

Human Capital

Enhancing Human Capital to Increase Corporate Value

Human Resources Strategy

The Group's Codes of Conduct ("Value") state: "We will realize our organizational capabilities full of mutual trust and creativity through improvement by mutual learning and continuous personal transformation of various people who share the enthusiasm for trust." It is essential that we create more sophisticated human capital to raise corporate value and maximize the value we provide to stakeholders.

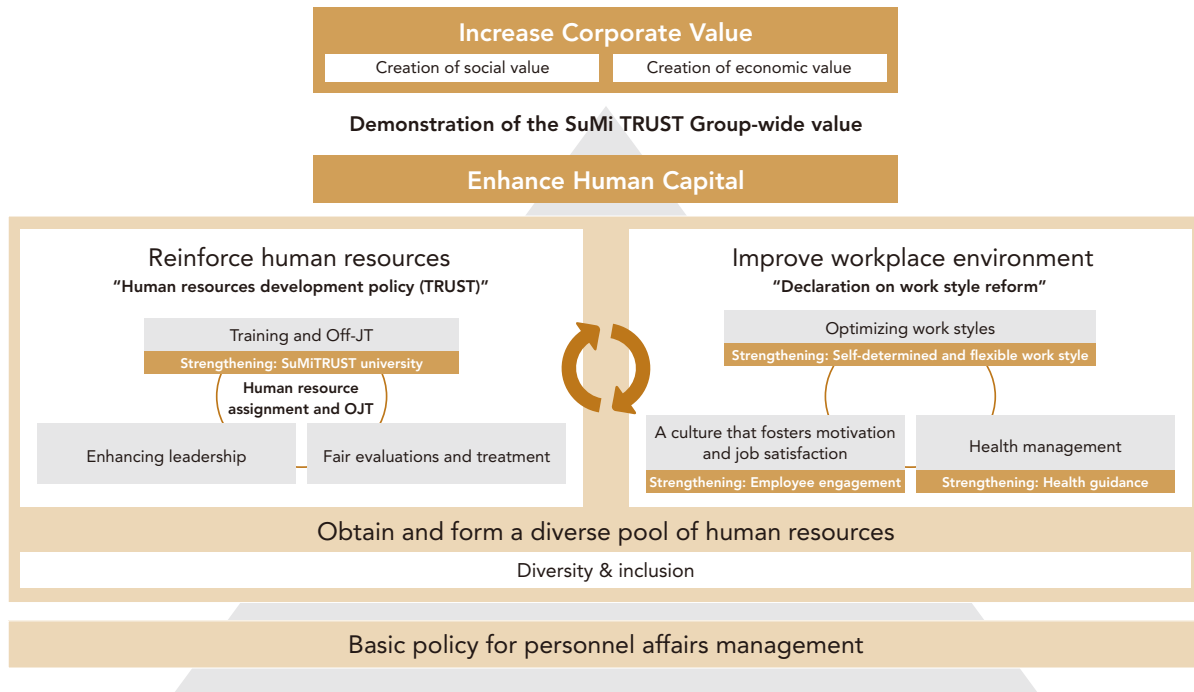
The Group categorizes individual human resources measures by function. We then apply a long-term investor's perspective to processes that create more sophisticated human

capital while activating synergies between each function. This approach is also conducive to the enhancement of information disclosure.

By enhancing our engagement with employees, the organization and individual employees can draw upon diversity and continue to contribute to mutual growth with the same expectations as a foundation for activity. In this way, we will seek to create new value even despite significant changes in the structure of Japanese society.

Personnel System and Management Principles

1. SuMi TRUST Bank respects individuals' diversity and promotes voluntary initiatives so as to exercise creativity and create value added in a broad range of fields.
2. SuMi TRUST Bank promotes friendly rivalry among employees to improve themselves as well as their autonomous growth in order to enhance its expertise and comprehensive capabilities as a trust bank.
3. SuMi TRUST Bank assigns the right person to the right job according to job capability in order to make the most of individuals' potential.
4. SuMi TRUST Bank gives fair and just evaluation and treatment to individuals according to their capability, role and achievement so that they can have motivation and feel a sense of satisfaction at achieving self-fulfillment and contributing to the Company.



Basic Policy for Personnel Affairs Management

The SuMi TRUST Group provides a workplace in which individuals' diversity and creativity are fully utilized as value-added to the organization and they can have dreams and pride and feel motivation when working. It also forms a group of personnel capable of providing comprehensive solutions by making full use of their advanced expertise and comprehensive capabilities and helps them to make successful achievements.

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.

*SuMi TRUST Group's promotion of Diversity & Inclusion
URL: https://www.smth.jp/en/about_us/management/human_resources/diversity_inclusion/index.html

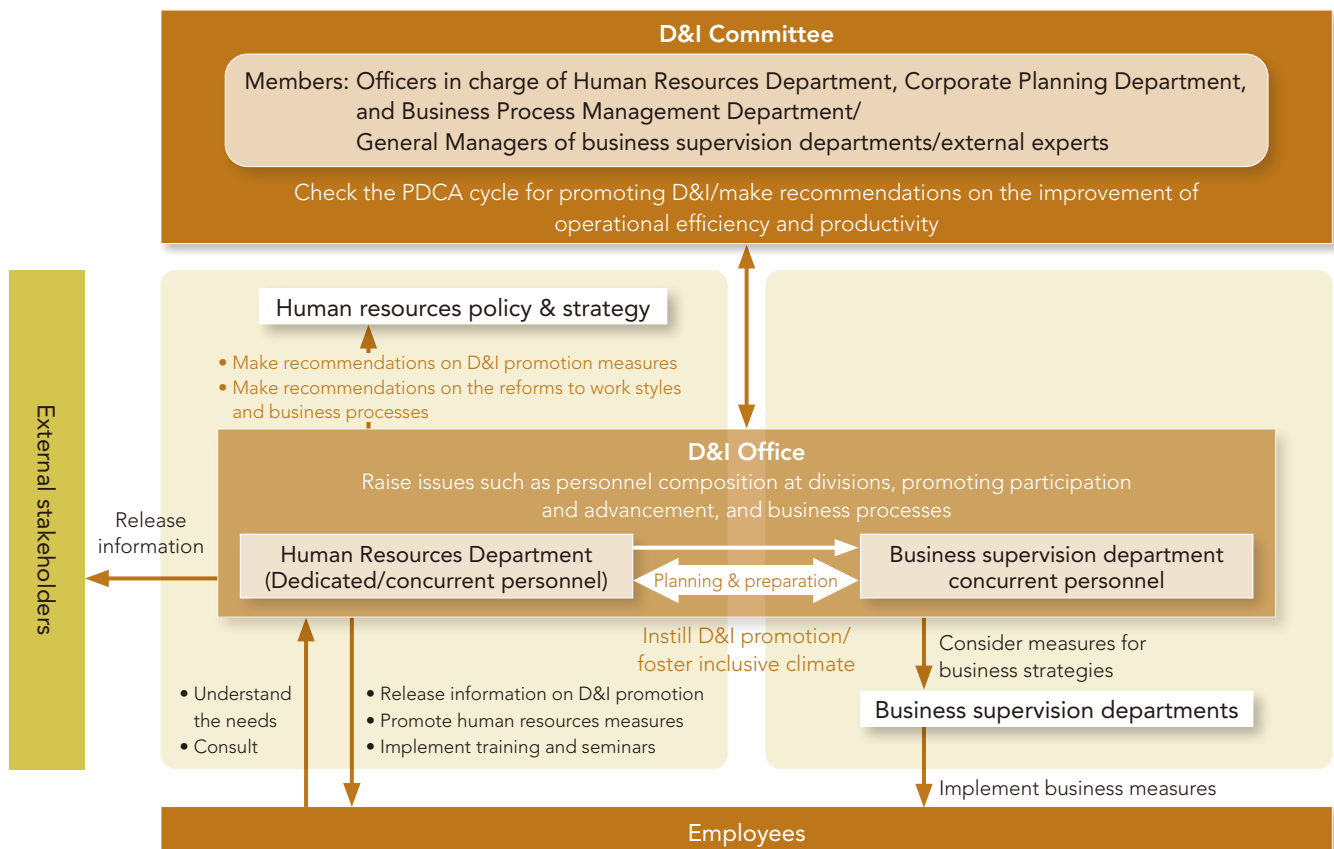
Diversity & Inclusion Report No. 3 (published May 29, 2020)
URL: https://www.smth.jp/english/-/media/th/english/about_us/management/human_resources/pdf/E200529.pdf

