



Diversity, Equity & Inclusion



SUMITOMO MITSUI TRUST HOLDINGS

Diversity, Equity & Inclusion in the Sumitomo Mitsui Trust Group



Yuki Takada

Managing Executive Officer,
Sumitomo Mitsui Trust Holdings, Inc.
Managing Executive Officer,
Sumitomo Mitsui Trust Bank, Limited

Toru Takakura

Sumitomo Mitsui Trust Holdings, Inc.
Director, President

Chikako Matsumoto

Executive Officer,
Sumitomo Mitsui Trust Holdings, Inc.
Executive Officer & General Manager of
the ESG Strategy and Solution Department,
Sumitomo Mitsui Trust Bank, Limited

In fiscal 2023, the Sumitomo Mitsui Trust Group added Equity to its Diversity & Inclusion (D&I) mission, thereby updating it to Diversity, Equity & Inclusion (DE&I). We had a conversation about DE&I with President Takakura of SuMi Trust Holdings, who first proposed the addition of Equity to our agenda.

Trust and Equity

Takakura When I was in elementary and junior high school, we had classes about eliminating discrimination every week. Ever since then, I've had numerous opportunities to reflect on the concept of "fairness." This led to a personal fascination with the term "equity." I truly hope that everyone in the Group, which is engaged in the trust business, will ponder the true essence of equity.

Takada When those of us working in financial institutions hear the term "equity," we probably immediately think about stocks. However, equity, in terms of fairness and justice, is a concept that originated in the equity courts of England. The equity courts were established as a venue for addressing cases from the perspective of fairness and justice, which could not be addressed under common law (medieval English law). Since the Trust Act is built upon the precedents set by the equity courts, it could be said that equity is indeed the foundation of trust. Furthermore, in the context of

ensuring that the rights of minority shareholders are considered equally, I am under the impression that the term "equity" came to be used to mean a share of rights, in addition to the term "stock," which denotes shares of a company.

Takakura Trusts have a history deeply intertwined with the realm of equity. Without understanding equity, it's impossible to fully comprehend the intricacies of trusts. I believe grasping the concept of equity is crucial for the Group.

Utilizing Individuals to Fulfill Our Duty as a Trust Bank

Takakura When those in power abandon those without power, this invites instability into society. From ancient times, it has been incumbent upon rulers to consider the well-being of their people. In today's democratic society, it is not always the case that the majority is right, and it is necessary to carefully listen to the opinions of the minority and make the best choices so that everyone can live in happiness. I think that this is true "fairness."

Takada The minority is often described as being in a weak position, but that's only true under current social conditions. If the environment and various conditions were to change, it is quite possible that the minority groups best adapted for the times would become the new mainstream.

Matsumoto In the United States, where I spent about 20 years, there is a system called affirmative action. It's a system that gives preferential treatment in terms of education and employment to people who have been historically discriminated against for generations due to their race or origin. This allows them to catch up in terms of education, income, and social status. In Japan, affirmative action has been highlighted in terms of the gender gap issue, but it is required for creating a society where everyone can demonstrate their abilities and play an active role, not just women. To forge good companies and a good society, leaders will inevitably have to think about fairness.



Takakura You can have various experiences when your workplace changes. When we restructured the personnel system around the early 90s, we introduced a system that allowed female employees limited to their region to take on challenges in businesses

straddling different locations. With the advent of the COVID-19 pandemic, telework has become possible for certain types of positions, broadening the choice of workplaces and responsibilities and enabling employees to take on a variety of challenges. I hope that as the range of choices expands, untapped strengths that have previously gone unnoticed will start to blossom.

Takada I believe it's also important for companies and their employees to establish equal footing in their relationships. Instead of "serving" under a company's standardized system, it may be beneficial to propose a style of work that allows you to maximize your performance and to engage in ongoing dialogue with the company.

Matsumoto To make strides with DE&I and instigate change within the company and society, isn't it vital for each person to not just rely on the expectations they have for their superiors and management, but also to consciously and proactively reflect on what they can personally contribute? Recognizing the position you are in and maintaining a broad perspective on what can be done for the betterment of society is also necessary. Society won't grow stronger if it keeps those who are less advantaged in their current state. Likewise, if companies ignore those whose talents are yet to be fully expressed, won't that lead to the demise of those companies? I believe it's essential to become aware of such matters.

Takakura The first step to cultivating such an environment is to acknowledge that each person is unique.

Igniting Innovation Through Diversity

Takakura When the Group transitioned to being "a company with Three Committees" in 2017, we established a Risk Committee and a Conflicts of Interest Committee, and we decided to hold discussions involving external directors and experts with different backgrounds. Through the committee meetings, we received a lot of feedback and pointers that wouldn't have been possible to think of while caught in the trap of inner logic, and we realized that we were only looking at one aspect of the reality in front of us. These details were fed back not only to the Board of Directors, but to each business unit as well. It was an impressive event that made me really feel the benefits of diversity.

Matsumoto In the ESG Strategy and Solution Department, where I am stationed, there are many career hires, myself included, and we are making efforts to create something new by combining external and internal diversity. By combining the knowledge of experts in areas such as climate change and a carbon-free society with the strengths of the Group's business, respecting each other, giving what we have to those around us, and humbly learning about what we don't have from others, we are deepening our trust-based relationship, and I believe something new is being born.



Takada Since providing better products and services to our clients is the reason for our existence, if incorporating external elements makes us better, we should do so. I think having people from the outside discover the good aspects that insiders don't notice is also a part of innovation. Another point is that it's important not to make one's own limitations the limitations of the team. Doesn't diversity start by respecting people who have something you don't have?



Takakura Accepting things that are different from you sometimes requires effort, so making progress on DE&I may sometimes be difficult. Let's evolve the mindsets of both companies and individuals, acknowledge the diversity of personalities, maximize individual capabilities, generate significant added value and innovation, and let the rich future of our clients and society flourish through the power of the team.

Diversity, Equity & Inclusion

in the Sumitomo Mitsui Trust Group Companies

We had the opportunity to hear from the presidents of Group companies about their passion for promoting DE&I, the vision they are aiming for, and the initiatives they are implementing in this regard.

