

## Activities in FY2019 : **Society**

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For the following themes, which address both environmental and social challenges, please refer to the "Environmental" part.

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## Our Approach to Human Resource Development

### Encouraging the Pursuit of Personal Growth and Challenging Endeavors

The MUFG Human Resources Principles provide the basis on which the Group has built a human resources management platform that aligns with its Corporate Vision. These principles define “Integrity and Responsibility,” “Professionalism and

Teamwork” and “Challenge Ourselves to Grow” as values to be shared by all employees, and each Group company formulates and executes human resources management policies aimed at ensuring the realization of these values.

- Shared Values
- HR Mission
- HR VisionTeamwork
- HR Philosophy

► For the full text of the MUFG Human Resources Principles, please also visit our website. <https://www.mufg.jp/english/csr/policy/>

Our basic philosophy on human resource development is to provide each employee with educational opportunities that enhance their discernment and sense of ethics as well as their knowledge and expertise, and to develop human resources who can make the MUFG Corporate Vision a reality.

In this challenging business environment, we are promoting human resource management that supports the MUFG Re-Imagining Strategy, a group-wide initiative to which the MUFG Group companies, business groups and corporate centers are all

committed.

Under the current Medium-Term Business Plan, we are accelerating the policies of placement of the right people in the right places on a Group basis and cross-functional exchange of human resources across the entire Group to support our business strategies. We are also working to advance our global human resource management, including the integration of the management of all employees in Japan and overseas.

► Please refer to page 68 of MUFG report 2020 for details on MUFG human resources strategy. [https://www.mufg.jp/english/ir/report/annual\\_report/](https://www.mufg.jp/english/ir/report/annual_report/)

## Human Resources System Revisions

MUFG Bank, Mitsubishi UFJ Trust Bank and Mitsubishi UFJ Morgan Stanley Securities carried out revisions of human resources systems over the period from fiscal 2019 to the beginning of fiscal 2020. These revisions were aimed at ensuring the optimal evaluation of our human resources in line with their contributions to business model reforms and appointing them based on the performance.

For example, in April 2019, MUFG Bank adopted a management policy allowing younger candidates in their 30s to become branch managers and line managers. In addition, a growing number of employees expressed their interest in acquiring an even broader range of skills and/or specialist expertise in response to the revision of the conventional career course system and the resulting expansion of career options offered to them. In sum, the positive effect of revised human resources systems is gradually emerging. With regard to human resources evaluation and development, we aim to support each employee's **1) pursuit of professionalism, 2) will to overcome the challenge of reform and 3) self-directed career building**. In particular, we have newly incorporated the second of these aims into evaluation items.

Furthermore, we have adopted an even more detailed set of indicators for assessing employees' strength and weakness to help them develop their skills. We also support the realization of medium- to long-term career plans via bidirectional

communications between employees and their supervisors.

Through these initiatives, we will help each employee's self-development and create an environment where employees are satisfied with their daily work and able to continually challenge themselves in pursuit of reform. Similarly, initiatives undertaken at Mitsubishi UFJ Trust Bank include those aimed at helping employees realize their full potential in diverse fields as well as the incorporation of human resources management practices strongly focused on performance-based appointment. In these ways, the Trust Bank aims to become a company composed of a professional team capable of supporting the creation of a safe and prosperous society by delivering solutions to issues confronting its customers and society as a whole. Mitsubishi UFJ Morgan Stanley Securities completed its transition to a human resources evaluation system that puts greater focus on evaluating employees based on their professional ability to deliver high value-added services. To this end, Mitsubishi UFJ Morgan Stanley Securities has introduced a compensation system that emphasizes rewarding employees based on how well they fulfill their responsibilities. By doing so, Mitsubishi UFJ Morgan Stanley Securities aims to ensure that each of its employees finds their job reward and takes pride in it while encouraging them to overcome the challenge of reform to deliver new value.

	Our Objectives	Our Actions
<b>MUFG Bank</b>	Establishing an evaluation and development framework that encourages employees to develop their abilities and take on challenges, as well as a system to ensure that the best person for the position is appointed according to the ability and appropriately treated, based on their performance in job responsibility.	<ul style="list-style-type: none"> <li>● Reviewing the career course system to accommodate a variety of attitudes toward career.</li> <li>● Reviewing the compensation and evaluation systems to ensure that contributions and challenges within the job responsibility assumed by employees are most highly evaluated.</li> </ul>
<b>Mitsubishi UFJ Trust and Banking</b>	Developing professional human resources who have a high degree of expertise and the ability to take on the challenge of creating new value; and responding to the changes in social conditions, such as the reduction of routine clerical work due to the expansion of digitalization and the increase in the number of mid-career employment.	<ul style="list-style-type: none"> <li>● Abolishing conventional job categories.</li> <li>● Reviewing the pay system, etc.</li> </ul>
<b>Mitsubishi UFJ Morgan Stanley Securities</b>	Developing and increasing the number of professional employees and appointing employees based on their abilities.	<ul style="list-style-type: none"> <li>● Expanding the scope of specialist work to include the entire company and providing opportunities for professionals to fully demonstrate their abilities.</li> <li>● Changing the compensation system for the Core Officer to focus on how they fulfill their job responsibilities.</li> </ul>

## Human Resource Development Program

### Developing a Corporate Culture that Encourages Employees to Take on Challenges

#### Encourage Employees to Pursue Personal Growth and Challenging Endeavors

MUFG is strongly focused on encouraging each employee's self-directed career building and, to this end, supports their growth and their ability to respond to challenges. Accordingly, we have in place a number of frameworks designed to help them acquire diverse experience within and outside the Group.

##### ■ HR-related systems that encourage employees to take on challenges

<b>Job Posting Opportunity named "Job Challenge"</b>	By job posting opportunities within the Group and by taking advantage of MUFG's broad business fields, opportunities are provided for employees to choose and apply for the positions they want to be in, regardless of the divisions they belong to and beyond the boundaries between organizations.
<b>Temporary Transfer to Start-up Company</b>	Opportunities to gain new experience and knowledge of diverse corporate cultures are provided through secondment to start-up companies and by concurrently working at both the Bank and a start-up.
<b>Self-Realization Leave named "Challenge Leave"</b>	By allowing for a certain period of absence, MUFG supports employees' activities that will contribute to personal growth and realization of dreams (e.g. starting a business, studying abroad, obtaining a qualification and public activities).

MUFG strongly encourages its employees to challenge a new position within the Group through its Group-wide job posting system, as well as to venture out from the Group and experience a culture they cannot obtain within MUFG.

For example, MUFG Bank has developed a system named Temporary Transfer to Start-up Company that allows employees to concurrently work at both the Bank and a start-up. This initiative started in August 2019 and several employees have already taken advantage of the system. In November 2019, the Bank started to provide the opportunity for self-realization

through a period of leave named Challenge Leave, which has also already been used by several employees.

Mitsubishi UFJ Morgan Stanley Securities, which boasts a number of employees with diverse career backgrounds, revised its rules of employment in February 2020 to incorporate clauses clarifying cases in which side jobs are permitted. In this way, Mitsubishi UFJ Morgan Stanley Securities is striving to help its employees fulfill their career goals in a way that transcends organizational boundaries.

#### Innovative Change of Corporate Culture and Employees Survey

Through a variety of initiatives, MUFG develops professional human resources who can add value to the services provided by the Group, while transforming its corporate culture and establishing a system that will enable us to provide greater value to its customers and society.

In addition, in order for the entire group to take on the challenge of retransforming the culture, it is important to create a workplace in which each and every employee finds their job reward. Through the annual MUFG Group Awareness and Engagement Survey, the Group identifies the issues its

employees face and uses them to study and take a variety of measures.

At MUFG Bank, every morning when employees log in to the company's portal site, they are asked to complete a simple survey that asks about their motivation, health and workplace environment that day. The results are shared with employees through the company's newsletter and other channels to help identify and resolve problems at the early stage, promoting the creation of a healthy and open-minded workplace environment.

## Developing Human Resources Who Create Value

### Growing Need for Highly-Skilled Professionals

In order to support the MUFG Re-Imagining Strategy, a group-wide initiative for sustainable growth, highly professional human resources are necessary in a variety of fields of specialization, and securing such people is becoming more and more important every year. For this purpose, MUFG is endeavoring to secure and nurture true professionals with advanced skills and expertise, through comprehensive efforts in recruitment and training.

Each Group company is actively engaged in developing human resources through various programs and on-the-job training. However, when entering into and developing new business, human resources with expertise in new fields that cannot be handled by existing employees are required. In order to acquire the necessary human resources, we are not only continuing the conventional recruitment of new graduates but also promoting

mid-career recruitment.

Furthermore, as integrated management of the MUFG companies progresses, it is becoming increasingly important to have business areas where more than one business company works together along with human resources who can demonstrate their abilities in these areas, regardless of the company they belong to.

Under this situation, the MUFG Direct Employment System, a framework in which the holding company, MUFG, directly hires employees, was started in April 2019. The purpose of this system is to offer a level of compensation linked to external market benchmarks without being confined to the range of the existing pay system, and to encourage employees with high skills and a wealth of experience to further demonstrate their abilities.

### Nurturing Future Top Management : MUFG University

One of the key management issues of MUFG is the development of the future top management who will lead innovation, be the first to take on challenges and create value. As a solution to this

issue, the Group launched the MUFG University program for line managers and above in fiscal 2018, with a total of more than 400 attendees to date (196 in fiscal 2018 and 220 in fiscal 2019).



■ Programs Offered by MUFG University

<b>Next-Generation Leader Course</b> <b>Eligible attendees : General managers and branch managers</b>	
Program name	Objective
New Corporate Executive Training	Acquire practical viewpoints for corporate management
Executive Candidate Training	Acquire concept building capabilities to develop financial businesses for the future
Assessment & Coaching	Embrace a new mode of action in daily operations

<b>Management Course</b> <b>Eligible attendees : Managing Directors, deputy general managers and deputy branch managers</b>	
Program name	Objective
Global Leaders Forum	Develop leadership for global operations
Liberal Arts Session	Enhance prediction capabilities necessary for making policy judgments through increased exposure to liberal arts concepts
Design & Digital Thinking	Enhance concept building capabilities via exposure to digital thinking methods
Coaching Capability Improvement	Acquire coaching skills to help staff members realize their potential

MUFG University offers two different courses, namely, the “Next-Generation Leader Course,” which aims to secure the future leaders of MUFG, and the “Management Course,” which aims to help managers enhance their skills.

