

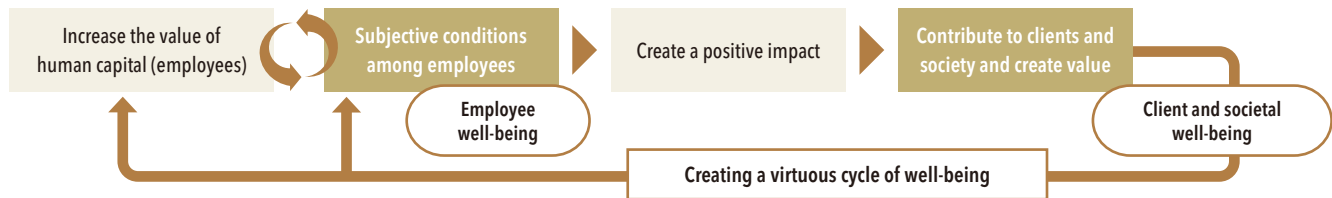
# Human Capital

## Investing in Human Capital to Enhance Corporate Value

### Human Resources Strategy and Enhancing Well-being

To fulfill the Group's Purpose and achieve growth by promoting a virtuous circulation of funds, assets and capital through addressing social issues and creating markets, it is important to enhance non-financial capital, especially human capital. Employees are an important sources of value creation (human capital) and play an essential role in creating social and economic value. By investing in human capital and enhancing the well-being of our employees,

we are able to create value for our clients and society, which leads to improved well-being for every member of society. This results in societal growth and improved corporate value for the Group, and we believe that this allows us to build a "virtuous cycle" that raises well-being for every employee through improved motivation, pride, and fulfillment.



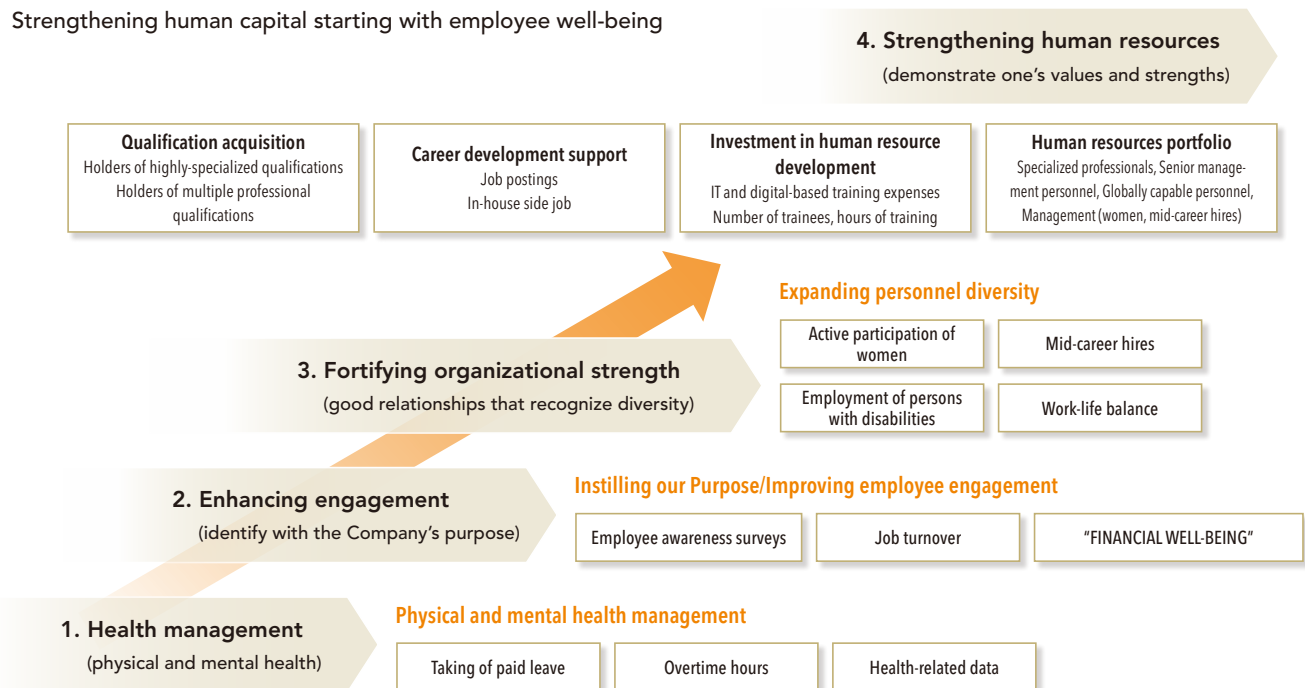
Value creation starts with employee well-being, and the Group has defined well-being as the condition in which employees: 1. are of healthy mind and body; 2. identify with the Company's purpose; 3. build good relationships

that recognize diversity; and 4. demonstrate their own values and strengths in their pursuit of work they can enjoy. We will increase the value of our human capital by pursuing better employee well-being.

### Employee well-being

1. Be of healthy mind and body;
2. identify with the Company's purpose;
3. build good relationships that recognize diversity;
- and 4. demonstrate one's own values and strengths in the pursuit of work one can enjoy.

### Strengthening human capital starting with employee well-being



## 1. Health Management (physical and mental health)

Physical and mental health is the foundation of well-being and the driving force in creating added value. The Group aims to improve human capital by ensuring employees remain healthy, happy, and capable of continuously demonstrating their abilities. In addition to creating a

comfortable, safe, and secure work environment, we promote health awareness and support each employee in improving their health, thereby creating a company where employees can work and perform vigorously and in good health for a long time.

### Optimizing work styles

The Group has established a Work Style Reform Headquarters, led by the President, and formulated the Declaration on Work Style Reform. Through initiatives based on this declaration, we are actively working toward achieving diverse work styles and work-life balance and creating a workplace where employees can work comfortably.

#### Declaration on Work Style Reform

SuMi TRUST Group hereby declares it a top commitment to offer a workplace where the diversity and creativity of its employees are more fully utilized to add value to the organization and where employees can have pride and be highly motivated in fulfilling their missions. The Group as a whole will work towards the following goals.

1. Achieving diverse work styles and work-life balance
2. Supporting health improvement through measures such as boosting health awareness and appropriately managing work hours
3. Providing opportunities for all employees to grow while participating actively with motivation

Through the enthusiastic work of each individual employee, we will continue to be a corporate group that contributes to the benefit of clients and is useful to society.

### Improving the Workplace Environment

The Group is conducting a broad range of initiatives to improve the workplace environment. More specifically, we are working to boost productivity by stepping up IT investments and transforming operational processes, while reducing overtime work through thorough time

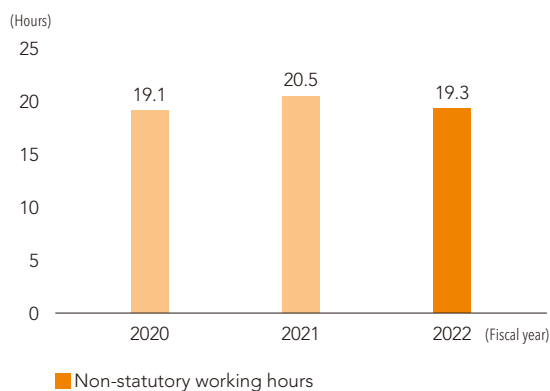
management. In addition, to further optimize work styles, SuMi TRUST Bank is working to reduce overtime hours by expanding the break between work shifts system (9 hours) introduced in FY2016, to 11 hours in October 2022.

Besides implementing months for leaving work early and weeks for leaving work on time, we encourage employees to take planned leave, more specifically at least one day off each month, and the number of paid leave days taken and the rate of paid leave taken over the past three years have been on the rise.