Sumitomo Mitsui Trust Bank: Becoming an Organization that Continuously Drives Innovation



Kazuya Oyama

Sumitomo Mitsui Trust Bank, Limited
President

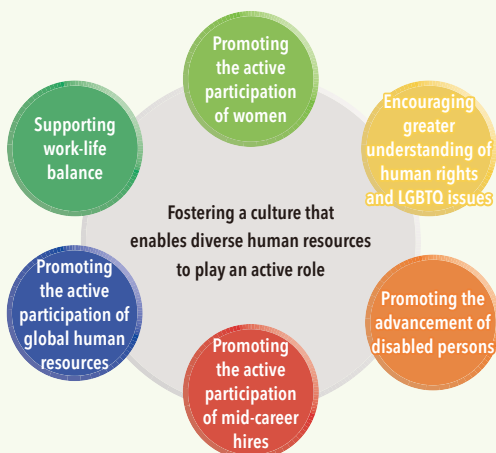
The Group enshrines the very essence of diversity and inclusion in its Management Principles (“Mission”), in which it commits to “leveraging the diversity and creativity of each individual in management.” By fully harnessing diversity and creativity, which add value to the organization, we aim to enhance our human capital.

The “origin of trusts” lies in realizing the myriad aspirations of our trustors, and the thrill of our trust-based business is in offering solutions through a variety of functions. To understand the wishes of our trustors from various perspectives, it is necessary for our own company to secure diversity that allows us to understand a diverse array of values. Moreover, diversity in the functions and services that lead to solutions for our trustors’ needs is crucial as well.

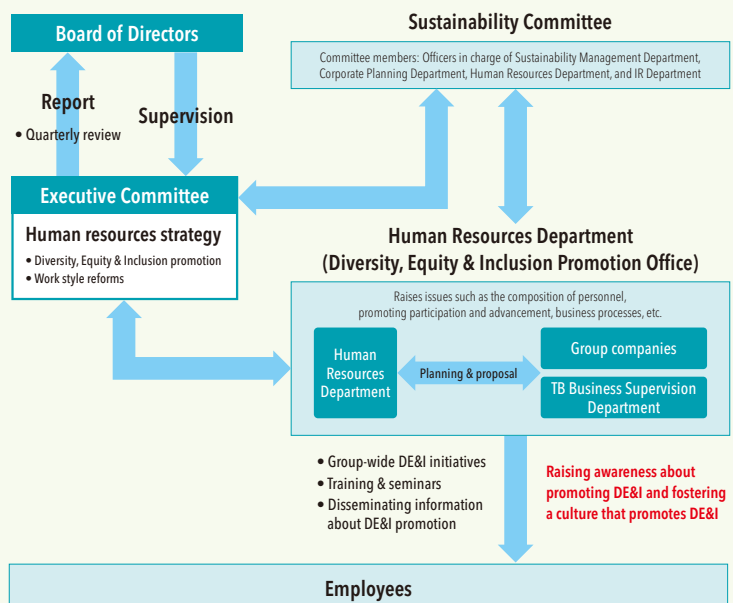
Starting this fiscal year, we’ve decided to incorporate the concept of equity into our existing framework of diversity and inclusion. We aim to expedite initiatives that boost our organizational and creative prowess by implementing fair and just support for our employees, who hail from a range of backgrounds and possess diverse attributes.

Under the common objective of making our “Purpose” a reality, our diverse talent pool will share ideas, collaborate, inspire one another, and continue to drive innovation. In doing so, we aspire to become an organization and company that enhances the well-being of each individual and accelerate the promotion of initiatives focused on Diversity, Equity and Inclusion.

Priority Themes



Diversity, Equity & Inclusion Promotion System



**The Sumitomo Mitsui Trust Club motto:
"Enriching the Lives of Our Club Members"**



Koji Igarashi

Sumitomo Mitsui Trust Club
President

Founded in 1960 as the "Japan Diners Club," Japan's first credit card company, we became part of SuMi TRUST Group in 2015.

Having been under the umbrella of a foreign company for a long time, our company has become diverse in the literal sense, with employees from various backgrounds.

Currently, more than half of our approximately 800 employees are women, and the percentage of women at the level of section manager or higher is quite high at 36% compared to the industry average. We pride ourselves on being a workplace where women can thrive. We are considering raising this to about 50%.

In line with the expression "unchanging yet ever-changing," we set up a Work Style Reform Promotion Office directly under the president two years ago. This made it easier to promptly incorporate the voices of our employees into DE&I initiatives and similar measures.

Starting April 2023, we also began implementing a full liberalization of the dress code, aiming for greater flexibility and freedom in both our external appearance and internal operations.

Our company operates under the motto of "enriching the lives of our club members," and we believe that enhancing our employees' well-being is the first step to achieving this. We encourage our employees to actively participate in events geared towards our clients and foster opportunities for mutual enjoyment.

**Sumitomo Mitsui Trust Bank (U.S.A.) Limited:
Our Diversity Is Our Strength as a Global Base**



Hisato Nakano

Sumitomo Mitsui Trust Bank
(U.S.A.) Limited
President & CEO

Our company, located in Hoboken, New Jersey, USA, offers global custody services from the East Coast of the United States, safeguarding and managing assets for our clients—Japanese institutional investors who invest in foreign securities.

Our branches and departments feature a vibrant workforce that is racially diverse and hails from a variety of backgrounds, as indicated by the fact that our approximately 210 employees can communicate in approximately 30 languages, including second languages. About 10 of these employees are dispatched from our headquarters, but the majority of our workforce consists of locally recruited staff. To meet the needs and demands of our Japanese clients, it is essential that our dispatched staff accurately convey these requirements to the locally recruited staff. To achieve the shared goal of providing the high-quality services expected of them, it is essential that they respect and understand the differences in each other's positions and cultures. Many of our employees embody this practice, successfully infusing this unique culture into our newly hired staff.

It is incredibly reassuring to have colleagues even in far-off lands across the sea who share the spirit of trust and the Group's ambitions, and to be able to feel motivation in our collaboration with them. We aim to contribute to the Sumitomo Mitsui Trust Group as a global base that takes pride in its diversity, and we will continue to strive together towards this goal.



Event showing commitment to diversity



Meeting for online exchange among employees

Promoting the Active Participation of Women

The Group is dedicated to merit-based promotions to management positions regardless of gender, and we actively strive to create opportunities for the professional growth of our female employees.

We also endorse the “Challenge Initiatives for 30% of Executives to be Women by 2030*,” and by the end of March 2025, we established a KPI whereby we aim to have women make up at least 20% of our management positions, such as section managers and team leaders.

*This goal is part of a wider movement led by Keidanren to get member companies to increase the proportion of female executives to 30% or more by 2030.

