

Message from the CHRO^(*)

Driven by our increased investment in human capital and our promotion of diversity & inclusion, we are creating a group of “human resources desired internally and externally,” and provide the finest comprehensive financial services to customers and members of the community.

Director and Senior Managing Executive Officer **Ikuhide Harada**



We see potential in our changing times and are always taking on new “challenges”

When our Group transitioned to a holding company structure in October 2022, we adopted the group slogan “Our challenges build our future.” New concepts such as DX and SX are arising, and we are living in an age of tremendous change. In order to create new added value in line with our changing times and to supply that value to our customers, I believe we must constantly take on the “challenge” of evolving ourselves.

The direction of our human capital investment

Monetary investment and time investment

“Vision 2027: Plan for Creating the Future Together” is our long-term management plan that sets forth our 10-year long-term strategy, and in FY 2023 we began the medium-term management plan “Plan for Creating the Future Together: Stage III,” the final stage of the management plan. In order to maximize the power of our Group’s wonderful human capital, the plan defines human capital investment from the two perspectives of “enriching the contents of human resources development itself, such as career development support, e-learning, and scholarships (monetary investment)” and “expanding the scope of the target, the time and the duration of the human resources development (time investment).”

Specifically, we are considering expanding our investment in four major directions: (1) rebuilding a group-focused training system with the aim of maximizing group synergy, (2) enhancing career support and reskilling with the aim of fostering greater employee autonomy, (3) expanding external secondment to provide “greater opportunities for learning outside the company,” such as developing digital skills, and (4) reinforcing general-purpose business skills and management skills.

Promoting diversity & inclusion

I believe that diverse ideas that are unconstrained by conventional values will revitalize our organization, enabling us to stay abreast of our changing times. For that reason, as well, we are using a top-down approach to promote diversity & inclusion, and in our current medium-term management plan we are promoting sweeping reforms to our organizational culture, such as changing our internal promotion requirements and establishing a mentorship program for developing the leaders of the future.

Furthermore, our Group has established new business companies and striven to “expand its business axis while creating new value.” We have focused our efforts on mid-career hiring, including hiring people without prior financial industry experience, because promoting new businesses will require know-how that we have not been able to develop in-house. These initiatives fuse a wide range of careers and ways of thinking, which I believe contribute to the promotion of the diversity & inclusion of our organization.

In addition, we have also been working to establish and coordinate a network of alumni (former employees), an area that has been drawing a great deal of attention in recent years. There are a rising number of cases in which employees leave our Group for whatever reason, gain further experience in other companies while maintaining some knowledge of our Group’s business and operations, and then come to work for us again as invaluable human resources.

In order to further improve the value of our organization, we are looking towards potentially coordinating with alumni in new ways, such as through secondary or concurrent jobs, and we will further expand our Group’s circle of human resources.

Our aim is to receive the ultimate in gratitude from our customers

According to the ES questionnaire our Group conducted in January 2023, many of our employees find being thanked by customers to be rewarding and motivating, and to work each day to earn the gratitude of customers. We are using all kinds of techniques to motivate and reward our employees to further heighten their engagement.

Needless to say, employees are at the heart of our human capital investments. When the efforts and ambitions of each and every employee combine, they provide our organization with tremendous power.

I hope that all of our employees see our changing times as opportunities, striving to earn the ultimate gratitude from our customers and constantly taking on new challenges.

* CHRO: The abbreviation of Chief Human Resource Officer. It refers to the person who has the most authority on human resources.