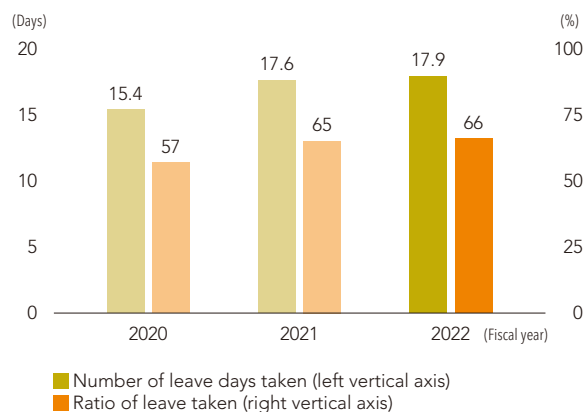
#### Specific Initiatives

- Established rule for taking an 11-hour break between work shifts (between the end of the workday and the start of the next day's workday)
- Ensured all Group employees understand their working hours and thoroughly implemented measures to prevent overwork
- Developed and implemented human resource measures based on the results of employee awareness surveys regarding the status of overtime work and the working environment of the entire Group
- Formulated Work Style Guidelines, an action guideline for improving productivity, and disseminated to all branches and departments
- Held branch/general manager-led training sessions under the theme of reducing working hours and creating highly productive workplaces to promote streamlining at individual workplaces.
- Rolled out best practices of management executing efficient business operations
- Implemented year-round business casual dress code
- Implemented process to return data to the field through Robotic Process Automation, and upgraded time and attendance management system

Non-statutory working hours (SuMi TRUST Bank)



Paid leave taken (SuMi TRUST Bank)



## Health Management

We are optimizing work styles with the aim of promoting the physical and mental health of all Group employees. As a part of this effort, we have appointed industrial doctors and hygiene supervisors at each business location to provide detailed health management guidance, and we continue to raise employee awareness about the importance of health through e-learning courses. We also conduct activities such as training to raise the awareness of line managers about the importance of managing their own mental and physical health and that of their subordinates. Furthermore, we provide all employees with opportunities to use outside medical and healthcare services to promote their health outside of work. In recognition of these initiatives, the Group has been recognized in White 500 designation for organizations promoting outstanding health and productivity management for six years in a row since 2018.

Moreover, in anticipation of the age of 100-year life, we have extended the retirement age to 65 in 2021 with the aim of enabling employees to play an active role by performing and passing on their diverse experience and expertise unique to trust banks over the long term.



Picture of Well-being Event Todoroki Valley Walking

### (1) Physical Health

SuMi TRUST Bank requires all employees to undergo a routine health examination once a year (examination rate in FY2021: 100%). In addition, employees who need to consult with a medical institution are individually recommended to do so by the Human Resources Department, and the latest rate of employees receiving a full medical examination was 72.6% (in FY2021). We also support health examinations such as

complete medical checkups for employees' family members through health insurance association.

As part of our efforts to manage our employees' health in the workplace, we removed all smoking areas in the company in 2018 and prohibited smoking in all buildings to prevent second-hand smoking (employee smoking rate in FY2022: 10.9%). Furthermore, to prevent the spread of COVID-19, we provided work place vaccination to employees of other Group companies and their family members who wished to receive the vaccine on four separate occasions from 2021 onward.

### (2) Mental Health

At SuMi TRUST Bank, all employees undergo an annual stress check, and in addition to providing individuals with feedback, an industrial doctor provides guidance so that line managers can provide the right care. We also have in place user-friendly consultation systems—for example, our in-house health promotion centers set up mental counseling times and the health insurance association provides free health counselling over the telephone. As a result of our efforts to expand management training, which we view as an important factor in enhancing communication and improving relationships of trust with supervisors and coworkers, our overall health risk improved by +4 points in FY2022, underpinned by an improvement in the “support by supervisors and coworkers” category. Furthermore, each branch and department has their own unique events, as we provide a “Well-being budget” that enables them to freely plan their own events.

When conducting the annual stress check, group analysis results are provided to the employees' union so that improvements in the workplace environment can be discussed.

In addition, we take steps to address the mental health of our employees, for example, by establishing a coronavirus consultation desk to address the psychological concerns of Group employees in response to the spread of COVID-19 in 2020. We are also striving to maintain brain and mental

### Main health management initiatives

Period	Health promotion events and measures
From FY2015 and before	<ul style="list-style-type: none"> <li>• Workplace flu vaccination</li> <li>• Special sponsorship of the Hanno Two Day March</li> </ul>
FY2016	<ul style="list-style-type: none"> <li>• Began stress checks</li> </ul>
FY2017	<ul style="list-style-type: none"> <li>• Selected as a White 500 organization having outstanding health and productivity management (certified for 6 consecutive years thereafter)</li> </ul>
FY2018	<ul style="list-style-type: none"> <li>• Held group-wide walking events (and continued since then)</li> <li>• Removed all smoking areas in the company / prohibited smoking at all locations</li> </ul>
FY2019	<ul style="list-style-type: none"> <li>• Introduced new leave programs and shorter working hours, etc. for cancer treatment</li> <li>• Participated in Corporate Action for Cancer Control</li> </ul>
FY2020	<ul style="list-style-type: none"> <li>• Introduced health examination results management system (centralized management of employee health examination results data)</li> <li>• Began offering online consultation services with in-house psychosomatic physicians</li> </ul>
FY2021	<ul style="list-style-type: none"> <li>• Workplace COVID-19 vaccination (for other Group companies and family members)</li> <li>• Began conducting pulse surveys</li> <li>• Lowered breast and cervical cancer screening eligibility by 5 years (from 35 years and older to 30 years and older)</li> <li>• Established a Fertility Counselling Office</li> </ul>
FY2022	<ul style="list-style-type: none"> <li>• Held mindfulness seminars and mental health training for managers</li> <li>• Introduced 11-hour break between work shifts</li> </ul>

health by holding mindfulness seminars and mental health seminars, and will continue to promote health and productivity management appropriate for the age of 100-year life by focusing more than ever on maintaining and improving the health of our employees.

#### Stress check (SuMi TRUST Bank)

	FY2020	FY2021	FY2022
Overall health risk	94	94	90
Percentage of employees with high stress	9.2%	9.6%	9.4%

Overall health risk: the average for the standard population is 100; the lower the number, the better

### (3) Harassment Prevention and Appropriate Labor Affairs Management

#### Distribution of Harassment Prevention Handbook

To prevent harassment cases from taking place or escalating, and to ensure that all group employees have a proper understanding of harassment and behave appropriately as members of the organization, we distribute a harassment prevention handbook to all group employees. In addition, every year SuMi TRUST Bank runs a harassment prevention training course through its e-learning platform for all employees to complete. Through proper understanding, we aim to eliminate harassment, foster a culture of mutual respect, and create a comfortable and rewarding workplace environment.

#### System to Respond to Complaints Related to Labor Practices, etc.

In view of the need for appropriate workforce management, SuMi TRUST Bank has established, within the Human Resources Department, the Personnel Consultation Desk, at which all employees (including course employees, professional employees, associate employees, part-time workers, and temporary employees) can receive consultation when problems related to personnel and labor affairs management, such as unfair or unjust labor affairs management practices or workplace harassment, occur. As a safety net to guard against labor affairs problems, the Personnel Consultation Desk strives to appropriately handle consultation cases—also received anonymously—while promptly cooperating with relevant persons. With respect to associate employees, in addition to personnel management at workplaces, SuMi TRUST Bank has started “personnel affairs support services,” including interview with employees in their workplace, through an affiliated company (Sumitomo Mitsui Trust Business Service). SuMi TRUST Bank strives to prevent labor affairs problems by trying to grasp the circumstances of individual employees and collecting opinions and views which maybe difficult to express in the workplace.

#### Number of Consultations at the Personnel Consultation Desk (SuMi TRUST Bank)

FY2020	73 consultations
FY2021	85 consultations
FY2022	93 consultations

## 2. Enhancing Engagement (Identifying with the Company's Purpose)

The Group aims to improve its human capital by helping employees identify with the Company's Purpose to work on addressing management issues and fulfilling our societal mission.

### Permeation of “Purpose”

The Group has a Purpose: creating new value with the power of trusts and let a prosperous future for our clients and society bloom. SuMi TRUST Bank has held an event called the President's Caravan 26 times (with approximately 12,000 participants) in 2021, to further instill our Purpose by having the President himself communicate his thoughts on the topic to

employees. The Bank also has provided online lectures by the President to all section managers and team leaders that aim to increase understanding of the Purpose and our management strategy and achieve two-way communication that emphasizes dialogue.

### A culture that fosters motivation and job satisfaction

The Group is working to build a culture that encourages all employees to learn and challenge themselves, and encourages two-way communication, in order to provide them with fulfillment and opportunities for active growth.

