

Development of Female Workforce

In an effort to promote women's initiatives, Shinhan Bank is consistently increasing the ratio of the female workforce in its HQ departments and is striving to nurture a female workforce by increasing the quota for women for promotion and training selection. Shinhan Bank also guarantees a one year leave of absence in addition to the legally mandated one year for maternity leave, and is operating its 'Shinhan Mom-pro Program,' where women can work in flextime for a certain period of time in order to prevent career interruptions and to facilitate easy return to work after maternity leave. In addition, the company operates part-time retail service positions for women whose careers have been interrupted which allows working for 4 hours a day according to living patterns, supporting these women in their childcare responsibilities and housework and helping them to advance further in their career once again.

Shinhan Life Insurance offers career guidance counseling to women so that they can grow as leaders of the company and provides various educational programs for improvement of business capabilities. Notably, the company operates work promotion policy where women entering the company in an administrative position can advance to a professional position to enhance their professionalism and gain experience in various tasks. Also, starting in 2015, it has newly created and is operating 'heads of work support' policy so that female workforce at sales sites can contribute to establishing a communication culture and learning culture within the company. Voluntary learning activities and discussion meetings are being held every quarter, centering on local heads of work support.

Benefit Packages

In an effort to promote healthy and happy careers, Shinhan Bank is operating programs such as happiness index diagnosis, healing camp, and employee healing concerts. Shinhan Bank also provides assistance on counseling, and stress management for employees through a stress care program and professional counseling program

Shinhan Card supports pleasant leisure time for its employees by operating healing holiday policy and domestic/overseas vacation centers. The company strives to promote family bonding and improve daily satisfaction by carrying out weekend farm visitations and weekend thematic travels with family members and by operating 'Family Love Day' every Wednesday when employees are encouraged to leave work on time. In addition, Shinhan Card is carrying out preventive measures against diseases such as health diagnosis policy for healthy work life, health diagnosis info sessions, and health newsletters as well as EAP (Employee Assistance Program) counseling policy and cultural events for employees, engaging customers in order to alleviate the psychological difficulties of employees.

In an effort to provide an opportunity to become recharged, and time for self-development to its employees, Shinhan Investment Corp. supports the 'Refresh Vacation and Bonus' and is operating '3-Free Day' without after-work dinners, overtime, and meetings every Wednesday. Also, the company encourages the morale of the employees through its 'Spring Family Love Festival' where family members are invited to the company every year. The constant operations of 'Carryover Diagnosis Policy,' which provides detailed health examinations for employees and their spouses, and 'External Counseling Coaching Center' promotes the development of the body and spirit of employees.

Shinhan Life Insurance strives to improve and manage working conditions of employees in order to promote their morale and pride. It seeks to improve actual satisfaction of its members by strengthening operation risk management through analysis of reward history and by conducting employee-friendly, customized programs such as family programs and humanities lectures. Moreover, the company has diversified its healing programs based on emotional encouragement in order to alleviate stress of employees and improve work engagement.

Stress Management Program for Employees

Shinhan Financial Group operates various company-wide stress care programs in order to enhance the emotional health of its employees. This leads to the realization of a healthy and energetic organizational culture in order to create a happy workplace where all stakeholders inside and outside the company can be satisfied.

Shinhan Bank operates its 'Open Counseling Center', an exclusive counseling space in the bank, in order to accept on-site feedback of the employees and to listen to their

difficulties. Professional counselors in the bank make counseling visits to branches in order to generate improvement plans through group manager reports, CEO reports, and sharing of information among relevant departments. Also, 'Mental Health Examination' and 'Healing Program' are held regularly and individual feedbacks for counseling employees are conducted every quarter in order to promote consistent follow-up management on difficulties faced by employees.

