



Diversity & Inclusion



SUMITOMO MITSUI TRUST HOLDINGS

A portrait of Hiroko Kawamoto, an External Director of SuMi TRUST Holdings. She is a middle-aged woman with short dark hair, smiling and gesturing with her hands. She is wearing a beige blazer over a red patterned top and a pearl necklace.

Interview

with External Director

The process of continually thinking about what we can do is vital

Hiroko Kawamoto

External Director

We asked Ms. Hiroko Kawamoto, External Director of SuMi TRUST Holdings, about her impressions of promoting diversity & inclusion (D&I) at the Group, and what the most important points are.

《 I have a strong impression that the SuMi TRUST Group is promoting its own unique style of D&I. 》

Please tell us your impressions of initiatives to promote D&I at the Group.

In June 2016, a year before becoming an external director at Sumitomo Mitsui Trust Holdings, Inc. ("SuMi TRUST Holdings"), I was appointed as a director at SuMi TRUST Bank ("the Bank"). A little before that, I discussed D&I promotion with the Bank's Human Resources Department. At that time, I got the impression that their first priority was the need to utilize women as a labor force.

I then communicated that in the sense of utilizing gender, which is the biggest form of diversity, the element of "women" is key, but that in a slightly broader sense, we need to think about creating an environment where each individual can continue to thrive, and in that sense, our aim should be "active participation" of women rather than "utilizing" of women. I recall saying that firstly, gender diversity requires consideration for a woman-friendly working environment, but that is merely the start. The goal of creating a friendly workplace environment is to become an organization where not only women, but also men, and seniors and the younger generation, can continue to thrive, and so it is vital to tackle this work with a mindset of creating a working environment that is friendly to everyone. At the end of the discussion, they agreed with me, and said they would set that as a future task.

After that exchange, I was appointed as external director, and the D&I Office was created at the Bank soon after.

After that, various work has been done to set up the environment, the SuMi TRUST Group made its Declaration on Work Style Reform, and SuMi TRUST Holdings also created a D&I Office... I was amazed to see all of this unfold in less than a year. This company has the ability to listen to outside views, and the organizational capability to immediately instill good ideas. I think this corporate culture is what has made adoption as well as understanding so rapid.

Every company has its own culture. At ANA, where I worked, we had our own way of promoting D&I, and I think that there is an appropriate way for the SuMi TRUST Group to promote D&I as well. Take a hundred companies, and you will find a hundred ways of promoting D&I. Tetsuo Ohkubo, President of SuMi TRUST Holdings says, "D&I is the Group's DNA," which I think probably indicates latent roots of D&I, but I have a strong sensation that the SuMi TRUST Group today is promoting D&I in its own way.

What do you think about the active participation of women in the Group?

My greatest impression is from when I taught a seminar for directors and executive officers directed at female managers at the Bank. The top runners in the company were helping each other, and powerfully promoting the active participation of women. But when I attend meetings or

walk around the company, wherever I go it still seems like women are in more peripheral roles. I think the fact that I am the only woman on the Board of Directors indicates that there is still room for improvement on the active participation of women. I think this company has a lot of potential. In workplaces such as the Bank's branches, women have key jobs and there are large numbers of female employees, and I think that we can leverage this better. In order for women to gather the courage to take the next step, we have got to provide them with

assurance that it is OK to be brave at this company. This requires a commitment from top management, but I personally believe that even more importantly, the key is whether we can create opportunities for dialog where they can get the courage to take that next step.



The important thing is to proceed with ideas of stretching out, wanting to improve

What prompted you personally to feel the need for D&I?

In the 70 years since the end of World War II, Japanese companies have fostered a culture of male employees, group hiring straight out of college, and emphasis on factors like educational background. I think it is a history of a monoculture that has created something strong. This was not a bad thing, and in fact it was necessary, as it enabled Japan's economic growth. But speaking from personal experience, when ANA started offering international flights and I had more opportunities to work overseas, I saw all kinds of people exchanging all kinds of views, and I thought that unless we embraced this, we would not be able to compete on the global stage. So that was what first prompted me to feel the need for D&I: the feeling that new paradigms could not emerge from an organization with decision-making body consisting only of Japanese people, only of men, who entered the company at the same time, and who had all come up in the company with qualitatively the same work style.

Of course, just imitating others without taking differences in industry or business into account, like hiring women, foreign nationals, or young people just for show—saying, "let's put five women on the board" or "let's hire non-Japanese"—is nothing but the shape of diversity without the substance, and will not result in inclusion. I think that every company has to create D&I in its own way, in a form that matches its direction.

In a sense, D&I means leaving your comfort zone. For this reason, bringing diversity to a company is naturally going to make people uncomfortable for a while. It is comfortable when everyone on your team is like you, and when you say something they all agree with you, right? When you are in a decision-making process, and someone says, "I disagree," it may feel like they are interfering with something that was going smoothly up until then. Performance may fall temporarily. But I think it is important to leave your comfort zone and try to start out feeling uncomfortable. The same thing applies to individual careers: when you keep doing the same job, you become an expert at it, and that is very comfortable; but getting into an "uncomfortable zone" will enable both the

individual and the organization to take the next step in their growth.

What do you think is important for the Group to do in promoting D&I going forward?