At SuMi TRUST Bank, managers are expected to meet with their employees at least quarterly. These meetings allow the manager to get to know the employees' day-to-day concerns and challenges, help them grow and contribute in a timely manner, and think through their career

plans together. In addition, branch/general managers lead seminars during which they communicate their own experiences and the things they have learned, and the Bank has also introduced one-on-one coaching to improve communication skills among management, all as a part of our quest to build an open workplace environment where employees feel emotionally protected. Furthermore, we hold the Future Creation Festival (known as “Future Fes”), which is part of our employees' future-oriented activities aimed at turning

## Human Capital

the positive motivation of Group employees into new solutions in the form of new products and innovations. This has helped boost employee motivation, as ideas conceived by employees have actually been made into products.

### (1) Dialogue with Employees

To ensure that both the Company and employees heading in the same direction, we promote employee understanding of the semi-annual Group Management Strategy Meeting by having branch/general managers communicate its content to their subordinates in their own words, and by distributing IR videos for employees.

In addition, to make sure our desired corporate culture continues to spread, good mutual communication between officers and employees, as well as between co-workers, is essential. SuMi TRUST Bank takes advantage of events where employees congregate, such as rank-based training, and provides opportunities where the President and other officers talk about topics including management policy and their leadership with a question-and-answer session.

“The Trust Bank discussion” is also held at the workplace to foster the awareness of fiduciary spirit and improve teamwork. Through open discussion on specific topics between fellow employees, regardless of their position or team, SuMi TRUST Bank puts into practice the concept of “shaping workplaces to be highly motivating.”

### (2) Labor Relations

Sound and stable labor relations are an essential foundation for the sustainable growth of companies.

SuMi TRUST Bank recognizes the freedom of association and respects the right to organize and the rights of collective bargaining. It also guarantees employees the right to openly engage in communication with management. As of end-March 2023, the employees’ union has 11,704 members, which is over 85% of all employees. The new inclusion of associates to the employees’ union in July 2018 greatly

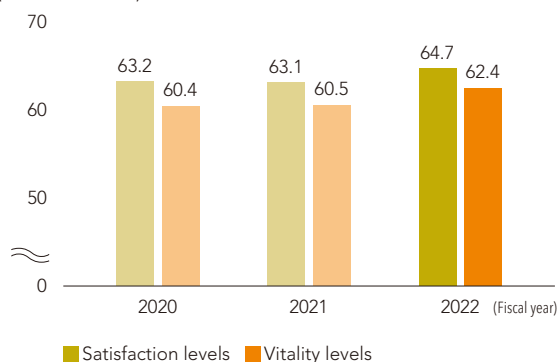
boosted the percentage of unionization among all employees compared to March 2017, when only 8,537 employees were members of the union. The Bank regularly holds management consultation meetings attended by the management team that reports directly to the president alongside the representative of the employees’ union, as well as branch and department consultation meetings attended by labor and management representatives for each branch office. During these meetings, discussions focus on working conditions for union members and how workplace environments can be maintained. In this way, the opinions of employees are reflected into management.

At other Group companies as well, there are initiatives to ensure smooth business operation and maintain and improve the workplace environment through dialogue between the company and the union or representatives of employees.

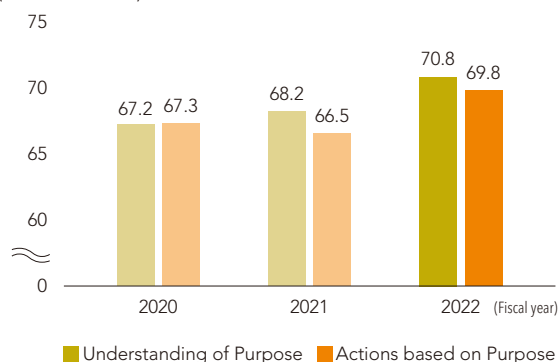
### (3) Results of the Employee Awareness Survey

The Group conducts employee awareness surveys as a way to objectively ascertain employee awareness of the degree of penetration of corporate measures, personnel systems and operations, as well as the workplace environment and engagement, and relays this feedback to management and senior executives to implement improvement activities. The vitality level and satisfaction level in the employee awareness survey, an indicator of employee engagement at SuMi TRUST Bank, exceeded the 60-point range, which is considered an acceptable score, and our score in FY2022 reached the highest level since our merger in 2012. We also maintained high scores on questions that measure the degree to which employees identify with our Purpose. In addition to these initiatives, we conducted fixed-point observations of employee conditions through our Pulse Survey and leveraged this information for management in the field, resulting in only 379 indefinite-term employees leaving for personal reasons in FY2022 (turnover rate of 3.8%).

Employee awareness survey (of satisfaction/vitality levels)  
(SuMi TRUST Bank)



Employee awareness survey (of identification with our Purpose)  
(SuMi TRUST Bank)



## Promoting well-being

In April 2021, the Group established officers in charge of well-being. As a part the “Well-being Initiative” hosted by Nikkei Inc., we have been participating in collaborative

sessions between industry, government, and academic bodies, and we have been strengthening internal and external well-being promotion activities.

The slogan of the Group's well-being promotion activities is creating a virtuous cycle of happiness for employees, clients and society. By improving the well-being of employees, we enhance human capital and create a positive impact. Improving the well-being of our clients and society makes our employees, who are members of society, feel motivated, delighted, and accomplished, which in turn improves their well-being and accelerates the virtuous circulation of "happiness".

Officers in charge of well-being communicate personally to employees about the meaning and significance of the term "well-being" with the aim of instilling a culture conducive to it. More than 10,000 employees participated in 34 such "online caravan" events held in FY2021.

In addition, we are actively participating in well-being promotion activities outside the company, such as

disseminating well-being information on March 20, 2023, the International Day of Happiness, and sponsoring the Asahi Shimbun newspaper's "Well-being Action" in March 2023, where our president conveyed his thoughts on "mental and physical health" and "financial health," which are important for achieving well-being in society.



Discussion between Mr. Takakura, President of SuMi TRUST Holdings (left) and Mr. Miyata, Professor of Keio University (right) at the Well-being Action event

### Providing Employees with "FINANCIAL WELL-BEING"

The Group is striving to contribute to "FINANCIAL WELL-BEING"\*1, one of the ways in which we are working to build the prosperous future that is the goal of our Purpose, and aim to become best partner in the era of 100-year life. As we move towards achieving our Purpose, we consider "FINANCIAL WELL-BEING" to be a part of the value we are creating for the overall well-being of our clients and society as a whole, and we offer every individual client options tailored to their continued happiness over 100 years of life.

SuMi TRUST Bank is strengthening its asset-formation support for employees, who are creators of value, to help them gain their own "FINANCIAL WELL-BEING". Regarding defined contribution pension trusts, more than 70% of employees selected the investment trust option, and approximately 70% also match those contributions using matching contributions. New employees who joined the Group in 2022 were offered the opportunity to take part in educational programs that harnessed the know-how of the Sumitomo Mitsui Trust Financial Education Institute, the Pension Division, and Sumitomo Mitsui Trust Life Partners (a Group company), which resulted in more than 90% of them choosing to take part in the investment trust and matching contributions.

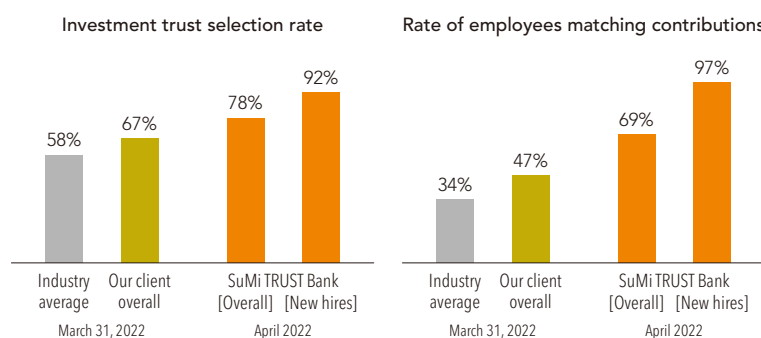
Moreover, we introduced the RS trust\*2 as a new stock incentive plan for all employees in FY2022 to help align employees' incentives with the Company's and pursue medium- to long-term growth. In April 2023, more than 10,000 employees received shares. At the same time, we raised the level at which the company subsidizes payments to the employee stock ownership plan from 8% to 20%, which boosted our annual contribution by 2.5 times. By age group, the rate of increase is noticeable among young and mid-career employees in their 20s and 30s. We believe that this system, which encourages employees to identify with the management aspirations embedded in our Purpose and fosters awareness of the need for medium- to long-term growth, is an initiative that will help solve social issues and drive the Group's growth.

