

In April 2022, Mizuho established a number of employee-led working groups as a mechanism for reflecting employee ideas and frontline perspectives in executive decision-making. Our corporate culture-focused executive officer role and our structure for promoting corporate culture came about due to recommendations from employees who had come together of their own volition to participate in these cross-entity working groups.

Under our dedication to serving customers and society, we are continuing initiatives to transform our corporate culture, putting in place a work environment that encourages employees to speak and act freely and creating an organization where everyone can take initiative on their own and engage in constructive communication.

Fiscal 2022 employee-led working group activities

150 group employees applied to participate as members of employee-led working groups.

Over the course of six months, working group members engaged executive management in discussions on four themes: 1) Values / Action principles, 2) Communication transformation, 3) Business style transformation, and 4) Support in proactive actions.

A page showcasing the working groups' activities was set up on the Mizuho group's employee intranet, and surveys were held to gain feedback from employees.



Employee recommendations to the Executive Management Committee

Following the suggestion of the Group CEO, an Executive Management Committee meeting was held in September 2022, attended by executive officers of Mizuho Financial Group and by members of the employee-led working groups. Working group members made recommendations to executive officers during this meeting.

Numerous recommendations were made, including having employees and executive officers come together to revise the Corporate Identity; creating both an executive officer role and a department dedicated to corporate culture, in order to ensure that corporate culture transformation initiatives do not fade with time; and introducing a reverse mentoring system whereby executive officers would be mentored by early-career employees.

Later, in December 2022, the executive officer role and project team dedicated to corporate culture were established, and in March 2023 the revised Corporate Identity was formally adopted. The Group CEO of Mizuho Financial Group and the President & CEO of Mizuho Bank have both been participating in reverse mentoring as well.



Executive Management Committee meeting held on September 29, 2022

Reflections of employee-led working group members

Every employee is responsible for transforming Mizuho



Tae Tamura

Industry Research Department
Mizuho Bank

I realized that you reap what you sow: Mizuho won't change as long as there are many people like myself acting as bystanders, wondering whether we should just concentrate on the work in front of us. This realization led me to apply to participate in working group discussions on the theme of "Support in proactive action".

Having been appointed as activity leader, I faced challenges in balancing my working group duties with my regular work responsibilities. However, I managed to gain experience that I wouldn't get in my everyday job, and in doing so was able to expand my perspective.

The recommendations we brought up in September are slowly being put into practice, and Mizuho is starting to change. However, change at Mizuho is not solely the concern of working group members; it requires many employees working together to push it forward. There is still a way to go in terms of shifting employee awareness in this regard.

We recommended to executive management that Mizuho take a middle management-centric approach to energizing employees and revitalizing the organization. I myself started a middle-management role in fiscal 2023, so I am more committed than ever to supporting proactive action in the workplace.

Anywhere you go, there are chances to challenge yourself. Act on your initiative and you can make any change.

I joined Mizuho in 2008 as a temporary employee. Inspired by the warmth of the colleagues who supported me in my work, I decided to become a permanent employee so that I could better support customers in achieving their goals. In February 2022, I learned about the opportunity to become a member of an employee-led working group through communications that had been sent to Mizuho group company subsidiaries. I wondered what impact my actions might have at such a working group, and applied to participate in working group discussions on "Values / Action principles".

I was nervous at first, worrying that I may be out of place. But when I listened to the other members, I realized that many of them shared the same sentiment as me: We want to change, and we want to change Mizuho. I didn't feel any hierarchal barriers between myself and the rest of the working group.

I really feel that corporate culture transformation—change that will lead to economic growth through increasing employee engagement and revitalizing the organization—is already underway at Mizuho. I am committed to continuing to grow as a person, believing in the importance of respecting and leveraging diversity, and eagerly taking on challenges.



Yoko Sakai

Helpdesk Department
Mizuho EB Service

Closing the distance between executive officers and employees with reverse mentoring



Masahiro Tadokoro

Corporate Advisory Department
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I took part in working group discussions on the theme of "Business style transformation", and suggested that reverse mentoring be introduced for executive officers. From November 2022, I began participating in reverse mentoring with Group CEO Kihara.

During these mentoring sessions, I share my unique insights with the Group CEO. These insights include my work experience both at Mizuho and outside the company, and the thoughts and ideas I've had while working at Mizuho. For example, I share my ideas on data analysis, which is something I handle as part of my everyday job. I've also spoken about the latest trends in quantum technology, which was my field of research when I was a graduate student.

I think that holding discussions with people like me—early-career employees in their twenties—is a novel experience for executive officers, and that it must be advancing communication beyond age groups and seniority hierarchies. The Group CEO actually started holding live sessions, in which he speaks directly with employees, after a conversation I had with him where I explained that speaking with him in person had given me a completely different impression of him compared to when I was just watching his recorded messages.

I would like to make Mizuho an organization where, no matter the place, communication can flow freely without being hampered by seniority hierarchies.