Rather than thinking about how things are wrong now or what we cannot do, it is better to proceed with ideas of stretching out, by thinking about what we are able to do now and wanting to do better. We should think of D&I with an awareness of the strengths we have developed, and the concept of making them still stronger and better.

Rather than comparing ourselves with other companies, it is important to judge our growth by our own footprints. This is an endless process, and we need to continually rise up to the next level. I think the most important thing is a process of continually thinking toward the state whereby each employee thrives at this company, and what each can do amid a changing society. As an external director, I would also like to lend a hand and think about this together.

Profile



Hiroko Kawamoto
External Director

- July, 1979 Joined All Nippon Airways Co., Ltd. ("ANA"); in 1986, became one of the first members of the international flight operations team. In 1999, promoted to manager.
- April, 2009 Appointed Senior Vice President, Inflight Services of ANA
- April, 2014 Appointed Executive Vice President of ANA
- April, 2016 Appointed Executive Vice President, Member of the Board Member of Women Empowerment Promotion Committee, Director for Promotion of ANA Group Diversity, Promotion Officer for the Tokyo Olympic and Paralympic Games
- June, 2016 Appointed Director (External) of SuMi TRUST Bank
- April, 2017 Appointed Executive Vice President and COO of ANA Strategic Research Institute Co., Ltd. (current position)
- June, 2017 Appointed Director of SuMi TRUST Holdings (current position)

The SuMi TRUST Group's Declaration on Work Style Reform

The SuMi TRUST Group has worked on initiatives aimed at becoming the “No. 1 financial group for human resource development” and promotion of “diversity & inclusion (D&I),” based on its management principles of providing comfort and satisfaction to clients and achieving contribution to society by leveraging our organizational capabilities with full creativity made possible by our diverse human resources who share an enthusiasm for trust.

Recognizing that promoting the creation of an environment that supports the diversity, health, and motivation of each and every employee is more important than ever amid the advance of changes in the future social structure such as a decreasing work force due to the declining birth-rate and aging population and maturation of the economy, we have launched the “Work Style Reform Headquarters,” and on May 11, 2017, established the “Work Style Reform Declaration.”

We will continue to promote Work Style Reform with the aim of realizing a virtuous circle where we grow together with our clients, in which the added value provided to clients is increased through energetic work, and praise from clients inspires even greater motivation among employees.

The Sumitomo Mitsui Trust Group Declaration on Work Style Reform

The 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 a sense of satisfaction in their work

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.

May 11, 2017

Tetsuo Ohkubo, Director, President
Sumitomo Mitsui Trust Holdings, Inc.

Masaru Hashimoto, President
Sumitomo Mitsui Trust Bank, Limited

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UP

Specific Initiatives to Achieve Diverse Work Styles and Work-life Balance

SuMi TRUST Holdings Joins “IkuBoss Corporate Alliance”

On November 7, 2017, Sumitomo Mitsui Trust Holdings, Inc. joined the IkuBoss Corporate Alliance led by NPO Fathering Japan.

The entire Group will work to promote the “IkuBoss” concept.



Mr. Takayuki Kawashima, Director of Fathering Japan (left);
Tetsuo Ohkubo, Director, President of SuMi TRUST Holdings (right)

Initiatives to Promote IkuBoss at SuMi TRUST Bank

D&I Office Communicates a Message to All Employees

Message

The goal of “IkuBoss” is to be a boss (manager) who thinks about the work-life balance of the subordinates and staff who work with them, supporting their careers and personal lives, while also delivering performance results for their organization, and being able to enjoy their own jobs and personal lives (this applies to male as well as female managers).

The term “IkuBoss” may be unfamiliar to some people, but put simply, it is a style of management adapted to modern times and today's society. It is a movement that rather than rejecting the way things have been done in the past, seeks to gain a shared understanding that the social environment has changed, and form a shared commitment to creating a new style of management. An “IkuBoss” can only emerge if the awareness of management changes, and the employees around them also change their actions. We are committed to this movement with a shared feeling among all employees toward establishing a new form of management at the Bank in order to create a workplace environment where each employee can thrive.

IkuBoss Declaration by Bank President Masaru Hashimoto

SuMi TRUST Bank President Masaru Hashimoto made the Group's first IkuBoss declaration.

IkuBoss Declaration

- I will support people who shine, focusing on the future, and leveraging their unique qualities to create new value.
- I will get more bosses to understand diverse work styles, and wholly commit to individual growth and increasing the organization's capabilities.

We asked President Masaru Hashimoto about his thoughts on the Declaration on Work Style Reform in relation to his IkuBoss declaration.

Q What first prompted you to think that work style reform was necessary?

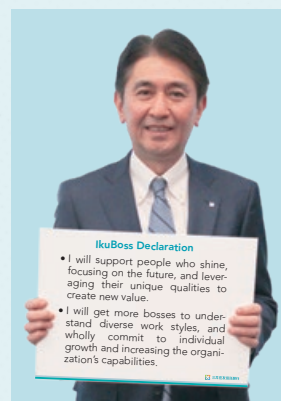
Four years before I was appointed president, I did a study on corporate activities in a society with declining population at a workshop offered by an outside organization. This activity gave me a renewed awareness of the state of Japan as a country and Tokyo as a city, and prompted me to develop a strong feeling that the active participation of diverse human resources, including women, people of what was conventionally considered retirement age, and people with physical disabilities, is necessary going forward.