With regard to these initiatives, we provided asset-building education for all employees from July to August 2022, using the investment education experience gained through our pension business and for workplace businesses. Many employees voiced positive feedback after taking the course, with comments such as, "It helped me understand future life events," "It helped me make better decisions on how to use my benefits," and "It helped me relieve some of my anxiety about money." Going forward, we will continue to promote financial literacy and autonomous asset formation.

\*1 "FINANCIAL WELL-BEING" refers to when an individual has prepared the money and assets they may need for contingencies and for the future, allowing them to have peace of mind.

\*2 A stock compensation system for employees that combines the advantages of share delivery trust and restricted stocks (RS: Restricted Stock).

#### Utilization of defined contribution pension trusts (corporate) (SuMi TRUST Bank)



Published in the Nikkei newspaper in March 2022



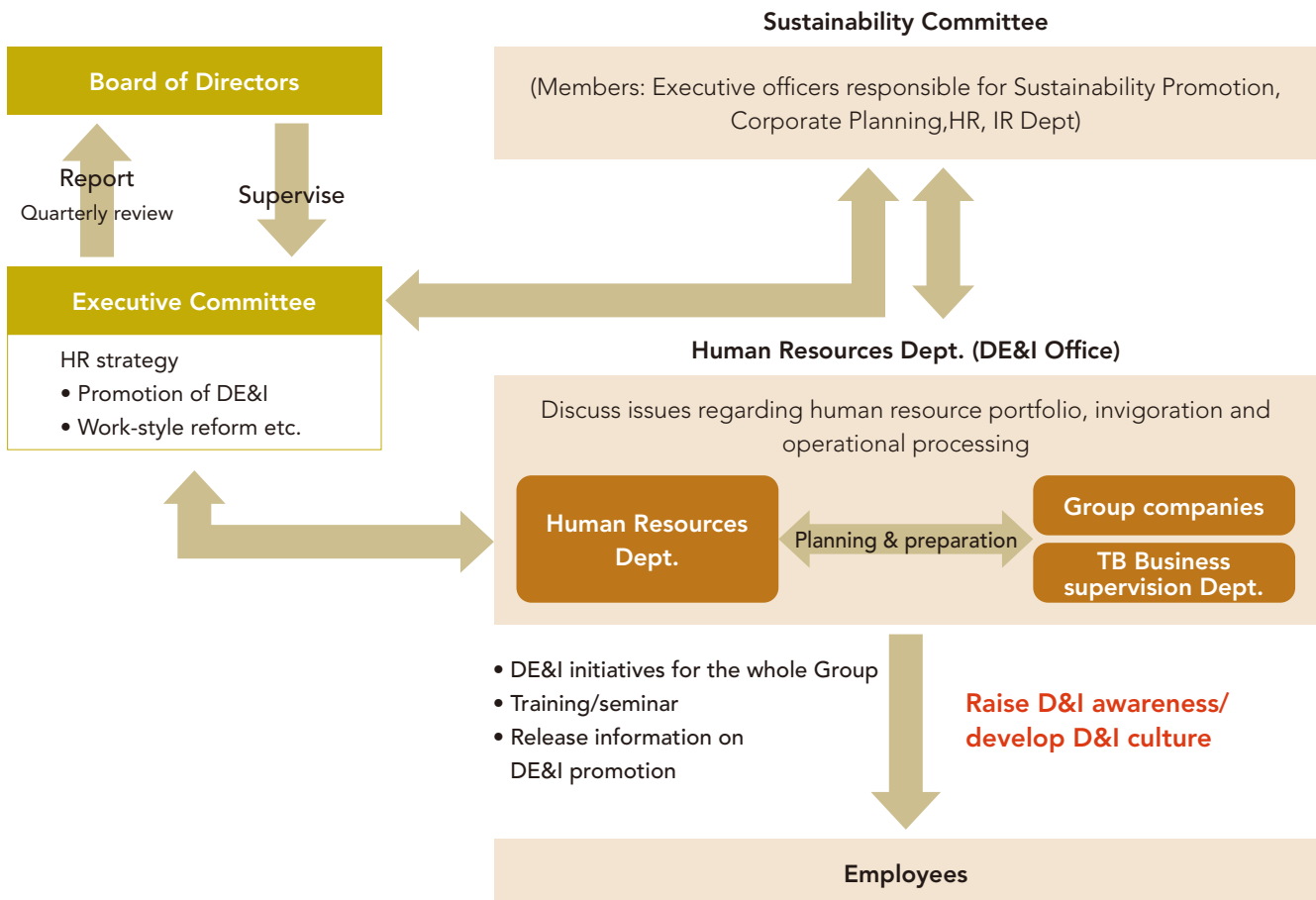
Published in the Nikkei newspaper in July 2022

**3. Strengthening the Organization (through good relationships that recognize diversity)**

The Group, with its strength in its various functions and diverse business portfolio, upholds the concept of diversity and inclusion by utilizing the diversity and creativity of each individual in management as its management principles ("Mission"), and our aim is to increase our human capital by making full use of that diversity and creativity as added value for the organization. As diversity promotion becomes a more widely recognized concept in society, SuMi TRUST Bank established the Diversity & Inclusion Office (D&I Office) within its Human Resources Department in October 2016 to accelerate the efforts to promote diversity and inclusion by correlating diversity promotion with a corporate culture that emphasizes diversity. In addition, SuMi TRUST Holdings also established the D&I Office within its Human Resources Department in October 2017 as promoting diversity has become a major business trend and long-term investors

emphasizing ESG have become increasingly interested in the topic. The D&I Office comprises specialists from the Human Resources Department and members from business supervision departments. It focuses on empowering women, persons with disabilities, and foreign employees, enhancing work-life balance, and encouraging understanding of human rights and the LGBTQ community, while also promoting diversified work styles for individual employees and implementing measures that increase corporate value in a way that is tailored to each business unit's circumstances. Furthermore, we renamed the D&I Office to the Diversity, Equity & Inclusion Office (DE&I Office) in April 2023 with the aim of accelerating our initiatives by providing fair and equitable support to employees with diverse attributes and backgrounds, which in turn will boost the Group's organizational strength and creativity.

Diversity, Equity & Inclusion Promotion Framework at SuMi TRUST Bank



## Initiatives for Promoting Women's Active Participation and Advancement

As the Group ensures "the right people are placed in the right positions based on their capabilities in order that all of our employees can realize their full potential," we place people in managerial positions based on their abilities regardless of gender.

The Group has signed on to the Keidanren "Here We Go Year 2030 30%" project, under which companies aim to have 30% or more of their female executives by the year 2030, and we have established a KPI that will increase the ratio of women in management positions (section managers, team leaders, and above) to 20% or more by the end of March 2025.



As a part of its general business owner action plan (action plan) to promote the active participation and advancement of women, SuMi TRUST Bank formulated a new plan which aims to increase the ratio of women in section manager or higher positions to at least 20% (30% in 2030) and the ratio of women in management positions to at least 30% (34% in 2030) by the end of October 2024, further accelerating our initiatives to promote the active participation and advancement of women.

### Female Executives and Managers at SuMi TRUST Bank

	End of March 2021	End of March 2022	End of March 2023
(1) Directors and executive officers	4 (5.7%)	6 (8.2%)	7 (8.8%)
(2) Women in general manager level positions	16 (6.5%)	15 (5.8%)	14 (5.1%)
(3) Women in section manager level positions	150 (12.9%)	178 (14.5%)	188 (15.1%)
(4) Women in section manager or higher positions ((2) + (3))	166 (11.8%)	193 (13.0%)	202 (13.3%)
(5) Women responsible for management operations	1,683 (26.9%)	1,792 (28.3%)	1,963 (30.0%)

\*The number inside the parenthesis is the female employee ratio. Executive officers included in (1). Women in assistant manager or higher positions shown in (5), which also includes (4).

### (1) Support for Career Development with an Eye to Promoting Women to Managerial Positions

SuMi TRUST Bank carefully runs training sessions for female employees to coincide with the turning points of their careers so as to provide them with opportunities to independently consider their career development and build networks.

