a sense of purpose in working for Mizuho. This will then allow them to enjoy connecting with others and demonstrating their strengths and individuality. The success of these employees is a source of increased corporate value. Business growth creates a virtuous cycle in which employees attain greater job satisfaction, while a positive corporate culture leads to sound organizational management and reduced risk. As part of realizing these, we conduct regular employee surveys to identify employees’ attitudes and situations, and respond to them swiftly.

Signs of change in employee mindsets, but corporate culture still in development

In fiscal 2023, all of our KPIs improved as a result of steady implementation of measures to firmly establish our Corporate Identity among employees and improve communication. Overall, however, there is still some way to go, especially toward achieving two of our human capital KPIs (for the engagement and inclusion scores).

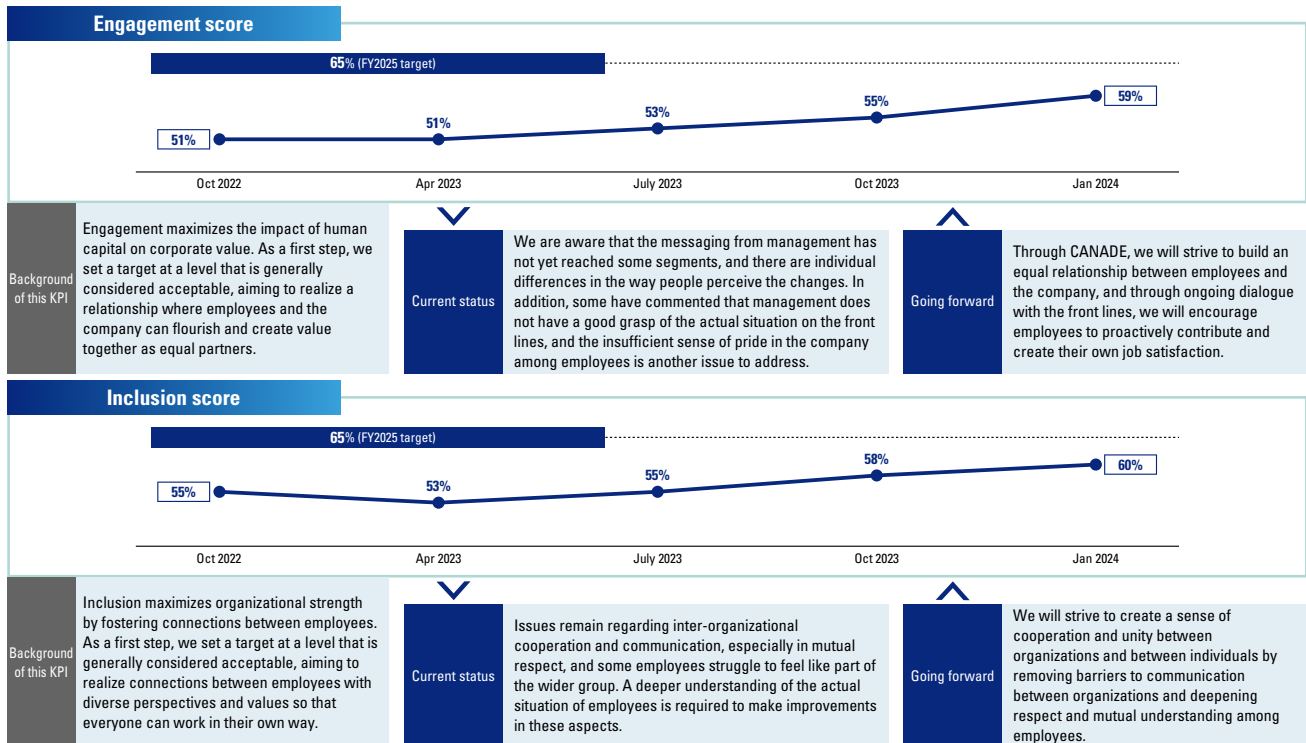
In addition, about 20% of employees felt that their overall experience working at Mizuho did not meet their expectations, indicating that some do not fully understand how their work is connected to Mizuho’s strategies and organizational goals.

When asked if they intended to continue working for Mizuho, only about 10% of employees responded “No”, indicating that few have strong intentions to leave the company. However, some expressed concerns about the future, such as whether their job will continue to exist.

Well-being is high, exceeding the level generally considered acceptable, but some employees who are otherwise positive about their work do not have high expectations for the experience they will gain.