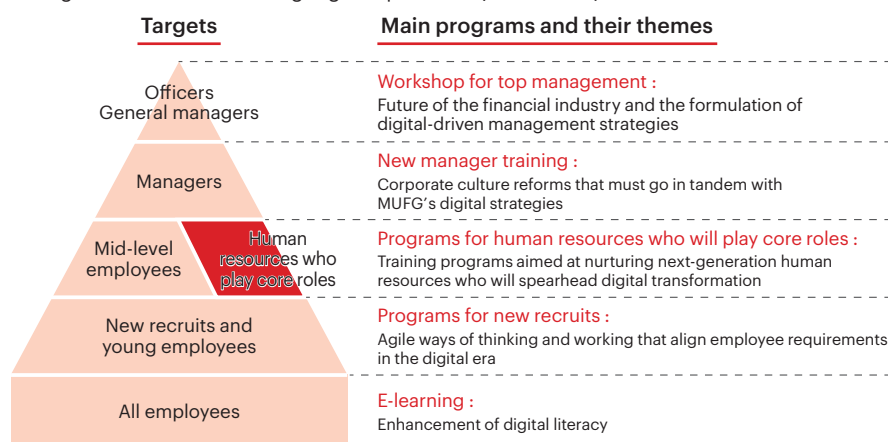
In the Next-Generation Leader Course, we offer general managers and branch managers multi-layered training programs to help them acquire practical viewpoints for corporate management and concept building capabilities for developing novel financial businesses, through interactive classes conducted by external corporate managers and academic experts. The Management Course is designed for Managing Directors, deputy general managers and deputy branch managers and

offers a liberal arts session to cultivate the human skills and wide perspective required for management and a forum to develop leadership for global operations, thus steadily securing a robust pool of top management candidates.

In fiscal 2019, we launched a project to develop coaching skills at the domestic general managers and branch managers. We believe that one of the most important management skills is to increase staff members’ engagement with the entire MUFG by bringing out the personality and strengths of each individual, while encouraging them to take on challenges in new fields. This project is designed to develop human resources equipped with such skills.

## Nurturing Digital Specialists : E-learning Program Targeting All Employees Job-level Based Digital Sessions, Programs for Human Resources Who Will Play Core Roles etc.

### ■ Programs Aimed at Nurturing Digital Specialists (MUFG Bank)



In the midst of rapid digitalization, enhancement of employees' digital-related skills is becoming important at an accelerated pace and we launched various programs aimed at nurturing digital specialists in fiscal 2019. First, we released an e-learning program focused on digital technology in October 2019 to improve the

digital literacy of all employees. We also held a digital workshop for top management, typically officers and general managers at the headquarters, where we held discussions on the formulation of corporate management strategies from a digitalization point of view, reform of business operations using AI, and others.

## Nurturing Global Human Resources

Today, the MUFG Group has expanded into more than 50 countries around the globe, with approximately 51% of its entire workforce being accounted for by overseas employees (as of May 31, 2020).

In order to recruit and nurture diverse professionals, we need to establish our corporate brand both in Japan and overseas so that such people want to work for MUFG.

MUFG handles talent management, title management, evaluation and compensation decision processes, HR systems, etc., on a common HR platform that is market-standard and does not depend on the country, region or company where the employee is hired. By doing so, the Group is gaining recognition in the external recruitment market and increasing the opportunities for employees to demonstrate their abilities.

After merging Krungsri (Bank of Ayudhya), Bank Danamon and FSI\* as MUFG's consolidated subsidiaries, we welcomed new employees with more diverse backgrounds than ever to the Group. We conduct global training programs for each level and are striving to have the MUFG culture shared among them.

For example, we provide the Global LEAD Program targeting managing director or similar positions of overseas offices at

MUFG Bank, Mitsubishi UFJ Morgan Stanley Securities, Krungsri, MUFG Union Bank and other Group companies to help such employees acquire essential knowledge about and foundational skills associated with leadership as well as necessary perspectives and in-depth expertise on global operations.

In the Three-month Intensive Program, which is designed for working-level employees, participants from overseas sites receive on-the-job training for three months in the form of business trips to departments in other regions. This not only develops the abilities of participating employees, but also leads to a change in the mindset of employees in the host countries to a more global one.

These efforts contribute to the increase in the motivation of employees hired overseas. At the same time, they also expand the talent pool and promote competition within the company, creating a virtuous cycle that will realize a stronger organization. The number of employees hired overseas who serve in management positions is increasing. For example, a total of 15 personnel including three women, have assumed executive officer position at the Bank (as of March 31, 2020).

\*FSI stands for First Sentier Investors.

## Evaluation of Human Resources

In order to achieve MUFG's vision of the future, each employee is required to make changes and there is a need to create an environment that encourages employees to grow and take on challenges. Based on this, MUFG is reviewing the ideal employee profile and qualification requirements with a greater emphasis on "professionalism" and "innovation and challenge" and are also developing an environment that encourages employees to voluntarily make innovation and strive to achieve the careers they seek.

As for the performance evaluation, targets are set by all employees at the beginning of each fiscal year, the degree of achievement is reviewed and performance, including actions and processes, is evaluated at the end of the year. As for the competency evaluation, various competency indicators are set

to make a multi-dimensional evaluation.

After each evaluation, a feedback interview is held to communicate the strength and weakness, which will contribute to future performance and competency development. Thus, we encourage them to improve their performance and build their careers by ensuring deep understanding and objectivity.

We also give 360-degree feedback to the executive level and the line and other managers at the management level. This is an opportunity to raise awareness of their managerial qualities, strength and weakness and to encourage them to make improvements by understanding observation from various perspectives such as subordinates, coworkers, related departments, and other concerned parties.



## Diversity

### Diversity & Inclusion Initiatives

In 2006, MUFG established a dedicated department to promote diversity as a corporate management strategy under the commitment of the top management. In particular, we consider the promotion of diversity from the viewpoint of gender to be an important issue, and we are working to develop the ability of women and promote their appointment in higher positions. Our three main subsidiaries, MUFG Bank, Mitsubishi UFJ Trust and Banking and Mitsubishi UFJ Morgan Stanley Securities, set joint

targets and report progress regularly at the executive committee. In 2018, the Group started the integrated operation of the corporate center function. The three companies gather and work together to promote diversity within the Group.

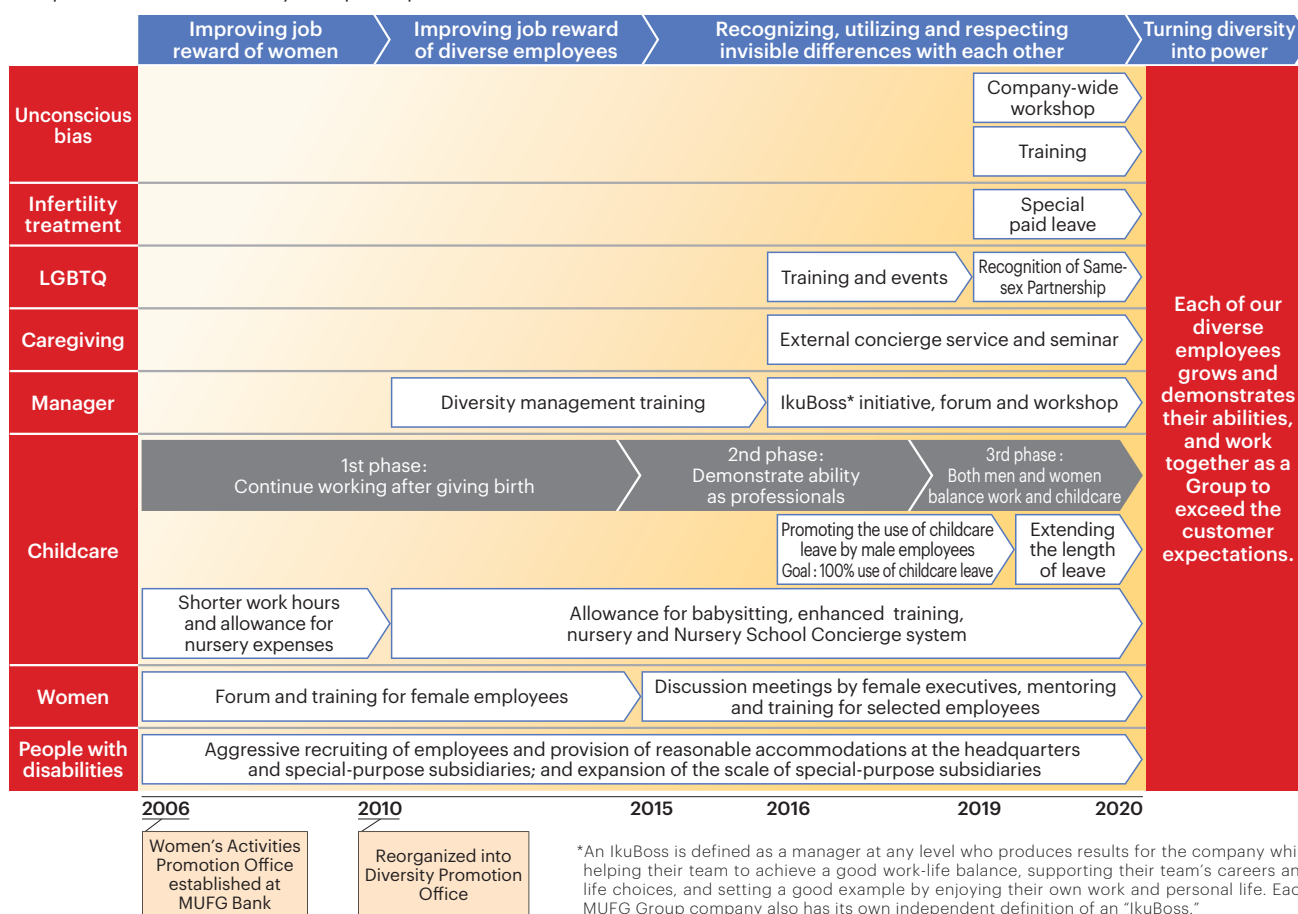
At the annual HR exchange meetings, people from HR departments of about 40 Group companies gather to share best practices and issues. By doing so, the Group companies are in full coordination and promote diversity effectively.

### Our Themes and Actions

To improve the job reward of not only women but also a diverse range of employees, the scope of the initiatives has been greatly expanded to include promotion of the employment of people with disabilities and understanding of sexual minorities (LGBTQ), as well as support for balancing work with personal commitments such as childcare, nursing care and infertility treatment. Our initiatives since 2006 are as shown below. We have upgraded the main theme from the improvement of job reward

of women, based on gender diversity, to one of a wider range of employees. Then, we made a group-wide effort to deepen the understanding of diversity and improve a variety of systems. Hereafter, we will further focus on creating workplaces where the power of diversity is most utilized so that all Group employees can demonstrate their characteristics and work together to provide services that exceed the expectations of customers.

#### ■ Representative Initiatives by Group Companies



## Initiatives for Encouraging Diverse Talent to Play an Active Role

We are creating a workplace where each one of our diverse employees can demonstrate his/her abilities, regardless of their attributes.

### Supporting Career Development of Female Employees

Promoting gender diversity, or increasing the percentage of women in managerial positions, is a priority issue. MUFG set medium- to long-term targets and is developing the ability of women and promoting their appointment in higher positions under the commitment of the top management. We provide

training for selected employees and mentoring programs for female employees in senior positions to encourage their aspirations to become executives and provide opportunities for them to acquire advanced skills.