What initiatives are you planning to take for the active participation of diverse human resources?

The active participation of diverse human resources requires an environment with diverse work styles. We have to give people choices about where they work, such as satellite offices and via telework, and we must improve productivity without the assumption of long working hours. In particular, it is necessary to support diversity of work hours, places, and styles to support the career formation of women, who are susceptible to limitations due to life events. I think that the Bank must become a company that can provide this support. This thought is also included in the commitment of "achieving diverse work styles and work-life balance" in the Declaration on Work Style Reform, which was established jointly with SuMi TRUST Holdings after I was appointed as president.

In the work style reform process, we are aware of the burden felt by employees aiming to work less overtime when the amount of work will not decrease immediately, and are planning to overhaul work operations without relying on workplace effort, such as by introducing AI and RPA. While some companies introduce AI and other technologies to reduce headcount, the Bank plans to shift the direction of our employees' career formation to work that only people can do, enabling them to make successful achievements in the future.



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Specific Initiatives to Support Health Improvement through Measures Such as Boosting Health Awareness and Appropriately Managing Work Hours

Certified as a "Certified Health and Productivity Management Organization (White 500)"

On February 20, 2018, Sumitomo Mitsui Trust Holdings, Inc. was certified by the Ministry of Economy, Trade and Industry (METI) as a "Certified Health and Productivity Management Organization (White 500)" for practicing outstanding health and productivity management.

The "Certified Health and Productivity Management Organization (White 500) Recognition Program" is implemented jointly by METI and the Nippon Kenko Kaigi. The purpose of the program is to certify

outstanding health and productivity management by large enterprises. This year, 541 corporations were certified, including SuMi TRUST Holdings. One of the themes of the Group's Declaration on Work Style Reform is aiming to promote employees' physical and mental health, and the program awarded high marks for such initiatives as interval management

between work shifts, improving operational efficiency and reducing overtime, and prohibiting smoking in all buildings.

We remain committed to promoting employee health to be a company where every employee can thrive.



Promotion of the Active Participation of Women

We actively offer growth opportunities for female employees to take the initiative in planning their careers over the medium- to long-term.

Status of Female Employees in Management Positions

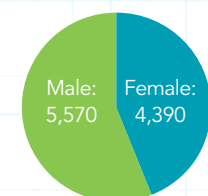
SuMi TRUST Bank has set a voluntary target of placing 300 women in management positions at the level of head of section or above by March 31, 2020. As of February 1, 2018, 265 women are in such positions.

Number of Female Employees in Management Positions

Level of executive officer	2
Level of general manager	16
Level of section manager	247
Level of assistant manager	1,117

(As of February 1, 2018)

Ratio of female employees*



* Ratio of indefinite-term employees (employees in career formation courses) (as of February 1, 2018)

Establishment of "Career Design Training"

SuMi TRUST Bank provides training with the goal of having employees take the initiative in career formation and network building. The training takes place at three stages—shortly before promotion to the level of assistant manager, upon promotion to the level of assistant manager, and shortly before promotion to the level of section manager—and provides employees on the A-track career formation course (where there are no moves relating to relocation) with the opportunity to consider their careers at these stages. This fiscal year, we revised the training provided shortly before promotion to the level of assistant manager. The curriculum was renovated to be self-directed learning through lectures by outside instructors, presentations of case studies of actions by senior female employees. It aims to develop human resources who seek added value with a broader perspective, by considering a variety of ways to build a career and how to show leadership in their own way in line with the social trend. This initiative empathizes with female employees who are susceptible to impact from life events, and provides early opportunities to design a career as part of a life design.

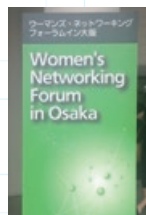


Sending Employees to External Seminars and Dialogs with Directors and Executive Officers

We promoted dispatching of employees—with a focus on A-track career formation course female employees—to joint events with other companies, as opportunities to broaden their horizons and objectively rethink their own careers through exchange with other industries. Directors and executive officers were actively involved in sending employees to these events, including holding seminars to convey expectations and giving lectures within the dispatch program.

Participation in Women's Networking Forum in Osaka

As part of our plan to promote the active participation of female employees, we sent our employees to the 14th Women's Networking Forum in Osaka 2017, hosted by some of the top Kansai companies. Before attending the forum, employees had a direct dialog with directors and executive officers, and attended a seminar for directors and executive officers where they could learn about managerial perspectives.



Seminar for female employees by Toru Takakura, Senior Managing Executive Officer

Sansuikai "Thriving Women" Social

We sent female employees at the level of section manager in the Kansai area to a social event organized jointly by six companies in the Mitsui Group in Osaka, with the goals of developing female leaders and building networks among people in management positions.

Participants from SuMi TRUST Bank also included Toshiya Nishino, Senior Managing Executive Officer and officer in charge of Kansai Region, and Ms. Kayoko Endo, external advisor to the D&I Office (formerly head of Diversity Development Office at Nissan Motor Co., Ltd.).

Lectures and advice were given to the participants in the social, beyond the corporate framework communicating expectations for the active participation of women.