SuMi TRUST Holdings KPI (Target period: April 1, 2022 - March 31, 2025)

	End of March 2023	Target
Increase the proportion of women in management positions, such as section managers and team leaders	16.2%	20.0%

The SuMi TRUST Bank: “Support Executive Program”

We support the “Challenge Initiatives for 30% of Executives to be Women by 2030” and have set an internal goal to make women constitute 30% of management roles by 2030. To achieve this, we’ve created a general employer action plan commitment using the backcasting technique. In pursuit of this goal, we introduced the Support Executive Program in October 2021. This approximately year-long program supports women in acquiring the knowledge, perspective, and connections needed for higher positions. It includes monthly mentoring by executives, a sponsorship menu, participation in study groups featuring female external directors, and self-learning through e-learning to enhance basic management skills. In fiscal 2022, the second year of the program, all Senior Managing Executive Officers and 30 Managing Executive Officers became supporters under this system, and we conducted it for a total of 60 female employees. We aim to continue this program

for 60 participants in fiscal 2023 and will persist in our efforts to accelerate the active participation of women.



Mid-term follow-up training session

SuMi TRUST Bank’s General Employer Action Plan Commitment (Planned period: November 1, 2021 to October 31, 2024)

	End of March 2023	Target
The ratio of women in line positions at the level of head of section or above	13.3%	20.0%
Ratio of women responsible for management operations	30.0%	30.0%

Pick Up!

Messages from Support Executives Through the Program



Masakatsu Sato
Director,
Managing Executive Officer

I strongly believe that for diversity to truly work, we need to ask ourselves, “When are you really happy?” and have the resolve to take specific actions to make that happiness a reality. In doing so, our individual personalities will contribute to the diversity of the organization and further individual career development. I am committed to revitalizing and accelerating our organization through efforts to promote women’s empowerment, including the Support Executive Program.



Takehiko Iwahara
Managing Executive Officer

The Support Executive Program is designed to support the growth and proactive career development of our female staff by broadening perspectives and fostering networking through mentoring. It has also been an enlightening experience for me to come to understand women’s unique perspectives and the challenges of balancing work and child-rearing. By encountering each other’s worldviews (individuality) and respecting one another through mutual understanding and empathy, we cultivate a company culture that embraces diversity. It’s a valuable mechanism that I believe we should cherish going forward.

Sumitomo Mitsui Trust Panasonic Finance Introduced a Sponsorship System

At Sumitomo Mitsui Trust Panasonic Finance, we launched a "Sponsorship System" targeting female employees in management positions in November 2022.

We position this system as a platform where officers provide hands-on guidance and unwavering support for the career development of the participants through one-on-one sessions.

Initially, all officers, including the President, underwent preliminary training that included one-on-one Mentoring Training. By sharing this process in our company newsletter, we demonstrated our strong commitment to the entire Group.

In April 2023, we held a final report meeting where the sponsees (participants) expressed their reflections and resolutions to the President, Vice President, and HR officers in charge. Even in this short period, we witnessed significant changes and felt a strong sense of accomplishment.

Feedback from the executives confirmed that they gained a deeper understanding of Diversity, Equity and Inclusion (DE&I) as a management issue and the realities of promoting the active participation of women.

Starting in fiscal 2023, our new Medium-Term Management Plan highlights "participation for all" as a key policy. We see the Sponsorship System as an effective approach for achieving our objectives, as it offers personalized support based on individual needs and situations. We first launched this initiative for female employees in management positions, but we plan to extend it to all employees regardless of gender.



Pre-training for executives

Custody Bank of Japan Introduced a Mentor System

As an additional step in supporting career growth for our female employees in management positions, we introduced a "Mentor System for Female Section Managers" in February 2023. This system partners general managers from related departments as mentors with female section managers as mentees, with the goal of fostering the mindset and improving the skills needed for deputy general manager roles. Starting in April, the mentoring process included preparatory activities such as pre-mentoring briefings, role-play-based training, and the use of custom worksheets to structure discussion topics. These various preparations were carried out by both mentors and mentees. Though we're still in the middle of the mentoring period, we've already heard positive feedback from our female section managers, with comments like, "I've gained an understanding of what is expected from a deputy general manager."

Prior to this initiative, we introduced an Officer Mentor

System last year, in which officers were mentors and deputy general manager-level employees were mentees. We included all deputy general managers mentees regardless of gender. After the mentorship, we held presentations by the mentees to discuss the gap between management and on-the-ground perspectives and to outline future courses of action.

This fiscal year, we have incorporated the mentor system into our measures for promoting the active participation of women, with a focus on supporting career development for women.



Role-play exercise during the pre-training session for mentees

Sumitomo Mitsui Trust Business Service Hosted a Roundtable Discussion on Promoting Women's Active Participation!

In April 2023, at Sumitomo Mitsui Trust Business Service, Ms. Kazue Yamazaki, the Head of SuMi TRUST Bank's Trust Funds Investment Department, and Ms. Kanako Ito, the General Manager of the Real Estate Fund Services Department, became our first-ever female external directors.

Our company has a workforce that is over 90% female. For this occasion, we compiled a company-wide report where both directors, as well as general managers Ms. Kiyomi Mitani and Ms. Midori Hasegawa, shared their thoughts on promoting women's active participation, their experiences as female leaders, and their strategies for balancing work with family life. During the candid discussion, which felt more like a casual conversation among long-time colleagues than a first meeting, they shared invaluable

advice for their younger colleagues befitting their status as trailblazers, promoting individual definitions of work-life balance, embracing unique approaches to careers and leadership, and encouraging employees to avoid limiting themselves and keep taking on challenges.



From left to right: Director Yamazaki, General Manager Mitani, General Manager Hasegawa, Director Ito

Supporting Work-Life Balance

The Group is wholeheartedly devoted to fostering a work environment where employees can perform their duties with confidence while striking a balance between their professional and personal lives. This commitment towards enabling diverse work styles and a good work-life balance is a message we will continue to spread throughout the Group, as it is essential for the sustainable growth of the Group.

Men Taking Childcare Leave at SuMi TRUST Bank

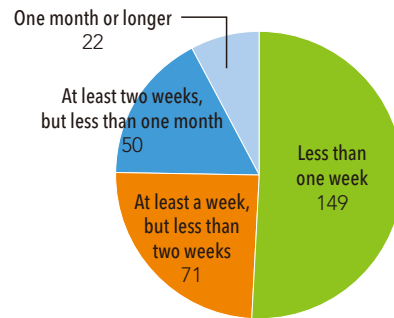
At SuMi TRUST Bank, our goal within our general employer action plan commitment is a 100% rate of childcare leave uptake among male employees. We're championing a culture where men sharing family responsibilities is seen as natural, and we're promoting opportunities for our male employees to gain new insights and be aware of societal changes outside the

office. In fiscal 2022, we launched a Baby Care Leave System designed to allow male employees to take extended childcare leave pre- and post-birth, and we began to encourage employees to take a full month of childcare leave. Thanks to these initiatives, the childcare leave uptake rate among our male employees was over 100% in fiscal 2022, with an average of 12.9 days taken.