#### Setting Numerical Targets

At MUFG Bank, Mitsubishi UFJ Trust and Banking, and Mitsubishi UFJ Morgan Stanley Securities, our joint numerical goal is to raise the ratio of female staff in managerial positions to 24% by the end of March 2021. We are also actively promoting numerical targets for female appointments in each company.

The joint targets of the three companies was achieved (25%) as of March 31, 2020. In order to produce further improvement, we

will set a new goal of the ratio of female managers for fiscal 2030 in the next medium-term management plan.

In the UK, we signed with the HM Treasury's Women in Finance Charter, a charter to promote gender diversity in financial services, in July 2017 and publicly announced the target to increase the ratio of women in senior positions in the UK by at least 10% by 2022.

▶ Please refer to page 118 for details on the progress.

## Implementing a Variety of Programs for Women

MUFG Bank, Mitsubishi UFJ Trust and Banking and Mitsubishi UFJ Morgan Stanley Securities hold regular roundtable discussions participated in by female executives and management from the Group companies. They also carry out the Mentoring Program to assign mentors to female senior managers who are candidates for important posts and provide them with career advice and moral support.

For mid-level managers, we conduct joint training for selected employees, providing complementary opportunities to acquire skills such as strategy building and logical thinking, while sophisticating their corporate management perspective and big-picture perspective for their future success in higher-level positions.

In addition, we host Diversity Roundtable Discussions for those who wish to discuss their concerns about balancing career and

life events with senior employees. Each Group company also carries out a variety of programs to respond to the issues they face.



### ■ Initiatives of the Group Companies

#### ● MUFG Bank

In fiscal 2020, the Bank launched an assessment program for female employees of middle standing. The program identifies the skills and potential of each employee using expert assessment, supports career development and expands the fields in which women assume leadership.

#### ● Mitsubishi UFJ Morgan Stanley Securities

We conduct training for managers and managerial candidates. For 5th year employees, training aimed at formulating a career vision and eliminating unease relating to life events and one's career is offered.

#### ● ACOM

ACOM provides a Career Design Program to help female employees continue working, fulfilling careers. It holds panel discussions participated in by female employees who actually balance work and childcare, providing an opportunity to consider and overcome the barriers that women face in their careers.

#### ● Mitsubishi UFJ Trust and Banking

The Bank hosts a four-month program designed for candidates for management positions, the Women's Leadership Program, that involves their superiors and supports their growth through assessments and interviews.

#### ● Mitsubishi UFJ NICOS

The Company provides the Women's Career Design Program to help them consider their own careers and utilize their strengths in the workplace. Mentors are assigned to those who have changed their career tracks or candidates for management positions, and career advice is provided.

#### ● MUFG

Concurrently with International Women's Day, we conduct a campaign every year to support women who demonstrate their abilities in various parts of the world. During the campaign, many employees, both male and female, wear items of a signature color purple to promote the event. Related in-house events are also held.

## Systems to Support Continuation of Career

To support the continuation of career, we established systems for re-employing ex-employees who left the company when their spouses were transferred abroad, giving a special leave of absence and changing work locations.

## People with Disabilities

We are expanding roles for employees with disabilities by establishing special subsidiaries that offer suitable work options. Currently, about 1,400 employees with disabilities are playing

an active role within MUFG and the Group's employment rate is 2.41%\* in Japan (as of June 1, 2020).

\*The employment rate in Japan is calculated from the number of employees with disabilities at MUFG Bank, Mitsubishi UFJ Trust and Banking (for these two companies, special subsidiaries and the Group companies to which the exception rule applies are included), Mitsubishi UFJ Morgan Stanley Securities, Mitsubishi UFJ NICOS and ACOM using the statutory formula set in the Employment Rate System for Persons with Disabilities

### Establishing Special Subsidiaries

MUFG Bank and Mitsubishi UFJ Trust and Banking established special subsidiaries and aim to help each employee play a role commensurate with his or her ability and aptitude, as well as attain job reward and contribute to society as a result.

<b>Mitsubishi UFJ Business Partner</b> (Special subsidiary of MUFG Bank)	<ul style="list-style-type: none"> <li>● The company was originally established in 1996. MU Business Aid and MU Business Partner merged in April 2020 and restarted under a new name and organization structure.</li> <li>● A total of about 360 employees with disabilities at four locations in Kanagawa, Tokyo, Osaka and Aichi prefectures work in an environment where the characteristics of their disabilities are taken into consideration.</li> </ul>
<b>Ryoshin Data</b> (Special subsidiary of Mitsubishi UFJ Trust and Banking)	<ul style="list-style-type: none"> <li>● Established in 1979.</li> <li>● A total of about 60 employees with disabilities at three locations in Tokyo work on their tasks.</li> <li>● Since most of the employees are hearing-impaired, the company takes specific measures: they are alerted to visitors and emergencies by tri-color PATLITEs and share a volume of work of the day and work progress on a large display monitor. Voice recognition application is used for meetings and trainings.</li> </ul>

### Improvement of Workplace Environment at Group Companies

Each Group company endeavors to create a comfortable workplace environment for employees with disabilities. MUFG Bank provided its hearing-impaired employees with iPads with a voice recognition application that converts speech into text data

and installed warning lights (PATLITE) in the rooms. For visually impaired employees, the Bank introduced text-reader software that converts text on PC into voice. Some employees come to work with their guide dogs.

## LGBTQ

We are aiming to create workplaces where all employees can stay true to themselves, regardless of sexual orientation, gender identity, etc.

### MUFG Human Rights Policy Statement

MUFG clearly prohibits any harassment or discrimination on the basis of sexual orientation and/or gender identity.

► Details on our MUFG Human Rights Policy Statement are available on our website. <https://www.mufg.jp/english/csr/policy/>

### Providing Training Opportunities and Publishing a Handbook

Each Group company conducts e-learning and other trainings that include case studies to help them acquire correct understanding and raise awareness for the prevention of discrimination and prejudice.

In January 2020, the LGBTQ Handbook for Workplaces was issued, which outlines the attitudes that each person at work should have as well as problems that may occur at workplaces and how to deal with them.

### Recognition of Same-Sex Partnership

MUFG Bank, Mitsubishi UFJ Trust and Banking, and Mitsubishi UFJ Morgan Stanley Securities have introduced a same-sex partnership recognition program that regards employees' same-

sex partners as being equivalent to opposite-sex spouses and that allows them to be beneficially of company benefits such as special paid leave and rent subsidies.

### Sponsoring the Largest LGBTQ Pride Event in Japan

MUFG sponsors Tokyo Rainbow Pride\*, which is held in Yoyogi Park, Tokyo every year. Volunteers from MUFG companies joined the march that was held on the final day. This year, the event was

\*This is organized by an NPO, Tokyo Rainbow Pride and one of the largest awareness-raising events in Japan where LGBTQ people and their Allies get together. We use the rainbow-colored corporate logo to show our support for the event.

held online to prevent the spread of COVID-19 infection. MUFG participated through posting messages on social media.

### Pride Month

In memory of the Stonewall riots in June 1969, various events that show support for the LGBTQ community are held all over the world every year in June, which has been designated as Pride Month.

In the U.S., we hold a photo contest aimed at LGBTQ and Ally employees and at our main offices and branches, we also raise

rainbow flags. In 2019 we innovated by also displaying an LGBTQ-related message on over 500 of our ATM machines.

In London, we held talk sessions and lectures concerning LGBTQ topics and decorated the office in rainbow colors, getting the whole team involved.

### Effort to Visualize Allies

As part of the efforts to develop a safer workplace for LGBTQ people, we produce and distribute original rainbow-colored straps to employees who wish to wear them, making Ally, a person who supports LGBTQ, more visible in the company and providing an opportunity for other employees to become aware of the existence of unseen LGBTQ people.



## Initiatives to Balance Work and Personal Commitments

We are striving to create a workplace environment in which each and every one of our diverse employees can demonstrate their ability while keeping a balance with their personal commitments.

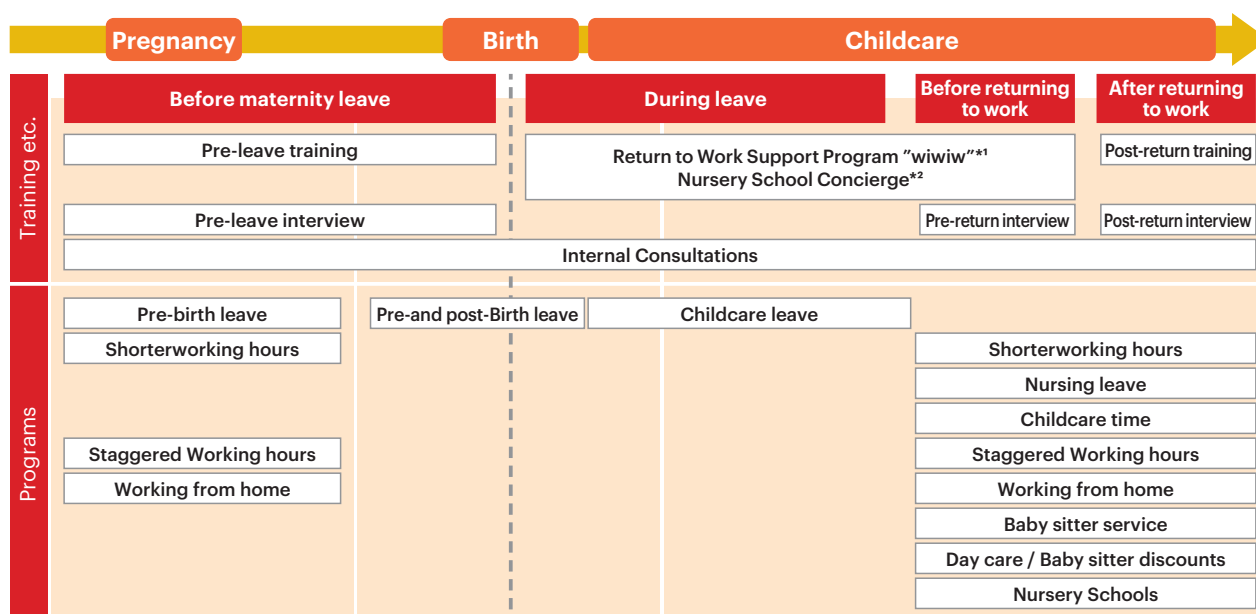
### Support for Balancing Work and Childcare

Conventionally, women have been responsible for childcare and housework in many countries. As a result, wives of working couples with children are obliged to change the way they work. To change the situation, MUFG has introduced systems and programs to support employees who do childcare and

housework, regardless of gender. In addition, we are striving to create a corporate culture that encourages all employees to work efficiently and productively in a flexible manner, by encouraging men to participate in childcare.

#### Balancing Support Programs

##### ■ Representative Training and Programs



<sup>\*1</sup> An online service that help employees catch up with the pace at an early stage after returning to work by delivering online courses, supporting communication with the workplace and providing information from the company

<sup>\*2</sup> A service to introduce childcare facilities

#### Nursery Schools

In order to solve the social issue of a lack of nursery schools in Japan and to support the swift return of approximately 3,800\* employees taking childcare leave, two nursery schools were opened in Tokyo, thereby supporting a balance of work and childcare.