Ms. Kayoko Endo



Greeting by Toshiya Nishino, Senior Managing Executive Officer

Career Seminar by External Lecturer

We invited Ms. Kaoru Kashima, senior partner at Ernst & Young ShinNihon LLC, to teach a seminar directed at junior female employees to consider their own work style and future career formation. She advised the participants that in order to continue working in a long career, it is important to have a solid awareness of one's environment, and by working with a "pleasant sense of tension," a future path will be built naturally.



Feedback from Participants

- To be honest, I was intimidated, wondering if a talk from someone is such a high position would be relevant to me... but I got a keen sense that I need to learn things from her such as how to approach work.
- I got a strong sense of the importance of making the greatest conceivable preparations to accomplish what I want to achieve in my life.
- The concept of increasing your degree of freedom by tackling any challenge resonated with me. I plan to start working toward that today, without fear of failure.
- I would like to build my own future through decisive action, even facing many difficulties.

Round Table Discussion between Executive Officer and Employees Raising Children

We held a round table discussion between an officer in charge of sections of the wholesale business where female employees play a major role, and female employees who are raising children. The discussion was an opportunity for the officer to listen directly to female employees describing their struggles to balance childcare with careers, and hold a positive discussion on how women can continue in their careers without being susceptible to impact from life events.



Yoshiaki Koshimura, Senior Managing Executive Officer and Employees Raising Children

Feedback from Participants

- I plan to pay the help I have received forward to the employees who come after me, such as in the pursuit of working efficiently and passing on my know-how.
- The focus of diversity tends to fall on people raising children (and especially women with reduced work hours), but I would like the focus to be on activities aimed at true diversity, including men raising children, and employees providing nursing care or who have their own illnesses.

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SuMi TRUST Bank Initiatives at Wholesale Planning and Coordination Department, Osaka

We held a social event for women who conduct external sales, prompted by an information exchange between The Nanto Bank, Ltd., whose headquarters are in Nara prefecture, and the Wholesale Planning and Coordination Department, Osaka. Although the roles of women have recently expanded into a wide range of domains, the two banks share the problem that there are still few role models for those in external sales in particular. We therefore decided to hold a frank exchange of views across corporate boundaries, where women active in external sales could share their experiences. It was an opportunity for each person attending to consider their future careers broadly, in part because of the sympathy felt because they were all from financial institutions.



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External Communication and Dialog



Masaru Hashimoto, President of SuMi TRUST Bank, appeared as a panelist at a seminar for the active participation of women hosted by an external organization, where he exchanged a wide range of views with managers from other companies. When asked to describe his ideal company, he replied, "While the active participation of women tends to focus on promotion to management positions, the most important thing is for the employees to have sense of satisfaction and pride in their work," and "Ideally, we want ourselves to be a company where employees can work with dreams and pride, regardless of gender, where each individual's diversity and creativity is harnessed."

We are also actively committed to externally communicating the company's initiatives and the thinking of top management with regard to promoting the active participation of women.

Supporting Work-life Balance

We provide systems that enable diverse work styles, so that employees with limitations can also continue to work and thrive.

Career Formations That Are Not Affected by Life Events

Use of Job Relocation System and Newly Established Leave System for Spouse Overseas Relocation

In fiscal year 2016, SuMi TRUST Bank created a system to enable A-track career formation course employees, whose job location does not change due to relocation, to change their job locations upon spouse relocation or similar event. Then in July 2017, the Bank began approving leave for employees to accompany spouses (inside or outside the company) who are transferred overseas. Anyone can apply for this leave regardless of gender.

When a spouse is transferred overseas, it places a heavy burden on the home environment.

Initiatives for continued careers without impact from life events are underway, using both the domestic job relocation and the overseas relocation accompaniment leave system.

System Usage

Users of domestic job relocation system as of March 2018:

49

Users of overseas relocation accompaniment leave system as of March 2018:

7

Facilitation of Return to Work After Taking Childcare Leave

Email Newsletter

SuMi TRUST Bank has begun providing company information in a monthly email newsletter sent to employees taking childcare leave. This gives employees opportunities to maintain contact with the company even when on leave, and helps them return to work smoothly.



Seminar for Employees Taking Childcare Leave

Our Retail Total Solution Services Business, where female employees play a major role, conducted new seminars for employees taking childcare leave preparing to return to work. Seminars were held in Tokyo and Osaka. Employees attending the seminars listened intently to explanations of changes at the company that had occurred while the employees were on leave.



PICK UP

Feedback from User of Job Relocation System

Use by Employee

Since joining the company, I had worked in the Chukyo area, but when my husband was transferred, I applied for job relocation to the Tokyo metropolitan area to be with him. Until this system was created, I had planned to quit when my husband was transferred, but thanks to this system, I was transferred and was able to start a new life while continuing in my job.

I do not know many people here, and there have been happy discoveries where my work has helped me out in my private life, such as from my colleagues, and conversations with clients when out on client visits. The support from my clients and new colleagues is helping me live a full life.

