



■ ESG Data

Data on Social

(*) Due to the increase of approximately 10,000 employees seconded to the Company from Japan Post Co., Ltd. following the transition to the “new Japan Post Insurance sales system” in April 2022, the figures for FY2022 in some items have changed significantly from those of FY2021.

As of the years ended March 31

Employee Data		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees (regular employees) *consolidated	Total	8,252	8,144	19,776	19,092	18,656
	Male	4,681	4,586	15,206	14,554	14,129
	Ratio	56.7%	56.3%	76.9%	76.2%	75.7%
	Female	3,571	3,558	4,570	4,538	4,527
	Ratio	43.3%	43.7%	23.1%	23.8%	24.3%

(*) The scope of consolidation includes the Company and subsidiary, Japan Post Insurance System Solutions Co., Ltd

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees (regular employees) *non-consolidated	Total	7,645	7,545	19,148	18,427	17,952
	Male	4,233	4,147	14,759	14,088	13,647
	Ratio	55.4%	55.0%	77.1%	76.5%	76.0%
	Female	3,412	3,398	4,389	4,339	4,305
	Ratio	44.6%	45.0%	22.9%	23.5%	24.0%

(*1) The number of employees excludes employees assigned to other companies by Japan Post Insurance Co., Ltd., but includes employees assigned to Japan Post Insurance Co., Ltd. by other companies. The figures exclude non-regular employees (including indefinite-term employees based on the indefinite-term employment conversion system).

(*2) The Number of employees (persons) by nationality and ratio (%) (FY2023)

Japan 17,943 (99.950%) China 5 (0.028%) Korea 3 (0.017%) Others 1 (0.006%)
of which, the number of administrators and ratio
Japan 2,126 (99.906%) China 1 (0.047%) Korea 1 (0.047%)

		FY2020	FY2021	FY2022	FY2023	FY2024
Average age (Years old)	Total	39.9	40.5	43.6	43.9	44.2
	Male	42.7	43.2	45.0	45.3	45.5
	Female	36.5	37.3	38.9	39.5	39.9

(*) Average age are based on attained ages as of the end of fiscal year, and truncated to the first decimal place.

		FY2020	FY2021	FY2022	FY2023	FY2024
Average years of service (Years)	Total	15.4	15.9	18.3	18.5	18.5
	Male	18.3	18.7	19.6	19.7	19.8
	Female	11.8	12.5	13.8	14.3	14.6

(*1) Average years of service are based on years of service as of the end of fiscal year, and truncated to the first decimal place.

(*2) Average years of service represent the number of years of continuous service including years at the Ministry of Posts and Telecommunications, the Postal Services Agency (Ministry of Internal Affairs and Communications) and Japan Post.

		FY2020	FY2021	FY2022	FY2023	FY2024
Ratio of female managers (%)	Total	12.1	9.1	10.2	9.8	9.9
	Head offices	—	13.9	15.5	15.0	15.0

(*) The figures are as of April 1 of the next fiscal year.

	FY2024
Ratio of female Company employees who are members of the Institute of Actuaries of Japan(%)	7.8

(*) The figures are As of the years ended March 31.

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of job leavers (Persons)	Total	284	280	347	496	500
Turnover rate (%)	Total	3.6	3.6	4.5	4.7	4.3
Spontaneous turnover rate (%)	Total	—	—	4.5	4.7	4.3