\*Total number of childcare leave takers at MUFG Bank, Mitsubishi UFJ Trust and Banking, Mitsubishi UFJ Morgan Stanley Securities, Mitsubishi UFJ NICOS and ACOM in FY2019.





## Supporting a Smooth Return to Work

Pre- and post-leave training, economic support and programs that allow for flexible work styles have been established to extend full support for continuous career development.

### ■ Initiatives of the Group Companies

#### ● Mitsubishi UFJ NICOS

We host working mother roundtable discussions, where female employees who have just returned to work can enjoy lunch and exchange information with senior employees raising children. The discussions are carried out based on various themes such as balancing work and childcare, careers and self-improvement.



#### ● Master Trust Bank of Japan

We arrange maternity/childcare leave lunch meetings. Employees on leave can participate together with their children and exchange information with senior employees who have returned to work following childbirth. Occasionally showing one's face in the workspace also helps to improve overall understanding with coworkers.



## Seminar for Fathers and Mothers on Balancing Work and Childcare

In 2019, as part of our initiative to create workplace environments that allow employees to balance work and childcare regardless of gender, a seminar for couples raising children was jointly held by MUFG Bank, Mitsubishi UFJ Trust and Banking and Mitsubishi UFJ Morgan Stanley Securities. A lecture by an outside speaker, pair work for couples, and advice from senior employees made

for an opportunity for participants to review their careers, work styles and approaches to balancing work and childcare. Participants made comments such as "It's only natural that fathers should participate in childcare" (male) and "The lecturer accurately conveyed what I've been wanting to tell my husband" (female).



## Encouraging Male Employees to Participate in Childcare

In order to create workplace environments that allow employees to balance work and childcare regardless of gender, MUFG Group companies are carrying out initiatives to encourage male employees to take childcare leave, thereby raising awareness on

more balanced work styles and promoting better understanding of colleagues who are working while raising children. In FY2019, we began encouraging male employees to take childcare leave of about one month, among other initiatives.

■ Initiatives of Group companies (Figures in the heading indicate the percentage of male employees taking childcare leave in fiscal 2019)

### ● MUFG Bank **90%<sup>\*1</sup>**

Starting in fiscal 2019, the Bank is encouraging employees to take days off for 20 working days for the purpose of childcare, by combining 10-working-day paid childcare leave with 10-working-day annual paid leave, and it was named Ten Plus Ten. It also internally announces the names of the departments of employees who have taken 20 working days off. In addition, it provides a list of employees eligible for the leave to both the eligible employees and their superiors, sends out e-mails to promote the use of leave and issues in-house articles containing interviews with role-model male employees and their superiors. To date, more than 100 male employees have taken the leave.

### ● Mitsubishi UFJ Morgan Stanley Securities **92%<sup>\*1</sup>**

Since fiscal 2016, the company has been encouraging male employees to take childcare leave by setting a goal of 100%. Eligible employees and their superiors are notified of the procedures to take this leave. Opportunities for all employees to be aware of the necessity are increased by introducing in the company newsletter how the male employees participate in housework and childcare. Through these initiatives, the corporate culture is gradually changing so that male employees participate in childcare as a matter of course. Recommendation of the Ten Plus Ten program was also started concurrently with MUFG Bank.

### ● Master Trust Bank of Japan **100%<sup>\*2</sup>**

In FY2019, we set our goal to let all eligible male employees take childcare leave. We notify employees of childcare leave eligibility and send emails encouraging them to take it.

### ● Mitsubishi UFJ Trust and Banking **78%<sup>\*2</sup>**

In fiscal 2019, the Bank started to set a goal of 100% use of childcare leave by male employees and sent e-mails to department managers to encourage them to support male employees having newborn children to take the leave. It also promoted the leave by providing examples of use and clarifying the necessary procedures. The percentage of male employees who have taken childcare leave has increased substantially since the target was set (from around 20% in the past) and a corporate culture where it is natural for men to participate in childcare is being fostered.

### ● Mitsubishi UFJ Information Technology **88%<sup>\*3</sup>**

The president sends email messages congratulating male employees who have recently become fathers. In order to promote timely taking of childcare leave, departmental managers encourage male employees to take unused leave.

Calculation methodology of the rate of childcare leave use by male employees (in fiscal 2019)

\*1 Percentage of the use of the leave by male employees whose eligibility for childcare leave expired in fiscal 2019

\*2 Percentage of the use of the leave by male employees whose spouse gave birth in fiscal 2019

\*3 Percentage of the use of the leave by the end of fiscal 2019 by male employees whose spouse gave birth in fiscal 2018

## Information Provision to Those Balancing Work and Childcare

We provide information for those who want to balance work and childcare by issuing such publications as *HUG-Kumu*, a booklet for male employees, and *Casebook for Overcoming the First Grade Barrier\** for employees who are concerned about the work style after their children enter elementary school.

We collected the voices of those who had experienced childcare and made such publications that would communicate the

importance of men's involvement in childcare and housework, well-thought ways to efficiently handle childcare and housework while working and hints and actual cases that can be used to realize a more flexible work style. These are not only helpful to employees with children, but also help their superiors and coworkers understand the realities of balancing work and childcare.

\*The coined term to describe such situations of being forced to change one's work style after a child enters elementary school as the difficulty of receiving extended day care in the evening, summer vacations, emergency school closures, and PTA activities.



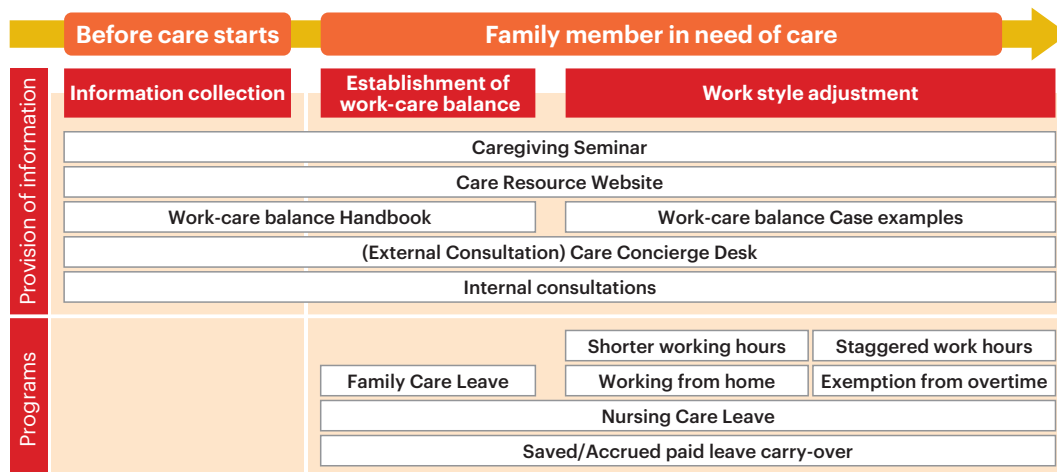
## Support for Balancing Work and Caregiving

By 2025, all baby boomers in Japan (born between 1947 and 1949) will be 75 years of age or older. The increase in the number of elderly people needing nursing care and the resulting increase in the number of people leaving jobs to take care of their family members are expected to become major social problems.

Under such circumstances, MUFG established a variety of support programs, in addition to the provision of a variety of information, to help employees balance work and caregiving so that they could continue to work while taking care of their family members in need of nursing care.

### Balancing Support Programs

#### ■ Representative Training and Programs



### Caregiving Seminars

We provide information for employees of Group companies to help them balance work and caregiving. About 800 employees from about 40 Group companies participate each time. This is an opportunity to gain awareness of the importance of balancing work and caregiving, rather than devoting themselves to nursing care.



### Work-care Support Services (Care Concierge Desk/Care Resource Website)

For our employees and their families, we introduced a concierge service by specialists and a nursing care information website that allows employees to search for nursing care facilities and services.

We are preparing an environment where employees who are

caring for someone, as well as those who want to prevent such a situation or those who may need to give care in the future, can consult with care professionals and gather information as needed via telephone or email.

### Handbook and Casebooks

We issued a Work-Care Balance Handbook with basic information on work-care balance so that employees can respond smoothly in the event that they suddenly need to care for a relative. For those actually engaged in care, we also issue a Balance

Casebook and Experience Stories featuring examples of difficulties faced during caregiving and advice on what to prepare beforehand.

## Support Balancing Work and Infertility Treatment

With the growing tendency of late marriage in Japan, the number of couples undergoing infertility treatment is increasing. MUFG supports employees who work and undergo such treatment.

### Support Programs for Balancing

Major Group companies offer special paid leave, a program to arrive at work late/leave work early and other support programs that can be used regardless of gender.

### Guidebook

MUFG published a *Guidebook to Support the Balancing of Work and Infertility Treatment* for employees undergoing treatment, their superiors and coworkers, and those who are considering treatment in the future. It is used to create a workplace environment that makes it easier to balance work and treatment.

## Initiatives to Raise Awareness of Employees

### Initiatives to Raise Awareness of Managers

The awareness of managers is one of the important factors in determining the success or failure of diversity & inclusion. We implement a variety of initiatives to increase the number of managers who understand the importance of respecting the values and privacy of their diverse subordinates, increase their job reward and produce results.

#### Holding a Joint Workshop

We hold IkuBoss\* Workshops where employees in managerial and pre-managerial positions discuss the way to have sincere communication with diverse junior employees. Following a presentation by an external lecturer, participants discussed how to deal with junior employees facing specific situations such as childcare and eldercare, thereby deepening their understanding of the importance of respecting junior employees' private lives and values while also letting them know that they are cared for.

\*An IkuBoss is defined as a manager at any level who produces results for the company while helping their team to achieve a good work-life balance, supporting their team's careers and life choices, and setting a good example by enjoying their own work and personal life. Each MUFG Group company also has its own independent definition of an "IkuBoss".



### Managers Commitments

The major Group companies are participating in the IkuBoss Corporate Alliance\*, striving to develop "IkuBoss" managers who are committed to the development of all junior employees and improve job reward in a manner that also achieves business

\*A corporate network of companies trying to raise management awareness and create more IkuBosses, hosted by the NPO Fathering Japan.

results.

The top management and managers at Group companies make an IkuBoss Pledge to announce their commitment to team management and their own work styles.

## Providing Various Training

A wide range of training programs are offered, depending on the circumstances and priorities of each Group company. MUFG Bank, Mitsubishi UFJ Trust and Banking and Mitsubishi UFJ Morgan Stanley Securities conduct training for newly appointed general managers, chief managers and senior managers to communicate what managers need to do to develop an organization and a team where each of the diverse employees can demonstrate their abilities. In fiscal 2020, the participants learned the importance of being aware of Unconscious Bias and building a team with psychological safety. For existing managers, we prepared opportunities to deepen their understanding of diversity & inclusion and to reflect on themselves through

e-learning, on-demand video and personnel evaluation and other programs.