Use by Spouse

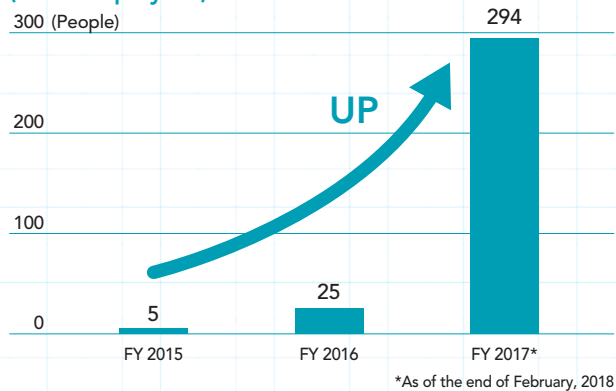
I was relocated outside of the city, and my wife, who also works at the Bank, was assigned to work in Tokyo, but when job relocation became available, we were both able to keep working. I think my wife is a hundred times more talented than me, but without this system she probably would have quit her job. I am grateful that this system was created.

Aiming to Harmonize Work with Private Life

Encouraging Male Employees to Take Childcare Leave

One of the themes of the Declaration on Work Style Reform is "achieving diverse work styles and work-life balance." As an initiative to accomplish this goal, SuMi TRUST Bank has set the target of having 100% of male employees take childcare leave.

Number of Employees Taking Childcare Leave (Male Employees)



Bring Your Family to Work Day

Every year, SuMi TRUST Bank holds Bring Your Family to Work Day, when employees can invite their families to their workplaces. By watching their parents and adults work, this event enables children to gain a deeper understanding of banks and financial institutions, which ordinarily might be unfamiliar to them, and by coming into contact with their parents' workplaces and jobs, provides families with the opportunity to think about what it means to work in society. The program at the headquarters building also includes an opportunity for children to exchange business cards with the president, and the company as a whole works to make this an event that strengthens family ties.



Some fathers took off work to accompany their children on family tours.

PICK UP Initiatives at Nagoya Business Department and Nagoya Sakae Branch

Voluntarily Launched D&I Team

The Nagoya Business Department launched a D&I Team as an independent activity, in order to facilitate communication within the department and create a work-friendly environment for people with limitations. The team started its activities focusing on two topics that are familiar for all: nursing care and childcare. The team periodically sends email to everyone in the department, and hangs posters at branches.



Statement from Team Member

I think that this activity has made it easier to communicate across sections and offices. When we send out communications, we always include an introduction of the system and an interview with a branch member. Just reading the company rules is rather dull, and it is hard to be interested, but if you show stories of individuals who are familiar to the readers, people will become interested in them and communication emerges. I believe that D&I initiatives facilitate operations at the branch.

Local Nursing Care Seminars and First Meeting for Exchange of Information on Nursing Care Experience

In order to enhance employee understanding of nursing care, we held a Seminar on Balancing Work with Nursing Care, which was held in Tokyo last fiscal year, in the Chukyo and Kansai areas jointly with the employees' union. We also held a new meeting, titled the Meeting for Exchange of Information on Nursing Care among Employees, where employees can relate their real-life experiences with nursing care to each other, and worked to create a network of employees providing nursing care.



Meeting for exchange of information among employees



Seminars in Chukyo and Kansai areas

Encouraging Greater Understanding of Human Rights and LGBT

The SuMi TRUST Group has set a Human Rights Policy as one of the elements constituting its Basic Policy Regarding Social Responsibility. The Group aims to build a sustainable society, and respects the human rights of all stakeholders involved with its corporate activities.

SuMi TRUST Bank continually carries out awareness-raising activities in its new-hire training and training for every level in the hierarchy, including workplace human-rights awareness training. This fiscal year, the officer in charge of personnel affairs worked to raise awareness of human rights at the executive committee. The Group also sends instructors for trainings at other Group companies on request, raising awareness and spreading knowledge throughout the Group.

LGBT Initiatives

SuMi TRUST Bank has received a Gold rating, the highest rating available, for the PRIDE INDEX, which evaluates initiatives regarding LGBT and other sexual minorities. The PRIDE INDEX is operated by the organization "work with Pride (wwP)", which supports the promotion and establishment of diversity management relating to LGBT.



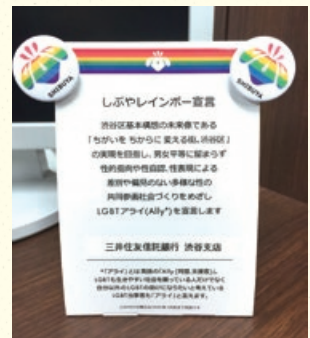
SuMi TRUST Bank receives Gold rating in PRIDE INDEX

Additionally, in January 2018 we revised our employee marriage leave system to make it available to same-sex couples. In addition, as a client service, we enable same-sex partners to be treated as spouses for the purpose of acquiring mortgage loans by submitting a notarized document or other documentation designated by SuMi TRUST Bank.

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Initiative at SuMi TRUST Bank Shibuya Branch

The Shibuya Branch applied to display the "Shibuya rainbow declaration" POP, which is issued by the Shibuya ward to LGBT Ally Offices in the ward that meet certain conditions, and is now displaying this declaration at the branch. The branch is promoting initiatives that visually show its understanding and support for LGBT issues.



Promoting Active Participation of Disabled Persons

SuMi TRUST Bank also aims for employees with disabilities to thrive and feel motivation in their work, as a member of the workplace. People with disabilities are working as colleagues at an increasing number of locations, including locations with client contact such as branch offices and the administrative operations at head office.