SuMi TRUST Bank's Support for Work-Life Balance:
By the Numbers

	Fiscal 2020	Fiscal 2021	Fiscal 2022
Employees taking childcare leave	393	449	420
Male employees taking childcare leave	168	213	196
Childcare leave uptake rate among men	105%	113%	117%
Employees taking nursing care leave	180	244	284
Employees taking cancer leave	31	50	50
Employee workplace reassignments	201	255	310
Employees taking leave to accompany spouse overseas	14	21	17

Days of childcare leave taken by men at SuMi TRUST Bank



Pick Up!

Interview with a male employee who took childcare leave

Took six or more months of childcare leave
Aobadai Branch
A Word from Officer Koyama



Words from Our Co-workers!

This is my second time taking childcare leave. I am deeply grateful for the support and kind words I received from everyone around me. My work duties were handed over gradually and in a systematic manner. Thanks to this, I was able to focus not only on a smooth and careful transition, but also on training my replacement and enhancing our department's efficiency. I believe that childcare is an ongoing process of trial and error. Even today, my family and I are constantly figuring things out together. I want to leverage this experience at the workplace and keep taking on small challenges while cycling through the PDCA process. I also hope to offer support to those who plan to take childcare leave in the future.



With the members of the Financial Advisory Department at Aobadai Branch and Section Manager Kato (top right)

Family Voices This time around, I also needed to care for my elder child, so it was a huge relief when my husband suggested that he could split his childcare leave into two parts: right after birth and just before the child turned one. Once again, I am very grateful for the understanding of everyone at the branch. Thanks to the childcare leave, my husband has become better than me at things like changing diapers. He seems delighted that our daughter has become attached to him.

A Word from Section Manager Kato This was the first time I had experienced a male subordinate taking childcare leave. Moreover, Officer Koyama played a central role in the Finance Advisory Department, so when he approached me about taking leave, I was a little taken aback. However, Koyama's decision to take childcare leave turned out to be a valuable lesson, showing that it is achievable with the right amount of effort from the individual and cooperation from the team. Koyama's approach to efficiently handling work within a limited timeframe was a great example for other employees. We were also able to plan a systematic handover of duties by implementing a two-person work system, which helped in mitigating the issue of dependency on certain individuals. I intend to use this experience to continue supporting flexible working styles among our employees.

A Word from Hatsumi To prepare for my taking over as the leader of the real estate sales promotion project from Officer Koyama, we worked together on the project for about two months starting last October to ensure a smooth handover. This made me realize firsthand that a well-planned handover with an employee on childcare leave can minimize any disruption to operations.

A Word from Murata When I accompanied Officer Koyama in preparation for taking over his clients, I often observed the strong trust he had earned from our clients through his detailed explanations. I aspire to become trusted like Officer Koyama, and I am committed to working towards this goal every day.

We are actively working towards enabling diverse work styles and a good work-life balance by improving our systems and fostering a supportive culture.

Noticing Unconscious Bias Seminar

Unconscious bias refers to inadvertent preconceptions or prejudices. Beliefs like “mothers should be the ones to take leave when a child falls ill” or “women aren’t eager to take up management positions” are known to hinder the promotion of diversity, equity, and inclusion. In the seminar, the lecturer shared fundamental knowledge and possible risks, using numerous examples to

help us recognize our own biases. Feedback from the participants included “This seminar made me rethink my daily actions and mindset” and “I became aware of my own biases and will try my best to address them.”

mitemo co., Ltd.
Lecture by Takamasa Matsuura



Improving Efficiency/Creating a Workplace that Functions Even if Someone Is Absent Enabling 11-Hour Work Interval Operation, Men’s Childcare Leave, and Improved Productivity Seminar

We invited Yoshie Komuro, President of Work-Life Balance Co., Ltd., to lead a seminar. Drawing from her extensive experience consulting with over 2,000 companies and utilizing a wealth of data, Ms. Komuro explained why SuMi TRUST Bank is advocating for 11-hour work interval operation, which helps maintain a 7-hour sleep schedule, as well as men’s childcare leave.

Participants shared feedback such as “I now understand the purpose of our company’s initiatives” and “I want to immediately implement what I learned from the seminar starting tomorrow.”

Work-Life Balance Co., Ltd.
Lecture by Yoshie Komuro



DE&I Event List for Fiscal 2022

Event Month	Seminar Title
June 2022	“An Era Where Men’s Childcare Leave Is Normal!?: Essential Techniques for Avoiding Trouble as Colleagues or Managers”
July 2022	“Women’s Work-Life Balance and Career Formation: Contemplating an Independent Career”
August 2022	“Balancing Work and Caregiving Online Seminar: Workplace Atmosphere”
October 2022	“Noticing Unconscious Bias”
November 2022	“LGBTQ Support: What Should We Actually Do?”
January 2023	“Improving Efficiency/Creating a Workplace that Functions Even if Someone Is Absent: Enabling 11-Hour Work Interval Operation, Men’s Childcare Leave, and Improved Productivity”
February 2023	“Seminars for Employees Taking Childcare Leave”
March 2023	“Balancing Work and Caregiving Online Seminar: The Basics of Balance and Caring for Those with Dementia”

Nursing Care Initiatives

An easy-to-use nursing care scheme in a user-friendly environment

SuMi TRUST Bank provides a “nursing care handbook” to impart basic caregiving knowledge. In addition, we regularly conduct nursing care seminars and offer a leave-of-absence system for nursing care that lasts up to one year, as well as a system of shorter working hours for up to three years (per eligible family member).

Moreover, we’ve established a nursing care consultation service staffed by advisors from Benesse Senior Support Co., Ltd. This service handles inquiries about balancing work and caregiving, addressing any questions or concerns through phone or e-mail.

Our commitment to supporting work-life balance has been recognized by the Ministry of Health, Labour and Welfare’s “Supporting Work-Life Balance Hiroba (Plaza)” and we’ve earned the Tomonin symbol, a mark of distinction for businesses actively fostering an environment that balances work and caregiving.



