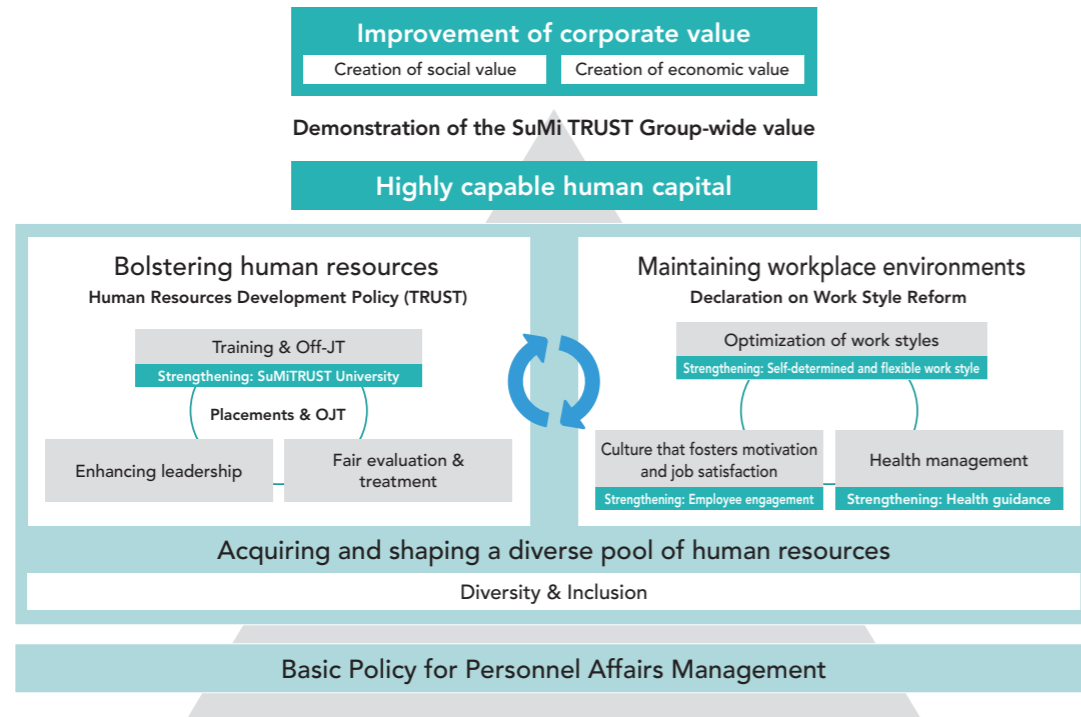


Human Resources Strategy

We consider employees to be one of the key capitals (human capital) at the source of value creation for the SuMi TRUST Group. Under the Group's Basic Policy for Personnel Affairs Management, we will form a diverse workforce in line with our philosophy of diversity and inclusion and promote the advancement of our human capital by working to bolster our human resources and improve our workplace environment. In addition to developing talent across the entities within the Group, we aim to widen the scope of employees' activities to create both social value and economic value across the entire Group and increase its corporate value.



1. Bolstering Human Resources

Having set the goal of being the "No.1 financial group for human resource development," the Group established its Human Resources Development Policy (TRUST) in April 2018. We will also strive to be the "No.1 financial group for human resource participation," where diverse human resources can play active roles based on this Human Resources Development Policy.



The SuMi TRUST Group Human Resources Development Policy

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

- T**alentTalent (individuality) can blossom
- R**espectRespect each individual
- U**niquenessDevelop true professionals
- S**upportMake mutual teaching and support our motto
- T**ryPraise small, daily challenges

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

In addition, in order to maintain the broad and deep business fields required of a trust banking group while also establishing new growth areas, we believe it is also essential to continuously secure a group of more experienced individuals with diverse skills who have cultivated expertise in their respective fields. SuMi TRUST Bank is therefore also committed to recruiting career professionals who are actively engaged in business areas such as digital, technology, and legal affairs, and recruits about 100 such professionals each year.