We also focus on interviewing disabled employees after joining the company, in order to respond to their difficulties and wishes after they begin working. We use feedback from these interviews for such purposes as creating a friendlier workplace, from both tangible and intangible aspects.

PICK UP

Feedback from Employee Working at Shinjuku Branch

I work as a lobby attendant and administrative support staff at the Shinjuku Branch. I act as a bridge between clients and employees in charge of points of contact, giving smooth guidance and creating a space where they feel comfortable, and it motivates me when I hear "thank you" from both sides.

I always feel free to ask for help with tasks that are difficult due to my hearing disability, and in my working environment, I have the full understanding and support of those around me. Every day is so full that I forget about my disability.



Ms. Ohishi, Lobby Attendant

Disabled Person Employment Ratio

As of the end of February 2018:

2.1%*

Branches with Disabled Employees

As of the end of October 2016:

96

As of the end of February 2018:

106

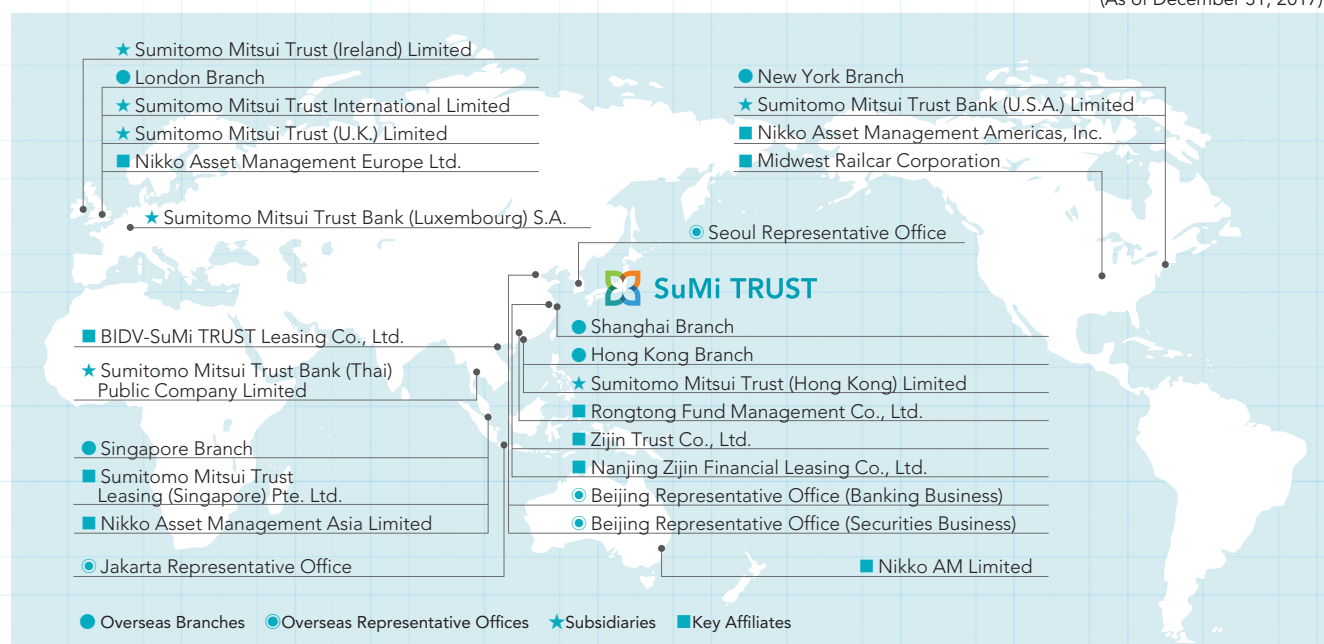
*Legal Employment Rate: 2.0%

Promoting Active Participation of Global Human Resources

SuMi TRUST Holdings Overseas Network

SuMi TRUST Holdings has its bases in key markets around the world. Through alliances and cooperation with local financial institutions and asset managers, we are working to expand our global presence.

(As of December 31, 2017)



Initiative at SuMi TRUST Bank

SuMi TRUST Bank is expanding its global network through business alliances with overseas branches, local corporations, and the Group's overseas networks, as well as major local financial institutions and others. The London Branch, which covers the entire European region, handles many products, including ship finance. The New York Branch, which oversees the North and South American regions, actively supports ordinary credit and loan operations, as well as project finance. We have additionally positioned Asia, with its remarkable economic growth, as a key strategic location, and our network of four locations comprising the flagship Singapore Branch, Shanghai Branch, Hong Kong Branch, and Sumitomo Mitsui Trust Bank (Thai) Public Company Limited is promoting alliances with top local partners. In order to be a company where global human resources thrive, SuMi TRUST Bank is committed to fostering a workplace culture that respects and accepts each culture.

Intercultural Communication Training

In order to facilitate communication with new overseas hires who have been assigned to positions in Japan, we provided intercultural communication training to managers in departments where these new hires have been assigned. We endeavor to instill a communication style that avoids

common work-related intercultural misunderstanding and problems by comparing the cultures and customs of Japan and other countries, and imparting the knowledge that there are diverse cultures (e.g., values and customs).