Infertility Treatment Consultation Desks

SuMi TRUST Bank has established Infertility Treatment Consultation Desks within our health promotion centers and the Human Resources Department. Individuals can feel free to discuss health and physical concerns related to infertility treatments at health promotion centers, as well as company systems and the workplace environment at the DE&I Promotion Office in the Human Resources Department. This ensures that individuals can feel at ease about continuing their treatments while balancing them with their workload. Additionally, from a structural standpoint in relation to infertility treatments, we’ve eased the criteria for applying for leave of absence and the conditions for utilizing staggered working hours and teleworking, thus facilitating more flexible work styles.



Boosting the Success of Our Mid-career Hires

At SuMi TRUST Bank, since fiscal 2022, we have made boosting the success of our career hires a key pillar of our DE&I efforts. We are actively hiring and promoting individuals with an array of different experiences and viewpoints.

Over recent years, our recruitment strategy, which includes hiring from diverse sectors, has led to use making approximately 100 or more mid-career hires annually within Japan. With our eyes firmly set on carving out new growth areas, we have employed doctorate holders in fields such as the sciences and engineering to establish the Technology-Based Finance Team. This forms part of our wider efforts to have a positive impact towards the achievement of a sustainable society.

Mid-career Hires at SuMi TRUST Bank
(As of the end of March 2023)

Career hires for fiscal 2022	247
Percentage among career-course employees, etc.	22%
Percentage in managerial position at the level of head of section or above	21%

Lunchtime Gatherings by the DE&I Promotion Office for Mid-career Hires

At our DE&I Promotion Office, by surveying the early experiences of our mid-career hires (those who joined us from October 2020 to December 2021), we discovered that many felt they lacked connections within the company. In response to this, we initiated online lunchtime get-togethers, offering a relaxed atmosphere for mingling and chatting about both work and personal matters.



Introducing Our Support System for Mid-career Hires

Internal Audit Department, Planning Team

Welcome to the Internal Audit Department! A Full Support and Follow-up System

Over the past two years, the Internal Audit Department has welcomed 18 mid-career hires. Our dedicated “personnel development team” takes an active role in ensuring these new hires quickly adjust to their roles and can make meaningful contributions.

Right after new hires are assigned, we provide “Welcome Meetings” where they can share any initial challenges or culture shock they have experienced with fellow mid-career hires. We also facilitate opportunities for gaining a deeper understanding of their roles, as well as the company’s internal rules and culture. Additionally, because we recognize that internal auditing requires specialist skills, we offer a 3-hour basic training session to our inexperienced hires, thus ensuring they always have the chance to learn the basics of internal auditing.



Personnel Development Team
From left:
Team Leader Nakamura,
Deputy Leader Mori

Wholesale Financial Services Business

New Onboarding Guidance Established for Mid-career Hires

At our Wholesale Financial Services Business, we have tuned into the voices of our growing number of mid-career hires. Starting fiscal 2022, we introduced monthly Career Onboarding Guidance sessions. We dive into our company’s history, the basics of trust services, and an overview of our business operations. By giving new hires hands-on experience with various systems, we are paving the way for them to hit the ground running.

We believe that we are not just fostering connections at individual workplaces, but also building bridges between mid-career hires. That is why we established new follow-up training to widen our networking circle. In addition, we are offering fresh recruits the chance to learn from senior career hires and share concerns and experiences through group work, thus facilitating the formation of new careers at the company.



Guidance



Informal reception

IT System Promotion Department II

A Welcome System Like the One for New Graduates, and Giving Presentations About “Insights”

Our IT department has a history of mid-career hiring, and there are many employees thriving within their teams whom you would be surprised to learn are mid-career hires.

We pair each new hire with a mentor, just like we do for new graduates. We have also put together an on-the-job training checklist to make sure everyone gets a thorough rundown of our rules and the specific systems and guidelines in our department.

Gatherings are less frequent compared to before the COVID-19 pandemic, and there are fewer opportunities to get to

know each other. That is why we began holding self-introduction and

insight-sharing sessions for new hires about six months in. At these sessions, they can highlight differences with their previous positions and share lessons they have learned. Moreover, this process also enlightens others about the roles, system configurations, and tools used in IT departments across different companies, thus sparking more insights and room for improvement.



Mid-career hires

Promoting the Advancement of Disabled Persons

We are committed to creating a workplace where everyone, whether they have disabilities or not, can find motivation in their work.

At SuMi TRUST Bank, while many of our currently employed individuals with disabilities have physical limitations, in April 2022, we launched the DI Lab within our Human Resources Department. This is an initiative designed to champion the employment and empowerment of individuals with intellectual and mental (developmental) disabilities. Every individual is making full use of their strengths, and with the addition of new team members in May and June 2023, the sphere of activity is set to expand even more. Across branches and departments, we are enhancing communication methods such as face-to-face meetings, all in a bid to foster a work environment that makes employees want to work here long-term.

In the future, we are looking forward to integrating insights from external experts. As the entire Group, we are dedicated to raising awareness around disabilities and are focused on promoting further employment and broadening opportunities.

Number of employees with disabilities working at SuMi TRUST Bank head office and branches

109 branches and departments,
236 employees
(as of June 1, 2023)



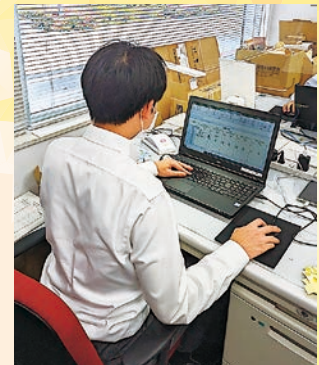
Pick Up!

DI Lab Initiatives: The Reusable Stationery Project

One of our associates spotted the Reusable Stationery Corner at the Fuchu Building, a frequent destination for the DI Lab, and proposed that it be adopted for wider use throughout the company. Sumitomo Mitsui Trust General Service, which manages the stationery, endorsed this idea, initiating a collaborative project as part of their SDGs activities.

We regularly update the company intranet with information about reusable stationery, with orders and dispatches handled by DI Lab. We are also open to consultations about collecting stationery and other items that are no longer needed and can still be used.

In the interest of resource conservation, we are dedicated to encouraging the use of reusable stationery across the entire Group.



Office work at DI Lab

Pick Up!

Sumitomo Mitsui Trust General Service: Promoting the Advancement of Disabled Persons

Sumitomo Mitsui Trust General Service is striving to build a work environment where everyone finds it easy to contribute, and we are implementing a variety of initiatives to this effect. To boost communication with those who have hearing impairments, we have introduced a support app, run sign language workshops in the workplace, and have produced easy-to-understand manuals that anyone can use. All of these initiatives are expanding opportunities thanks to the positive efforts and teamwork of our employees, including those with disabilities.