### ■ Initiatives of Group Companies

#### ● Mitsubishi UFJ NICOS

The company provides training that encourages managers to foster their subordinates and improve management skills, distributing to all employees a booklet where the training contents are summarized. It is working to raise the awareness of diversity & inclusion on a company-wide basis under the slogan of creating a psychologically safe workplace.

#### ● Mitsubishi UFJ Information Technology

The company started to teach coaching skills to managers in fiscal 2020. Engagement of each employee will be further improved by creating a state in which superiors who have acquired coaching skills improve the quality and quantity of dialogue with their subordinates and each employee feels that they are respected.

#### ● ACOM

In 2017, we held a lecture for directors, executive officers and general managers. Since 2018, we have hosted Diversity Management Training for persons in managerial positions.

#### ● MUFG Union Bank

Since FY2018, we have been conducting our Inclusive Leadership Program. Under the “We Are One MUFG” motto, we are extending our techniques for creating a workplace atmosphere where everyone can work in their own style, individuality is properly leveraged, and people can freely exchange their ideas for a more open and innovative workplace.

## Culture Creation

We are implementing a variety of initiatives to develop a corporate culture in which the diversity of employees is mutually recognized and respected.

### Diversity Month

MUFG Bank, Mitsubishi UFJ Trust and Banking and Mitsubishi UFJ Morgan Stanley Securities designated November as Diversity Month. In the periods around these months, training and workshops are held at all offices in Japan. The companies

focus on a hot topic, such as Unconscious Bias, and create opportunities for employees to consider diversity & inclusion as an issue that could exert influence on themselves.

## Employee-Driven Diversity Promotion

Employees independently implement a wide range of programs to create inclusive workplaces.

### Japan Base

#### ● Mitsubishi UFJ Information Technology

The Diversity & Inclusion Promotion Committee was established in 2014. The committee is constantly active as members change each fiscal year. From 2017, the committee has taken on the important role of revitalizing communication within the company to ensure that the opinions of frontline employees are heard and that policies from head office are properly disseminated.

### EMEA Base

The employee network is engaging in various activities in five different areas.



- Disabilities (disABILITY WORKS)**
- ▶ Supporting all people living with disabilities



- Balance (BALANCE)**
- ▶ Aiming for the realization of gender balance

### Pride Alliance

- LGBTQ (Pride Alliance)**
- ▶ Aiming for inclusion of the LGBTQ community



- Culture (MOSAIC)**
- ▶ A multi-cultural network



- Family (family matters)**
- ▶ Creating a family-friendly workplace

### Americas Base

Here, the employees are carrying out independent activities aiming to create a workplace where a diverse range of people can thrive, regardless of race or ethnicity.

### Adelante

Hispanic/Latino Enterprise Resource Group

- ▶ Hispanic / Latino

### NextGen Leaders

Generational Enterprise Resource Group

- ▶ Generation

### PULSE

African American/Black Enterprise Resource Group

- ▶ African American / Black

### WIN

Women's Enterprise Resource Group

- ▶ Women

### ASPIRE

Asian Pacific Islander Enterprise Resource Group

- ▶ Asian American and Pacific Islander

### Pride Alliance

LGBTQA+ Enterprise Resource Group

- ▶ LGBTQ and Ally

### SERVE

Veterans' Enterprise Resource Group

- ▶ Veterans

## Work Style Reform

MUFG is developing an environment in which each employee can make the maximum possible contribution and diverse human resources can demonstrate their ability.

### Promoting “Smart Work”

MUFG is developing an environment in which employees can choose their work styles at their own will and feel job reward. We have promoted the review of procedures and rules, the development of a paperless work environment and the improvement of infrastructure for remote work, with the aim of increasing time spent on directly communicating with customers and taking on new challenges. In the midst of the spread of the COVID-19 infection, the number of employees working from home and having a flexible schedule has been significantly increased. We will further accelerate the improvement of business infrastructure to enable employees to choose more diverse work styles.

#### ■ Remote working



### Initiatives of Group Companies

#### ● MUFG Bank

The Bank is promoting an initiative named “Smart Work @ MUFG” to become a company where employees who have a will to take on new challenges can feel greater job reward. It is also enhancing its working from home and staggered work hours systems, and it is establishing new satellite offices in order to realize a flexible work style that is not constrained by time and location.

A workcation\* program is also introduced as a new way of working that enhances creativity and motivation by allowing employees to work in a different environment than usual. MUFG Bank will create an environment where employees can choose their work styles at their own will and increase the time that can be spent on truly meaningful things.

\*A word coined from the combination of work and vacation, meaning work in a different environment from everyday life, such as a domestic or international resort.

#### ■ Workation office in Karuizawa





### ● Mitsubishi UFJ Trust and Banking Corporation

Since July 2015, the Bank has been promoting a company-wide project named “Smart Work PJ,” where procedures and documents have been simplified, a monthly “No overtime Day”, and the semi-annual “No Overtime Week” has been implemented. To create an office space that accelerates the creation of products and services exceeding customer expectations, we have arranged a seating plan for concentration and relaxation, increased the number of open meeting spaces, and introduced “Gallery,” a space for collaborative work. These initiatives reflect our will to make a company where people can produce unprecedented ideas and energy.

### ● Mitsubishi UFJ Morgan Stanley Securities

In order to provide employees with flexible work styles and a work environment where they can feel job reward, the company is enhancing its working from home and staggered work hours systems, as well as setting targets for the use of paid annual leave and promoting its use on a company-wide basis. Project IQ (Innovation and Quality) is a project for reforming work styles and changing the corporate culture. It aims to improve productivity and operational efficiency through a “Idea Proposal Program” that encourages employees to propose field-based ideas to the head of the site and a “Propose-to-Headquarters Program” that

### ● Mitsubishi UFJ NICOS

Under the slogan “Both the company and employees will change” the company has been promoting work style reform since fiscal 2018. In fiscal 2020, in response to its subtheme “Simple,” the company is renewing office automation tools, improving operational efficiency based on the experience of shrinking business due to COVID-19, and reviewing the operation that

### ● ACOM

In fiscal 2019, the company introduced a new hourly paid leave system, which allows employees to take a leave on an hourly basis. It is convenient for childcare or nursing care, thereby improving employees’ work-life balance. It is also preparing

### ■ Gallery – a space for collaborative work



also encourages them to make proposals to the headquarters. Excellent proposals are eligible for the President Award, which focuses on the attitude toward (process of) work. Taking into consideration the coexistence-with- and/or post-COVID-19 world, it also established a cross-functional team named “Project Team for Studying New Work Styles,” where people study the establishment of a system that enables employees to carry out their work safely and efficiently from the viewpoints of infrastructure, systems, facilities and operational reform.

has been dependent on paper and seals. As for “Open,” officers and employees in managerial positions are declared to become “IkuBoss.” Responding to “Positive,” opportunities for learning management in a remote-work environment are provided and an internal job opportunity announcement system is introduced.

for the full-scale introduction of business casual attire, with the aim of creating a more free and open-minded workplace environment.

## External Recognition

### MSCI Japan Empowering Women Index (WIN)

MUFG was selected by MSCI for its index of companies that excel in diversity.

**2020** CONSTITUENT MSCI JAPAN  
EMPOWERING WOMEN INDEX (WIN)

### Bloomberg Gender-Equality Index

MUFG has been selected for Bloomberg's Gender-Equality Index for four consecutive years. This gender equality index was developed by Bloomberg, and MUFG was recognized for its initiatives toward gender equality.



### 3.5-stars in the Nikkei Smart Work Management Survey

MUFG received 3.5-stars in the Third Annual Nikkei Smart Work Management Survey, which selects companies leading advances in productivity innovation through work style reforms.



### PRIDE Index Evaluation Silver Rating

MUFG has received a silver rating on the PRIDE Index\*<sup>1</sup> which evaluates companies' inclusivity efforts toward LGBTQ in Japan.

\*1 Rating based on an evaluation of initiatives by MUFG Bank, Mitsubishi UFJ Trust and Banking, Mitsubishi UFJ Morgan Stanley Securities, Mitsubishi UFJ NICOS and ACOM.



### ERG & Council Honors Award

In 2019, WIN, one of our seven Enterprise Resource Groups in North America, was awarded the Spotlight Impact Award by the Association of ERGs & Councils\* for its excellent achievements in promoting diversity.

\*A premier organization dedicated to increasing the impact, effectiveness and recognition of Employee Resource Groups (ERGs).



## Kurumin and Platinum Kurumin Certification

Each Group company is Kurumin certified under the Act on Advancement of Measures to Support Raising Next-Generation Children. This certification by the Ministry of Health, Labour and Welfare (MHLW) recognizes a business as a childcare support company based on set requirements in support of balancing work and childcare. Companies that meet even higher standards receive a Platinum Kurumin certification.



### ■ Kurumin certified companies

- MUFG Bank
- Mitsubishi UFJ Trust and Banking
- Mitsubishi UFJ Morgan Stanley Securities
- Mitsubishi UFJ NICOS
- ACOM
- Mitsubishi UFJ Research and Consulting
- Master Trust Bank of Japan
- Mitsubishi Research Institute DCS
- Mitsubishi UFJ Information Technology
- Mitsubishi UFJ Trust Systems
- Mitsubishi UFJ Kokusai Asset Management
- MUS Business Service

### ■ Platinum Kurumin certified companies

- MUFG Bank
- Mitsubishi UFJ Morgan Stanley Securities
- Master Trust Bank of Japan
- Mitsubishi Research Institute DCS
- Mitsubishi UFJ Information Technology

## Eruboshi Certification

Each Group company is Eruboshi certified under the Act on the Promotion of Women's Participation and Advancement in the Workplace.

Eruboshi certification is awarded by MHLW in Japan to companies that demonstrate excellence in promoting women's advancement. It is a three-level certification based on certain criterion.

- Mitsubishi UFJ NICOS (2nd-level)
- Mitsubishi UFJ Research & Consulting (3rd-level)
- Mitsubishi UFJ Information Technology (2nd-level)
- Mitsubishi UFJ Trust Systems (2nd-level)
- MUS Business Service (3rd-level)



## Corporate Equality Index

MUFG Union Bank has received full marks for seven consecutive years in the Corporate Equality Index, which measures LGBTQ equality in organizations according to the Human Rights Campaign, the largest LGBTQ advocacy group in the United States.





## Human Rights Management

MUFG's mission as a financial institution is to build relationships with customers and society based on a long-term perspective and to grow together in a sustainable way, and this concept is included in its Corporate Vision. In order to achieve it, the Group is making efforts to protect various human rights.

### Initiatives to Respect Human Rights

The Group companies recognize the respect for human rights as an important issue to be addressed in the management of our business and issued the MUFG Human Rights Policy Statement. To fulfill our responsibility to respect human rights in all our operations, we are committed to increasing the awareness of human rights by helping all employees fully understand the contents of the Code of Conduct and Compliance Manual.