Shinhan Bank



Visiting counseling branches
Shinhan Card
60 branches



Employees who used
counseling services
720 employees



Participants in the self-diagnosis
system for stress control
8,324 employees

Shinhan Life Insurance



Stress assessment
1,167 people



Individual counseling linked with
counseling institutions
16 cases



Operation of the Branch Manager
'Healing Program'
(Capital head office-affiliated branch managers)

Shinhan Card

EAP counsel system

Internal counseling policy
4 company counselors,
2 company counseling centers
Operation of EAP website

External counseling policy
6 external counseling institutions,
Counseling of employees,
spouses, and children



Emotional care by counseling
customer encounters
14 local centers, 2,861 people participated

Organization Activation through Communication Management

Shinhan Financial Group guarantees the rights for collective bargaining and agreement in order to ensure a mutually cooperative and communicative culture between labor and management. The membership ratio of labor unions and labor associations of Shinhan Financial Group as of 2015 is 94.6%, and the groups actively share information and feedback on problems and difficulties of employees.

Shinhan Bank operates 'Square 2.0', the online channel for communication and 'Shinhan Symphony', the smart working space where employees freely participate in open discussions and share their thoughts. Furthermore, the MC3(MC cubed) Commission, a group that selects young opinion leader groups that can proactively promote change in the organization and propose creative ideas through candid discussions between the CEO and employees, was established to discuss current issues and decide on the direction of future development.

Shinhan Card created an opportunity for communication and encouragement in a comfortable setting by operating its 'Communication Gimhap Program' among departments and its 'Communication Kiosk Program' within individual departments, and is contributing to harmony among employees by operating its 'Department Bucket List' where employees can plan and execute programs that they want to do together. In addition, it operates YB(Young Board), a group of young innovative leaders who will be leading change and sustainable growth, in order to have regular communication with the CEO.

Shinhan Investment Corp. is carrying out various activities in order to stimulate communication between the CEO and employees. It launched 'Candid Channel', an online platform where employees can directly communicate with the CEO, and is carrying out various activities where Young Leader, an organization for making changes, can communicate with the CEO in an effort to encourage communication with junior employees.

Shinhan Life Insurance strives to spread a 'True' sales culture and activate compassionate finance through Young Challenger and F-Pioneer, an organization for leading changes, through activities like on-site visits. Also, it contributes to spreading positive DNA through activation of communication by diversifying the operation of Surprise Day and by reinforcing the operation system for Shinhan Town meetings.

Major Awards Received



Shinhan Bank

- Grand Prize in Korea 100 Best Companies to Work for®, 8 consecutive years (GWP KOREA)
- Best Workplaces in Asia, 2 Consecutive Years(GPTW)

Shinhan Card

- Grand Prize in Korea 100 Best Companies to Work for®, 7 consecutive years (GWP KOREA)

Shinhan Life Insurance

- Grand Prize in Korea 100 Best Companies to Work for®, 3 consecutive years (GWP KOREA)

Plans

In 2016, Shinhan Bank plans to continue and develop a strong and creative Shinhan culture by integrating Young Frontier, an opinion leader group consisting of bank employees, and Gal Force, a group consisting of deputy managers, into 'Young Force', and by newly establishing 'S-Force', an opinion leader group consisting of managers. Shinhan Bank also plans to provide systematic support on self-directed learning for employees by selecting 6 major licenses and operating special classes after considering strategic directions and linkage with work. Meanwhile, in order to cultivate more talented female workers, Shinhan Bank will increase the ratio of female workers from 12% in 2015 to 15% in 2016, with the goal of reaching 20% by 2017.

Shinhan Card plans to strengthen business communication capabilities among employees through the all-employee training 'Great Jump V2' in 2016. Shinhan Card also plans to create and operate its Finnovate Expert Course in order to develop a professional workforce in core areas according to long-term strategies, such as big data, platform business, and latest trends, and plans to develop global human resources consistently by expanding its global academy courses.

Shinhan Investment Corp. plans to consistently operate advanced courses by area in order to attain professionalism in the market, and plans to conduct various educational activities and programs in order to establish a strong Shinhan culture based on creativity and challenge. The company will also make efforts to create a communicative organizational culture by strengthening the activities of Young Leader, a change-making organization, and by activating 'Candid Channel', a hotline with the CEO.

In 2016, Shinhan Life Insurance plans to establish strategic tasks by basic capabilities, work capabilities, and professional capabilities in order to establish a system for anticipative employee development and to establish a learning culture using voluntary capability-development contents. Also, by operating a group course on the 'Compassionate Finance' program, it will lead all employees to the stage of enhancing compassionate finance, taking initiative in establishing a differentiated, strong Shinhan culture.