New Hires Data

		FY2020	FY2021	FY2022	FY2023	FY2024
Total (Persons)	Total	205	128	184	359	242
	Male	79	60	90	240	182
	Female	126	68	94	119	60
	Area core position	78	57	86	269	213
	General position	54	25	17	—	—
	Career-track position	73	46	81	90	29
Hokkaido Area (Persons)	Total	8	2	4	12	9
	Area core position	8	2	4	12	9
	General position	0	0	—	—	—
Tohoku Area (Persons)	Total	10	5	5	27	22
	Area core position	6	3	5	27	22
	General position	4	2	—	—	—
Kanto Area (Persons)	Total	13	5	8	33	18
	Area core position	13	5	8	33	18
	General position	0	0	—	—	—
Tokyo Area (Persons)	Total	38	20	27	57	41
	Area core position	10	12	10	57	41
	General position	28	8	17	—	—
Minami (South)-Kanto Area (Persons)	Total	5	4	5	29	31
	Area core position	5	4	5	29	31
	General position	0	0	—	—	—
Shinetsu Area (Persons)	Total	3	3	2	14	7
	Area core position	3	3	2	14	7
	General position	0	0	—	—	—
Hokuriku Area (Persons)	Total	3	3	1	9	5
	Area core position	3	3	1	9	5
	General position	0	0	—	—	—
Tokai Area (Persons)	Total	10	13	14	19	23
	Area core position	6	9	14	19	23
	General position	4	4	—	—	—
Kinki Area (Persons)	Total	19	14	26	40	26
	Area core position	7	5	26	40	26
	General position	12	9	—	—	—
Chugoku Area (Persons)	Total	3	3	4	9	11
	Area core position	3	3	4	9	11
	General position	0	0	—	—	—
Shikoku Area (Persons)	Total	1	1	2	5	6
	Area core position	1	1	2	5	6
	General position	0	0	—	—	—
Kyushu Area (Persons)	Total	19	8	4	13	10
	Area core position	13	6	4	13	10
	General position	6	2	—	—	—
Okinawa Area (Persons)	Total	0	1	1	2	4
	Area core position	0	1	1	2	4
	General position	0	0	—	—	—

	FY2020	FY2021	FY2022	FY2023	FY2024
New employee retention rate (at the end of 3 years) (%)	86.0	86.8	87.3	85.2	83.2

(*) Status of retention of new employees represents the retention rate of new graduates for each year after three years from their employment.

		FY2020	FY2021	FY2022	FY2023	FY2024
Rate of employees with disabilities (%)	Japan Post Group	2.36	2.35	2.42	2.56	2.71

(*) Ratio of employees with disabilities (for the entire Japan Post Group) represents the number employed by all six companies in the Japan Post Group as of June 1 of each fiscal year.

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of mid-career hires (Persons)	Total	9	14	29	65	275
	Male	6	14	22	43	201
	Female	3	0	7	22	74

Work-Life Balance

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees who took childcare leave (Persons)	Total	284	289	524	391	339
Rate of Taking Childcare Leave (%)	Total	90.6	97.0	97.9	100.0	100.0
Total number of employees who returned to work (Persons)	Total	210	243	368	336	342
Return-to-work rate after childcare leave (%)	Total	96.8	98.0	98.7	98.2	98.0

(*) Partial change in calculation method from FY2023 (excluding employees assigned to the Company by other companies, including employees assigned to other companies by the Company)

		FY2020	FY2021	FY2022	FY2023	FY2024
Number of employees who took nursing care leave (persons)	Total	10	6	26	15	17
	Male	6	4	19	6	6
	Female	4	2	7	9	11
Number of employees who took partial nursing care leave (Persons)	Total	5	7	16	14	8
	Male	3	4	7	3	2
	Female	2	3	9	11	6

(*1) Partial change in calculation method from FY2023 (excluding employees assigned to the Company by other companies, including employees assigned to other companies by the Company)

(*2) Partial change in calculation method from FY2024 (limited to regular employees)

	FY2020	FY2021	FY2022	FY2023	FY2024
Monthly average amount of overtime per employee (Hours) (for regular employees who are entitled to overtime pay)	7.1	8.6	7.1	9.2	9.4

	FY2020	FY2021	FY2022	FY2023	FY2024
Rate of taking paid leave (%)	90.6	89.8	97.1	96.0	96.0

(*) Partial change in calculation method from FY2021 (excluding from the denominator, employees who took zero days of paid leave during the period due to childcare leave, leave of absence, etc.)