(2) Strategic Human Resource Assignment and OJT*

The SuMi TRUST Group views OJT as the foundation for human resource development. We also focus on assigning employees to roles that awaken their passion for growth and allow them to realize their full potential. In FY2018, SuMi TRUST Bank introduced a program that enables younger employees to experience multiple work domains within a fixed period after joining the Company. We are also advancing initiatives such as a trust internship program aimed at developing human resources who possess a "high degree of expert knowledge in trust operations" and a "deep understanding of the fiduciary spirit."

In addition, we have been able to reduce the volume of work at our branches by expanding the functionality of our internal systems and consolidating operations. Building on this, we are promoting the integrated operation of multiple branches in each area and working to drive business efficiencies, develop and rotate human resources, and strengthen operational readiness.

* OJT: On-the-Job Training. OJT is a process whereby workplace supervisors and senior employees teach subordinates the knowledge, skills, and duties required of them via their daily tasks.

(1) Strengthening Recruitment in Preparation for the Future

Recruiting a diverse workforce is essential for creating new value. We are hiring new graduates with an emphasis on acquiring people who share our desire to develop their professional expertise to the highest level and then utilize this expertise to expand the possibilities of the trust business.

For example, SuMi TRUST Bank actively sponsors lectures at universities*1 and arranges business-based internships*2 dedicated to specific areas. In this way we are able to inform students about our career development and future creation activities (employee-driven ideas on new businesses) that are unique to SuMi TRUST Bank. We are also striving to expand matching opportunities with highly motivated and talented students from all over Japan by moving job interviews online when possible.

Currently, in order to strengthen the group's talent pool, we are promoting stronger collaboration by holding joint recruitment events among the companies in the Group.

*1 We deploy employees with rich business experience to lecture on topics such as economics, trust law, and SDGs.

*2 We arrange internships that enable students with skills in finance, accounting, programming, data analysis, etc. to put their skills to practical use.

(3) Enhancing Training and Other Off-JT* Programs

The SuMi TRUST Group has established the SuMiTRUST University to offer group training with the objective of improving employee business skills and management abilities. In addition, many opportunities in the self-development programs encourage employees to continue improving their skills. The company's executive officer in charge of Human Resources serves as dean of SuMiTRUST University, while an external expert, who is an advisor to the Human Resources Department, serves as vice dean. University professors and other advisors also provide management advice. The SuMiTRUST University program is available across the entire SuMi TRUST Group. Since FY2020, SuMiTRUST University has evolved into a platform through which employees can discover their own appetite for learning, connect with others around them, and learn from each other, and we are working to expand its content, including the use of online content. In FY2021, we will develop a new system infrastructure with communication functions to strengthen opportunities for interaction both within and outside the company and work to inspire employees to learn on their own initiative.

* Off-JT: Off-the-Job Training. Workshops, training, and other methods are utilized to provide employees with the knowledge and skills that cannot be acquired through OJT.

Status of the Group of Personnel that Provides Comprehensive Solutions					
Number of financial consultants (number of female consultants shown in parentheses) 271 (22)	Fellows of the Institute of Actuaries of Japan 44*	Securities analysts 1,032*	Appraisers 215*	Number of registered real estate transaction agents 7,356*	
Bolster Human Resources					
Number of hours of training held FY2019: 5,705 hours FY2020: 4,690 hours	Number of applicants for voluntary training FY2019: 1,338 FY2020: 523	Status of positions of female employees (March 31, 2021) Executives: 4 General manager level postings: 16 Section manager level postings: 150			
Maintaining Workplace Environments					
Number of leave days used FY2019: 14.6 days FY2020: 15.4 days	Supporting work-life balance Childcare leave: 393 (March 31, 2021) Nursing care leave: 180 (cumulative total for FY2020) Childcare leave for male employees: 168 (cumulative total for FY2020) Cancer treatment leave: 95 (cumulative total for FY2020)			Workplace reassignments including spouse (within Japan) As of March 31, 2020: 150 As of March 31, 2021: 201	

(All figures are actual results of SuMi TRUST Bank except those marked * which are actual results of SuMi TRUST Holdings)

(4) Initiatives to Develop Expertise

In order to earnestly promote the Group's business model, SuMi TRUST Bank certifies employees with a high level of expertise and skills as Fellows and provides an environment in which they can contribute to the Company for a longer period of time. Certified Fellows not only play an active role in the company by applying their expertise and skills, but also play a role in passing on their experiences to younger employees and providing them with guidance and development. Specifically, we hold seminars, small-group seminar activities, and original lectures delivered as on-demand video.