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 LGBTQ community.

Organizational Chart for D&I Promotion at SuMi TRUST Bank



D&I: Diversity & Inclusion

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 has formulated a new general employer action plan in April 2020 based on the Act of Promotion of Women's Participation and Advancement in the Workplace. With the goal of increasing the number of women in decision-making positions, the action plan calls for SuMi TRUST Bank to increase the ratio of women in the section manager position or higher to over 12%, and the ratio of women in management positions to over 30% by the end of March 2023. As we achieved some of our goals ahead of schedule, in November 2021 we formulated a new action plan to increase the ratio of women in the section manager position or higher to over 20%, and the ratio of women in management positions to over 30% by the end of October 2024 to further accelerate our initiatives to promote the participation and advancement of women.

Pipeline models have been formulated to facilitate the planned nurturing of employees in each business, while various types of training are being conducted with a view to future appointments of female employees to management positions as we set our sights on being the number one financial institution for both HR development and HR participation. Such training measures include seminars for women in leadership positions and training aimed at facilitating self-determined career planning. Furthermore, we are widening the scope of activities for female employees by offering a broad range of appointments through which they can take up the challenge of working in different roles. In addition to training, we provide growth opportunities through job relocation and reassignment.

Human Resource Development in Consideration of Placing Female Employees in Managerial Positions Support for Women's Solid Career Formation

SuMi TRUST Bank carefully runs training sessions for female employees to coincide with the turning points of their careers so as to provide them with opportunities to independently consider their career development and build networks. In a career training held for sixth year employees, we help employees chart a course for their own careers over the medium to long term with advice from external lecturers and senior employees. SuMi TRUST Bank is also undertaking initiatives to earnestly listen to the concerns of female employees—who are susceptible to the impacts of major life events—and to provide them with opportunities as early as possible so they can design their own career as part of their life planning. In addition, starting in fiscal 2020, we began holding career seminars for employees suited for our pipeline models to clearly communicate the Bank's policies and initiatives for each job level, as well as its expectations for them to take on the challenge of becoming managers, and to build a network that extends beyond our businesses. Furthermore, each business also conducts training and events for employees to address issues in promoting the participation and advancement of women. Through these initiatives, SuMi TRUST Bank supports the growth of female employees so they can set their sights

Female Executives and Managers at SuMi TRUST Bank

	End of March 2019	End of March 2020	End of March 2021
(1) Directors and executive officers	2 (2.9%)	4 (5.7%)	4 (5.7%)
(2) Women in general manager level positions	9 (3.7%)	12 (4.8%)	16 (6.5%)
(3) Women in section manager level positions	134 (11.8%)	135 (11.7%)	150 (12.9%)
(4) Women in section manager or higher positions ((2) + (3))	143 (10.3%)	147 (10.5%)	166 (11.8%)
(5) Women responsible for management operations	1,423 (23.9%)	1,570 (25.8%)	1,683 (26.9%)

*The number inside the parenthesis is the female employee ratio. Executive officers included in (1). Women in assistant manager or higher positions shown in (5), which also includes (4).

on even higher management positions by sweeping away the concerns and pressures associated with becoming a manager and allowing them to demonstrate their capabilities in their own management style (see page 106 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. In addition to Company-hosted events and training, at branch offices and departments too, we adopt a bottom-up approach to furthering the participation of female employees by providing them with opportunities to think about their own careers through interaction with women from business affiliates.

Our executive officers are also actively involved in the nurturing of female employees. To that end, we organize executive seminars so that female employees can talk directly with executives, gain insights into management, and hear what executives expect of female employees. Furthermore, we implemented an executive mentorship program starting this fiscal year. Under this program, all managing executive officers become mentors for female employees who are candidates to become branch managers, offering one-on-one mentoring on a monthly basis to help them acquire a wide range of knowledge, perspectives, and personal connections, while providing them with opportunities for growth.

Training for Directors, Officers, and Management

To promote a change in mindset throughout the management team—a key element in developing an environment in which women can thrive—SuMi TRUST Bank incorporates topics concerning unconscious bias and female health issues into manager training. In addition, we take steps to deepen the understanding of executive officers regarding diversity and inclusion by, for example, providing training for executive officers and management on mentoring methods and effective ways to interact with subordinates as part of the executive mentorship program.

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) (see page 106) 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

SuMi TRUST Bank set a target of 100% paternity leave ratio for male employees in its general employer action plan commitment as an initiative for achieving diverse working styles and a healthy work-life balance, one of the topics in its Declaration on Work Style Reform (see page 111). This initiative is being promoted throughout the Group for the purpose of fostering a culture in which male employees assuming responsibility for some household duties is considered normal and so they can make new discoveries outside of the workplace and get a feel for how society is changing. The 100% target was achieved in fiscal 2017 and 2019, as well as in fiscal 2020. Going forward, we will continue to undertake activities geared towards entrenching the practice of taking paternity leave as part of company culture; for instance, even after the 100% target has been attained, we are encouraging employees to take more days off work.

We are also promoting initiatives to help employees balance work and nursing care, a trend that is expected to become more common going forward. As a part of this, we jointly hosted an online nursing care seminar together with the employees' union so employees all over Japan could easily participate, and we also organized a seminar just for management so they could learn how to more smoothly communicate with subordinates that need to take time off to look after their loved ones. In the annual employee awareness survey conducted to measure awareness of the nursing care schemes and corporate culture, our score for fiscal 2020 exceeded 60, which is considered a positive assessment.

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, we provide Japanese language classes for foreign employees at our offices in Japan to accommodate those who wish to communicate smoothly in Japanese in their work in Japan.

5. Promoting Advancement of Disabled Persons

We aim to have even employees with disabilities thrive at work and find their jobs rewarding as members of the SuMi TRUST Group. Nikko Asset Management has been running the Athlete Employee Programme since 2013 and is focused on hiring employees with disabilities. The employees that joined Nikko AM through this program established a working group for disabled employees and some of those employees are involved in creating a more comfortable working environment for all employees—one of the missions of the SuMi TRUST Group.