**Sumitomo Mitsui Trust General Service
Employment rate of persons with disabilities**

3.66%
(as of June 1, 2023)



Encouraging Greater Understanding of Human Rights and LGBTQ Issues

Human Rights Management

Within the Group, we believe it is crucial that all our members, from directors and officers to employees, deepen their understanding of a diverse array of human rights issues and take action with a sense of personal accountability. For this reason, starting in fiscal 2023, we have launched a new program focused on training to increase awareness about human rights. Through a variety of reports, we shall continue to explore themes related to human rights, sharing the Group policies, initiatives, and notably positive examples from within our organization.

Our Human Rights Policy serves as the bedrock for

understanding a wide array of human rights issues. Given the rising importance of respect for human rights and the international calls for action on these issues, the Group revised the Human Rights Policy in February 2023. We are now advancing efforts to establish a system of human rights due diligence for our borrowers, investees, and suppliers.

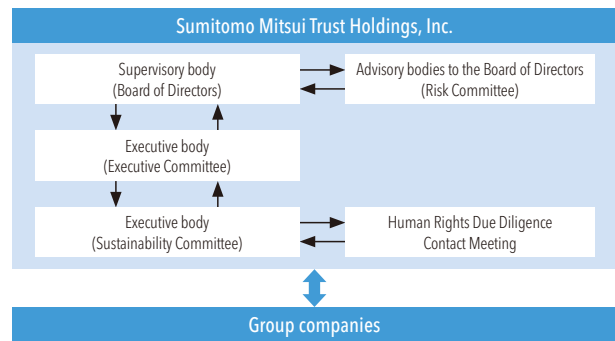
At the same time, we conduct the Group-wide human rights due diligence once a year. Based on the results, we identify the necessary issues and discuss potential improvement measures at our Human Rights Due Diligence Contact Meeting.

Human Rights Due Diligence

This refers to an initiative aimed at identifying significant human rights risks that may be induced, exacerbated, or directly linked to our own operations, and implementing measures to prevent or mitigate these risks. Corporations are now expected to employ human rights due diligence to pinpoint where and in what sectors risks related to human rights may arise—both within their own operations and those of their business partners—and to address these issues appropriately.

*Human Rights Policy: https://www.smth.jp/sustainability/management/philosophy/human_rights_policy

Human Rights Management Structure



Encouraging Greater Understanding of LGBTQ Issues

Tokyo Rainbow Pride 2023

For the first time, as SuMi TRUST Group, we participated in Asia's premier LGBTQ-related event, Tokyo Rainbow Pride 2023 by hosting a booth and taking part in the parade. Over the course of two days, the event drew an impressive crowd of 240,000 individuals, with more than 1,000 visitors gracing our Group's booth.



Scene from the parade

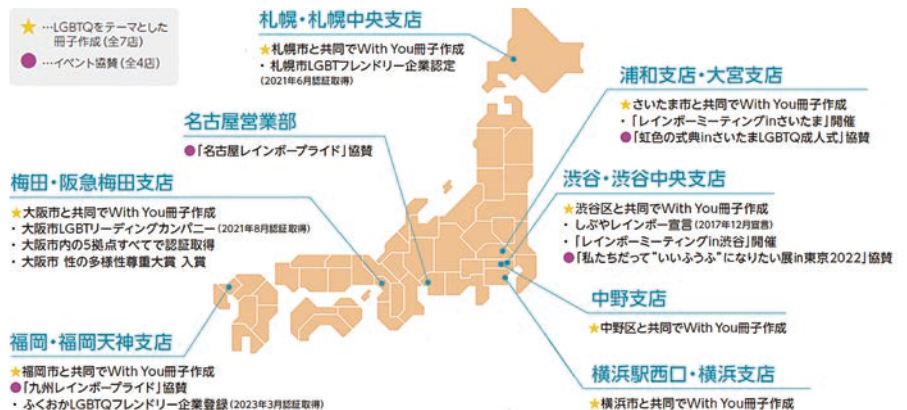


A rainbow logo expressing our stance as an LGBTQ ally

Making Allyship More Visible and Widespread

As part of our initiatives as an ally of the LGBTQ community, our sales branches nationwide are taking the lead in striving to be active allies while coordinating with local governments and organizations. We are committed to continually broadening our initiatives to more regions and accelerating these efforts.

Nationwide strides towards becoming an ally



Promoting the Active Participation of Global Human Resources

The Group employs a substantial number of local staff overseas, including those at overseas branches, representative offices, and subsidiaries.

► Midwest Railcar Corporation (MRC) A Small but Mighty Company in the U.S. Countryside

Our company is engaged in the railcar leasing business in the United States, with its head office located in Edwardsville, Illinois. We are a small, 26-member organization with a flat organizational structure, including 19 members based at the head office and two members of top management working remotely, and we operate out of a stand-alone office in a typical Midwestern rural town. Despite our size, we manage an impressive portfolio of 25,000 railcars in high demand, making us a mighty small- to medium-sized enterprise. The team is further augmented by two delegates each from our company and our joint venture partner (a trading company), creating a diverse and inclusive workplace where members from different industries and nationalities work in harmony.



MRC members

► Locally Hired Staff in action Playing Critical Role in Operational Resilience Regulatory Compliance

Donna Wootton from our London branch is playing a vital role in ensuring the continuity and crisis response capability of the branch's critical operations. As the team leader of the branch's General Administration & Planning Department (comprising seven members), she is responsible for managing all general affairs operations.

She has taken the lead within the Group in addressing the operational resilience regulations introduced by the UK. Given that these regulations are expected to be implemented or influence other countries and jurisdictions in the future, she is also actively sharing the initiatives of the London branch with other locations.



Donna (second from right) and London branch members

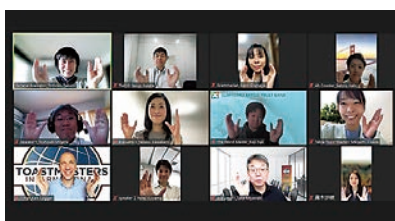
► SuMiTRUST University Toastmasters Club Activities

The SuMiTRUST University Toastmasters Club is the only club in SuMi TRUST Group that operates entirely in English and is open to all employees. A diverse array of members from different companies, courses, locations, and countries gather online twice a month to hone the skills essential for a global businessperson by giving English speeches in a fun and interactive environment.

The club also encourages networking outside the Group through active participation in speech contests and training programs organized by the Toastmasters Club's Japan Branch.

