

# Shinsei Bank Group Action Plan to Promote Active Participation of Women

4/1/2020 – 3/31/2023

April 2020



Shinsei Bank, Limited  
Showa Leasing Co., Ltd.  
Shinsei Investment&Finance Limited  
APLUS Co.,Ltd.  
Shinsei Financial Co., Ltd.

# Introduction

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In order to create value in a sustainable manner, the Shinsei Bank Group aims to create an organization in which diverse human resources work actively.

Recognizing that promoting active participation of women is one of the most important challenges of the Group, the Group established the Committee on Promoting the Roles of Group Women in the Workplace in 2018.

We will promote organizing an environment and implementing initiatives so that each female employee can continue to play an active role in good physical and mental condition at various levels and positions in Group member companies by leveraging her advantages and attributes. This includes increasing options for more flexible work styles and more diverse career paths.

We have set “a higher ratio of women in managerial positions” as our common goal for the next three years starting from FY2020 and aim to achieve 18% at five Group member companies. We have also set numerical targets for each member company based on their state to promote active participation of women strongly.

We will also aim to “raise the acquisition rate of child-care-related leave” to foster a culture which understands and supports striking a balance between child care and career development of employees, regardless of their gender.

See the next page for our action plans.

# Action Plan for Promoting Active Participation of Women: Shinsei Bank

1. Period	April 1, 2020 – March 31, 2023 (3 years)
2. Challenge	<ul style="list-style-type: none"><li>• The ratio of women in managerial positions is increasing every year, but the ratio of women in positions involved in important decision making is not satisfactory</li><li>• There are gaps between men and women in their workstyles, positions, assignments and development status</li></ul>
3. Plan for implementing specific initiatives	<p><b>Goal 1: Goal for providing professional life opportunities</b></p> <p><b>Achieve 20% or higher for the ratio of women in managerial positions (Senior Manager or above)</b></p> <p>&lt;Schedule and specific initiatives&gt;</p> <ul style="list-style-type: none"><li>• April 2020- Include development of female manager candidates in the evaluation of managers</li><li>• April 2020- Continue to identify female manager candidates and review plans for developing them</li><li>• October 2020- Analyze the current state of gender bias in workplace and business operation and discuss countermeasures</li></ul> <p><b>Goal 2: Goal for striking a balance between professional and private lives</b></p> <p><b>Achieve 100% for the child-care-related leave* acquisition rate for both men and women</b></p> <p>* Child-care-related leave: Child-care leave, the new special leave for the pregnancy or delivery of the spouse, caregiving leave and Life-support Leave</p> <p>&lt;Schedule and specific initiatives&gt;</p> <ul style="list-style-type: none"><li>• April 2020- Include promotion of child-care leave acquisition in the evaluation of managers</li><li>• May 2020- Educate managers so that they will be “Ikubosu” (i.e. managers supportive of child-raising)</li></ul>

# Action Plan for Promoting Active Participation of Women: Showa Leasing

1. Period	April 1, 2020 – March 31, 2023 (3 years)
2. Challenge	<ul style="list-style-type: none"><li>• The ratio of female employees in managerial positions is increasing but remains low</li><li>• The ratio of male employees taking child-care leave is low</li></ul>
3. Plan for implementing specific initiatives	<p><b>Goal 1: Goal for the provision of professional life opportunities</b></p> <p><b>Achieve 8% or higher for the ratio of women in managerial positions (Senior Manager or above)</b></p> <p>&lt;Schedule and specific initiatives&gt;</p> <ul style="list-style-type: none"><li>• April 2020- Constantly provide educational programs for career development of women</li><li>• April 2020- Continue to regularly identify female manager candidates and review plans for developing them</li><li>• April 2020- Develop an environment for active participation of women by continuing to send members to the Committee on Promoting the Roles of Group Women in the Workplace</li></ul>
	<p><b>Goal 2: Goal for striking a balance between professional and private lives</b></p> <p><b>Achieve 100% for the child-raising-related leave* acquisition rate for both men and women</b></p> <p>* Child-raising-related leave: Child-raising leave, long-term family care leave, Life-support Leave and special leave for the delivery of the spouse</p> <p>&lt;Schedule and specific initiatives&gt;</p> <ul style="list-style-type: none"><li>• April 2020- Spread child-care-related leave to all employees centered on employees in managerial positions</li><li>• July 2020- Expand the company's child-care leave system</li><li>• April 2021- Include the acquisition of child-care leave by male subordinates in the evaluation of managers</li></ul>

