

Diversity & Inclusion

Promoting Diversity & Inclusion

The Group has various functions and a diverse business portfolio, which is one of our strengths. Our human resources basic policy therefore calls for a workplace in which individuals' diversity and creativity are fully utilized to add value to the organization. As diversity promotion becomes a more widely recognized concept in society, SuMi TRUST Bank established the Diversity & Inclusion Office (D&I Office) within its Human Resources Department in October 2016 to accelerate the efforts to promote diversity and inclusion by correlating diversity promotion with a corporate culture that emphasizes diversity. The D&I Office comprises specialists

from the Human Resources Department and members from business supervision departments. The Office promotes diversified work styles for individual employees and implements measures that increase corporate value in a way that is tailored to each business unit's circumstances.

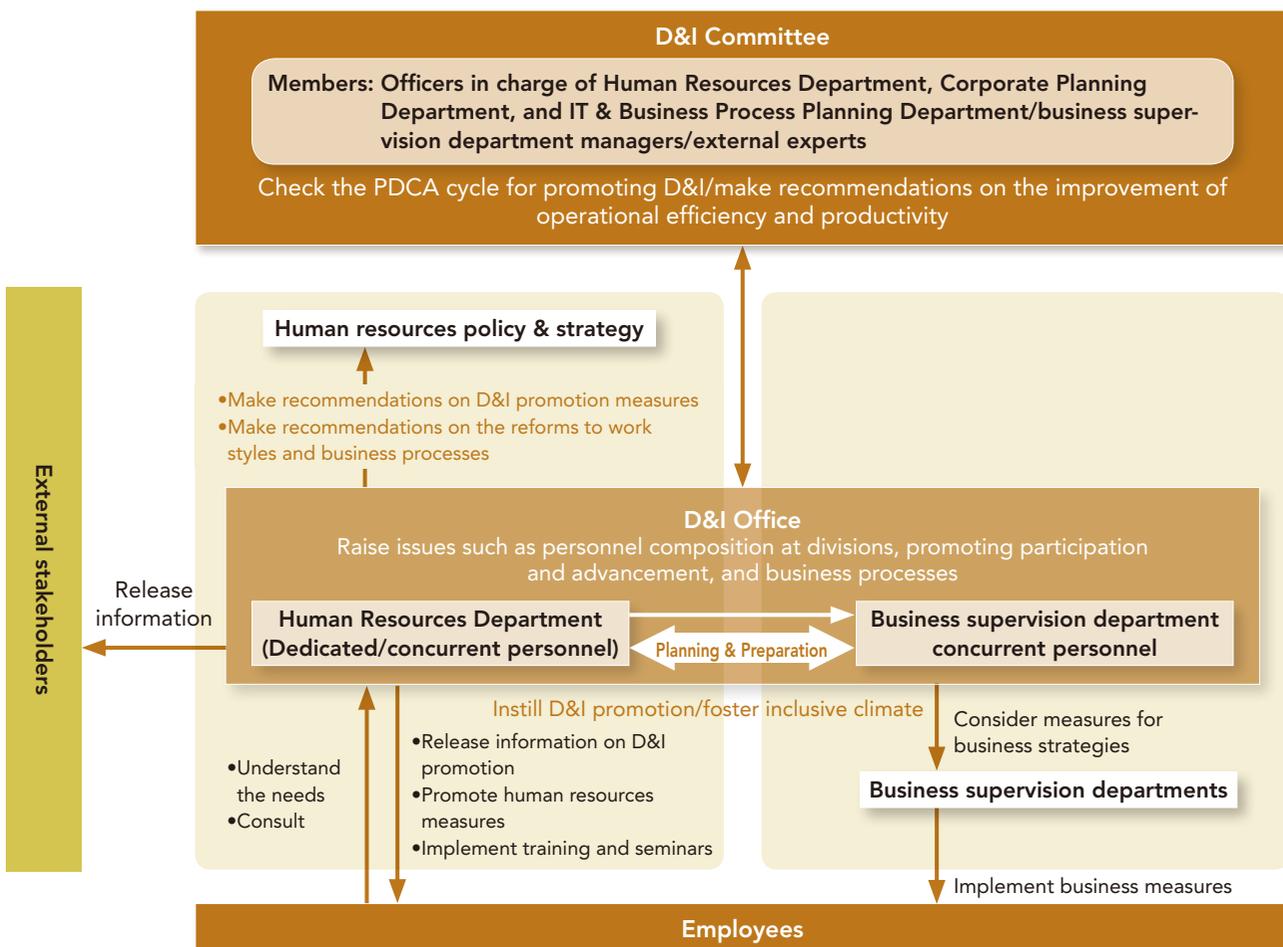
In addition, promoting diversity has become a major business trend and long-term investors emphasizing ESG are taking a greater interest. In response, SuMi TRUST Holdings also established the D&I Office within its Human Resources Department in October 2017 to promote diversity and inclusion throughout the Group.