Members participating since the club's establishment (January 2021)

Company name	Number of people
Sumitomo Mitsui Trust Bank, Limited	22
Sumitomo Mitsui Trust General Service Co., Ltd.	3
HROne	3
Nikko Asset Management Co., Ltd.	2
Sumitomo Mitsui Trust Asset Management Co., Ltd.	1
Total	31



At SuMi TRUST Bank, there are 77 international employees in Japan and over 730 local staff working actively at a number of overseas locations. The percentage of local staff in management positions at each overseas location is approximately 70%. We aim to maintain this level into the future. (As of the end of March 2023)

Pick Up!

Interview with
Mr. Jonathan King,
who transferred from
the London branch to
the Tokyo head office



LONDON
TOKYO

It has been six months since my transfer from the London branch to the Tokyo head office. Leaving behind the London branch and the project finance lending responsibilities I'd been handling for a decade has led to a number of realizations and lessons. I've had unique experiences at the head office/headquarters that wouldn't have been possible at an overseas office, such as encountering new viewpoints and meeting new people. One challenge, surprisingly, has been the line for the men's restroom. This is sometimes a serious issue due to how many people there are in the head office building. Moving forward, I not only want to deepen my understanding of our business and work on internal exchange, but also to surpass native speakers in Japanese proficiency. I'm going to give it my all!

Results of the “Inclusion Awards”

What Are the Inclusion Awards?

Inclusion is about not just acknowledging diversity, but leveraging each individual’s unique capabilities as an organizational asset to foster value creation. The Inclusion Award is given to noteworthy initiatives that help foster a culture that enables diverse human resources to play an active role and contribute to the generation of added value.

From among numerous entries, the initiatives that scored the highest on an overall assessment were conferred the Inclusion Award. Initiatives that didn’t quite make the cut but still deserved commendation were given the Honorable Mention Inclusion Award.

Inclusion Award Recipients (arranged in Japanese alphabetical order)

Nikko Asset Management Co., Ltd.★	Conducting sign language seminars and sharing Deaflympics experiences from our own employees
SuMi TRUST Bank Aobadai Branch	Fostering an inclusive work environment where a diverse array of personnel can shine, propelled by shifting the mindset toward support for male employees taking parental leave
SuMi TRUST Bank Abenobashi Branch	Building unity by embracing and valuing the unique work styles of employees with reduced working hours
SuMi TRUST Bank Urawa Branch	Partnering with non-profit organizations to boost understanding and acceptance of the LGBTQ community
SuMi TRUST Bank Institutions Business Department, Osaka	Recipient of the Osaka City Respect for Sexual Diversity Award
SuMi TRUST Bank Saga Branch	Promoting LGBTQ awareness in collaboration with government bodies and external organizations
SuMi TRUST Bank Shibuya Branch	Driving D&I initiatives, harnessing our ties with Shibuya Ward and regional characteristics
SuMi TRUST Bank Asset Services Department, Asset Services Promotion Department	Implementing effective onboarding processes to provide robust support for new career entrants
SuMi TRUST Bank Nakano Branch	Successfully bringing to life D&I promotion efforts rooted in the local community
SuMi TRUST Bank Funabashi Branch	Promotional initiatives for the home loan business and cross-selling transactions
SuMi TRUST Bank Wholesale Business Planning Department (Corporate Business 10th, 12th, and 13th Departments)★	Formulating and implementing online business strategies targeted at our corporate clients
SuMi TRUST Bank Hong Kong Branch	Hosting a D&I Game Workshop: An exploration and discovery journey into South Asian culture!
SuMi TRUST Bank Yamaguchi Hofu Branch★	Transforming into a self-driven team that offers additional challenges and growth opportunities to reduced-hour employees that go beyond work style issues and support work-life balance
Sumitomo Mitsui Trust Panasonic Finance Co., Ltd.	Encouraging young and mid-level employees to take the lead in business presentation initiatives
Sumitomo Mitsui Trust Panasonic Finance Co., Ltd.	Making issue proposals via conversations with employees with reduced working hours
Sumitomo Mitsui Trust Panasonic Finance Co., Ltd.	Providing recommendations for policy operations after hosting an open-call D&I Forum on the theme of paternity leave

Initiatives that Won the Inclusion Award (marked with a ★ in the above list)

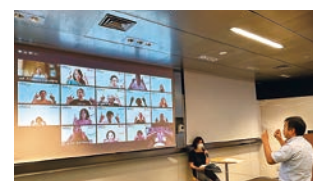
Nikko Asset Management Co., Ltd.

Conducting sign language seminars and sharing Deaflympics experiences from our own employees

We have consistently expressed the importance of accepting people with disabilities and creating a comfortable work environment, as illustrated by our support for wheelchair rugby and other initiatives. On this occasion, we took the opportunity to work alongside Mr. Tezuka, who has a hearing impediment, to hold a Sign Language Seminar for interested colleagues. This seminar was an expanded version of the successful three-part series that began in 2020. It was relaunched as an advanced five-part series in October 2022. Through this seminar, Mr. Tezuka was able to share his experiences at the Deaflympics in

sign language, further enhancing understanding.

Participants shared impressions such as “I was truly moved hearing about how Mr. Tezuka overcame countless difficulties while remaining optimistic” and “His strong motivation and positive attitude could serve as an inspiration to other people with disabilities.”



Sign language seminar

and the winning projects

Wholesale Business Planning Department (Corporate Business 10th, 12th, and 13th Departments)

Formulating and implementing online business strategies targeted at our corporate clients

In our Wholesale Financial Services Business, we have been striving to devise a new “online business” model suitable for the “new normal” era, with the goal of providing convenient and valuable information services.

We established a roughly one-year trial period during which we tested different content and operational approaches that might pique our clients’ interest. We also dedicated considerable effort to devising work styles that could adapt to a variety of lifestyles, enabling individuals to harness their sales experience and other skills even after significant life events. The result was that, alongside the

initiation of our new mid-term plan, we have been successful in fully implementing a high-performance sales model that allows for work from home, reduced working hours, and remote work.



From top left: Ms. Eguchi, Ms. Kamoshita
From bottom left: Mr. Kojima, Ms. Idei,
Ms. Taki

SuMi TRUST Bank Yamaguchi Hofu Branch

Overcoming reduced-hour employees’ work style challenges: A step ahead in supporting work-life balance
Further challenges/growth opportunities and transforming into a self-driven team

As the only branch in Yamaguchi Prefecture, most employees find commuting or transferring to other branches challenging, which confines them to tasks within the limits of this branch. While we do have many employees with reduced hours, their duties are naturally constrained by their limited hours, which creates a bottleneck in terms of providing growth opportunities through the conventional rotation.