A consultation service for sexual harassment, abuse of authority

► Please refer to page 108 for details on our Whistleblowing Compliance Management System.

and others was also established at each of the Group companies to establish a pleasant work environment with a positive atmosphere. It responds to the reports coming in via a variety of means including interviews, telephone calls and e-mails, and promotes respect for human rights. It also accepts and responds to reports from customers outside the Group about human rights violations caused by MUFG's business activities.

### Human Rights Awareness-Raising Structure and Its Activities Conducted

MUFG Bank, Mitsubishi UFJ Trust and Banking and Mitsubishi UFJ Morgan Stanley Securities established the following structures for human rights awareness-raising and conduct trainings and other promotional activities.

	MUFG Bank	Mitsubishi UFJ Trust and Banking	Mitsubishi UFJ Morgan Stanley Securities
Human rights awareness-raising structure	Human Rights Promotion Committee	Human Rights Promotion Committee	HR Committee
Chairperson	Member of the Board of Directors, Senior Managing Executive Officer (Chief Human Resource Officer : CHRO)	Director and Managing Executive Officer (CHRO)	Managing Executive Officer (CHRO)
Committee Members	<ul style="list-style-type: none"> <li>● Chief Executive of each business unit; and Executive Officers and General Managers responsible for Human Resources, Corporate Administration, Corporate Planning, Corporate Risk Management and Global Compliance</li> <li>● Human resource champions are allocated to each division, office and branch.</li> </ul>	<ul style="list-style-type: none"> <li>● Managing Executive Officer responsible for Personnel Division and General Manager of Personnel Division</li> <li>● Human rights promotion managers are allocated to each division, office and branch.</li> </ul>	<ul style="list-style-type: none"> <li>● President &amp; CEO; General Managing Officer of Human Resources, Compliance Control, Financial Planning, Corporate Planning, Risk Management and Internal Audit and General Manager of Human Resources</li> </ul>
Awareness-Raising activities	<ul style="list-style-type: none"> <li>● Training programs for all employees</li> <li>● Training programs for each hierarchy</li> <li>● For Executive officers, newly appointed branch managers, and managers at the management level, new recruits and career employees</li> <li>● Calling for making human rights slogans</li> <li>● Distribution of Human Rights Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>● Human rights promotional training program</li> <li>● For new recruits, human rights awareness-raising managers and employees of each division, office and branch</li> <li>● Calling for making human rights slogans</li> <li>● Posting posters for human rights week</li> </ul>	<ul style="list-style-type: none"> <li>● Human rights training programs For new recruits</li> <li>● Training program on abuse of authority For general managers, branch managers and newly appointed managers</li> </ul>
Number of attendees to training(fiscal 2019)	About 36,500	About 8,200	About 400

### Sharing Human Rights Slogans

As part of its human rights awareness-raising activities, MUFG Bank and Mitsubishi UFJ Trust and Banking collect human rights slogans every year from their employees and their families. Excellent slogans are selected from among the ones collected from across the country and posted in the company newsletter and portal site to be shared across the companies.

## Human Rights Due Diligence

As part of its efforts to address human rights issues, MUFG carries out human rights due diligence on its customers, employees and other stakeholders according to the following policies:

- **MUFG Group Personal Information Protection Policy** (Details <https://www.mufg.jp/english/privacy/>)
- **MUFG Human Rights Policy Statement** (Details <https://www.mufg.jp/english/csr/policy/>)

The MUFG Human Rights Policy Statement stipulates that the Group is guided by the international principles for human rights, such as the Guiding Principles on Business and Human Rights, its officers and employees strive to respect the human rights of all people, and the Group urges clients and suppliers to respect human rights.

### On Employees

We have established the MUFG Compliance Helpline, which serves as a reception desk for reports on human rights violations from all Group employees, and we are enhancing the system to prevent and not to tolerate these acts. We also carry out human

▶ Please refer to page 85 for details on employee's health management.

rights due diligence on the workplace environment through interviews for employees who seem to be overworking and stress level checks.

### On Customers

We established the MUFG Environmental and Social Policy Framework as the basis for the management of environmental and social issues. We assure respect for human rights by conducting the due diligence prescribed in the Policy Framework as necessary when making credit decisions at the Group Bank

and Trust Bank, and when underwriting bonds at the Group securities companies.

We also make efforts to protect the privacy of customers by ensuring appropriate handling and prevention of personal information leakage.

### On Suppliers

In response to the enforcement of the Modern Slavery Act in the UK in 2015, MUFG companies subject to this law published a statement on their initiative to prevent exploitation of labor and human trafficking in their and suppliers' business, and they are making efforts to prevent human rights abuses in their supply chains. (Visit the links on the right.)

- **MUFG Bank**  
(<https://www.bk.mufg.jp/global/csr/statement/sht/>)
- **Mitsubishi UFJ Trust and Banking**  
([https://www.tr.mufg.jp/english/aboutmutb/csr/slavery\\_act\\_2015.html](https://www.tr.mufg.jp/english/aboutmutb/csr/slavery_act_2015.html))
- **MUFG Securities EMEA**  
([https://www.mufgemea.com/images/mufg/Modern\\_Slavery\\_Statement\\_31122019.pdf](https://www.mufgemea.com/images/mufg/Modern_Slavery_Statement_31122019.pdf))

## Health and Productivity Management

MUFG is promoting mental and physical health as part of its efforts to respect employees' human rights and create a pleasant workplace environment with a positive atmosphere. To be concrete, industrial physicians and counselors are stationed at each MUFG Group company to manage employee health through follow-up medical examinations based on the results

of regular health checkups and interviews with overworked employees. It also works in liaison with external doctors and counselors to address employees' mental health issues. Another effort is the maintenance of employees' mental and physical health using stress level checks and other measures.

### ■ Initiatives of Group Companies

#### ● MUFG Bank

- Regular health checkups
- Health Committee meetings and workplace patrol
- Distribution of Health Clinic Newsletter
- Mental health checkup
- Regular environment checks in each division, office and branch
- Support for the cost of influenza vaccination

#### ● Mitsubishi UFJ Trust and Banking

- Regular health checkups
- Health committee meetings and workplace patrols
- Posting information about occupational health and consultation services on the Employees Counselors Division page on the company portal site
- Stress level checks
- Providing personal consultation and health promotion planning and guidance for employees on the Employees Counselors Division page
- Declaration of Health and Productivity management

#### ● Mitsubishi UFJ Morgan Stanley Securities

- Regular health checkups and rubella antibody testing
- Establishment of Safety and Health Management Rules, Health Committee meetings and workplace patrols
- Information submission to employees such as distribution of Healthcare Center Human Resources Division Newsletter
- Health counseling and mental health care
- Stress level checks
- Interviews with overworked employees by industrial physicians

### Certified as a Health & Productivity Management Outstanding Organizations 2020 (Large Enterprise Category)

Mitsubishi UFJ Trust and Banking was recognized as a Health & Productivity Management Outstanding Organizations 2020 (Large Enterprise Category) under the Certified Health & Productivity Management Outstanding Organizations Recognition Program jointly hosted by the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi (Japan Health Conference).

The Trust Bank's Goal is the trust bank creates a safe and enriching society -a team of professionals that can solve challenges faced by society and customers. To achieve this goal, we believe that the mental and physical health of each employee is of the utmost importance.

Bearing this in mind, the Trust Bank conducts health and productivity management for the mental and physical health of employees and the well-being of their families through a variety of initiatives and further respond to the trust and expectations of customers and society.

Other MUFG Group companies also promote health and productivity management by sharing knowledge and how such initiatives were conducted in the Group.

## Universal Support

MUFG is committed to introducing universal design both in software and hardware aspects MUFG collects, analyzes, and shares the opinions and requests from customers of all Group companies, and uses this feedback to improve its products and services.

### Responding to Customers in a Universal Manner

To ensure that all customers can use our branches with peace of mind, we make an effort to greet people as they enter our locations and provide guidance, thoughtfully offer easy-to-understand explanations and respond in an appropriate and agreeable manner.

### Universal Designed Branches

MUFG is engaged in the installation of tactile paving for the visually impaired, the elimination of steps through the introduction of ramps, the installation of automatic doors, and other initiatives to improve the convenience and safety of branch entrances, so that all customers can access our facilities with comfort and peace of mind.

### Providing Universal Services

By reducing bank transfer fees, allowing family members to sign forms by proxy and so on, we also provide services that consider the needs of persons with disabilities.

- **Application of ATM transfer fees**

The same transfer fees as ATM transfer fees are applied to customers with visual impairments and wheelchair users when they make a transfer at the counter.

- **Simplification of Administration by Proxy**

In cases where a customer finds it difficult to fill out or stamp a document due to visual or other physical disabilities, it may be possible for an accompanying family member to serve as a proxy, depending on the type of transaction.

- **Simplification of procedures to allow payment by proxy when the intent of the depositor cannot be verified**

When the intent of the depositor cannot be verified, it may be possible to arrange for a family member or other proxy to make necessary payments on their behalf for hospital / treatment fees, care facility fees, or tax / social insurance fees on request (See Note).

\*(note) Depending on the payment method, the relationship of the proxy to the depositor, and the documents required, there might be cases where the Bank and the Trust Bank unable to comply with such requests.

- **Communication Board**

To accommodate customers with hearing and speech impairments, in addition to tools like writing pad and communication boards, MUFG Bank branches are equipped with tablet devices with applications which support communication by using videophones to connect customers to sign language operators, and handwriting and speech recognition systems.

## ■ Initiatives of Group Companies

### ● MUFG Bank

- Displaying pictograms
- Training for improving service skills for the elderly and people with disabilities
- Preparing a manual for improved service skills for the elderly
- Posting assistance dog stickers
- Posting Ear Symbol stickers
- Providing sign language and communication-in-writing (only in case of lost or stolen passbooks and cash cards)
- Handling Braille Cards and Notification Forms
- Consultation Service for People with Disabilities
- Preparing a LGBT handbook
- Cooperation with Community General Support Center

### ● Mitsubishi UFJ Trust and Banking

- Displaying pictograms
- Training for improving service skills for the elderly and people with disabilities
- Preparing a manual for improved service skills for the elderly
- Posting assistance dog stickers
- Posting Ear Symbol stickers
- All branches are equipped with reading glasses, hearing aids, loupes, writing devices, clipboards for writing, communication boards and wheelchairs.
- ATMs are equipped with handsets for communication.
- Seminars on service assistance

### ● Mitsubishi UFJ Morgan Stanley Securities

- Taking a training course for supporting dementia patients
- Equipped with reading glasses and writing devices
- Eliminating steps and differences in level on the floors in branches
- Installing automatic doors
- Distributing Ally declaration straps (upon request)

## Customer Focus and Initiatives

### Fundamental Concept

Customer-oriented approaches and fair and honest attitudes constitute the foundation of our business.

The Code of Conduct stipulates the standards that guide officers and employees' decision-making and behavior in our day-to-

day business activities under the MUFG Corporate Vision. We set Customer Focus in the first chapter of the Code of Conduct and the Group is endeavoring to make all employees behave according to this philosophy.