Global Networking Program

Every year, SuMi TRUST Bank conducts the Global Networking Program in Japan. This is a training program for managers and management candidates of national staff at overseas locations. The program enhances understanding of our management principles and corporate vision, and gives participants the opportunity to communicate and build networks across national boundaries. President Masaru Hashimoto also made an appearance, directly and powerfully communicating his expectations of our national staff who play a primary role in promoting our global business.



The SuMi TRUST Group's Initiatives to

The SuMi TRUST Group has a shared policy for promoting D&I that is tackled by each Group company.

Initiative 01

Nikko Asset Management

D&I Program

Nikko Asset Management has launched an in-house D&I Working Group with the executive deputy president as the head of D&I.

We have long had a group within the company that voluntarily thinks about D&I, and we have instilled in the Company the importance of promoting D&I from the bottom up. We have now expanded this initiative into a D&I Program with the commitment of management. The program is divided into three categories: the Japan Women's Group and the Global Women's Group, which promote the active participation of women, and the LGBT Working Group. The groups appeal to employees with interest in each topic, and take action as working groups with voluntary participation by employees.

Initiatives of the Japan Women's Group

The leaders of the Japan Women's Group are appointed from among male and female candidates. The group conducted a survey of all employees, including employees at overseas locations, in order to identify company-wide issues. The survey included questions such as the satisfaction of women working at the Company, the response of superiors to childbirth and other life events, and issues particular to women, as well as the opportunity for free comments from women as well as men. The group collected feedback from more than 200 people, regardless of country or gender. The survey results were discussed in a working group, which plans to make proposals on systems and training that reflect the feedback from employees.



(From left to right) Hideyuki Omokawa and Rika Kosaka, joint leaders of the Japan Women's Group
Stefanie Drews, D&I Program Advocate
The Japan Women's Group has a diverse membership and considers activities necessary for the active participation of women from a multifaceted approach.

Initiatives of the LGBT Working Group

The LGBT Working Group works to raise awareness and foster understanding of LGBT issues, posting information relating to LGBT, events supporting LGBT, and the activities of the working group on the corporate intranet. It is also an official member of LGBT Finance, an organization that supports friendlier workplaces for LGBT employees of finance companies, with the aim of increasing awareness of the issues surrounding the LGBT community. It also holds workshops inviting external speakers, distributes stickers with the rainbow mark, and highlights employees declaring themselves as LGBT community members or allies within the company. We aim to create a working environment that respects diversity, and where employees can be themselves.



LGBT Brown Bag Workshop

Promoting Active Participation of Disabled Persons

Supporting Athletes with Disabilities

Two designated training members of the Japan Wheelchair Rugby Team are employees at Nikko Asset Management. In addition to actively hiring diverse human resources and promoting diversity within the Company, we support the increased social recognition of athletes with disabilities and wheelchair rugby and are an official supporter of the Japan Wheelchair Rugby Federation.



Promote D&I

PICK UP

Initiative 02

SuMi TRUST Business Service

"Eruboshi" Certification

SuMi TRUST Business Service, which does contracted administrative and other work for the SuMi TRUST Group, has become the first company in the Group to receive the "Eruboshi" certification, which certifies companies for the active participation of women.

The company, as a whole, was a pioneer in creating a commitment to developing female employees for promotions, and creating a system where even employees with shortened working hours could take on management roles. Many women are actively participating, with 50% of all section manager-level positions held by women (as of the end of January 2018).



LGBT Workshop

After the Group created its policy on human rights and LGBT support, SuMi TRUST Business Service held an LGBT workshop attended by all levels of management from that of general manager to the president. The company is advancing initiatives for human rights and LGBT as a member of the SuMi TRUST Group, including creating a hotline and adding support in its company welfare programs.



Initiative 03

SuMi TRUST Career Partners

Morning Gathering in Sign Language

SuMi TRUST Career Partners is responsible for training and other programs in the SuMi TRUST Group. Employees in the company with hearing disabilities work as members of the workplace.

The closing remarks of the daily morning meeting include sign language. This came about naturally some time ago, and was not implemented with D&I specifically in mind. Through daily actions and custom, the employees have achieved a shared understanding that this is a means of communication with coworkers, and that it is not something special.

This is a good example of how efforts to make something a daily custom can eliminate many hurdles in the company.



Mr. Asai (left) and Ms. Hoshi (right) from the Training Business Department. Mr. Asai, who has a hearing disability, normally communicates via sign language and in writing.

Initiative 04

SuMi TRUST Bank Gifu Branch

Certified as "Gifu Prefecture Work Life Balance Excellent Company"

The Gifu Branch of SuMi TRUST Bank has been certified as a Gifu Prefecture Work Life Balance Excellent Company, which is a certification run by Gifu Prefecture for companies and organizations with leading commitments to employee work-life balance and the active participation of women.

The branch recognized the environmental changes of society to focus on promotion of D&I, and gained certification after applying to the prefecture on its own initiative. The application process created a virtuous cycle where branch members' understanding of D&I promotion was further enhanced. The branch also invited program certification adviser Mr. Naoki Atsumi (Toray Corporate Business Research, Inc. and member of the Cabinet Office Regional Work Style Reform Support Team) as an instructor to lead a workshop for branch employees.



What We Can Do

Thoughts on Diversity & Inclusion by Individual Employees!