In response, we decided to flip the script by shifting from a strategy of adjusting people to fit the tasks to the one in which we established a home loan business structure that can be managed by reduced-hour employees alone. This pivot empowered our reduced-hour employees to embrace challenges and foster growth.

We intensified our communication both within and outside the company, ensuring understanding and cooperation for a system operated solely by reduced-hour

employees. In addition, by encouraging them to tap into their prior work experience to expand supplementary transactions, we cultivated an atmosphere that promotes taking on complex, unprecedented challenges within the team. This has facilitated a virtuous cycle in which finalizing deals and receiving appreciation from clients leads to further growth opportunities. Moreover, we have successfully built an equal and open relationship based on mutual understanding with external parties, who now feel more at ease consulting with us on a wider range of topics. We manage to sustain stable operations even under stringent conditions where the operators’ working hours are limited.



Members handling loans

Pick Up!

Chocolate for the Honorable Mention
Inclusion Award Created by Shokora-bo



The Group endorses the corporate philosophy of Shokora-bo, a chocolate workshop dedicated to promoting the independence of individuals with disabilities. Not only do we assign staff with disabilities to the workshop, but we also offer various sales collaboration initiatives.

The Shokora-bo gift set, brimming with chocolates and cookies handmade from cocoa beans peeled in the workshop, has been utilized for a number of purposes. It’s not only used for the Honorable Mention Inclusion Award, but it’s also a go-to souvenir during receptions and a welcome gift for new hires.

For this occasion, they crafted chocolates with the Group’s logo made exclusively for our award ceremony.

External evaluation of initiatives towards DE&I promotion and work style reforms

Bloomberg Gender-Equality Index

We were selected by the Bloomberg Gender-Equality Index, which evaluates gender equality initiatives, for the fifth year running.



Health & Productivity Management Outstanding Organizations —White 500—

We were selected as a “White 500” enterprise for the sixth year running by METI and Nippon Kenko Kaigi as an organization that has outstanding health and productivity management*. Custody Bank of Japan was individually recognized as a Health & Productivity Management Outstanding Organization (Large Enterprise Category).

*The top businesses in the Large Enterprise Category earn the “White 500” title.



J-Win Diversity Award

This award, hosted by J-Win, recognizes progressive companies that promote D&I, with the aim of accelerating D&I initiatives within businesses and evaluating the progress of companies’ D&I efforts. SuMi TRUST Bank was awarded the Basic Achievement Second Prize in 2022.

By 2023, it became a finalist in the Advanced Category, with Kazuya Oyama, President of SuMi TRUST Bank, winning the Personal Prize: CEO Award.



PRIDE INDEX 2022

We received the Gold rating, the highest ranking provided by the PRIDE INDEX, which is operated by work with Pride (wwP) and evaluates LGBTQ initiatives*.

SuMi TRUST Bank has also received the Rainbow Award for two consecutive years, an accolade that recognizes businesses implementing collective impact initiatives.

*2022 - Nine companies: Sumitomo Mitsui Trust Holdings, Inc.; Sumitomo Mitsui Trust Bank, Limited; Sumitomo Mitsui Trust Asset Management Co., Ltd.; Sumitomo Mitsui Trust Business Service Co., Ltd.; Sumitomo Mitsui Trust Card CO., LTD.; SUMITOMO MITSUI TRUST CLUB CO., LTD.; Sumitomo Mitsui Trust Panasonic Finance Co., Ltd.; Custody Bank of Japan, Ltd.; and Sumitomo Mitsui Trust Life Partners, Limited. Nikko Asset Management was also awarded a Gold rating for its standalone initiatives for the fourth consecutive year.



D&I Award 2022

The D&I Award is a certification provided by JobRainbow that was established in 2021. It recognizes companies that are dedicated to promoting diversity and inclusion.

SuMi TRUST Bank and Nikko Asset Management have received the highest rating, “BEST WORKPLACE for Diversity & Inclusion,” for two consecutive years.



Kurumin and Platinum Kurumin

Each Group company is accredited with the Kurumin certification as a company that supports childcare by the Minister of Health, Labour and Welfare based on the Act on Advancement of Measures to Support Raising Next-Generation Children. In addition, “Platinum Kurumin” is granted to the companies that engage in higher levels of initiatives to support balancing between work and childcare.

• Companies that received the Kurumin certification

HR One Corporation
Nikko Asset Management
Sumitomo Mitsui Trust Panasonic Finance

• Companies that received the Platinum Kurumin certification

SuMi TRUST Bank
Sumitomo Mitsui Trust Systems & Services
Custody Bank of Japan



Eruboshi and Platinum Eruboshi

Each Group company is accredited with the Eruboshi certification as an excellent company regarding promoting women's active participation and advancement, by the Minister of Health, Labour and Welfare based on the Act of Promotion of Women's Participation and Advancement in the Workplace. This certification sets three levels in accordance with the number of items meeting the standards. The Platinum Eruboshi is granted to the company that has met higher levels of requirements.

• Companies that received the Eruboshi certification

HR One Corporation (Level 3)
Sumitomo Mitsui Trust Club (Level 3)
Custody Bank of Japan (Level 2)
Sumitomo Mitsui Trust TA Solution (Level 2)
Sumitomo Mitsui Trust Systems & Services (Level 2)
Sumitomo Mitsui Trust Panasonic Finance (Level 1)

• Companies that received the Platinum Eruboshi certification

Sumitomo Mitsui Trust Business Service



30% Club Japan

As Investor Group members, Sumitomo Mitsui Trust Asset Management and Nikko Asset Management jointly participate in “30% Club Japan,” which aims to achieve diversity within companies.



Nadeshiko Brand

SuMi TRUST Bank was selected as a “Nadeshiko Brand” in March 2020, in which the Ministry of Economy, Trade, and Industry and the Tokyo Stock Exchange jointly selects the listed companies that show excellent, active participation by women. In March 2022, the company was spotlighted as a company of interest.



SUMITOMO MITSUI TRUST HOLDINGS

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Diversity, Equity & Inclusion Office, Human Resources Department, Sumitomo Mitsui Trust Holdings, Inc.

Address: 1-4-1 Marunouchi, Chiyoda-ku, Tokyo 100-8233, Japan

Telephone: +81 (3) 6256-6925 (Weekdays: 9:00 a.m. – 5:00 p.m.)