Moreover, the number of places at SuMi TRUST Bank where disabled employees can work alongside their colleagues is growing. Such positions include client service at branch offices or administrative duties in the head office. We

also make sure to sit down for a discussion with such employees after they have started working in order to address any concerns or requests they might have. The issues raised from these meetings prove useful when developing a more comfortable workplace environment, in terms of both physical and mental perspectives. As of September 30, 2021, the employment rate of disabled persons stood at 2.32%.

Employment Ratio of Disabled Persons

As of September 30, 2021

2.32%

Branches with Disabled Persons

As of September 30, 2021

110 branches

Gaining & Shaping a Population of Diverse Human Resources

Reinforce Human Resource

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 development spirit consisting of “TRUST,” for the growth and career development of the employees who will create our future.

- Talent** Talent (individuality) can blossom
- Respect** Respect each individual
- Uniqueness** Develop true professionals
- Support** Make mutual teaching and support our motto
- Try** Praise 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.



We have been advancing measures to be the “No. 1 financial group for human resource development” with the aim of “bolstering human resources,” which is one of the two wheels for raising the level of our group of personnel that provides comprehensive solutions (see page 102). Today, however, as digitization and other advances are transforming business models at an ever-accelerating pace, we need to share more concrete guidelines within the Group and accelerate their promotion. It was for this reason that, in April 2018, we created our “Human Resources Development Policy” as the shared human resource development slogan within the SuMi TRUST Group.

Through our Human Resources Development Policy, we have initiated various measures in fiscal 2019 aimed at becoming the “No. 1 financial group for human resource success,” where all kinds of people, from young to senior, regardless of gender or course, can flourish.

Career Course System Enabling Proactive Choice

SuMi TRUST Bank has implemented a course-based system that promotes employee career formation. Employees are

streamed into three courses, the G Course, the R Course, or the A Course, depending on their likelihood of being transferred and the nature of their work duties. There is also a system, applied to all courses, that places employees into four work groups based on their demonstrated capabilities. By adopting this system, we encourage personnel management based on ability, rather than age or gender. All employees regularly talk with their superiors on the status of career formation to be evaluated and receive feedback.

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 display their abilities to the maximum extent. SuMi TRUST Bank has introduced a program that enables new employees to experience multiple work domains within a fixed period after joining the Bank, which helps them ascertain their own job aptitude through their own work experiences. We are also advancing initiatives such as a trust internship program, in which employees spend a fixed

Course name	Residence and workplace relocation	Eligible business operations	Primary role	
G Course (General & Global)	Nationwide relocation type	Possible	All operations	<ul style="list-style-type: none"> Leaders of department- and branch-level organizations, or High-level professionals regarding various specific operations
R Course (Retail & Region)	Operation- and region-specific type	Possible within the specified area*	Operations for retail total solutions	<ul style="list-style-type: none"> Leaders of department- and branch-level organizations engaged in operations for retail total solutions, or High-level professionals that undertake operations for retail total solutions
A Course (Area)	Region-specific type	None	All operations	<ul style="list-style-type: none"> General managers of departments and branches, or Professions regarding various specific operations

*Nationwide- and regional-types (Tokyo, Kinki and Chukyo areas)

period of time learning the trust business in a section that is responsible for planning and development of trust operations, products and services. The program is 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 reduced the amount of paperwork at each branch by expanding the functions of our internal systems and consolidating operations. Under these circumstances, we are moving forward with integrating the operations of multiple branches in the area, promoting efficient operations, and strengthening our sales structure, while at the same time striving to develop human resources by rotating personnel.

*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 daily tasks.



Online training in progress



Communication tool among new employees, development personnel, and branch managers

Number of New Recruits

	Total (total of male and female)	Male	Female
FY2017	433	179	254
FY2018	402	178	224
FY2019	396	153	243
FY2020	402	140	262
FY2021	394	146	248

Salaries for New Employees in Fiscal 2020

(Starting Salaries)

(Post graduate)

(University graduate)

Monthly
salary

235,000 yen

210,000 yen

*Common across all courses

Recruiting Diverse Human Resources

It is indisputable that employing diverse human resources is the starting point for developing a robust corporate foundation. The recruitment section of SuMi TRUST Bank website provides clear explanations of the characteristics of its personnel system, the mechanism of trusts and their significance, and the overview of its businesses. The website is also carefully designed to give students from a wide variety of backgrounds an idea of what working at the SuMi TRUST Group is really like with features such as employee interviews. In addition, human resources likely to demonstrate expertise as trust bank employees are strategically recruited by setting aside the recruitment quotas for experts in law and other

fields, as well as assigning them to digital-related operations or asset management operations as an initial job assignment.

We also actively recruit mid-career professionals, in addition to new graduates, to ensure diversity, which is the source of our strength as a trust bank group. In recent years, the SuMi TRUST Bank has recruited approximately 100 mid-career professionals in Japan every year, including those from different industries, regardless of their nationalities.

As of the end of September 2021, 20% of our hires were mid-career hires while 20% of employees appointed to section manager or higher were mid-career hires, and we plan to continue maintaining this level going forward.

As for employees with foreign citizenship, our core subsidiary SuMi TRUST Bank employs a total of 81 employees in Japan and more than 700 employees in overseas offices. The ratio of local staff in management positions at our overseas offices is around 64%, and we plan to maintain this level going forward (as of September 30, 2021).

Respect for Employees' Will in Job Assignment

SuMi TRUST Bank determines new hires' job assignments by taking a comprehensive approach, examining their aptitude and confirming their wishes through interviews with each of them before they formally join the Bank. At the same time, SuMi TRUST Bank also values the initiative and motivation of each individual, and provides opportunities for incoming hires to acquire qualifications at their own will (pension actuary, real estate appraiser) and to take on the challenges of their initial assignment (global business, digital transformation, asset management and administration, market operations, etc.), thereby carrying out initiatives to encourage incoming hires to acquire the expertise trust bank employees need, as well as to continuously develop specialized talent.

Internal Job Posting System

With regard to employees' assigned positions, SuMi TRUST Bank has initiated an internal job posting system to encourage its employees to independently and voluntarily form their own careers. Under this system, employees applying for job quotas various departments set can actually move to the departments where they have applied if they clear the Human Resources Department's selection process. More recently, in response to changes in the business environment, SuMi TRUST Bank has been recruiting for special job posts that require novelty and significant expertise. In fiscal 2020, SuMi TRUST Bank started recruiting CEOs for its industry-government-academia collaboration start-up business and digital strategy company through the internal job posting system.

Number of
Internal Job Postings

FY2020

72

Number of
Internal Job Posting
System Users

FY2020

343

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Personnel Exchanges among Group Companies

To bolster consolidated management and create stronger human resources group-wide, the SuMi TRUST Group encourages mutual exchanges of human resources among Group companies. To ensure smooth personnel exchanges, Sumitomo Mitsui Trust Career Partners offers training to Group companies.

Study at SuMiTRUST University

To further develop the expertise and individuality of each employee, the Group has developed an in-house university under the name of SuMi TRUST University. SuMi TRUST Bank also partnered with external educational institutions to offer training aimed at improving business skills and many self-development programs that encourage employees to continue enhancing their capabilities.