# Action Plan for Promoting Active Participation of Women: Shinsei Investment & Finance

1. Period	April 1, 2020 – March 31, 2023 (3 years)
2. Challenge	<ul style="list-style-type: none"><li>Few female employees have been promoted to managerial positions. Female employees do not have many career options due to gaps between men and women in their assignments, roles, promotion and work styles</li></ul>
3. Plan for implementing specific initiatives	<b>Goal 1: Goal for the provision of professional life opportunities</b>
	<b>Achieve 15% or higher for the ratio of women in managerial positions (Senior Manager or above)</b>
	<p>&lt;Schedule and specific initiatives&gt;</p> <ul style="list-style-type: none"><li>April 2020- Include the development of female manager candidates in the evaluation of managers</li><li>April 2020- Identify female manager candidates and create plans for developing them</li><li>October 2020- Analyze the current state of gender bias in workplace and business operation and discuss countermeasures</li></ul>
<b>Goal 2: Goal for striking a balance between professional and private lives</b>	
<b>Achieve 100% for the child-raising-related leave* acquisition rate for both men and women</b>	
<p>* Child care-related leave: Child-care leave, the new special leave for the pregnancy or delivery of the spouse, caregiving leave and Life-support Leave</p>	
<p>&lt;Schedule and specific initiatives&gt;</p> <ul style="list-style-type: none"><li>May 2020- Educate managers so that they will be “Ikubosu”</li><li>July 2020- Implement a special leave program for the pregnancy and delivery of the spouse</li><li>Sep. 2020- Re-inform the child-raising work system to employees</li></ul>	

# Action Plan for Promoting Active Participation of Women: APLUS

1. Period	April 1, 2020 – March 31, 2023 (3 years)
2. Challenge	<ul style="list-style-type: none"><li>• The ratio of women in managerial positions is increasing every year but remains low. The ratio of women in positions involved in important decision making is not satisfactory</li><li>• There are gaps between men and women in their workstyles, development status and roles</li></ul>
3. Plan for implementing specific initiatives	<b>Goal 1: Goal for the provision of professional life opportunities</b>
	<b>Achieve 18% or higher for the ratio of women in managerial positions (Senior Manager or above)</b>
<p>&lt;Schedule and specific initiatives&gt;</p> <ul style="list-style-type: none"><li>• April 2020- Identify female manager candidates and create development plans for individual candidates</li><li>• April 2020- Continue to regularly identify female manager candidates and review the plans for developing them</li></ul>	
<b>Goal 2: Goal for striking a balance between professional and private lives</b>	
<b>Achieve 100% for the child care-related leave* acquisition rate for both men and women</b>	
<p>* Child care-related leave: Child care leave, the new special leave for the pregnancy or delivery of the spouse, caregiving leave and Life-support Leave</p>	
<p>&lt;Schedule and specific initiatives&gt;</p> <ul style="list-style-type: none"><li>• April 2020- Consider a new system for the pregnancy, delivery and child-raising of the spouse</li><li>• May 2020- Educate managers so that they will be “Ikubosu”</li></ul>	

# Action Plan for Promoting Active Participation of Women: Shinsei Financial

1. Period	April 1, 2020 – March 31, 2023 (3 years)
2. Challenge	<ul style="list-style-type: none"><li>The ratios of women to the number of full-time employees and women in managerial positions are improving gradually. However, the ratio of women in positions involved in important decision making and the number of female manager candidates are not satisfactory</li></ul>
3. Plan for implementing specific initiatives	<p><b>Goal 1: Goal for the provision of professional life opportunities</b></p> <p><b>Achieve 17% or higher for the ratio of women in managerial positions (Senior Manager or above)</b></p> <p>&lt;Schedule and specific initiatives&gt;</p> <ul style="list-style-type: none"><li>April 2020- Include development of female manager candidates in the evaluation of managers</li><li>April 2020- Identify female manager candidates and create plans for developing them</li><li>October 2021- Analyze the current state of gender bias in workplace and business operation and discuss countermeasures</li></ul> <p><b>Goal 2: Goal for striking a balance between professional and private lives</b></p> <p><b>Achieve 100% for the child-care-related leave* acquisition rate for both men and women</b></p> <p>* Child-care-related leave: Child-care leave, the new special leave for the pregnancy or delivery of the spouse, caregiving leave and Life-support Leave</p> <p>&lt;Schedule and specific initiatives&gt;</p> <ul style="list-style-type: none"><li>April 2020- Include promotion of child-care leave acquisition in the evaluation of managers</li><li>May 2020- Educate managers so that they will be “Ikubosu”</li><li>July 2020- Change childbirth leave to paid leave and implement a special leave program for the pregnancy and delivery of the spouse</li></ul>