1. Diversity & Inclusion Promotion Framework at SuMi TRUST Bank

SuMi TRUST Bank's initiatives for promoting diversity and inclusion focus on the empowerment of women, persons with disabilities, and global workforce, enhancement of

work-life balance, and encouragement of understanding human rights and the LGBT community.

Organizational Chart for D&I Promotion at SuMi TRUST Bank



2. Initiatives for Promoting Women's Active Participation and Advancement

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

SuMi TRUST Bank set a goal to "place 300 female employees in managerial positions at the level of section manager or higher" by March 31, 2020* as part of our general employer action plan commitment under Japan's Act of Promotion of Women's Participation and Advancement in the Workplace. In our aspiration to be "No. 1 in human resource development," we provide a wide range of trainings and positions and offer growth opportunities with an eye toward providing women a gateway to management.

* Achieved ahead of schedule on October 1, 2019, with 357 female employees in managerial positions at the level of section manager or higher (including directors and officers). As of October 1, 2019, SuMi TRUST Holdings has one female director and SuMi TRUST Bank has two female directors and two female executive officers.

Number of Female Employees in Management Positions at SuMi TRUST Bank

	End of March 2017	End of March 2018	End of March 2019	End of September 2019
Directors	1	0 (0%)	0 (0%)	2 (10.0%)
Executive Officers	0	2 (4.3%)	2 (4.2%)	2 (3.8%)
Level of General Manager	14	16 (2.6%)	21 (3.3%)	21 (3.3%)
Level of Section Manager	232	245 (11.9%)	261 (13.2%)	264 (13.5%)
Level of Assistant Manager	1,069	1,108 (32.7%)	1,141 (34.1%)	1,138 (34.5%)

*The number inside the parenthesis is the female employee ratio.

**As of September 30, 2019, there was one female external director at SuMi TRUST Holdings.

Human Resource Development in consideration of Placing Female Employees in Managerial Positions

Support for Women's Solid Career Formation

SuMi TRUST Bank conducts meticulously detailed training at three stages so that female employees can build their own career path and network: before becoming an assistant manager, upon reaching the level of an assistant manager, and before becoming a section manager. The training is timed to match important turning points in the career development of female employees. In fiscal 2019, the Bank revamped the training for those about to reach the level of an assistant manager in order to expand career support for A-course employees, who are never assigned to a different workplace requiring relocation. The training curriculum, which is based on lectures by outside instructors and senior employees, encourages employees to think about their own medium- and long-term career goals in a self-directed manner. We endeavor to stay present to the concerns of female employees who are easily affected by the life events and provide early opportunities so they can design careers as part of their life plans. (see page 149 for information on the career course system).

Use of Outside Networks and Dialogue with Directors and Officers

We send female employees to joint events with other companies to provide opportunities for them to broaden their perspectives through interaction with people from other businesses, as well as to make an objective reassessment of their careers. Directors and officers are also actively involved in the development of female employees. We hold seminars where female employees are able to speak directly with officers to learn management viewpoints and what is expected of female employees. These executive seminars offer a variety of opportunities that help female employees in their career growth. We strive to make the seminars as accessible as possible to female employees who are raising children, for example by holding them at lunchtime and other convenient times.