In addition to the training organized by the Human Resources Department, we are also promoting individual initiatives in each business. For example, in the Real Estate Business, we select young and mid-career employees and give them training to deepen their understanding of our highly specialized solutions in the real estate business, including overviews of our real estate brokerage service, real estate securitization service, and real estate-related ESG initiatives and funds, as well as how these solutions relate to one another. We also guide them to examine what new value we can provide as a real estate business, how we can help our clients solve their real estate issues, and how we can approach social issues.

(5) Enhancing Leadership

SuMi TRUST Bank offers a program to develop next-generation executive candidates in cooperation with Hitotsubashi University's Graduate Programs. Candidates receive instruction

on the values, general liberal arts knowledge, and MBA elements they need for management, and through sessions and courses, they complete the program by presenting a proposal to senior executives. The Bank also provides a leadership development program for female employees to step up to management through various rank-based training. After the employees complete their training, operations are conducted such as providing them with opportunities to practice what they have learned during training in a variety of environments, primarily through promotion and job rotation.

(6) Fair Evaluations and Treatment

Fair and just evaluations and treatment in accordance with abilities, roles, and results form the basis of SuMi TRUST Bank's performance evaluation system. The system used is based on a participatory model, in which employees communicate closely with their supervisors on a daily basis to establish and review specific goals. The process focuses not only issues related to the performance of duties, but formulates and provides feedback on future career development. Also, as a means of obtaining a multifaceted view of personnel, we have introduced an anonymous survey through which subordinates and others can rate the day-to-day management actions of line managers (general managers, deputy general managers, section managers, etc.). By conducting this survey, we can encourage management action reform and foster a culture of interactive communication.

(2) Health Management

The SuMi TRUST Group's active initiatives to promote better physical and mental health of all Group employees have been recognized for the fourth year running with our selection in the White 500 as an organization having outstanding health and productivity management. With regard to physical health, we provide health examinations every year and make re-examinations mandatory. The Human Resources Department and others follow up on every individual to ensure that everyone who requires treatment at a healthcare institution receives it. Going forward, we plan to focus our efforts on health guidance and with the establishment of health promotion centers and other pieces of infrastructure, we will endeavor to engage in a style of health and productivity management befitting of the age of 100-year life. With regard to mental health, we provide line management-based care and conduct stress checks once a year. Group results are provided to the employees' union, and we discuss improvements in workplace environments and make efforts to further improve them.

Specific initiatives

- Establish and adhere to rules for taking breaks between work shifts
- Thoroughly implement attendance management and prevent overwork among all Group employees
- Prohibit smoking in all buildings
- Lower the target age for breast and cervical cancer screening at company check-ups

(3) A Culture that Fosters Motivation and Job Satisfaction

We work to build culture that supports challenges and learning and activates bi-directional dialogue toward "providing opportunities for all employees to grow while participating actively with motivation." The SuMi TRUST Group has always encouraged activities that create opportunities for learning, such as circles formed by groups both in-house and outside, and has regularly held lectures by outside instructors. SuMi TRUST Bank encourages employees to independently and voluntarily shape their own careers through changes in job position or through an internal job-posting system. In FY2018, we launched activities for employees to shape their own futures, which solicit ideas from employees for the creation of new businesses and services. In FY2020 we received a total of 188 ideas from 368 employees group-wide. In addition, as a mechanism to convey the opinions of employees to management, we conduct an employee awareness survey covering all Group employees. We measure employees' vitality level (a measure of engagement) and satisfaction level, with positive scores (60 points) on each metric set as Company benchmarks. We also use the survey as a practical communication tool between employees and management, for example by incorporating the most frequently voiced opinions from the survey into our policies. Employees' opinions are also discussed as agenda items at meetings between the employees' union and management (in FY2020, the employees' union and management held 34 meetings).