### Fiduciary Duties

MUFG has set and published MUFG Basic Policy for Fiduciary Duties as a common guideline of the Group so as to ensure that its undertakings are always customer-oriented.

Under this Policy, the Group companies share their customer-first undertakings, aspire to further improve their products and services and announce status updates. In addition, MUFG, while monitoring these initiatives, periodically reviews the Policy in order to better realize customer-oriented business operations.

In addition, MUFG regularly holds the Fiduciary Duties Promotion Committees chaired by the president to further strengthen its customer-oriented business operations and to promote the integration of operations across the Group including the sharing of best practices, while inviting outside experts as advisors who provide suggestions and advice from diverse perspectives to further improve products and services.

► Details on our customer focus and initiatives are available on our website. <https://www.mufg.jp/english/profile/governance/fd/>

### Improvements Based on Customer Feedback

Opinions and requests we receive from customers are valuable assets of MUFG. The Group companies - MUFG Bank, Mitsubishi UFJ Trust and Banking, Mitsubishi UFJ Morgan Stanley Securities, Mitsubishi UFJ NICOS and ACOM - analyze customer feedback received via employees at sales offices, by telephone and by email to make improvements. The five companies received about 190,000 opinions and requests from customers in total in fiscal 2019, of which 445 were utilized for service improvement. Examples of such improvement include an app (Kantan Tetsuzuki App) that allows customers to suspend, reissue and resume the

use of their cash cards and passbooks without having to visit a branch or make a phone call, which used to be the only ways to make these requests. In addition, we regularly conduct customer satisfaction surveys and analyze the factors of low evaluation, if any, and make efforts to improvement.

MUFG collects, analyzes, and shares the opinions and requests from customers of all Group companies, and we use this feedback to improve our products and services. We continue to attract customers and establish lasting relationships with them.

## System to Collect Customer Feedback

MUFG is committed to improving its business operations and quality based on customer feedback. To ensure that all customers feel reassured when using our services, each employee is improving their skills so that he/she can go beyond protecting the existing trust of customers and build a higher level of trust for the future.



## Concrete Examples of Initiatives

### Quality Improvement Initiatives

- **Quality Improvement of Products and Services**

- Checklist for Putting the Customer-oriented
- Response to ISO 9001 and ISO10002

### Universal Support

- **Responding to Customers in a Universal Manner**

- Enhancing Reception and Response to the Elderly and People with Disabilities
- The Guidebook for Reception and Response to the Elderly
- Coordination with regional comprehensive support centers
- LGBT Response Handbook

- **Universal Designed Branches**

- Pictogram
- Posting Assistance Dog and Ear Symbol stickers
- Braille Block Use
- ATMs for the Visually Impaired

- **Providing Universal Services**

- Application of ATM transfer fees
- Simplification of Administration by Proxy
- Simplification of procedures to allow payment by proxy when there is communication difficulties for sickness of the depositor
- Handling Braille Cards and Notification Forms
- Services Using Sign Language, Written Messages
- Communication Board
- Consultation Service for People with Disabilities

## Access to Financial Services

MUFG is committed to the growth of a wide range of industries and the creation of new industries and jobs.

### Initiatives for Business Incubation and Job Creation (Financial Inclusion) through Partner Banks

Our partner bank in Thailand, Krungsri (Bank of Ayudhya), provides opportunities to access financial services for customers in economically growing ASEAN countries through its subsidiary Hattha Kaksekar Limited (hereinafter "HKL") and its affiliate company Ngeru Tid Lor Company Limited ("NTL").

#### ■ Results of HKL Microfinance in 2019

<b>Number of accounts opened</b>	168,892 (+17% YoY)
<b>Loans outstanding</b>	USD 1,051 million (+39% YoY)
<b>Number of branches</b>	177 (±0% YoY)

In Krungsri Financial Literacy, a key project of Krungsri's CSR activities, financial and economic education aimed at improving the understanding of asset management is provided for fourth- to sixth-grade students at elementary school.



We believe that access to financial services is a means of enriching our lives and therefore endeavor to satisfy the needs for microfinance and nanofinance. We have been steadily increasing the number of accounts opened and loans outstanding, as shown in the table below.

#### ■ Results of NTL Microfinance in 2019

<b>Number of accounts opened</b>	Approx. 500,000 (+23% YoY)
<b>Loans outstanding</b>	Approx. THB 47.4 billion (+19% YoY)
<b>Number of branches</b>	Approx. 1,000 (+23% YoY)

This initiative was in its fifth year in 2019. Most recently, 4,248 volunteers were participated and 3,853 students were attended the class in 72 schools in fiscal 2019.





## Social Contribution Activities

### Fundamental Concept of Social Contribution

Financial institutions have a responsibility to stabilize and maintain the financial system and contribute to the sound growth of society. To this end, we have fulfilled our social mission as a foundation of society and have been striving to contribute to the realization of a sustainable society by solving social issues

through financial services. We will carry out social contribution activities, such as donations and volunteer work, in fields where it is difficult to contribute through financial services or where there is a critical need for society.

#### Establishing a new framework of social contribution activities

MUFG established a new framework and it is determined to contribute an amount equivalent to 0.5% of the Group's net business profits\*<sup>1</sup> in the previous fiscal year to social contribution activities (in the form of donation, etc.).

In the midst of the spread of COVID-19, we strongly reaffirmed the importance of social stability and have been providing a variety of support for the control of the disease during this period. Establishment of a new framework for social contribution activities will allow us to provide more agile and flexible support for the fields where it is difficult to contribute through financial services and where there is a critical need for society.

The total of the donation by the Group companies' social contribution activities in fiscal 2019 and the contribution from this framework accounts for about 1%\*<sup>2</sup> of the Group's net business profit for fiscal 2019.

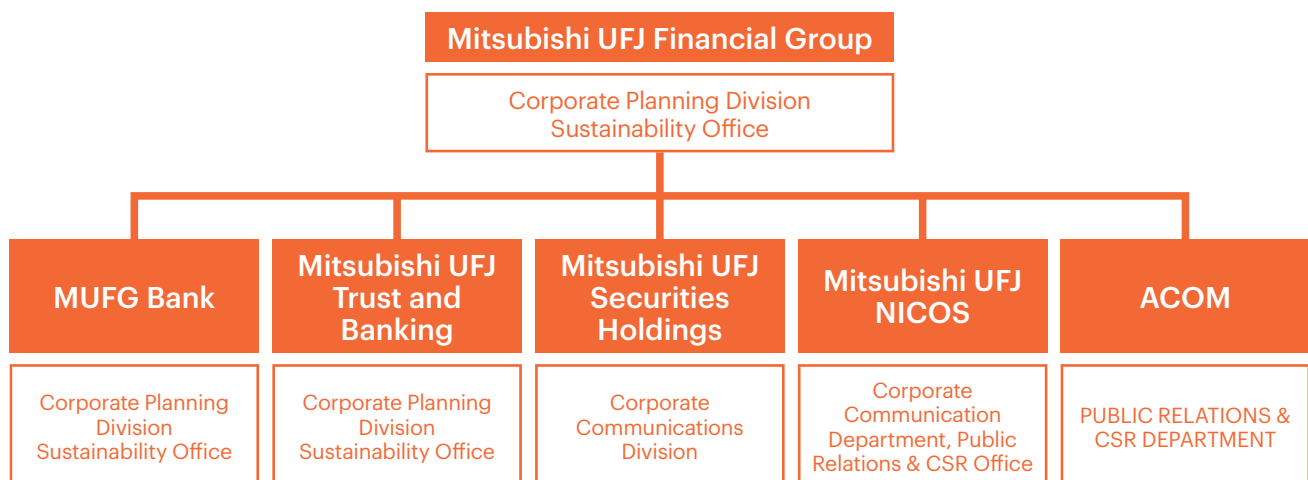
\*<sup>1</sup> Net business profits after deduction of credit-related costs, etc.

\*<sup>2</sup> Donations and support for the control of COVID-19 made this year are included in this framework.

### Management Structure

Under MUFG's Sustainability Office, the department that is responsible for the promotion of social contribution activities at each Group company is placed. These departments jointly hold monthly liaison meetings to share information on their

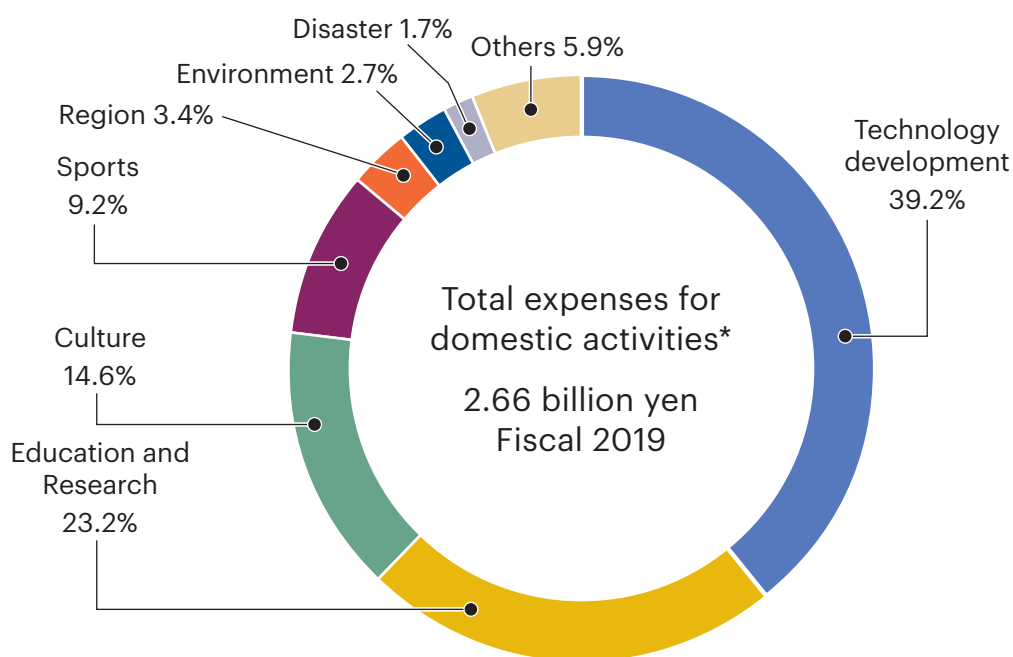
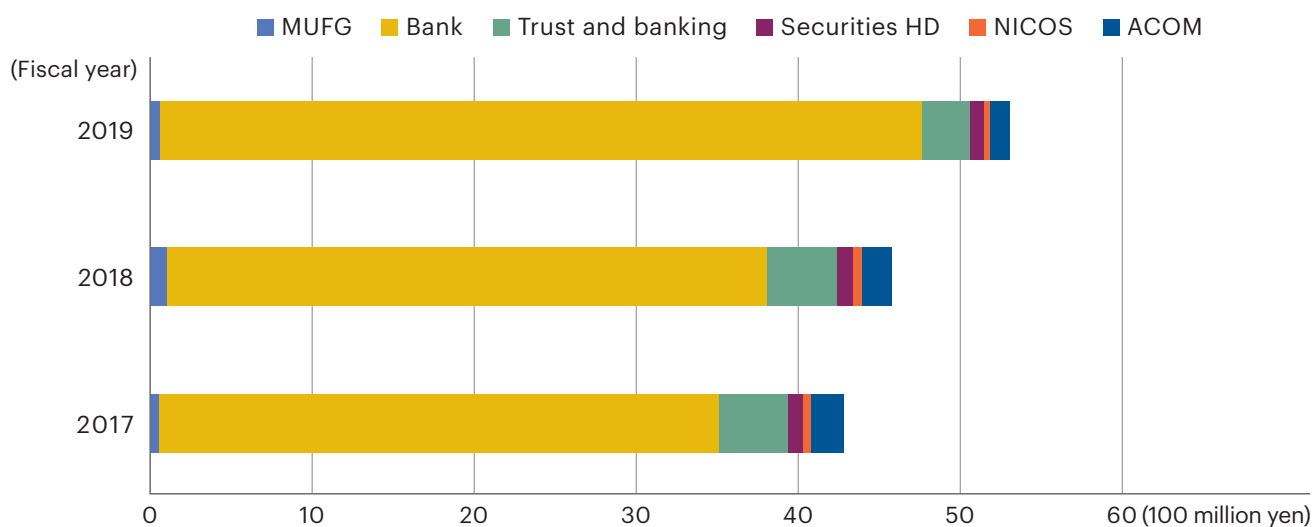
initiatives and activities, which accelerate the activities of the entire Group to solve social issues and contribute to the realization of a sustainable society.