Training for Directors, Officers, and Management

To help create a workplace environment where women can thrive, SuMi TRUST Bank holds a lecture on the subject of unconscious bias at its nationwide meeting of deputy general managers as part of its efforts to inspire changes in the consciousness of management, which are important in order for female employees to thrive. The Diversity & Inclusion (D&I) Committee, which includes executive officers of the Corporate Planning, Human Resources, and IT

& Business Process Planning Departments, is working to deepen the understanding of directors and officers about diversity and inclusion by providing opportunities to hear recommendations related to women's advancement from a variety of perspectives, for example from young employees and female managers of Group companies and from external experts who have experience promoting diversity at other companies.

3. Initiatives to Support Work-Life Balance

Career-Building Support to Weather Life Events

A System of Workplace Reassignments and Leave to Accompany Spouses on Overseas Transfers

In fiscal 2016, SuMi TRUST Bank instituted a system so that A-course employees (who are not subject to new workplace assignments accompanied by relocation) can change their workplace location in the event of spouse's relocation. Furthermore, since July 2017, employees have been allowed a leave of absence to accompany a spouse on an overseas transfer, regardless of whether that spouse works for the same company or a different company. Both male and female employees can apply to take advantage of the system. When a spouse is transferred overseas, it imposes a heavy burden on



the family environment. This system came about from a desire to help our employees independently build their careers by offering them more than just a choice between career and family. Both domestic workplace reassignments and leave to accompany spouses on overseas transfers are used as ways for employees to continue their careers despite life events.

Work-Life Balance

One theme of the Declaration on Work Style Reform (see page 154) is an initiative for "achieving diverse work style and work-life balance." As a part of that effort, SuMi TRUST Bank has set a target of 100% for the acquisition ratio of childcare leave among male employees. In fiscal 2017, the Bank achieved a 100% acquisition ratio in a company-wide drive to foster a culture to think natural for male employees to play a role in the family, and to encourage them to notice afresh what is happening in the world outside the company and sense the changes happening in society.

Even after hitting the target, we continue to promote activities to establish a corporate culture of work-life balance.

Together, SuMi TRUST Bank and the employees' union held a nursing care webinar to deepen understanding among employees about the anticipated growing need to balance between job and nursing care obligations. The online webinar format made it easier for employees all over Japan to participate and allowed them to share their nursing care experiences through the chat function. Another seminar was organized for management to learn how to communicate smoothly with employees who are caring for family members.

4. Empowerment of Global Employees

SuMi TRUST Bank offers training every year to local-country employees working at its overseas branches and overseas subsidiaries and affiliates. Training is focused on deepening employees' understanding of the SuMi TRUST Group and its operations, and strengthening networks among participants and business lines. The training includes a management strategy briefing with an accompanying discussion as well as lectures on Japanese business culture and history, and business overviews.

In addition, to encourage smooth communication with newly hired overseas recruits assigned to Japan, we've conducted cross-cultural communication training for managers in departments where those new employees are placed. By comparing the difference in culture and custom between Japan and other countries, trainees learn about cultural diversity, such as values and customs. This is an initiative to spread an approach to communication that avoids the intercultural misunderstandings and trouble that may occur on the job.

5. Promoting Advancement of Disabled Persons

At the SuMi TRUST Group, we strive to create a workplace for disabled persons to gain fulfillment in their jobs as members of the workplace. There is an increasing number of workplaces at SuMi TRUST Bank where disabled persons are working. For example, at branch offices they serve clients and at the head office they are involved in the clerical work. In addition, SuMi TRUST Bank makes a good amount of effort to implement individual meetings with newly hired disabled persons to address their concerns and requests emerged after joining the company. The insights obtained

from the meetings are utilized to make the workplace more comfortable in both tangible and intangible ways. As of September 1, 2019, our employment ratio of disabled persons is 2.24%.

Employment Ratio of Disabled Persons

As of September 30, 2019

2.24%

Branches with Disabled Persons

As of September 30, 2019

103 branches