■ FY2020 Employee Awareness Survey

Vitality level	60.4 points
Satisfaction level	63.2 points

* Target: course employees

2. Upholding Positive Workplace Environments

Declaration on Work Style Reform

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

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

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

In terms of maintaining workplace environments, we have set up the Work Style Reform Headquarters headed by the presidents of both SuMi TRUST Holdings and SuMi TRUST Bank, and have also formulated a Declaration on Work Style

Reform to which the company's management team is committed to achieving. The initiatives we have implemented under this declaration have been rated favorably by numerous organizations (see page 110).

(1) Optimizing Work Styles

With the aim of achieving diverse work styles and work-life balance, SuMi TRUST Holdings actively develops workplace environments in which employees can work at ease and maintain a good balance between work and personal life. In addition to offering staggered work hours, telecommuting, and a satellite office work system, we monitor work hours and enforce breaks between work shifts in an effort to curb long working hours, and provide training for managers on labor management in a remote work environment.

In April 2021, SuMi TRUST Bank extended its retirement age from 60 to 65 years as part of the effort to create a working environment that allows employees to work actively in line with the increase in average life expectancy and healthy life expectancy. We believe this will enable us to offer consulting on asset administration and asset inheritance services that better meet the needs of our aging clients.

3. Diversity & Inclusion

The SuMi TRUST Group holds the concept of Diversity & Inclusion (D&I), in the sense of "utilizing the diversity and creativity of its employees in management," as its management principles ("Mission"). We also hold fully utilizing individuals' diversity and creativity as value added to the organization as our Basic Policy for Personnel Affairs Management. SuMi TRUST Holdings and SuMi TRUST Bank have each established a Diversity & Inclusion Office ("D&I Office") within the Human Resources Department. SuMi TRUST Bank's D&I Office is comprised of dedicated staff members from the Human Resources Department and members of business supervision departments. In addition to promoting diversified work styles for individual employees, the D&I Office implements measures according to the situation of each business that will lead to enhancement of corporate value. The D&I Office also hosts the quarterly meetings of the D&I Promotion Committee.

	Total	Women	Men
Number of employees (as of March 31, 2021)	13,740	7,752	5,988
Number of new graduates hired (as of March 31, 2021)	394	248	146

* SuMi TRUST Bank

(1) Initiatives for Active Participation and Advancement of Women

Guided by its general business owner action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace ("action plan"), and by its goal of increasing the number of women in decision-making positions, SuMi TRUST Bank formulated a new action plan effective April 2020 that calls for more than 12% of female employees appointed to section manager or higher and more than 30% in charge of management operations by the end of March 2023. Pipeline models have been formulated to facilitate the planned nurturing of employees in each business, while measures are being implemented to bolster their systematic development with a view to future appointments and support career planning. Such measures include rank-based training for women in leadership positions, career design workshops to assist self-determined career planning, and seminars for female employees in which executive officers deliver lectures. In addition, we are working to instigate a change in mindset among the management team, for example by providing senior executives with practical training on how to manage subordinates who work limited hours.

Meanwhile, at branch offices and departments, a bottom-up approach to D&I was adopted by providing opportunities to female employees to design their own careers by interacting with female employees from other companies.

Female executives and managers at SuMi TRUST Bank

	March 31, 2020	March 31, 2021
(1) Executives	4 (5.7%)	4 (5.7%)
(2) Women in general manager level positions	12 (4.8%)	16 (6.5%)
(3) Women in section manager level positions	135 (11.7%)	150 (12.9%)
(4) Women in section manager or higher decision-making positions ((2)+(3))	147 (10.5%)	166 (11.8%)
(5) Women in charge of management operations	1,570 (25.8%)	1,683 (26.9%)

* Ratio of women shown in parentheses. Executive officers included in (1). Women in assistant manager or higher positions shown in (5), which also includes (4). As of July 2021, SuMi TRUST Holdings has zero directors who are foreign nationals and two female external directors.