We established a pipeline model to systematically train female employees in each business. In addition to clearly communicating the Company's policies and initiatives for each job rank as well as the expectations for pipeline model participants to take on the challenges of management positions,

we also hold career development training aimed at building a network that extends across our businesses. Furthermore, each business also conducts training and events for female employees that address issues in promoting the participation and advancement of women. Through these initiatives, SuMi TRUST Bank supports the growth of female employees so they can set their sights on even higher management positions by sweeping away the concerns and pressures associated with becoming a manager and allowing them to demonstrate their capabilities in their own management style. Furthermore, we are widening the scope of activities for female employees by offering a broad range of appointments through which they can take up the challenge of working in different roles. In addition to training, we provide growth opportunities through the transfer and the reassignment.

### (2) Use of Outside Networks and Dialogue with Directors and Officers

We send female employees to joint events with other companies to provide opportunities for them to broaden their perspectives through interaction with people from other businesses, as well as to make an objective reassessment of their careers. In addition to Company-hosted events and training, at branch offices and departments too, we adopt a bottom-up approach to furthering the participation of female employees by providing them with opportunities to think about their own careers through interaction with women from business affiliates. Our executive officers are also actively involved in the nurturing of female employees. To that end, we organize executive seminars so that female employees can talk directly with executives, gain insights into management, and hear what executives expect of female employees. Furthermore, we introduced the Support Executive Program in FY2021, under which executives themselves provide support to female managers. In FY2022, all senior managing executive officers and all managing executive officers themselves became supporters of 60 female employees in management positions, supporting their career development by providing one-on-one mentoring on a regular monthly basis for about one year to help them acquire a wide range of knowledge, perspectives, and relationships while providing growth opportunities. In FY2023, we plan to do the same with 60 female employees, and will continue to actively promote the initiative.



Participants reporting on the training to Mr. Oyama, President of SuMi TRUST Bank, at the final debriefing session



## Human Capital

### (3) Training for Directors, Officers, and Management

To promote a change in mindset throughout the management team—a key element in developing an environment in which women can thrive—SuMi TRUST Bank incorporates topics concerning unconscious bias and female health issues into manager training. We are also working to deepen

the understanding of diversity, equity, and inclusion among directors and executive officers by providing training to directors, executive officers, and senior executives on mentoring methods and how to effectively interact with subordinates as part of the Support Executive Program.

## Active Participation by Diverse Human Resources

### (1) Empowering Mid-career Hires

In order to establish new growth fields while maintaining the broad business fields unique to a trust bank group, it is essential to employ individuals with a diverse range of experience and skills. SuMi TRUST Bank hires mid-career employees from a wide array of backgrounds. These mid-career hires account for approximately 22% of all employees (as of end-March 2023) and approximately 21% of all management employees (as of end-March 2023).

In recent years, SuMi TRUST Bank has hired over 100 mid-career employees each year in Japan, including those from different industries, regardless of nationality, with 247 mid-career employees joining the Company in FY2022. The Bank has been working to have a positive impact that will lead to a more sustainable society through such efforts as launching a Technology-based Finance team which works to find new areas of growth staffed by individuals who hold PhDs in science and engineering.

#### Mid-career hires (SuMi TRUST Bank)

	FY2020	FY2021	FY2022
Number of mid-career hires	118	139	247

### (2) Initiatives to Support Work-Life Balance

#### Career-Building Support to Weather Life Events

In fiscal 2016, SuMi TRUST Bank instituted a system so that A-course employees (who are not subject to new workplace assignments accompanied by relocation) can change their workplace location in the event of spouse's relocation. Furthermore, starting in FY2017, we began accepting leaves for employees accompanying their spouses (both internal and external) on overseas transfers. Both male and female employees can apply to take advantage of the system. When a spouse is transferred overseas, it imposes a heavy burden on the family environment. This system came about from a desire to help our employees independently build their careers by offering them more than just a choice between career and family. Both domestic workplace reassignments and leave to accompany spouses on overseas transfers are used as ways for employees to continue their careers despite life events.

#### Initiatives to achieve work-life balance

The Group actively strives to create working environments that enable employees to work at ease and maintain a good balance between work and home lives. As one plank in this effort, the Group is a member of the "Iku-boss Corporate

Alliance" established by specified non-profit organization Fathering Japan, which develops businesses to support fathers and promote work-life balance for men. Through the activities of the alliance, we will again spread within the Group a message that "realizing diverse work styles and work-life balance" for employees is crucial for sustainable growth of the Group, and promote the development and reform of awareness among senior executives.

In addition, SuMi TRUST Bank has set a target to reach 100% childcare leave among our male employees as part of our general business owner action plan. We are promoting a group-wide initiative to foster a culture in which it is natural for male employees to take on some household functions, and to create opportunities for them to gain new insights outside the office and to experience changes in society. In FY2022, the Bank established a new leave program for parents with newborns that allows male employees to take long-term childcare leave before and after a baby is born, encouraging employees to take a month's leave for childcare. As a result, we were able to maintain 100% childcare leave among our male employees in FY2022 as well.

Going forward, we will support employee career development by providing options that encourage work-life balance, such as by extending the number of days employees can take off from work.

#### Work-life balance support system

In addition to offering childcare leave until children reach the age of two, SuMi TRUST Bank provides an environment for employees to raise their children comfortably, offering employees who are pregnant or who live with and raise children of or below the third grade of elementary school to take advantage of a system of shorter working hours and providing exemptions from working overtime or at night. As of the end of March 2023, 420 employees had used this system to take childcare leave. We are also developing a childcare handbook so as to provide information to pregnant employees and their managers mainly regarding how the leave system works and key points to be mindful of. In addition, we have a website that can be accessed by employees on childcare leave and an email newsletter that provides useful information on child-rearing, as well as company information. We also run seminars led by external lecturers for employees returning to work, and in addition to creating networks between female colleagues that might harbor the same concerns about balancing work with child-rearing and supporting their smooth transition back to the workplace, we also hold training for

section managers with subordinates that face time constraints due to childcare responsibilities by using case studies to examine organizational management methods.

We are developing a nursing care handbook containing basic information about nursing care and we regularly hold seminars on this topic. We have in place a leave-of-absence system for nursing care that can be taken for up to 12 months, and a system of shorter working hours that can be utilized over a maximum of three years (for every family member requiring care). In addition, we eased the eligibility requirements for taking accumulated leave in FY2021, enabling employees to use the leave for their own injury or illness, providing nursing care to family members, or for infertility treatment, thereby expanding the safety net for both the employee and their family. Furthermore, we established a nursing care consultation desk where employees can easily consult with outside experts on any questions or concerns they may have regarding nursing care or work-life balance.

#### Expanding systems to support work-life balance (SuMi TRUST Bank)

Fiscal Year	Issue	Measure
FY2016	Relocation due to spouse job transfer	Established new system for workplace reassignments
FY2017	Accompanying spouse on overseas transfer	Established new system for employees to take leave to accompany spouses on overseas transfers
FY2019	Balancing between cancer treatments and work	Established cancer treatment leave
FY2021	Balancing between fertility treatments and work	Established the Fertility Counselling Office
FY2022	Promoting childcare leave for male employees	Established new childcare leave

In addition to including infertility treatment as one of the above-mentioned eligibility requirements to take accumulated leave, we established an in-house Fertility Counselling Office and have been providing e-learning courses to all employees in order to promote knowledge and understanding of fertility treatment.

#### SuMi TRUST Bank's System for Childbirth and Childcare (as of End of March 2023)

Item	Pregnancy	Before childbirth	After childbirth	Under 1 year of age	Until the child's second birthday	To under elementary school age	Until third grade of elementary school
Staggered working hours	○	○	○	○	○	○	○
Secure time for hospital visits, ease the burden of commuting, etc.	○	○	○	○			
Prenatal and postnatal leave (8 weeks before and after childbirth/paid)		○	○				
Maternity and childcare leave (first week is paid leave)	○	○	○	○	○		
Childcare time (1 hour a day or two 30-minute periods a day/paid)				○			
Exemption from overtime work	○	○	○	○	○	○	○
Exemption from late-night work	○	○	○	○	○	○	○
Shortened workday system (shorten working hours by no more than 2 hours a day)	○	○	○	○	○	○	○
Nursing care leave				○	○	○	
Child care leave (a system that allows employees to take a variety of continuous leaves for childcare)		○	○	○	○		

Furthermore, we introduced flexible working arrangements in FY2019 to support the balance between cancer treatment and work, including a leave program that can be taken in hourly units. SuMi TRUST Bank has also joined the "Corporate Action to Combat Cancer" initiative promoted by the Ministry of Health, Labour and Welfare.