Employee Health	FY2020	FY2021	FY2022	FY2023	FY2024
Health check-up rate (%)	100.0	100.0	100.0	100.0	100.0
Stress check-up rate (%)	92.50	91.80	94.03	94.20	92.60
Absentee rate (%)	—	1.48	1.62	1.21	1.17
Occurrence of work-related accident (Cases) ^{*1,2}	0.38	0.60	1.92	1.81	2.17

(*1) Calculated at an annual rate of 1,000 (the number of deaths and injuries that occur per 1,000 workers per year)

(*2) The Japan Post Group set reduction target of occurrence of work-related accident.

FY2025 Target : Japan Post Group 5.75 or lower (ratio of thousand persons per year)

Salary	FY2020	FY2021	FY2022	FY2023	FY2024
Average annual salary (Ten thousand of yen)	640	649	599	634	652
Wage difference between men and women ^{*1,2}	—	—	73.0	73.4	74.1

(*1) The wage difference between men and women is based on employees recorded on the wage ledger, and includes employees seconded from other companies and employees seconded to other companies who are paid by the Company in accordance with the terms of their secondment agreements.

(*2) The wage difference between men and women is based on the wage ledger and is the ratio of the average wages of female workers recorded to the average wages of male workers recorded (average annual wages = total wages / number of employees). Retirement allowances are excluded from total wages, and employees on leave are excluded from the number of employees. In addition, associate employees who have been converted to indefinite-term employment based on the system for conversion to indefinite-term employment are included in regular (indefinite) workers.

ES Survey	FY2020	FY2021	FY2022	FY2023	FY2024
ES Survey (Engagement score survey)	CC	CCC	C	CC	CCC

(*) C is the 9th from the top of all 11 levels, CC is the 8th from the top, CCC is the 7th from the top.

Capacity Development and Education	FY2020	FY2021	FY2022	FY2023	FY2024
Skill development training hours (Hours) *	19,829	29,665	41,004	62,250	43,587
Average training time per participant (Hours)	8.0	10.9	17.6	41.0	27.6
Average training days per participant (Days)	1.9	3.2	2.5	5.2	3.5
Average training time of all employees (Hours)	2.6	3.9	2.1	3.4	2.4
Average training days of all employees (Days)	0.6	1.1	0.3	0.4	0.3
Average training expenses of all employees (Yen)	73,000	69,000	32,000	36,000	32,180

(*) Skill development training hours are the hours of training by job level, such as new employee and management training, organized by the Human Resources Development Office (training hours x number of participants).

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of users in encouragement program for the acquisition of qualifications and certifications (Persons) ^{*1}	1,029	779	917	821	596
Number of participants in correspondence courses (Persons) ^{*2}	125	107	111	129	95
Number of participants in overseas education (Persons) ^{*3}	1	1	2	10	10
Number of users in domestic MBA support program (Persons) ^{*3}	0	1	0	1	1

(*1) The number of users in encouragement program for the acquisition of qualifications and certifications is calculated based on the number of qualifications acquired through this system.

(*2) The number of participants in correspondence courses is calculated based on the number of courses taken.

(*3) For overseas education and domestic MBA support programs, the number of employees in the fiscal year in which they traveled or started using the program is shown.

	FY2020	FY2021	FY2022	FY2023	FY2024
Number of successful applicants in career challenge system*	—	21	18	52	64

(*1) Career challenge system allows employees to take on the challenge of new tasks in a job or environment away from their current one for the purpose of encouraging autonomous growth, and successful applicants assign to their chosen tasks in a job.

Satisfaction Survey	FY2020	FY2021	FY2022	FY2023	FY2024
Customer Satisfaction Survey (%)	79	78	79	83	84

(*1) We conduct a Customer Satisfaction Survey (Customer Feedback Survey) to improve services based on customers' evaluations.

(*2) The satisfaction level was evaluated on a five-point scale of "satisfied," "somewhat satisfied," "not satisfied or dissatisfied," "somewhat dissatisfied," and "dissatisfied," and the total ratio of customers who answered "satisfied" and "somewhat satisfied" is shown.