(2) Initiatives on Supporting Work-Life Balance

SuMi TRUST Bank has introduced two new leave systems: (1) workplace reassignments for employees whose spouse has been relocated; and (2) leave for employees when their spouse has been transferred overseas. The use of either system will help employees continue their careers without being disrupted by major life events. Alongside the periodic provision of information to employees on maternity or childcare leave, we are working to create an environment in which employees can actively balance both child-rearing and work by organizing seminars aimed at facilitating their smooth return to work and supporting career development thereafter.

As for balancing work with nursing care, we have distributed a handbook about this subject and hosted a seminar together with the employees' union. Also, in the action plan that kicked off from April 2020, we set a goal of achieving at least 60 evaluation points (considered a positive assessment) in an annual awareness survey on nursing care schemes and corporate culture. We also have in place a framework that supports diverse work styles; for example, we lend our support to employees

requiring cancer and infertility treatments so they can balance their medical visits with work duties, and we encourage male employees to take childcare leave (105.6%* of eligible male employees took childcare leave in FY2020).

* The number of male workers who took childcare leave divided by the number of male workers whose spouses gave birth. (Cumulative total for one year)

(3) Promoting Active Participation by Diverse Human Resources

• Promoting active participation by disabled persons

The Group aims to be a place where employees can work with motivation and display their talents to the fullest as members of the workplace, regardless of their disability. At SuMi TRUST Bank, employees with disabilities work alongside their colleagues at branch offices where they have contact with clients or perform back-office tasks at head office. The Bank also makes efforts to interview employees after they start work to respond to concerns or requests that arise after starting work, and uses the points brought up in the interviews to create an easier working environment from physical and mental perspectives.

Disabled person employment ratio (as of March 31, 2021)	2.31%
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(SuMi TRUST Holdings)

• Promoting active participation of global employees

SuMi TRUST Bank offers training every year to locally hired employees working at its overseas branches and overseas subsidiaries to deepen their understanding of the Group and its operations and to also strengthen networks among participants and respective business lines. In order to facilitate smoother communication with employees of other nationalities, the Bank also organizes a Japanese language course with lessons to assist the learning of Japanese and holds intercultural communication training for supervisors of foreign national employees. With the aim of encouraging the active participation and promotion to management of employees hired at overseas offices, the Bank organizes transfers to offices in different countries or long-term postings to Japan.

Employees also have the opportunity at the end of this training to put into practice what they have learned primarily through promotion and job rotation.

4. Human Rights

(1) Human Rights Management

• Basic philosophy

The SuMi TRUST Group's human rights management is based on the "Guiding Principles for Business and Human Rights," which was adopted by the United Nations Human Rights Council in June 2011. We have established the Human Rights Policy along with the Basic Policy on the Social Responsibility of Sumitomo Mitsui Trust Group (Sustainability Policy) to respect the human rights of all stakeholders.

Human Rights Policy:

https://www.smth.jp/en/csr/management/human_rights_policy/index.html

• Human rights management system based on the guiding principles for business and human rights

The SuMi TRUST Group works to improve the quality of its human rights management in a PDCA cycle, in order to foster a corporate culture and workplace environment that respects the basic human rights of all stakeholders, by respecting individual human rights and diverse values, while eliminating discrimination.

Commitment	Establishment of the Human Rights Policy.
Implementation of human rights due diligence*1	Once a year, the Human Rights Due Diligence Self-check List*2 is distributed to all branches, departments, and affiliates both at home and abroad as a tool to check the status of respect for human rights at each unit.
Access to redress	The Personnel Consultation Desk in the Human Resources Department serves as a contact point.

*1 Human rights due diligence refers to a series of initiatives to identify actual or potential impacts on human rights, resulting from the activities of the Group or related outside parties, to develop measures for the prevention or mitigation of such impacts, and to continuously verify and disclose the effectiveness of such measures.

