## **Promoting Diversity and Inclusion**



Director, Executive Officer General Manager, Processing Business Division, in charge of the Strategic Human Resources Dept. **Kazue Yasumori**  Credit Saison has before the spread of ideas such as "promoting the careers of women" and "diversity" played an active role in advancing the roles of women in a variety of occupations, and we believe this has contributed to our growth. We are working to create a system and foster a corporate culture based on mutual understanding in which not only women, but all employees from different backgrounds can work in a comfortable atmosphere and to the best of their abilities.

## Our thoughts on diversity and inclusion

With the goal of becoming a company which is adept at change, we believe it is important to have an organization that is staffed with a variety of employees who have the option of pursuing a variety of careers, and to focus on the activities of each employee and how they can best contribute.

To that end, we are working to create an organization that can take on challenges and enables all its employees, regardless of their gender, age, educational history, or personal background, to freely express their opinions and to face challenges.

# Credit Saison aims for a diversity in which employees can recognize and make the most of each other's capabilities

Since the 1980s Credit Saison has actively engaged in the hiring of women. In order to realize the participation of women in a broad range of roles and positions, we have continued to listen to the opinions of our employees and enhanced our personnel systems in order to mitigate the number of female employees quitting work or abandoning their careers due to major life events such as marriage or childbirth. Through many years of improving its systems and building on results, Credit Saison has, even while having in place a range of constraints, cultivated a corporate culture which accepts, understands, and supports colleagues, both men and women, who aim to balance work with childcare.

## Creating a mechanism to accelerate diversity and inclusion

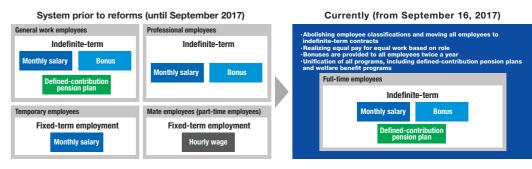
With the goal of creating an environment and corporate culture that bolsters the potential of each and every employee, in September 2017, we moved to a system based on an employee's role rather than employment classification (equal pay for equal work) and combined the defined contribution pension system and welfare benefits system into a common personnel system for all employees. We also introduced a system allowing flexible workstyles, including work-from-home, flextime, paid leave that can be taken on an hourly basis, and shorter working hours, which are not limited to those using it for childcare or nursing care reasons. As a result, employees can now choose from a variety of work styles tailored to their individual circumstances.

From 2019, to serve as mechanisms to support the career development of individuals we have, at the organizational level, held human resource development meetings to focus on development programs for individual employees. We have also introduced one-on-one meetings—in an effort to create an environment where managers and employees can mutually discuss taking on new challenges with peace of mind—and career development support that encourages employees to think for themselves, while aiming to foster further growth in both the Company and our employees.

Credit Saison has created an environment in which our employees can better themselves and improve their performance in the workplace. We intend to promote the further understanding of our systems and mechanisms moving forward, and will work to create an organization that allows each employee to choose the most appropriate way to work based on their individual circumstances and accordingly achieve the maximum results possible.

### Common HR system for all employees

Abolishes employee classification system and with the exception of certain part-time employees, establishes all employees as full time while unifying the wage and compensation programs.



■ Broadening the scope of available ways to work and working hours to create a more comfortable working environment

We have increased the number of working hour and workstyle options so that each employee can perform to the best of their abilities.

#### System allowing paid leave to be taken on an hourly basis

The system allows employees to take paid leave on an hourly basis (up to five days a year).

#### Reduced working hours and days

The system allows shorter working hours per day and a reduced number of working days per month so that employees can continue their careers by better balancing their work responsibilities with their life responsibilities, including in respect to childcare, nursing care, and various other life events. Employees can shorten their working hours and the number of days worked not only for childcare and nursing care-related reasons, but also for self-development.

#### Flextim

The system allows employees to work efficiently without establishing a set

number of working hours per day, only a set number of working hours per month. Employees are able to determine their own working hours within that scope and are accordingly better able to harmonize their work lives with their private lives.

#### Working remotely

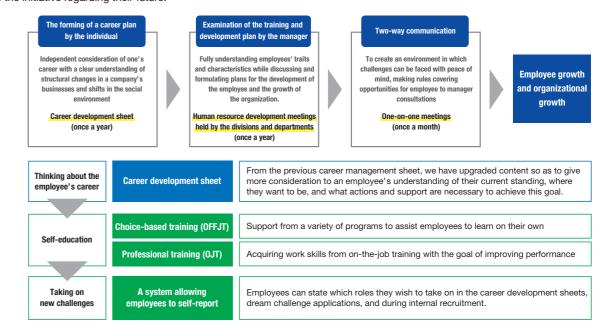
A system that enables employees to work at home in the same way as in the office. This allows greater efficiency by greatly reducing commuting and travel time.

#### **Outside employment**

With the goal of broadening the knowledge and promoting the individual growth of our employees, a system for the development of human resources that can contribute to society by creating an environment in which they can choose from a variety of work styles.

## **Career support mechanisms**

Focusing mainly on the career development sheet, a support system is in place that allows employees to think about their careers and take the initiative regarding their future.



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