



MIZUHO

Women in Finance Charter Progress

Mizuho Bank, Ltd.

Mizuho Bank is a proud founding member of the Women in Finance Charter.

We are committed to creating an inclusive culture and an environment of equality for all employees to achieve their full potential.

A balanced workforce is key to our future strength and we must continue the positive work that has already begun if we are to continue to attract and retain the best talent available.

Creating a more diverse and inclusive environment

This strategy was created gathering feedback from employees to determine what were the biggest issues and challenges Mizuho faces. Outlined below are a number of initiatives currently in place to help us drive change and deliver against our pledge to support gender diversity.

Whilst some of our initiatives focus on changing culture and behaviours over a multi year period to ensure sustainable and positive change to create a balanced and diverse workforce; other initiatives are intended to aid Mizuho focus in the near term on improving our gender balance.

The Charter for the Bank is not simply about acquiring or developing more women but to strive to improve the work environment to ensure that all employees can fully utilise their capabilities and achieve their potential; whilst creating a sustainable approach to diversity, including gender inclusion, throughout the Bank. The initiatives, many of which are gender neutral, all form part of our targets and include

Partnerships

We celebrate the benefits of a diverse workforce and are proud members of [CityParents](#), [Gender Networks](#), [Stonewall diversity champions](#) and [Women in Banking and Finance](#).

Initiatives

In September 2018 we launched a new Diversity and Inclusion strategy to build a stronger and inclusive culture. Delivering this strategy is critical; some of it's initiatives and programmes include:

- Continually reviewing our recruitment practises, including exploring vacancies suitable for Returners, to ensure we consider a diverse and gender balanced candidate slate at all levels.
- Bolstering mentoring programmes for all, reverse mentoring for senior female managers and participation in the 30% Club for more junior colleagues.
- Supporting and investing in employee led networks to encourage connectivity and being proactive in making our environment a better place to work for all.
- Investing in a new remote access platform to further develop our employee proposition and create a stronger work life balance.
- Investing in an Allies campaign to embed the importance of allyship across all levels of the Bank.
- Investing in learning and development, including leadership programmes, participation in the 30% club and unconscious bias training.
- Reviewing policies and practices to ensure they are fit for purpose and market competitive.
- Holding our Leadership Team to account by including diversity metrics in their performance plans.
- Encouraging transparency, we have already published our promotion criteria for all corporate titles and are extending these guidelines.

Tracking our progress

As part of this initiative, we set ourselves two aspirational numerical challenges. They were:

To increase the number of female external new hires joining Mizuho (at all levels), with a view to achieving our three year target outlined below in Table 1:

New External Hire – Female Representation				
Corporate Title	3 year Target Range-Sept 2019	31.03.2018	31.03.2017	31.03.2016
Director and above	33%	33%	32%	29%
Senior AD & Associate Director	50% (maintain balance)	39%	39%	54%
All other staff	50% (maintain balance)	39%	55%	45%
All workforce	50%	38%	47%	45%

To improve female representation at Senior Management levels within five years, to achieve the target ranges outlined in Table 2 below

Total Staff Numbers – Female Representation				
	3 year Target Range-Sept 2019	31.03.2018	31.03.2017	31.03.2016
MD and above	5 to 10 %	0%	1.3%	1.4%
SD & D	20 to 25%	17.5%	14.8%	11.2%
SAD & AD	45 to 50%	36.7%	36.0%	32.9%
All other staff	Maintain balance	51.8%	52.7%	50.5%
Total Workforce	40 to 45%	35.9%	35.6%	34.5%

We understand that it will take time for the positive impact of our initiatives and programmes to flow through the statistics above, however, we feel that we are making good progress. Our goal to achieve higher female representation at senior levels remains unwavering and we are committed to achieving our three year and five year targets detailed above by 2019 and 2021, respectively. Therefore, we will continue to focus on recruiting, retaining and developing our people to ensure that we achieve our targets.

We believe targets are an important statement of intent and provide tangible goals to work towards, recognising our starting position and track our progress, whilst ensuring at all times we have the right person for the job by removing all bias.

The Bank recognises that there is gender imbalance across Financial Services including Mizuho, and is committed to addressing this issue. The ambition is to transform the organisation, create organisational change and a strong pipeline of female talent.