## Expenses for Social Contribution Activities

■ MUFG's expenses for social contribution activities: 5.23 billion yen (fiscal 2019)

Expenses for social contribution activities (both Japan and overseas)



\*The Trust Bank's initiatives include overseas activities

## Our Initiatives

In fiscal year 2020, many activities were cancelled or postponed due to the spread of COVID-19. We are fully committed to addressing this major challenge and will continue to make donations and provide support for prevention of the spread of infection in accordance with the needs and requests from society.

### Initiatives to Combat COVID-19 Infection

In order to fulfill our corporate social responsibility for controlling the spread of COVID-19, we took the following initiatives between April and September 2020.

#### Support for Medical Professionals: One Billion Yen in Total

- To help ease the serious shortage of masks, protective clothing and other equipment at medical institutions, MUFG donated 500 million yen to the Japanese Red Cross Society to support medical professionals who continue to provide care at hospitals designated as medical institutions for specified infectious diseases across the country.
- MUFG donated 39 yen (as “39 (San-kyu in Japanese)” sounds like “Thank you”) to the Japanese Red Cross Society and the All Japan Hospital Association for each transaction made by an individual customer using the internet (Mitsubishi UFJ Direct, etc.) as a donation and support initiative we tackle with customers (a total of 500 million yen).

■ Japanese Red Cross Society



WEBからのお手続きで

“Thank you” を届けよう。

#### Support for Students: 1.6 Billion Yen in Total

- MUFG donated 500 million yen each to the Japan Student Services Organization (JASSO) and the nonprofit student support organization Ashinaga to support children who were almost forced to give up their higher education, despite their motivation and ability, due to financial or other reasons because of the spread of COVID-19, and children who had lost their parents to illness or disaster, etc.
- Students whose income from part-time jobs decreased due to the spread of COVID-19 were recruited as respondents of a survey for the development and improvement of MUFG products and services. More than ten online surveys “MUFG Beta” were conducted and students were paid for their participation (200 million yen in total).

■ Ashinaga scholarship society (Ceremony of Presentation)



- Because of the spread of COVID-19, there are many highly motivated international students who are in financial difficulties due to the lack of part-time work opportunities to cover tuition and living expenses, and might be forced to give up their studies in Japan. In order to support their education and living expenses, MUFG donated a total of 400 million yen

■ Thai Student Association in Japan  
(Ceremony of Presentation)



(100 million yen each) to the Thai Student Association in Japan, the Embassy of the Republic of Indonesia in Tokyo Japan, the Association of Filipino Students in Japan and the Association of Vietnamese Intellectuals in Japan in cooperation with four of MUFG's partner banks in Southeast Asia\*.

\*Krungsri (Bank of Ayudhya) in Thailand, Bank Danamon in Indonesia, Security Bank in the Philippines and VietinBank in Vietnam.

■ Embassy of the Republic of Indonesia in Tokyo Japan  
(Ceremony of Presentation)



## Support for Arts: 300 Million Yen in Total

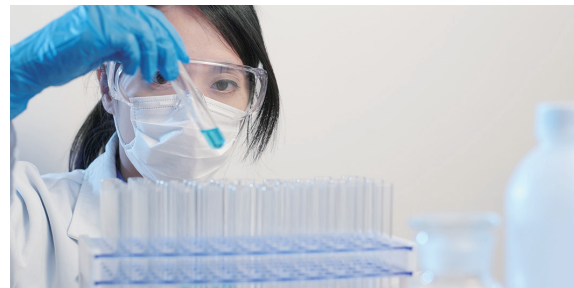
- Affected by the spread of COVID-19, classical music concerts were cancelled or postponed one after another. In response to the situation, MUFG donated 300 million yen to the Association of Japanese Symphony Orchestras to support the continuation of musical and artistic activities that enrich people's minds and lives. The fund will be used for the activities of the 37 member organizations.

■ A Day of Orchestra 2019 by the Association of  
Japanese Symphony Orchestras



## Establishment of MUFG Medical Fund: 10 Billion Yen in Total

- MUFG Bank, in collaboration with Mitsubishi UFJ Capital, which has extensive experience in the life science field, established an investment fund of 10 billion yen to support venture companies in the fields of drug discovery and regenerative medicine, including measures to treat and prevent COVID-19. We have received many inquiries since its establishment. We are currently examining investment in nominated projects including ones that derive candidate medical products to be developed for various diseases including COVID-19, as well as telemedicine.



## Support through Donations and Charity

### Donation to Child Support Groups / Japan / MUFG

MUFG decided to donate to the following three organizations working to support children: CliniClowns Japan, a certified nonprofit organization supporting sick children, Learning for All, a nonprofit organization supporting children from poor families,

and Chance for Children, an association for the same purpose as the previous one. It will provide continuous support over the next three years, totaling 180 million yen.

■ Certified NPO CliniClowns Japan



■ NPO Learning for All



### Culture Support Project: Shiki Theatre Company's "Kokorono Gekijo" / Japan / MUFG

MUFG sponsors Shiki Theatre Company's countrywide project "kokorono gekijo". This project embodies the philosophy of "Through the stage, we hope to instill in the hearts of children the preciousness of life, consideration for others, the joy of mutual trust, and all the other important things in life."

In fiscal 2019, approximately 535,000 children were invited to 422 performance of two works, namely "The Story of a Seagull and the Cat Who Taught Her to Fly" and "The Emperor's New Clothes" in 166 cities throughout Japan. MUFG extends invitations to children who are living in orphanages.

■ Sending children off after performance  
(photo by Akihito Abe)



► Details on our donation and support activities are available on our websites. <https://www.mufg.jp/english/csr/contribution/charity/>

## Emergency Disaster Assistance

### Providing Support through the MUFG NFUAJ East Japan Earthquake Recovery and Scholarship Fund / Japan / MUFG • MUFG Bank

MUFG and MUFG Bank (the Bank), in cooperation with, the National Federation of UNESCO Associations in Japan (NFUAJ), established the MUFG NFUAJ East Japan Earthquake Recovery and Scholarship Fund in April 2011. For up to 15 years, the fund will be working with local schools in operating a scholarship

program and holding various support projects for orphaned students (children who lost one or both of their parents as a result of the earthquake or tsunami) from elementary through high school. The fund is expected to grow to around ¥3 billion.

► Details on our emergency disaster assistance are available on our websites. [https://www.mufg.jp/english/csr/contribution/disaster\\_support/](https://www.mufg.jp/english/csr/contribution/disaster_support/)

### Scholarship Program

At the start of the program, each student is awarded ¥100,000 and subsequently awarded ¥20,000 every month until high school graduation. Since the program was introduced, 1,500 students have so far received scholarships. The program offered its final round of new scholarships to children who entered elementary school in FY2014, and these scholarships will continue until those students have graduated from high school in 2026.



## Group Companies' Social Contribution Activities

### Global Volunteer Month "MUFG Gives Back"/ Japan and overseas / MUFG

Since the establishment of Global Volunteer Month in 2013, MUFG employees all over the world have been working together on initiatives to host local contribution activities.

In the wake of the Great East Japan Earthquake, Japan was blessed with support from across the world for its reconstruction efforts. In response, and as an opportunity to express gratitude for the support Japan received, we have christened these initiatives "MUFG Gives Back," and we continue to expand our activities each year.

As a global initiative, in which employees are engaged in CSR activities together at the same time, MUFG Gives Back is one of the largest CSR initiatives among Japanese corporates, representing an opportunity for employees in their respective areas and at their respective branches to experience the impact of local philanthropy. In this section, we introduce a sample of the activities.

In fiscal 2019, we implemented the Happy Christmas Together! project in Japan. As part of it, we had an event named Charity Santa Volunteers, where employees of the MUFG Group companies dressed as Santa Claus and went to deliver gifts to children in an economically disadvantaged environment.



► Details on group companies' social contribution activities are available on our website. <https://www.mufg.jp/english/csr/contribution/group/>

## Finance and Career Education

### Financial and Economic Education for Children / Global / MUFG

As part of its social contribution activities utilizing the core business expertise of a financial institution, MUFG focuses on financial and economic education for students. In addition to providing them with opportunities to learn about the mechanisms of finance and economics, we carefully devise the

programs so that they can develop the ability to become socially independent and live their own life in the future. In fiscal 2019, we conducted 424 visiting lectures and work experience programs for students and the cumulative total of the number of classes since 2012 has become 3,282.

► Details on our finance and career education are available on our website. <https://www.mufg.jp/english/csr/society/population/>

## Investment Education

### Investment Education Programs / Japan / MUFG

MUFG provides working adults with seminars on life planning and asset management as one of the educational programs, designed to help each generation find investment for building

their future assets more accessible. The Group also provides a variety of educational contents, including cartoons and columns that trigger interest in asset building.

## Environmental Education and Preservation Activities

### Support for UNESCO School / Japan / MUFG Bank

For the development of the next generation, which is essential for the realization and maintenance of a sustainable society, the Bank works with the National Federation of UNESCO Associations in Japan and actively supports SDGs education in schools.

In fiscal 2019, financial support was provided for 65 schools as

the UNESCO School SDGs Assist Project. It also contributed to the promotion of the activities of UNESCO Schools by sponsoring their National Conference and introducing SDGs initiatives of companies.

► Details on our finance and career education are available on our website. <https://www.mufg.jp/english/csr/environment/activity/>