SuMi TRUST University provides a wide range of learning opportunities, including original content that enables employees to freely pickup knowledge, skills, and expertise that are unique to a trust bank and distinctive of Sumitomo Mitsui Trust Bank. It also offers courses to deepen knowledge in areas such as business skills, digital technology, and liberal arts, to help each employee achieve their career goals and aspirations. Furthermore, the University focuses on revitalizing communication so that employees can come together and further their learning in the age of 100-year life. It also emphasizes the importance of employees sharing knowledge and experience and stimulating each other to make new discoveries and create new value. In fiscal 2020, the University entered the second phase of its development. In addition to starting seminars where employees who do not come into contact with each other in the course of their regular work get together to discuss and conduct research

on common themes, we are also building a social network where employees can freely exchange information related to learning, and the University is continuing to evolve as a learning platform where employees can meet new people and acquire new knowledge. Some employees have already started their own English study circle, and we plan to proactively support these activities.

At the same time, we are working to build a learning platform accessible by all Group employees, regardless of the company or employment status, with the aim of developing a course management system that lets each employee freely construct their own curriculum while providing communication tools that support mutual learning among employees.

Various Training Programs

- Training for new employees, rank-based training, business process-based training, language training (English and Chinese); carefully tailored trainings are provided according to the levels of experience and skill.

Web Campus

- Learning system using the Internet, including e-learning
- All employees can learn compliance rules, operational knowledge, business skills, etc.

Self-Development Support

- Financial assistance to cover the cost of various qualification and certification tests, grants to support obtaining credentials, provision of books for the disabled

Various Trainee Programs

- Capability development training programs, including training for acquiring qualifications and language trainee programs, are implemented
- Overseas training and language trainee programs (English, Chinese, and Thai), business process trainee program (New York, London, Shanghai, Singapore, etc.)

Concept Image of SuMiTRUST University

	Business	Global	Digital	Liberal arts	SMTB Knowledge	Rank-based and screened trainings
Officers and GMs	NEW Creative thinking courses	NEW Secondment overseas		SuMi TRUST 50 lectures (lectures by external lecturers) Industry-academia collaboration: University lecture participation program (Education domain)	NEW Trust fundamentals online course	NEW Training for newly appointed managing executive officers Training for newly appointed executive officers Training for newly appointed general managers
Deputy GMs and section managers	Online video training content service	English and Chinese language courses Dispatch of trainees	Digital Academy	Industry-academia collaboration: University lecture participation program (Digital domain)	Seminar: Financial services in a super-aging society Global Markets Business fundamentals online course Corporate pension fundamentals online course	GL training NEW Remote management training NEW 1-on-1 training
Group leaders	Online MBA courses SuMiTRUST Academy	English study circle			Seminar: SDGs and creativity	SL training University dispatch
Small group leaders						Co-creation programs with other companies
Employees with certain responsibilities						G&L II training G&L I training Challenging Year
New employees						New employee training

Strengthening Leadership

Developing Next-Generation Leaders

In cooperation with Hitotsubashi University's Graduate School, SuMi TRUST Bank offers GL training for Global Leaders (for deputy general managers, associate general managers) to nurture the next generation of top management and SL training for Strategic Leaders (for section managers, operational chiefs) to nurture the next generation of leaders. Candidates learn the values, general knowledge (liberal arts), and MBA elements they need for management, and through sessions and courses, they complete the program by presenting a proposal to senior executives. Furthermore, we carry out various training sessions to develop leaders among our female employees and provide them a path to management.

After these training sessions, employees receive opportunities to put their learnings at the sessions into practice in a variety of settings through their assigned duties and replacement.

In addition, through exploring the history of the Mitsui and Sumitomo corporate groups and communication with outside lecturers and foreign students, the program aims to reaffirm the SuMi TRUST Group's origins and business spirit, broaden horizons, instill global awareness, and enable participants to build networks within and outside the Company.

Strategy for Global Human Resources

To foster a global mindset and produce a continuous stream of human resources who can succeed in business sectors both in Japan and overseas, the SuMi TRUST Group has increased the number of employees sent from Japan to work overseas to 215 as of March 31, 2021, up from 115 as of March 31, 2012. We have also increased the number of employees with foreign citizenship working in Japan to 69 as of March 31, 2021, up from 22 as of March 31, 2012. Employees hired overseas are eligible for transfers to other overseas

locations and their training at the Head Office is also considered to be undertaken.

In addition, we provide screened training for next-generation top management candidates with no overseas experience to develop their management perspectives and language skills at global level.

Management Under the New Normal Environment

In addition to training to develop next-generation leaders to aggressively pursue strategic business development, SuMi TRUST Bank conducts rank-based training to ensure that each generation receives training at the appropriate time. Currently, section managers and team leaders undergo team building to help them defend the administration of their branches and departments while responding to demands from management as well as training to gain management awareness. The training is designed and conducted in partnership with an external educational institution based on their integrated leadership training curriculum (the 7 Habits of Highly Effective People). Furthermore, we conducted a new training program in fiscal 2021 for all managerial positions at the section manager level and above to help them understand the new management styles that have emerged under the new normal environment. This training provided insights on communicating with subordinates, instilling organizational ideals, and managing the workforce in a remote work environment. Human resources development requires not only classroom learning but also practical training through hands-on experience. Therefore, in order to help these managers acquire practical knowledge and skills, we not only encourage learning through group discussions at the training site but also support post-training assignments and other out-of-class activities. We actively promote human resource development through recurrent education that



Data Concerning Training for Human Resources Development (FY2020)

Total number of trainees*1	Number of selected and nominated trainees	Percentage of employees that participated in training*2	Total training hours	Training costs	No. of training days
10,059	91	31.8%	935.4 days (Calculated at 7 hours per day)	¥340 million	170*3

*1 Total number of trainees in business-specific training, rank-based training organized by the Human Resources Department, and SuMi TRUST University

*2 Percentage of employees that participated in business-specific training, rank-based training organized by the Human Resources Department, and SuMi TRUST University, calculated as: Number of trainees (excluding overlaps) / total number of employees × 100.

*3 For fiscal 2020, total training days have decreased YoY as a result of the preparation time taken for shifting to online training, as well as an increase in trainings held on the same day due to the shift to online training.

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looks ahead to an age of 100-year life and, from fiscal 2019, we started inviting external instructors (former managers, university professors, etc.) to provide training for newly appointed executive officers and managing executive officers.

These training programs are held online as a general rule, and are designed to promote the growth of human resources based on a flexible management approach that supports a variety of work styles.

Reinforcement of Digital Human Resources

SuMi TRUST Bank is working to strengthen the expertise and expand the workforce of its digital human resources capable of providing value to clients and employees by way of a technology-driven business transformation and is therefore offering employees numerous ways and opportunities to undertake learning. It organizes lectures by external experts and well-known figures in the digital field and has also launched a Digital Academy to communicate information online about topics of focus. Furthermore, the Bank has introduced a university lecture participation program through which employees can study leading-edge technologies like AI and

blockchain, as well as analysis techniques leveraging probability and statistics. We are also taking on the challenge of creating innovation through strengthening our digital human resources by, for example, introducing joint training programs with IT-related companies to examine business models.

Fair Evaluations and Treatment

In order to fairly evaluate and treat diverse human resources, it is necessary for all employees to share and practice the goals of the evaluation system, and in practice, objectivity is essential. For this reason, roughly every three years, SuMi TRUST Bank sends members of the Human Resources Department to each branch and department to interview employees. Additionally, as a means of obtaining a multi-faceted view of our personnel, we have introduced an anonymous survey for subordinates and others to rate the day-to-day management actions of line managers in the branch management ranks (general managers, deputy general managers, section managers, etc.). Further, we also promote management action reform and encourage the cultivation of a climate of bi-directional dialogue.