KPI	Positive response rate ¹	Change since FY2022
Engagement	59%	▲ +8 pps
Inclusion	60%	▲ +5 pps
Overall experience	34% (83% when including neutral responses ²)	▲ +6 pps
Intention to continue at Mizuho	49% (87% when including neutral responses ²)	▲ +5 pps
Well-being	72%	▲ +1 pp

1. Selection of 4 or 5 on a scale from 1 to 5. 2. Percentage including 3.



● Identifying issues from the Staff Survey results and taking action based on management commitment

Our annual Staff Survey returned a particularly low rate of positive responses to questions related to management and Head Office understanding of the front lines, achievability of career goals, and operational efficiency, including the development of supporting resources and infrastructure. We extracted the following four issues for the group to address as a whole by looking at the absolute values of scores, including analyzing comments, and the degree of deviation from the average level among Japanese companies.

● Strategy communication

In fiscal 2023, we held town hall meetings and other events and sent out messages from executive management to instill in our employees a sense of ownership over our redefined Corporate Identity, but it still has not yet fully resonated with some employees. We believe that this is due to the fact that employees perceive messages differently depending on their duties and situation. We will continue to collect direct comments from employees to thoroughly understand the circumstances of each team and employee and take prompt measures so that every employee will be able to feel the changes that are occurring.

● Improving communication

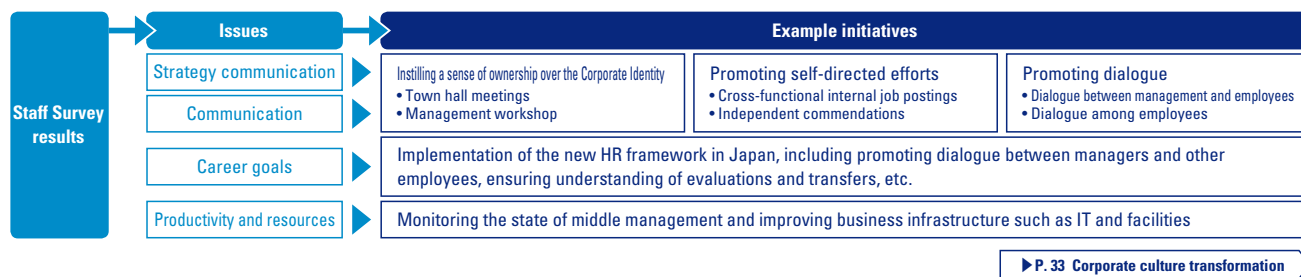
We have taken steps to foster a corporate culture that encourages self-driven endeavors and a sense of unity through mutual recognition of diverse personalities, and employees now feel better about the quality of communication. On the other hand, there are still challenges in inter-organizational cooperation and mutual understanding between Head Office and the frontlines. Although all employees are equal in providing value to customers, the economy, and society, some employees feel there is a hierarchy between positions and sections, which is a sentiment we are working to eliminate.

● Achievement of career goals

Aiming to help our employees achieve their career goals, our new HR framework in Japan encourages employees to grow through their own endeavors and rewards their contributions. However, the reality is that employees have responded to this system with a mixture of expectation and concern. Also, it is clear that employees are not fully satisfied with their own evaluations and transfers due to a lack of dialogue with their managers. We believe that this is due to middle management lacking the skills and abilities to support employee growth, as well as lacking time to devote to management tasks. As such, we are focusing on enhancing middle management's capabilities. (Please refer to p. 51, "Upskilling for middle management, the channel of communication between the company and employees")

● Productivity and resource sufficiency

In addition to the aforementioned efforts to enhance middle management's capabilities, we have taken steps to improve operational infrastructure throughout the group, and we are seeing improvements in the chronic shortage of personnel and long working hours. These efforts will continue in line with the actual situation of each part of the organization.



Example initiatives

Dialogue between individuals to deepen mutual understanding and communication

In order to solve communication problems, it is crucial for individuals from all walks of life to understand each other. Dialogue between management and employees is one example. In fiscal 2023, we have had more direct contact and dialogue between management and employees than ever before. With the commitment of management, we will quickly implement measures to address issues identified from employee insights and verify the effectiveness of such measures through repeated dialogue.

In addition, as an initiative to promote dialogue among employees, we are pursuing organizational development that strengthens collaborative employee relationships and improves organizational effectiveness. Ongoing dialogue furthers psychological safety and mutual understanding, leading to better coordination at work and collaborative processes. This results in a greater sense of job satisfaction and fosters a sense of unity in the organization.



Dialogue between colleagues from offices outside Japan and Group CCuO Akita