*2 A check list serves to verify the progress in each department concerned with the Human Rights Management System, such as the status of implementation of human rights due diligence, compliance with the Human Rights Policy, and occurrence of human rights violations.

• Human Rights Due Diligence Liaison Committee

The Human Rights Due Diligence Liaison Committee, chaired by the head of the Sustainability Management Department of the Corporate Planning Department, was established as a joint organization by SuMi TRUST Holdings and SuMi TRUST Bank. The committee investigates how human rights are being addressed at all Group companies, including overseas entities, identifies issues and risks that need to be addressed, and discusses and implements measures for improvement. Based on discussions by the committee, the Sustainability Management Department formulates objectives and plans for the development and reinforcement of the framework of initiatives, and the Human Rights Education Committee chaired by the Head of Human Resources engages in the formulation and implementation of various training programs and education activities concerning human rights issues at all Group companies, branches, and departments. Note that no cases of human rights violations have been reported in the Group in the past three years.

* See pages 109-110 in our 2020/2021 Sustainability Report for more information on human rights due diligence.

Training aimed at raising awareness about human rights was conducted by SuMi TRUST bank in the e-learning format in FY2020, reaching 25,438 participants Group-wide. In addition, SuMi TRUST bank delivered a total of 10 hours of lectures during rank-based training sessions, reaching a total of 1,492 participants.

(2) Protecting Various Human Rights

• Initiatives to address Dowa and foreign residents issues

The SuMi TRUST Group regards tackling discrimination against the Dowa caste as a particularly important theme in the promotion of human rights education, and has worked to completely eliminate prejudiced or discriminatory views against the Dowa caste. With regard to foreign residents issues, we make all employees aware of giving consideration to the human rights of foreign residents, including the handling of personal authentication documents and respecting individual identity.

• Prevention of sexual harassment and power harassment

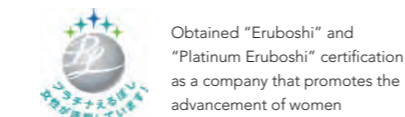
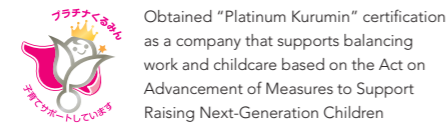
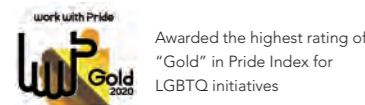
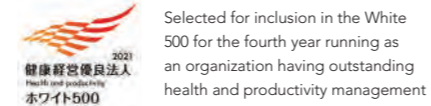
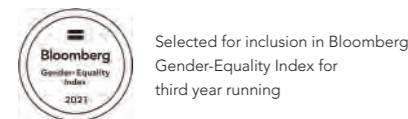
Actions such as sexual harassment and power harassment are prohibited at the SuMi TRUST Group. In the event harassment does occur, advice is sought and complaints are registered via the Harassment Prevention Committee representative in each branch and department, or directly by the Personnel Consultation Desk (LGBTQ Consultation Desk) within the Human Resources Department. Stringent corrective measures or punishment are implemented against the perpetrators. The Personnel Consultation Desk (LGBTQ Consultation Desk) responds to various consultations related to encroachment on personal rights and, in cases where a negative impact on a person's rights is evident, cooperates with the related departments to promptly take measures as needed. In FY2020, the Personnel Consultation Desk received 73 consultations, of which 30 were situations involving concerns about encroachment on a person's rights, including harassment. Eight of these situations remain unresolved, and we are working with the related departments to settle these cases.

• Initiatives to prevent discrimination against LGBTQ people

We strive to ensure thorough prevention of discrimination against sexual minorities such as LGBTQ in hiring or performing their work. Our Personnel Consultation Desk (LGBTQ Consultation Desk) addresses this issue as an ally (supporter).

• Investments and loans related to cluster bombs

The SuMi TRUST Group refuses to provide loans to foreign or domestic companies that produce cluster bombs, which are recognized as a weapon raising strong humanitarian concerns.



* External evaluation as of June 30, 2021