Purpose of Personnel Evaluation System

- To maximize our performance as an organization by aligning the vectors of the Company and individual employees in the same direction
- To ensure goal setting and issue identification, daily communication, and face-to-face meetings to review performance, etc. lead to changes in behavior and capacity development
- To fairly evaluate the various achievements of employees and the diverse capabilities they have demonstrated to ensure they are assigned to appropriate jobs and treated justly

Personnel Evaluation Systems with Individual Employee Participation

SuMi TRUST Bank's personnel evaluation system enables individual employees to participate in the evaluation process. At the beginning of each business term, SuMi TRUST Bank's employees consult with their supervisors and determine specific business execution tasks. After the end of the term, supervisors meet face to face with employees and review their attainment level versus issues identified and the process they went through to deliver results, provide them with assessments they find convincing, and afford them capability evaluations across the process they followed to achieve results. Those capabilities demonstrated and evaluated include the state of their ethics and compliance and their degree of involvement in developing human resources.

Starting in fiscal 2019, Sumi TRUST Bank changed its performance evaluation cycle from six months to one year to make it easier to tackle medium- and long-term issues as well as short-term initiatives. Although the evaluation period is longer, we still intend to meet at least once a quarter for timely sharing and resolution of day-to-day issues and to conduct interim process checks.

Bonus System Reflecting Business Performance

From the perspective of encouraging individual employees to fully exercise their capabilities, SuMi TRUST Bank has introduced a system to appropriately reflect the business

performance of the entire Group and individual's performance and achievement in the bonus amount with a view to realizing "incentives for building up earnings for the entire Group as well as for contributing to business unit, branch, or department the individual belongs to" and "fair and highly transparent system management through clarification of the process of reflecting business performance."

Through appropriate evaluation of personnel and the payment of bonuses reflecting performance, the Group has developed an environment that enables capable personnel to fully exercise their capabilities.

To further support our employees' accumulation of financial assets, we sponsor a SuMi TRUST Group employee stock ownership plan that regularly purchases shares of SuMi TRUST Holdings.

Employees to be evaluated

13,290 employees (as of end of September 2021)

Business performance indicators used to determine performance-linked bonuses

Achievement ratio of the consolidated net business profit before credit costs

Achievement ratio of the consolidated net income

Evaluation method used to measure individuals' performance

Decided through relative distribution among employees belonging to the same business unit based on the results of performance evaluation specified under the personnel evaluation system

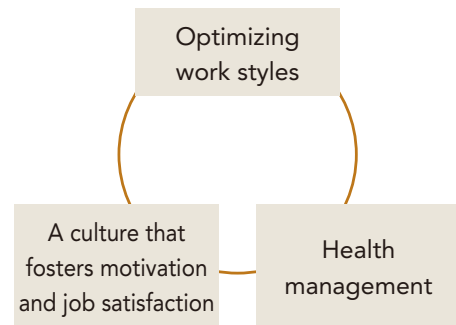
Upholding Positive Workplace Environments

Declaration on Work Style Reform

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

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



To “improve the workplace environment” the other side of our action to raise the level of the Group’s workforce (see page 102), in May 2017, we created the Work Style Reform Headquarters, led by the presidents of SuMi Trust Holdings and SuMi TRUST Bank, and instituted the “Declaration on Work Style Reform” to demonstrate the commitment from the top of the Group.

At SuMi TRUST Bank, the initiatives implemented in accordance with this declaration are helping to generally improve the scores for the questions regarding workplace environment and work-life balance in the annual employee awareness survey.

Support for the International Labour Principles

The SuMi TRUST Group supports the ILO Declaration on the Fundamental Principles and Rights at Work as a signatory to the UN Global Compact.

We also make sure that employees can read about our guidelines concerning labor standards by posting them on the Company’s intranet. This same information is also shared with our overseas offices.

Specific Initiatives

- Set and enforce a nine-hour interval rule (the minimum number of hours between the end of a work day and the start of the next work day)
- Ascertain working hours of all Group employees, including those at affiliated companies, and take thorough measures to prevent overwork
- Discuss overtime work status and the management status of systems to promote employee health for the entire Group four times per year at meetings of the Board of Directors. Utilize the opinions of attendees, including those of external directors and external auditors, in drawing up and executing proposals
- Upload to our internal intranet successful management examples of efficient work operation execution
- Shift to business casual attire year-round
- Data is processed and returned with the use of RPA

Optimizing Work Styles

Improving the Workplace Environment

The Group is conducting a broad range of initiatives to improve the workplace environment. Specifically, we have been working on reducing the level of overtime work by carrying out thorough work-efficiency and time-management measures. We aim to achieve a goal of cutting clerical work at branches by 70% in around five years by implementing business process reforms and promoting branch strategies. We are also steadily improving efficiency in headquarters operations, for example by automating routine tasks.

The manpower created from these changes will be shifted to the on-site sales force, IT operations, and other specialized areas in order to enhance client support and improve services.

Furthermore, the Group has been working to reduce overall work hours by encouraging employees to take paid leaves and setting months for leaving work early and weeks for leaving work on time.

Status of Paid Holiday Use among SuMi TRUST Bank Employees (FY2020 Results)

Average number of days of paid holiday use	15.4days
Average paid holiday usage rate	57%

Status of Overtime Hours among SuMi TRUST Bank Employees (FY2020 Results)

Average overtime hours per month (outside of mandatory work hours)	19.1hours
Ratio of career-course employees exceeding 60 hours of overtime per month (outside of mandatory work hours)	0%

Health-Related Data of SuMi TRUST Bank Employees (FY 2020 Results)

Ratio of employees that have received a detailed health examination	69.4%
Ratio of employees that smoke	11.1%
Ratio of employees that took a stress check	93.6%
Ratio of employees with high levels of stress	9.0%

Human Capital

Initiatives to Realize Work-Life Balance

The Group actively strives to create working environments that enable employees to work at ease and maintain a good balance between work and home lives. As one plank in this effort, the Group is a member of the “Iku-boss Corporate Alliance” established by specified non-profit organization Fathering Japan, which develops businesses to support fathers and promote work-life balance for men. Through the activities of the alliance, we will again spread within the Group a message that “realizing diverse work styles and work-life balance” for employees is crucial for sustainable growth of the Group, and promote the development and reform of awareness among senior executives.