More actively paying attention and initiating conversations with people around us

Mizuki Sukegawa

Real Estate Business, SuMi TRUST Bank

I had a conversation with a senior coworker who is raising a child, and she told me about how when it was busy, she just could not leave on time. I learned later about another senior coworker who was working hard until late hours, and was really suffering because he had a sick child at home, and his wife had just given birth to their second child. I got a keen sense that you often cannot know about the private situations of your coworkers in the normal course of work, and never notice what they are going through. I think that there are many things right around us that we could notice and provide support for, so I want to do my best to pay attention to the people around me and actively initiate conversations and provide support.



Actively ask and learn about coworkers' duties

Yosuke Yoshida

Stock Transfer Agency Services Business, SuMi TRUST Bank

Work style reform is an essential element of D&I promotion. I work on the Planning Team of the Stock Transfer Agency Business Planning Department, D&I Office, and Digital Transformation Planning Team, and I think that the fusion of these duties is tied directly to work style reform. In order to link these together organically and promote work style reform, I need correct knowledge of current workflow and awareness (issues) of each person involved. This seems like a roundabout way of doing it, but I believe that active communication with those around you and having good knowledge of their duties will be a help in promoting work style reform within the business, and would like to put these into practice.



Many different challenges will broaden our possibilities, I want to provide the impetus of joy in learning new things

Masanori Shinonaga

Wholesale Planning and Coordination Department, Osaka, SuMi TRUST Bank

"Many different challenges" sounds cool, but everyone feels anxious when they first enter a domain they have not experienced before. You feel even more uneasy when the people around you are different from yourself. But I think that when people work hard to overcome difficulties, they unconsciously build many tangible and intangible ties. I feel many aspects are the same for the promotion of the active participation of women as well. I am committed to cultivating opportunities, responding to anxiety, and providing a supportive environment.



Don't say let's give up because it's impossible, say let's try even if we fail

Miwa Senzaki

Human Resources Department, SuMi TRUST Panasonic Finance

Lately, I often hear the terms "active participation of women" and "work style reform," but I never thought it had anything to do with me, until our company also created an Active Participation of Women Project Team, and I was selected as a member. As we advanced the project, I found my thinking change to become more positive, and one day I found that rather than saying, "Let's give up because it's impossible," I was saying, "Let's try even if we fail." Participating in this project has been a very good experience, and it is helping me with my current job and conversations with people. I think that changing your awareness—changing your thinking and becoming more positive—will lead to changes in the workplace and the company.

Promoting diversity & inclusion consists of three steps: know, think, and act.

We asked the SuMi TRUST Group employees who had the opportunity to think about D&I promotion in some form about how the concept of diversity & inclusion became a catalyst, and how their actions and thinking had changed.



Understand that there are gaps and actively engage in dialog

Miyako Sakai

Global Markets Business, SuMi TRUST Bank

The increase in households where both spouses work or that are providing nursing care has led to an increase in the number of employees with limitations, and a decrease in the number of employees with no limitations who can do “any job, any time and anywhere.” I believe that in order for the Bank to continuously grow, we need to achieve maximum performance (i.e., things that can be changed depending on methods or awareness) given the limitations (i.e., things that cannot be changed) of ourselves and those around us. It is only natural that there will be a gap in thinking about work styles depending on one’s generation and individual circumstances. With this understanding, I plan to actively engage in dialog to increase mutual understanding between employees and improve my team’s capabilities.



**Diversity is the fountainhead of trust banking
We trust in being the branch that leverages it**

Yoshimitsu Taniguchi

Ueno Branch, SuMi TRUST Bank

As members of society, I think it is natural that we will have diverse personal circumstances. I also think that the power to create knowledge on how to leverage these diverse elements is the fountainhead of trust banking. Although there has been a recent increase in the number of employees with work limitations, rather than thinking of these in a negative light, more employees are feeling a sense of accomplishment by designing and implementing new ways of working. Through a process of trial and error, we are all working to be a branch that offers a “good trust” to our clients, with the power to connect to the next step.



Aiming to strengthen our individual and organizational capabilities through D&I promotion!

Kenichi Hagiwara

Gifu Branch, SuMi TRUST Bank

I feel that understanding diverse client needs, thinking together with the client, and proposing solutions are common to both the Bank’s business model and D&I initiatives. Although putting this into practice is still a work in progress, myself included, I think that having everyone at the branch think about and tackle D&I will be a major step toward resolving issues of individuals and the organization. I would like each individual to gain a deeper understanding of D&I promotion and put it into practice, thereby strengthening our individual and organizational capabilities, and giving back to the community and our clients.



I want to make an active contribution to building a culture that respects each individual’s work style

Tomoko Yamaguchi

Tokyo Human Resources Department, Nikko Asset Management

As I became involved with D&I promotion in the HR department of Nikko Asset Management, I came to realize that there are many people in the company who actually need support but who do not speak up, be it regarding childcare, nursing care, physical or mental disabilities, LGBT, or other issues. But this realization taught me anew that our company still has room to grow and improve. Because I am involved with D&I promotion in the HR department, I began to feel that I want to make an active contribution to building a culture that respects each individual’s work style.



SUMITOMO MITSUI TRUST HOLDINGS

Issued: March 31, 2018

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March 2018 First Edition