#### Current state of work-life balance support (SuMi TRUST Bank)

	FY2020	FY2021	FY2022
Number of employees taking childcare leave	393	449	420
Number of male employees taking childcare leave	168	213	196
Percentage of male employees taking childcare leave	105%	113%	117%
Number of employees taking nursing care leave	180	244	284
Number of employees taking cancer treatment leave	31	50	50
Number of employees with workplace reassignments	201	255	310
Number of employees taking leave to accompany spouses on overseas transfers	14	21	17

#### Promotion of Flexible Working Styles

From FY2018, SuMi TRUST Bank started offering its employees the option of teleworking in order to boost productivity and support a work-life balance. From FY2019 we introduced a satellite office-based working style from the viewpoint of more effectively utilizing branches and reducing the burden of commuting. The Bank is also encouraging staggered working hours in an effort to develop an environment whereby employees can flexibly choose when and where they want to work.

With the spread of COVID-19, we have been actively leveraging these initiatives as an effective means to disperse physically reporting to work, and employees at our headquarters opted to work from home on an average of approximately 25% of working days in FY2022.

## Human Capital

Also from fiscal 2019, the SuMi TRUST Bank adopted a business casual working attire for the whole 12 months of the year. This initiative heightens the autonomy of employees who sometimes need to choose for themselves suitable clothing to wear depending on what kind of work they are doing or which clients they are meeting with. It will also further the development of comfortable workplaces because employees can more easily adapt to colder or hotter days.

### Usage Status of Flexible Employment System (SuMi TRUST Bank; FY2022)

Number of employees using shorter working hours system for childcare or nursing care	709
Number of employees using staggered work starts, overtime work exemptions for childcare or nursing care	224

### (3) Empowerment of Employees of Other Nationalities

SuMi TRUST Bank offers training programs for local staff working at overseas branches and subsidiaries. The training includes lectures and discussions on management strategy, Japanese business culture and history, and business outlines with the aim of providing a better understanding of the Group and its operations, as well as strengthening relationships among participants and business lines.

Furthermore, we offer a Japanese course for interested non-Japanese employees at our domestic offices, addressing the needs of foreign employees who wish to communicate smoothly in Japanese when working in Japan.

SuMi TRUST Bank, our core subsidiary, has a total of 77 foreign employees in Japan, and a total of over 730 local staff working in various overseas offices. Approximately 70% of management positions at overseas offices are held by local staff, and we will continue our efforts to maintain this level (as of the end of March 2023).

### A Handbook for Overseas Employees, Domestic Employees Posted Overseas

SuMi TRUST Bank has prepared a guide, the “Overseas Application Handbook,” on all the social and cultural custom risks that overseas employees and domestic employees sent overseas ought to be aware of. In drafting the handbook, we referenced reports by Business for Social Responsibility(BSR), a nonprofit that originated in the United States that works with companies on sustainability issues, and research materials released by the Industrial Federation for Human Rights, Tokyo.

Understanding the customs and taboos emanating from the culture, religion, national identity, and unique attributes of each country enables our employees to obtain a deeper understanding of the behavior and sentiments of people in other countries and thus builds a foundation for smooth communication and mutual trust. The handbook covers a wide array of bases from summary data on each country such as Transparency International's Corruption Perception Index (country rankings), manners for various scenarios such as when doing business or sharing a meal, widely shared

sensibilities and basic knowledge as well as taboos, differences between Japanese culture, customs, and lifestyles and those of the relevant country to the human rights of women in each country and customs and rules arising from religion. With our Global Business Planning and Coordination Department and Human Resources Departments at the fore, we publicize the handbook to encourage employees to look through it as a reference before going overseas.



### (4) Promoting Advancement of Disabled Persons

The Group aims to build a working environment where all employees, regardless of their disability, can work with motivation as members of the workplace. At SuMi TRUST Bank, employees with disabilities work at 104 departments (as of end of March 2023) where they have contact with clients or perform back-office tasks. The Bank also makes efforts to interview employees after they start work to respond to concerns or requests that arise after starting work, and uses the points brought up in the interviews to create an easier working environment from physical and mental perspectives. In FY2022 we established the D-I Lab within the Human Resources Department as an organization responsible for promoting the active participation and advancement of disabled persons in order to support the advancement of employees with not only physical but also intellectual and developmental disabilities.

Nikko Asset Management has been running the Athlete Employee Programme since 2013 and is focused on hiring employees with disabilities. The employees that joined Nikko AM through this program established a working group for disabled employees and some of those employees are involved in creating a more comfortable working environment for all employees—one of the missions of the SuMi TRUST Group. Going forward, we will continue to focus on promoting the advancement of disabled persons.

### Employment of individuals with disabilities (SuMi TRUST Bank)

	FY2020	FY2021	FY2022
Employment ratio of disabled persons	2.32%	2.23%	2.14%
Number of departments with disabled persons	111	103	104

## 4. Bolstering Human Resources (demonstrating one's own values and strengths)

Having set the goal of being the No. 1 financial group for human resource participation where all types of people, from young to senior regardless of gender or course, can thrive, the Group established its Human Resources Development Policy in April 2018. Based on this Human Resources Development Policy, we are working on various measures to improve our human capital by focusing on developing "independent, career-oriented personnel," who set their own vision and take action to fulfill it.



### SuMi TRUST Group Human Resources Development Policy

SuMi TRUST Group will maintain its workplace environment and bolster its human resources based on a career development spirit consisting of "TRUST," for the growth and career development of the employees who will create our future.

**Talent** .....Talent (individuality) can blossom

**Respect** .....Respect each individual

**Uniqueness** .....Develop true professionals

**Support** .....Make mutual teaching and support our motto

**Try** .....Praise small, daily challenges

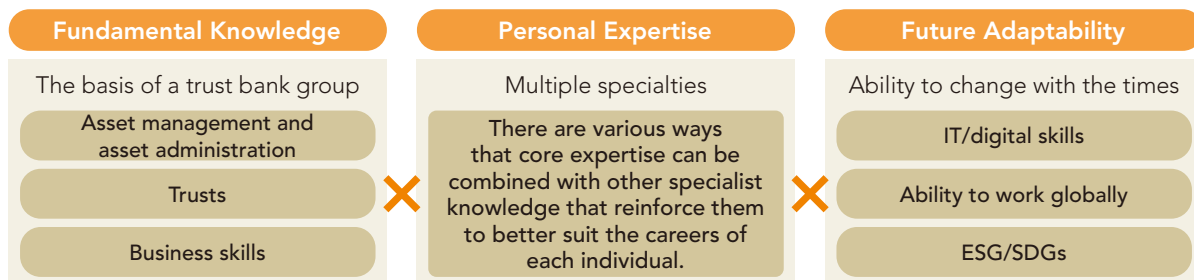
Based on the "fiduciary spirit of TRUST," SuMi TRUST Group aims to contribute to our clients and the continuous development of society through the growth of our employees, thereby maximizing the creation of shared value and becoming the corporate group that is chosen by society.

## Independent, career-oriented personnel

In its human resource development efforts, the Group defines independent, career-oriented personnel as, "personnel with the fundamental knowledge of trusts who combine multiple specialties, think about where to focus and about what expertise to merge together as they build their own careers."

Today's social systems are becoming increasingly inter-

dependent and complex with various issues and risk elaborately intertwined, making it necessary to take a multi-faceted approach to solving client and social issues. We will create personnel capable of adapting to the future by harnessing the comprehensive abilities that arise from fusing together expertise gained over a career with the fundamental skills each person holds.



### (1) Strategic human resource assignment

The SuMi TRUST Group also focuses on assigning employees to roles that awaken their passion for growth and allow them to realize their full potential. SuMi TRUST Bank has introduced a program that enables new employees to experience multiple work domains within a fixed period after joining the Bank, which helps them ascertain their own job aptitude through their own work experiences. We are also advancing initiatives such as a trust internship program, in which employees spend a fixed period of time learning the trust business in a section that is responsible for planning and development of trust operations, products and services. The program is aimed at developing human resources who possess a "high degree of expert knowledge in trust business" and a "deep understanding of the fiduciary spirit."