As for childbirth and childcare, SuMi TRUST Bank has created an environment where employees can raise their children with peace of mind by implementing a variety of measures. For example, in addition to offering childcare leave until children reach the age of two, SuMi TRUST Bank

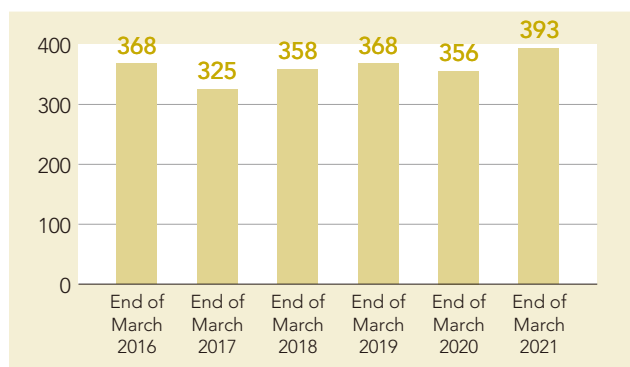
promotes childcare leave for male employees, and has established a nursing care leave system where employees with two or more children requiring care can apply for up to 10 days of leave per year. Furthermore, employees who are pregnant or who live with and raise children of or below the third grade of elementary school are eligible for a system of shorter working hours and an exemption from working overtime or at night. As of the end of March 2021, 393 employees had used this system to take childcare leave. We are also developing a childcare handbook so as to provide information to pregnant employees and their managers mainly regarding how the leave system works and key points to be mindful of. In addition, we have a website that can be accessed by employees on childcare leave and an email newsletter that provides useful information on child-rearing, as well as company information. We also run seminars led by external lecturers for employees returning to work, and in addition to creating networks between female colleagues that



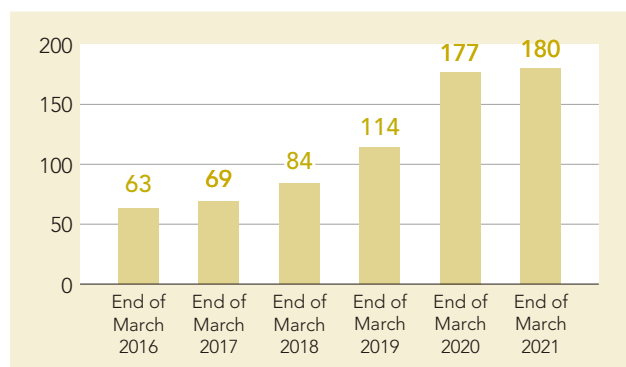
Usage Status of Flexible Employment System (FY2020 Results)

Number of employees using shorter working hours system for childcare or nursing care	522
Number of employees using staggered work starts, overtime work exemptions for childcare or nursing care	209
Number of employees telecommuting	385

Number of Employees Taking Childcare Leave



Number of Employees Taking Nursing Care Leave



SuMi TRUST Bank's System for Childbirth and Childcare (as of End of March 2020)

Item	Pregnancy	Before childbirth	After childbirth	Under 1 year of age	Until the child's second birthday	To under elementary school age	Until third grade of elementary school
Staggered working hours	○	○	○	○	○	○	○
Secure time for hospital visits, ease the burden of commuting, etc.	○	○	○	○			
Prenatal and postnatal leave (8 weeks before and after childbirth/paid)		○	○				
Maternity and childcare leave (first week is paid leave)	○	○	○	○	○		
Childcare time (1 hour a day or two 30 minute periods a day/paid)				○			
Exemption from overtime work	○	○	○	○	○	○	○
Exemption from late-night work	○	○	○	○	○	○	○
Shortened workday system (shorten working hours by no more than 2 hours a day)	○	○	○	○	○	○	○
Nursing care leave				○	○	○	

might harbor the same concerns about balancing work with child-rearing and supporting their smooth transition back to the workplace, we also hold training for section managers with subordinates that face time constraints due to childcare responsibilities by using case studies to examine organizational management methods.

We are developing a nursing care handbook containing basic information about nursing care and we regularly hold seminars on this topic. We have in place a nursing care leave system that offers employees up to 10 days off per year (if there are two or more family members requiring care), a leave-of-absence system for nursing care that can be taken for up to 12 months, and a system of shorter working hours that can be utilized over a maximum of three years (for every family member requiring care). In addition, starting in 2021, we relaxed the requirements for taking accumulated paid leave, allowing employees to use it for their own injuries and illnesses, family care and nursing, fertility treatment, etc., thereby expanding the safety net for themselves and their families. We have also set up a nursing care consultation service where employees can freely consult with external experts on everything from minor questions to concerns about nursing care and balancing work and family life.

Furthermore, with regard to fertility treatment, we have conducted awareness-raising training for all employees via e-learning in order to promote employees' knowledge and understanding of fertility treatment, and have added fertility treatment to the list of acceptable reasons for taking accumulated paid leave as mentioned above, and have also established an in-house fertility treatment consultation service.

Supporting Work-Life Balance for Employees Undergoing Cancer Treatment

In fiscal 2019 we introduced flexible working arrangements to support the balance between cancer treatment and work, including a leave program that can be taken in hourly units. SuMi TRUST Bank has also joined the "Corporate Action to Combat Cancer" initiative promoted by the Ministry of Health, Labour and Welfare.

Promotion of Flexible Working Styles

From fiscal 2018, SuMi TRUST Bank started offering its employees the option of teleworking in order to boost productivity and support a work-life balance. From fiscal 2019 it started trialing a satellite office-based working style from the viewpoint of more effectively utilizing branches and reducing the burden of commuting. Since fiscal 2020, the number of users and branches in this setup have increased. The Bank is also encouraging staggered working hours in an effort to develop an environment whereby employees can flexibly choose when and where they want to work.

These initiatives are actively being utilized as an effective means of staggering office attendance amid the COVID-19 pandemic.

Also from fiscal 2019, the SuMi TRUST Bank adopted a business casual working attire for the whole 12 months of the year. This initiative heightens the autonomy of employees who sometimes need to choose for themselves suitable clothing to wear depending on what kind of work they are doing or which clients they are meeting with. It will also

further the development of comfortable workplaces because employees can more easily adapt to colder or hotter days.

Employee Health Management

With regards to "assistance to advance health by raising health awareness in the workplace and properly managing working hours," we seek to promote both the physical and mental health of all Group employees. In addition to promoting the aforementioned optimized work styles, the Group has appointed medical and hygiene supervisors (hygiene promoters) at each of our business locations to provide detailed health management guidance, and through e-learning courses, we seek to raise employee awareness about the importance of health. We also conduct activities such as training to raise the awareness of line managers about the importance of managing their own mental and physical health and that of their subordinates. In addition, we provide all employees with opportunities to use external medical and healthcare services so that they can further improve their health outside of work. In recognition of these initiatives, the Group has been selected in METI's White 500 as an organization having outstanding health and productivity management for four years in a row since 2018.

Moreover, we are endeavoring to respond swiftly and appropriately to the spread of the COVID-19 pandemic by setting up a coronavirus hotline in order to deal with any psychological anxiety felt by employees.

Specific Initiatives

- To bolster employee health management, we thoroughly inform employees of their duty to manage their own health, and we encourage independent and voluntary health management.
- We ensure a flexible approach is in place for employees working long hours by encouraging them to take half-day paid leave or come to work later in the day.
- We have commenced a program, in coordination with branches and departments, to make sure that those employees who have not taken a necessary health checkup, re-examination, or medical treatment will take the one they have missed.
- We put into place a framework for ascertaining the health status of each employee through daily communication within branches, meetings with Human Resources Department personnel, and the filing of job condition declaration (once a year), in addition to regular health checkups.
- We offer influenza vaccinations (at the main office buildings and some branches) and issue warnings aimed at preventing the spread of the seasonal flu, the norovirus, and other contagious viruses.
- We encourage employees to participate in radio gymnastics at the start of the work day.
- We report the status of overtime work hours and the management status of health promotion systems to meetings of the Board of Directors four times per year, and utilize a broad range of opinions, including those from external directors and external corporate auditors, in drawing up and executing measures.
- Ban smoking in all buildings
- Established a COVID-19 consultation service and carried out COVID-19 vaccination for the entire Group, including all employees of Group companies and their family members who want to be vaccinated.

