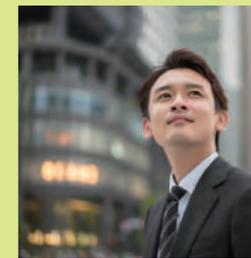


# Initiatives for the development and active participation of highly specialized personnel (specialists)



## Futoshi Itani

Senior Managing Executive Officer Head of Human Resources, SuMi TRUST Holdings



### Aiming to be the No.1 financial group for HR development and HR participation

The SuMi TRUST Group has a broad range of business domains and the specialists who possess extensive knowledge and experience in each business are committed to solving issues for clients and society, whilst creating new value. The development and active participation of human resources is the cornerstone of the Group's value creation and the source of our competitiveness.

#### Environment awareness

In this age of VUCA\* where various types of technology are evolving on a seemingly daily basis and changes are occurring at a dizzying pace, the financial industry as a whole, including the SuMi TRUST Group, will have no option but to instigate major changes of its own.

Ever since our establishment, the SuMi TRUST Group has provided a number of products and services dedicated to solving the issues of clients and society.

Last fiscal year when our new Medium-Term Management Plan was launched, we explicitly defined that our reason for existence ("Purpose"), of the SuMi TRUST Group is "to create new value with the power of trusts and let prosperous future for our clients and society bloom." Employee diversity, significant expertise, and wealth of experience are indispensable to achieving this "Purpose." With the advent of a so-called "age of 100-year life," it is necessary that each and every employee can continue to work enthusiastically for a longer period of time so that the SuMi TRUST Group can always

create value. With this in mind, we are implementing various initiatives with the primary focus of strengthening human capital so that we can lay claim to being the No.1 financial group for both HR development and HR participation.

Through such initiatives, we seek to bring happiness to our clients and society by enhancing the well-being of all employees and providing added value whilst identifying with the Company's "Purpose." In this way, by aiming to contribute to the well-being of society at large, we can ultimately improve the well-being of the Group's employees (also members of society), which in turn plays a part in the formation of a virtuous circulation that generates value creation.

\* Volatility, uncertainty, complexity, and ambiguity

#### Aiming to be No.1 for HR development

The expertise of every single employee is what underpins the SuMi TRUST Group's "power of trusts." And it is vital that employees not just equip themselves with this exper-

tise, but share it with their fellow colleagues to stimulate one another. We believe the chemical reaction caused by this activity presents opportunities to generate new value. As a forum to facilitate such activities, we have established the SuMiTRUST University within the SuMi TRUST Group so that employees can come together and further their learning in the age of 100-year life. A wide range of learning opportunities are provided mainly through the original curriculum from which employees can freely and at any time learn the special knowledge they would like to acquire and lectures on such subjects as business skills, digital technology, and the liberal arts. More recently, we have focused on providing more content with the use of videos and online conferencing tools so that employees have more opportunities to engage in online learning at any time and from any location. Also, we are organizing seminars for employees with similar interests to discuss topics of research with people they would otherwise not usually meet in the course of their work duties and we are pushing ahead with the building of a social network that allows fellow employees freely exchange information about learning. There is no doubt that the SuMiTRUST University continues to evolve into a learning platform on which employees can meet people and encounter new knowledge. We have already seen some employees take the initiative to set up their own English study group and it is these kinds of activities that we hope to actively support going forward.

In addition to learning opportunities, with the aim of having employees start to shape their own careers while they are still relatively young, SuMi TRUST Bank runs a training and development program for young employees so that new recruits can experience working in multiple businesses within their first five years. This program enables employees to gain a solid understanding of their own strengths and challenges from multiple angles when they are still young and helps them begin their journey as professionals at an early stage. Furthermore, to assist the efforts of our employees to carve out a career on their own accord, since FY2017 we have held in-house business briefings for each of our businesses. These briefings more or less resemble an in-house job fair where employees can hear directly from other employees about the type of work they do, what motivates them, and advice on forging a career. Around 400 mainly younger employees usually attend these briefings. These initiatives lead to more employees actively applying for new positions and challenges under our internal job posting system.

#### Aiming to be No.1 for HR participation

In addition to being No.1 for human resource development, we are endeavoring, on a daily basis, to strengthen our initiatives with the aim of becoming No.1 for human resource participation so that everyone in our diverse workforce can play an active role.

Key to achieving this goal of becoming No.1 for human resource participation is being able to strike the right balance between expertise and diversity and having the fields in which employees can excel. We have introduced a number of schemes and support services so that all employees, regardless of age, gender, or lifestyle, are offered the opportunity to play various roles at the Group.

For instance, SuMi TRUST Bank provides study assistance to new recruits before they are assigned a position if they wish to acquire a highly specialized qualification, such as pension actuary or real estate appraiser. Also, around 20 new employees every year take up the challenge of taking part in the "work challenge system," which can limit the duties assigned to a new recruit to, for example, the Fiduciary Services Business or Global Markets Business. Furthermore, in an effort to strengthen leadership, for more than 19 years the Bank has continued to run a program to develop next-generation executive candidates in cooperation with Hitotsubashi University Graduate School. Candidates receive instructions on the values, culture, and MBA elements required for management and complete the program by presenting a proposal to senior executives.

For quite some time now, the SuMi TRUST Group has actively promoted the recruitment of mid-career hires in order to realize a better balance of expertise and diversity. Since the management integration in 2012, SuMi TRUST Bank has recruited a total of approximately 600 mid-career hires and as of April 2021 they make up roughly 20% of all career-course employees.

Further, the Group's older employees that possess significant expertise and skills are certified as "Fellows." One of their roles is to pass on their expertise and skills and guide and nurture the next-generation. With the aim of further expanding their opportunities in the age of 100-year life and bringing to bear the specialist knowledge they have accumulated thus far, SuMi TRUST Bank extended the mandatory retirement age to 65 (previously 60) in April 2021. In terms of compensation for employees eligible for the extended retirement age, we incorporated a job concept into our compensation system, which means an employee's role and compensation will differ depending on skills and experience.

## Thoughts on HR development and participation

The employees of the SuMi TRUST Group are the most important “capital” that we cannot do without if we are to leverage the power of trusts to continuously create new value for our clients and society. And for every individual employee to continue to shine, we believe the development and participation of human resources is crucial. Developing places of learning to increase specialist knowledge centering on the SuMiTRUST University and creating workplace environments in which a diverse workforce can continue to thrive in various places are the very actions that will assist all of our employees lead more fulfilling lives in the era of 100-year life. By extension, we believe this will improve the Group’s capacity to create value and ultimately help solve social issues.



## Driving the virtuous circulation process by achieving well-being



**Miyo Yajima**  
Executive Officer,  
SuMi TRUST Holdings

In aiming to realize the well-being of the SuMi TRUST Group’s employees, and also to contribute to the well-being of our clients and society, we seek to establish personnel systems and workplace environments that are well-suited to diverse working styles and values. We are also working to raise awareness about the Group’s “Purpose,” improve employee engagement, and encourage diversity and inclusion. The message about “letting prosperous future for our clients and society bloom,” as stated in the Group’s “Purpose,” also conveys the hope that our clients and society will achieve a state of well-being. Achieving it will give birth to a sense of reward, joy, accomplishment, and fulfilment, which will also fuel a state of well-being among the Group’s employees (also members of society). And when our employees feel physically, mentally, and socially healthy and enjoy a sense of well-being, they can provide even higher added value to clients. We will pursue activities that generate this virtuous circulation process.