In addition, we have reduced the amount of paperwork at each branch by expanding the functions of our internal systems and consolidating operations. Under these circumstances, we are moving forward with integrating the operations of multiple branches in the area, promoting efficient operations, and strengthening our sales posture, while at the same time striving to develop human resources by rotating personnel.

### (2) Recruiting human resources

It is indisputable that employing diverse and excellent human resources is the starting point for developing a robust corporate foundation. The recruitment section of SuMi TRUST Bank website provides clear explanations of the characteristics of its personnel system, the mechanism of trusts and their

## Human Capital

significance, and the overview of its businesses. The website is also carefully designed to give students from a wide variety of backgrounds an idea of what working at the SuMi TRUST Group is really like with features such as employee interviews. In addition, human resources likely to demonstrate expertise as trust bank employees are strategically recruited by setting aside the recruitment quotas for experts in law and other fields, as well as assigning them to digital-related operations or asset management operations as an initial job assignment.

### Number of new graduates hired (SuMi TRUST Bank)

	Total	Men	Women
FY2020	402	140	262
FY2021	394	146	248
FY2022	378	172	206

### (3) Evaluation system

#### Personnel evaluation systems with individual employee participation

SuMi TRUST Bank's personnel evaluation system allows individual employees to participate in the evaluation process. At the beginning of each business term, SuMi TRUST Bank's employees consult with their supervisors and determine specific issues for business execution. And at the end of the term, supervisors meet face to face with employees and review their attainment level of the issues set and the process leading to the results, provide them with convincing assessments of their achievements and evaluations of their capability displayed through the process. The state of ethics and compliance and how much they participate in developing human resources are also included in capability evaluations.

Since FY2019, Sumi TRUST Bank has changed its performance evaluation cycle from six months to one year to make it easier to tackle not only short-term efforts but also medium- to long-term approaches. In addition, since FY2022, we have introduced the system to encourage employees to engage in independent, medium- to long-term career development activities by establishing a medium- to long-term vision and then setting single-year goals and challenges, of the company, businesses, branches and departments, and the employees themselves, in a downstream direction.

#### Fair evaluation and treatment

Objectivity is essential to fairly evaluate and treat diverse human resources. For this reason, roughly every three years, SuMi TRUST Bank sends members of the Human Resources Department to each branch and department to interview employees. Additionally, in order to obtain a multifaceted view of our personnel, we have introduced an anonymous survey for subordinates and others to rate the day-to-day management actions of line managers in branches and departments (general managers, deputy general managers, section managers, etc.). By such measures, we promote reform of

management actions and foster a corporate culture of bidirectional communications.

### (4) The basis of a trust bank group

Many SuMi TRUST Bank employees have qualifications as real estate transaction agents, securities analysts, and other such professions that are deeply tied to the trust business. By assigning such employees to each business area in a balanced way, and by allowing them to gain more expertise through their work, the Bank aims to demonstrate the expertise and comprehensive capabilities unique to a trust bank. In addition, the Bank has other highly-specialized employees with qualifications as pension actuaries, actuaries, real estate appraisers, in-house lawyers, and certified public accountants, all of whom contribute to increasing the number of specialized professionals in the Group.

#### Multiple specialties

SuMi TRUST Bank is working to visualize the quality and size of its human resources portfolio, and employees are assigned to or strategically rotated between positions with the aim of giving them the opportunity to demonstrate their abilities to the fullest and to play active roles, based on the assessment.

In addition, the Bank has implemented a "work challenge system" (allowing applicants to be assigned to specific business areas or jobs) for new hires, and has run a training and development program for young employees so that new recruits can experience multiple businesses within their first five years with the company, all in order to promote independent career-development among employees. The Bank has also expanded its job posting system and holds business briefings where attendees can learn more about each business and get an opportunity to think about their own future career development, after which jobs are posted (In FY2022, 544 individuals attended business briefings). Roughly 33% of employees who applied through the job posting system work in the job or department they selected.

The Bank launched its in-house side job system in FY2021, with the aim of integrating human resources and know-how in a way that transcends traditional operational boundaries, promoting skill development and innovation through engaging in side projects that interest employees once a week. There were 14 participants in FY2021 and 34 participants in FY2022.

### Career development support (SuMi TRUST Bank)

	FY2020	FY2021	FY2022
Number of internal job posting system users	339	359	377
Percentage who passed hiring phase	32%	27%	33%
Average age of applicants	32.6	30.8	31.6

**Examples of in-house side job project** (SuMi TRUST Bank)

Project	Details
Well-being Promotion	Handles internal and external promotion of well-being (through event planning, internal and external exchanges, and information dissemination)
Life Plan Consulting	Offers life plan consulting services for occupational clients (through online consultation and proposing strategies for the asset building group)
My Future Project	Personnel in Corporate Business takes on other operations within the business
RPA Building	Produces RPA (UiPath) and promotes automation of operations
Sustainability	Planning of the Group's sustainability operations
Self-value Boost	Experience frontline operations to achieve employee's own vision
Corporate Communication	Research and review measures for the Group's branding

**Ability to change with the times (digital and other)**

SuMi TRUST Bank is focusing on re-skilling by expanding IT and digital skills training and expanding its support for employees acquiring IT and digital qualifications in order to strengthen its skillset of IT and digital-related technologies

to better promote the trust business. We have organized lectures by external experts and well-known figures in the digital field and launched the Digital Academy to communicate information online about topics of focus. Furthermore, we provide fundamental educational content on AI and cloud technologies, training to improve skills including DX and Robotic Process Automation builder training, and a university lecture participation program through which employees can study leading-edge technologies like AI and blockchain, as well as analysis techniques leveraging probability factors and statistics. We are also working to send personnel to universities and research institutes in the field of information security. In April 2023, we set specific KPIs aimed at developing digital human resources as part of stepping up our efforts to develop digital talent.

The Bank is also supporting the acquisition of knowledge and skills outside the IT and digital technology realms that will help build a better future, and giving back to its employees the high-quality investment educational know-how honed through its work in the pension business and consulting for occupational clients, and by doing so, the Bank is able to promote FINANCIAL WELL-BEING and better understanding of ESG and SDGs. By giving people the ability to change with the times, the Bank aims to ensure its employees can adapt to the future.

**Expanding investment in human resources development****Study at SuMiTRUST University**

To help each employee fulfill their career ambitions, we established the SuMiTRUST University within the SuMi TRUST Group. We have partnered with outside educational institutions to provide a number of programs, ranging from rank-based programs and training aimed at improving business skills to self-development programs that encourage employees to continue enhancing their capabilities. Furthermore, through SuMiTRUST University, we have provided rank-based and individual skill-based learning paths for topics including basic skills for a trust bank group, individual expertise, and future adaptability, to help employees select courses that match their respective career ambitions.

In FY2022, we launched a learning management system called University+. By holding seminars where employees who have no regular contact with one another gather to discuss common themes and conduct research, and providing a social network function that enables employees to freely exchange information related to learning, we aim to create new value through sharing knowledge and experience and inspiring each other.

**SuMiTRUST University**

- The umbrella term for the Group's wide range of training programs, including those provided by the Human Resources Department and other departments, as well as those by nomination and open enrollment
- Learning opportunities extend across different operations, with nomination-based training for new employees and each post, and open enrollment programs on leadership, management, digital, and other topics

**University+**

- E-learning and other online learning systems

**Self-development Support**

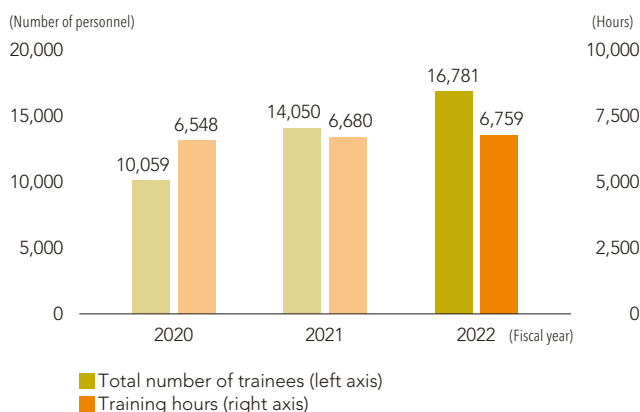
- Financial assistance for the examination fees for and costs of various qualifications and certification tests

**Various Trainee Programs**

- Capability development training programs, including training for acquiring qualifications and language trainee programs
- Overseas training programs, language trainee programs (English, Chinese, and Thai), and business trainee programs (in New York, London, Shanghai, Singapore, etc.)