Human Capital

Physical Health

All employees are required to undergo an annual health examination (100% of employees underwent health examination in fiscal 2020), and the Human Resources Department encourages employees needing medical attention to undergo health examinations individually (69.4% of employees underwent detailed health examinations in fiscal 2020). We also support health examinations such as complete medical checkups for employees' family members through health insurance associations.

To help employees maintain good health in the workplace, we removed smoking areas from our offices and prohibited smoking in all buildings in 2018 as a way to prevent secondhand smoking (11.1% of employees were smokers in fiscal 2020).

In order to prevent the spread of COVID-19, we organized a workplace vaccination program for our employees, as well as employees of other Group companies and their families from July to September 2021.

Mental Health

Once a year we have all employees undergo a stress check (93.6% of employees underwent a stress check and 9.0% of employees were determined to have high stress in fiscal 2020). In addition to providing feedback individually, an occupational physician provides guidance so that line managers can provide the right care. We also have in place consultation systems that are easy for employees to use—for example, our in-house health promotion centers set up mental counselling times and the health insurance association provides free health counselling over the phone. When conducting the annual stress check, group analysis results are provided to the employees' union so that improvements in the workplace environment can be discussed.

A Motivating, Fulfilling Work Culture

To "provide all employees with motivating opportunities to succeed and grow," we endeavor to build a work culture that encourages employees to challenge themselves and learn, and stimulate mutual communication. Managers are expected to meet with their employees at least quarterly. These meetings allow the manager to get to know the employees' day-to-day concerns and challenges, help them grow and

contribute in a timely manner, and think through their career plans together.

As previously mentioned, we have recommended employees enlist their colleagues beyond each branch or department to create such learning opportunities as seminars and learning circles, and hosted lectures inviting outside lecturers on a regular basis. In addition, SuMi TRUST Bank encourages employees to independently and voluntarily form their own careers by switching the relocation type from region-specific type to nationwide type, and through internal job posting system by which employees can apply for transfers to different duties or business units as they desire.

At the same time, in order to connect the positive motivation of Group employees to new solutions in the form of new products and innovations, we are promoting employees' future-oriented activities for the creation of new businesses and operations, which will in turn boost employees' motivation even more.

Dialogue with Employees

To ensure that both the Company and employees are heading in the same direction and in an effort to encourage employee understanding of the Group's business model and value creation story, we publish an easy-to-understand Employee Integrated Report.

In addition, to make sure our desired corporate culture continues to spread, good mutual communication between officers and employees, as well as between co-workers, is essential. SuMi TRUST Bank takes advantage of events where employees congregate, such as rank-based training, and provides opportunities where the President and other officers talk about topics including management policy and their leadership with a question-and-answer session.

"The Trust Bank discussion" is also held at the workplace to foster the awareness of fiduciary spirit and improve teamwork.

Through open discussion on specific topics between fellow employees, regardless of their position or team, SuMi TRUST Bank puts into practice the concept of "shaping workplaces to be highly motivating."

In addition, as a communication tool between employees and management, we conduct an employee awareness survey for all employees.



Business briefing held prior to open recruitment



Next-generation leaders discuss the Group's mission during training

Labor/Management Relations

A sound and stable labor-management relationship is an indispensable foundation for a company to achieve sustainable growth.

SuMi TRUST Bank recognizes the freedom of association and respects the right to organize and the rights of collective bargaining. It also guarantees employees the right to openly engage in communication with management. As of end-September 2021, the employees' union has 11,692 members, which accounts for 84.08% of all employees. The new inclusion of associates to the employees' union in July 2018 greatly boosted the percentage of unionization among all employees compared to March 2017, when only 8,537 employees were members of the union. The Bank regularly holds management consultation meetings attended by the management team that reports directly to the president alongside the representative of the employees' union, as well as branch and department consultation meetings attended by labor and management representatives for each branch office. During these meetings, discussions focus on working conditions for union members and how workplace environments can be maintained. In this way, the opinions of employees are reflected into management.

At other Group companies as well, there are initiatives to ensure smooth business operation and maintain and improve the workplace environment through dialogue between the company and the union or representatives of employees.

Encouraging Senior Employees to Thrive

SuMi TRUST Bank has in place a program to continuously re-employ retirees who meet certain criteria until they reach the age of 65 (the Elder Partner Program), but from April 2021 it will extend the mandatory retirement age to 65 so that senior employees can remain at the Company for longer.

Also, employees that demonstrate a high level of expertise are certified as Fellows and a framework that reflects their skills in the employment benefits they receive has been introduced.

Promoting Well-being

In April 2021, we established officers in charge of well-being, and are strengthening internal and external promotion activities while participating in industry-government-academia collaboration sessions at the "Well-being Initiative" hosted by Nikkei Inc.

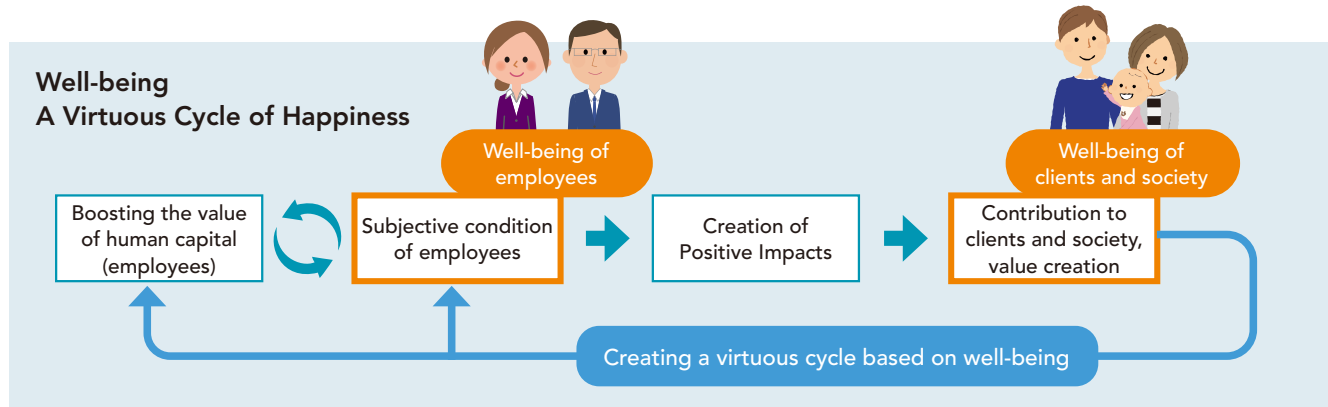
The slogan of the SuMi TRUST Group's well-being promotion activities is "creating a virtuous cycle of happiness for employees, clients and society."

By improving the well-being of our employees, we aim to boost the value of the Group's human capital and achieve our "Purpose" of "creating new value with the power of trusts and let prosperous future for our clients and society bloom" through the creation of positive impacts. Improving the well-being of our clients and society will give our employees, who are members of society, a sense of fulfillment, joy, and achievement, which in turn will improve their well-being, accelerating the virtuous cycle of happiness.

We have defined "employee well-being," which is the foundation of value creation, as a state in which employees are healthy both physically and mentally, empathize with our "Purpose," and pursue happiness in their work by utilizing their own values and strengths under good interpersonal relationships that respect diversity. In accordance to this definition, we are working to develop measures to achieve employee well-being.

