



Special Feature : Engagement

Well-Being, DX Utilization, and Initiatives to Create a Highly Engaged Organization

In order to create an environment where each and every employee can demonstrate their diverse capabilities, JBIC established clearer goals under Key Focus Area IV, “Reinforce and Reform Organizational Base toward Value Creation,” in the Fifth Medium-Term Business Plan formulated in June 2024. JBIC has been further promoting human capital management in practice and DX utilization, and creating a highly engaged organization.

CASE 01

Committed to creating support systems that enable employees to demonstrate their potential and feel a sense of fulfillment in their work



Human Resources Management Office,
Corporate Planning Department
TSUCHIHASHI Hideyuki

Joined JBIC in 1996. Gained extensive working experience in the front and back offices. After serving as Director of the Human Resources Division and Director General of the Legal Affairs and Compliance Office, assumed his current position in June 2024.

JBIC employees are expected to continuously take the challenge of solving complex issues with no right answer facing Japan and the international community on the frontline of global efforts. I myself find it rewarding to work on such unprecedented issues and have worked hard regardless of my department or position, jobs I am involved in, or partner countries. I hope that every one of our employees will have the spirit of taking on challenges without fearing changes or failures as well as the resilience to move ahead toward goals through trial and error, pursue the approaches they believe in, and experience the exceptional sense of fulfillment that lies ahead.

JBIC upholds “Exercise Human Capital Management” in its Medium-Term Business Plan, which provides the basis for it. By combining OFF-JT from its unique training system, JBIC Academia, with OJT that clarifies future career paths based on field experience, JBIC is working to develop its human resources while leveraging its characteristic as a smaller organization. JBIC also respects the diverse work styles of each and every employee and is advancing various systems to support their work-life balance, in order to enable them to fully demonstrate their potential.



We provide team building training with the aim of strengthening teamwork by facilitating communication within the organization and improving psychological safety, so that we can create an organization where everyone can work comfortably.

CASE 02

Use knowledge gained through JBIC’s overseas study program to realize meaningful businesses, rules, and solutions for customers



Operation Policy and Strategy
Coordination Division,
Corporate Planning Department
SUZUKI Nana

Joined JBIC in 2012. After working in the Energy and Natural Resources Finance Group, the Treasury and Systems Group, and the like, completed an MBA program at the Massachusetts Institute of Technology (MIT) in the US in 2024. Assumed her current position in June of the same year.

I work on the management of loan systems, special operations, and operational budgets at the Corporate Planning Department. While the world is changing rapidly, every day I face the large roles of and high expectations placed on JBIC, serving as a bridge between industry and the Japanese government, taking the voices of clients to heart, and working with the Japanese government to develop meaningful businesses, rules, and solutions. This is where the real joy of my job lies. The 2023 amendment to the JBIC Act made it possible to provide loans to specific foreign companies and make equity investments in domestic startups. We focus on these areas because they will contribute to “Strengthen Resilience of Japanese Industry and Support Creative Innovation” as stated in the Medium-Term Business Plan, and our efforts have resulted in the realization of specific projects.

Personally, I took part in the overseas study program as part of our human resource development measures and studied entrepreneurial finance at a US business school. In addition to my previous work experience, I will return what I have learned during my study abroad to my work at JBIC. I would also like to value my strengths and core areas, such as startup support, resources, and sustainability, and pursue my career path at JBIC.



I studied entrepreneurial finance and completed an MBA program at a US business school.

CASE 03

Work in middle and back offices to enhance employee well-being and contribute to JBIC’s activities



Corporate Policy and Strategy
Coordination Division,
Corporate Planning Department
MINOURA Ken

Joined JBIC in 2019. After working in the Social Infrastructure Finance Department and the Equity Investment Department, assumed his current position in 2023. Responsible for the secretariat of the board and other committees, as well as overseeing employee engagement surveys.

At the Corporate Policy and Strategy Coordination Division, our mission is to connect employees’ lived experience with the decisions that shape our organization. Each year, our employee engagement survey provides a clear view of engagement and the issues that affect colleagues across teams. We treat the survey as a decision-making tool, not a formality : results are examined in depth and conveyed to management so that actions can be agile, transparent, and aligned with on-the-ground realities. Just as important, we translate findings into concrete initiatives, leveraging digital transformation to streamline operations and identifying barriers to implementing the executives’ commitment issued in 2023 to foster a culture of DEI&B (diversity, equity, inclusion, and belonging). Listening shouldn’t be seasonal, so last fiscal year, we launched the employee opinion box, an always-on channel that quickly raises concerns and turns everyday frictions into timely fixes and, when patterns emerge, broader improvements. Our philosophy is simple : do not overlook what seems minor. By working closely with management and responding with practical action, we aim to create an environment where every colleague can realize their potential and help build an organization that serves Japan and the global community with greater impact.



To foster vibrant exchanges between executives and employees, we hosted a library cafe event, where executives shared their recommended literary masterpieces that have colored the milestones of their lives.



Corporate Policy and Strategy
Coordination Division,
Corporate Planning Department
TSUZUKI Hikaru

Joined JBIC in 2019. After working in the Country Credit Department and the Mining and Metals Finance Department, assumed her current position in 2024. Responsible for the implementation and management of the Medium-Term Business Plan.

Our team took the lead in an initiative to revamp the office environment. The COVID-19 pandemic significantly reshaped our working environment, creating an urgent need for the seamless transition between in-office and remote work, as well as a redesign of the office layout to accommodate increasingly diverse working styles. To meet this need, our team took four measures, (1) abolishing fixed seating and introducing a group address system, (2) creating spaces for focused individual works, (3) arranging meeting rooms fully equipped with online conference tools for daily exchanges with overseas counterparts, and (4) establishing “open spaces” in each area to maximize face-to-face communication beyond the boundaries of departments. As a result, the office looks much different from what it was, and we received feedback from colleagues, such as “I can work more efficiently when I come to the office, thanks to spaces where I can concentrate on my work,” “The use of open spaces has provided more opportunities for cross departmental interactions,” and “I enjoy and feel positive about going to work.” Although it was challenging at the time, I got an invaluable sense of accomplishment that I was able to help create a more fulfilling and comfortable workplace for my colleagues.



The new open spaces established are now used for meetings that cross the boundaries of departments.