## Human Capital

### Training status (SuMi TRUST Bank)



### Investment in HR development (SuMi TRUST Bank)

	FY2022
Total number of trainees	16,781
Including number of selected or nominated trainees	393
Training hours	6,759
Training days	208
Training costs	1,170 million yen
Training cost per person	115,000 yen

### Concept Image of SuMiTRUST University

	Business	Global	Digital	Liberal arts	SMTB Knowledge	Rank-based and screened trainings
Officers and GMs					Seminar: "Prosp" management Seminar: Governance	Training for newly appointed managing executive officers Training for newly appointed executive officers Training for newly appointed general managers Overseas assignment One-on-one coaching
Deputy GMs and section managers	Online video training content service	English, Chinese, and Japanese language learning, in-house conversational English classes Global introduction and global mindset Trainee, MBA assignment	Digital Academy	Industry-academia collaboration: University lecture participation program (Education domain)	Trust fundamentals online course Corporate pension fundamentals online course Global Markets Business fundamentals online course Seminar: Financial services in a super-aging society Seminar: SDGs and creativity	Training for newly appointed deputy general managers Training for newly appointed section managers Career ownership training GL training SL training Mental health management training Assertive communication training Anger management training Remote management training
Group leaders	Online MBA courses SuMiTRUST Academy					Evaluator training Global skills training Master degree programs
Small group leaders						Co-creation programs with other companies
Employees with certain responsibilities						G&L II training Challenging Year
New employees						New employee training

## Human resources portfolio

SuMi TRUST Bank is working to identify which personnel will be important in further promoting the Group's business model through assessments connected to visualization of its human resources portfolio. The Bank will continue to expand that portfolio through independent career development, gaining of experience, and strengthening its investment in human resource development.

### (1) Specialized professionals (fellows program)

Employees with significant contributions to corporate

earnings and for the value they have added using their advanced expertise are certified as a fellow. Fellows include financial consultants and front office staff, but also personnel from the middle and back offices. Previously, fellows were evaluated and selected from senior personnel based on the experience they had cultivated over the years, but from FY2022, SuMi TRUST Bank began certifying fellows from a wide range of groups regardless of age (320 people in total), as the Bank strives to expand its pool of specialized professionals.

## (2) Senior management personnel (training next-generation leaders)

Through joint program development and administration with universities in Japan and overseas, SuMi TRUST Bank offers GL training to nurture the next generation of executive Global Leaders (deputy general managers, associate general managers, and equivalents) and SL training to nurture the next generation of Strategic Leaders (section managers, operational chiefs, and equivalents). Candidates learn the values, general knowledge (liberal arts), and MBA elements they need for management, and through sessions and courses, they complete the program by presenting a proposal to senior executives. Furthermore, we provide a variety of training programs to develop leaders among our female employees and provide them a path to management.

After these training sessions, employees receive opportunities to put their learnings at the sessions into practice in a variety of settings through their assigned duties and replacement. In addition, through exploring the history of the Mitsui and Sumitomo corporate groups and communication with outside lecturers and foreign students, the program aims to reaffirm the SuMi TRUST Group's origins and business spirit, broaden horizons, instill global awareness, and enable participants to build networks within and outside the Company.

## (3) Globally capable personnel

To foster a global mindset and produce a continuous stream of human resources who can succeed in business sectors both in Japan and overseas, the SuMi TRUST Bank has increased the number of employees sent from Japan to work overseas to 182 as of March 31, 2023, up from 115 as of March 31, 2012. We have also increased the number of employees with foreign citizenship working in Japan to 77 as of March 31, 2023, up from 22 as of March 31, 2012. Employees hired overseas are eligible for transfers to other overseas locations and can be brought in for training at the Head Office.

Furthermore, for next-generation management candidates who have spent their careers mainly in Japan, we offer a select training program in which they are sent to a short program at a top overseas business school after improving their language skills in a language boot camp, with the main goal of fostering global management perspectives.

## (4) Management personnel

In addition to next-generation leader training, SuMi TRUST Bank offers rank-based training sessions in which each generation receives training at the appropriate juncture. In particular, we are focusing on management personnel at the section manager and team leader level and above, who have a strong influence on organizational operations, and are carrying out training to enhance management skills and communication skills essential for advanced organizational management. In FY2022, we provided training programs

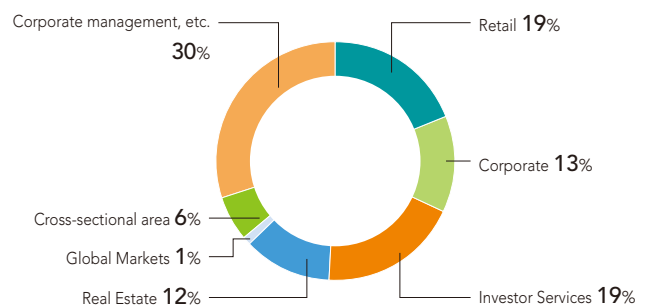
geared to enhance team building capabilities such as team management training utilizing 1-on-1 sessions and one-on-one coaching as well as programs aimed at improving communication skills such as remote management training, anger management training, and assertive communication training, with the aim of creating an organization capable of generating high added value by leveraging the strengths of each and every employee. In developing human resources, we believe that in addition to formal learning, it is also important to learn through experience. Accordingly, we aim to help trainees acquire more practical knowledge and skills through group discussions at training sessions and through self-initiated post-training assignments. Furthermore, we are actively engaged in human resource development by providing training for new general managers, executive officers, and managing executive officers, who are in higher ranks.

Diversity is not only a source of innovation, but is also essential for understanding and giving form to the thoughts and feelings of our various clients. SuMi TRUST Bank believes that it is important to ensure diversity and promote a corporate culture that embraces diversity. Accordingly, we are expanding the number of female employees and mid-career hires at the section manager level and above to translate the diversity and creativity of each individual into added value for the organization.

### Current human resource portfolio (SuMi TRUST Bank)

	FY2021	FY2022
Specialized professionals (number of certified fellows)	172	320
Senior management personnel (number of select training participants)	393	419
Globally capable personnel	610	650

### Number of certified fellows by business (SuMi TRUST Bank; FY2022)





## Human Capital

### Employee Breakdown (Sumitomo Mitsui Trust Bank)

	As of end of March 2022	As of end of March 2023
Number of employees (Breakdown by work location below)	13,608 (men 5,879) (women 7,729)	13,757 (men 5,926) (women 7,831)
Japan	12,783	12,876
Hong Kong	64	73
China	113	115
Korea	3	3
Singapore	144	154
Indonesia	6	6
UK	272	276
USA	220	251
Australia	3	3
Average age	41.7 (Male 43.9) (Female 39.5)	41.8 (Male 44.0) (Female 39.7)
Average continuous years of employment	14.3 (Male 16.5) (Female 12.3)	14.6 (Male 16.6) (Female 12.7)
Average annual salary <small>Guaranteed minimum wage by region as prescribed by the MHLW</small>	6,956 thousand yen	7,158 thousand yen
Number of temporary staff	500	526
Number of part-timers	51	50
Number of disabled persons employed	291	284
Number of employees leaving for personal reasons (annual)	369	379
Number of work-related accidents (annual)	110	120

## Diverse Human Resources with Expertise That Support the “Power of Trusts”

Qualification/role	Number of employees
Financial Consultant/Trust Consultant	275
1st grade Certified Skilled Professional of Financial Planning	706
Gerontology Test	1,110
Bank Gerontologist Certification Exam	4,439
Real Estate Appraiser (total of real estate appraisers and assistant real estate appraisers)	188
Real Estate Transaction Specialist Exam	6,522
ARES Certified Master	342
First-Class Architect	29
Securities Analyst	813
CFA (Chartered Financial Analyst)	18
Pension Actuary	46
In-house Lawyer	37
Certified Administrative Procedures Legal Specialist	65
Certified Public Accountant	10
Certified Public Accountant (US)	18
Licensed Tax Accountant	10
Certified Internal Auditor (CIA)	72
Labor and Social Security Attorney	40
System Auditor	14
Project Manager	11
Advanced System Administrator	12
Information Systems Security Administrator	15
IT Strategist	14
Overseas Graduate School graduates (Master's/PhD)	45
PhD holders	12

(All figures are as of March 31, 2023 for SuMi TRUST Bank)