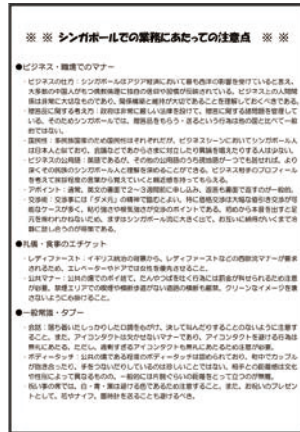
For example, in an effort to promote the sharing of values between SuMi TRUST Bank and its employees, we are working to foster a corporate culture that creates happiness, starting with the "Online Information Briefing for All Employees" by the officer in charge of well-being. This is followed by the "Branch Manager's Cram School and Dojo (theme: Positive Stories for Improving Wellbeing)" at each workplace and "1-on-1 coaching training" for all senior executives.

In addition to the employee awareness survey that we have been conducting for some time, we have introduced the Pulse Survey, which enables us to check conditions and identify signs in a timely manner, and we are focusing on improvement activities at the workplace level to create a cheerful and comfortable workplace. Furthermore, we are strengthening our initiatives to have employees themselves promote well-being activities, such as recruiting well-being promoters from all branch offices for the in-house side job program that we started in October.



A Handbook for Overseas Employees, Domestic Employees Posted Overseas

SuMi TRUST Bank has prepared a guide, the “Overseas Application Handbook,” on all the social and cultural custom risks that overseas employees and domestic employees sent overseas ought to be aware of. In drafting the handbook, we referenced reports by Business for Social Responsibility(BSR), a nonprofit that originated in the United States that works with companies on sustainability issues, and research materials released by the Industrial Federation for Human Rights, Tokyo.



Understanding the customs and taboos emanating from the culture, religion, national identity, and unique attributes of each country enables our employees to obtain a deeper understanding of the behavior and sentiments of people in other countries and thus builds a foundation for smooth communication and mutual trust. The handbook covers a wide array of bases from summary data on each country such as Transparency International’s* Corruption Perception Index (country rankings), manners for various scenarios such as when doing business or sharing a meal, widely shared sensibilities and basic knowledge as well as taboos, differences between Japanese culture, customs, and lifestyles and those of the relevant country to the human rights of women in each country and customs and rules arising from religion. With our Global Business Planning and Coordination Department and Human Resources Departments at the fore, we publicize the handbook to encourage employees to look through it as a reference before going overseas.

*Transparency International is an international NGO dedicated to fighting corruption, especially corruptions among public-sector authorities. The handbook’s country ranking is based on Transparency International’s Corruption Perception Index that covers 175 countries and territories.

Distribution of Harassment Prevention Handbook

Given the number of cases reported to the Group’s consultation line and the greater focus on harassment issues in society, we have distributed a harassment prevention handbook to all Group employees in order to prevent harassment from occurring and to stop situations from worsening further, and so all Group employees can be sure to take appropriate action as members of the organization. In addition, every year SuMi TRUST Bank runs a harassment prevention training course through its e-learning platform for all employees to complete.

Through proper understanding, we aim to eliminate harassment, foster a culture of mutual respect, and create a comfortable and rewarding workplace environment.

System to Respond to Complaints Related to Labor Practices, etc.

In view of the need for appropriate workforce management, SuMi TRUST Bank has established, within the Human Resources Department, the Personnel Consultation Desk (LGBTQ Consultation Desk), at which all employees (including course employees, professional employees, associate employees, part-time workers, and temporary employees) can receive consultation without going through the regular reporting line when problems related to personnel and labor affairs management, such as unfair or unjust labor affairs management practices or workplace harassment, occur. As a safety net to guard against labor affairs problems, the Personnel Consultation Desk strives to appropriately handle consultation cases—also received anonymously—while promptly cooperating with relevant persons.

With respect to associate employees, in addition to personnel management at workplaces, SuMi TRUST Bank has started “personnel affairs support services,” including rotation interviews with employees, through an affiliated company (Sumitomo Mitsui Trust Business Service).

SuMi TRUST Bank strives to prevent labor affairs problems by trying to grasp the circumstances of individual employees and collecting opinions and views which maybe difficult to express in the workplace (see page 120).

Number of Consultations Concerning Labor Practices, etc. at SuMi TRUST Bank

FY2016	78
FY2017	65
FY2018	76
FY2019	68
FY2020	99

Results of the Employee Satisfaction Survey

SuMi TRUST Bank conducts an “attitude survey” of all employees in order to objectively identify employees’ perception of the dissemination of measures taken by the company, the personnel system and its operation, and the workplace environment and engagement. The results of the survey are returned to management and frontline employees for use in improvement activities.

	FY2015	FY2016	FY2017	FY2019	FY2020
Vitality level	61.5	60.9	62.1	59.1	60.4
Satisfaction level	61.1	60.8	59.8	60.4	63.2

Vitality level: Indicator of the level of expectations for the future, forward-looking thinking, willingness to contribute to the organization, work motivation.
 Satisfaction level: Indicator of how much satisfaction employees get from the contents of their job duties, the working environment and personal relationships.

Employee Breakdown (Sumitomo Mitsui Trust Bank)

	As of end of March 2020	As of end of March 2021
Number of employees	13,527 (5,950 men) (7,577 women)	13,740 (5,988 men) (7,752 women)
Hong Kong	63	68
Japan	12,737	12,936
China	131	130
Korea	4	3
Singapore	142	140
Indonesia	6	6
UK	237	241
USA	204	213
Sydney	3	3
Average age	41.4 (Male: 43.5) (Female: 39.6)	41.6 (Male: 43.6) (Female: 39.6)
Average continuous years of employment	14.1 (Male: 16.3) (Female: 11.8)	14.0 (Male: 16.2) (Female: 11.9)
Average annual salary <small>*Guaranteed minimum wage by region as prescribed by the MHLW</small>	7,349 thousand yen	7,064 thousand yen
Number of temporary staff	446	453
Number of part-timers	49	42
Number of disabled persons employed	301 (Disabled person employment ratio: 2.28%)	303 (Disabled person employment ratio: 2.32%)
Number of employees using the Elder Partner Program	455	467
Number of employee turnover (annual)	285 (128 men) (157 women)	220 (109 men) (111 women)
Number of work-related accidents (annual)	125	99

Human Capital

Diverse Human Resources with Expertise That Support the “Power of Trusts”

Qualification/role	Number of employees
Financial Consultant/Trust Consultant	271* ¹
1st grade Certified Skilled Professional of Financial Planning	673
Gerontology Test	960
Bank Gerontologist Certification Exam (Financial Services Level 3, Senior Correspondent Banking Practice Course)	3,502
Real Estate Appraiser (total of real estate appraisers and assistant real estate appraisers)	175* ²
Real Estate Transaction Specialist Exam	6,268
ARES Certified Master	357
First-Class Architect	27
Securities Analyst	813
CFA (Chartered Financial Analyst)	18
Pension Actuary	45
In-house Lawyer	31
Certified Administrative Procedures Legal Specialist	55
Certified Public Accountant	10
Certified Public Accountant (US)	16
Licensed Tax Accountant	10
Certified Internal Auditor (CIA)	56
Labor and Social Security Attorney	41
System Auditor	12
Project Manager	10
Advanced System Administrator	12
Information Systems Security Administrator	17
IT Strategist	11
Overseas Graduate School graduates (Master's/PhD)	44

(All figures are SuMi TRUST Bank's actual results as of the end of September 2021) (Note: *1 is as of the end of March 2021; *2 is for the entire SuMi TRUST Group)