



# MUFG Human Resource Report 2022

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## Publication information

### Period Subject to Reporting

FY2021 (April 1, 2021 to March 31, 2022)  
 (Includes some information from FY2022)

### Definitions of Specific Terms Used in This Report

Mitsubishi UFJ Financial Group, Inc. and its subsidiaries and affiliates	: MUFG/The Group
MUFG Bank, Ltd.	: The Bank
Mitsubishi UFJ Trust and Banking Corporation	: The Trust Bank
Mitsubishi UFJ Securities Holdings Co., Ltd. and its subsidiaries	: The Securities
Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.	: MUMSS
Mitsubishi UFJ NICOS Co., Ltd.	: NICOS

# Human Resources Strategy

## Overview

### Human Capital Investment

MUFG positions human capital as one of its most important types of capital. Through the expansion of human capital, we are creating an environment in which employees can further grow, tackle on challenges, and realize self-innovation.

We are carrying out a variety of initiatives so that our employees can work energetically and enhance their ability to provide value to our stakeholders.



### Approach of Human Capital Investment

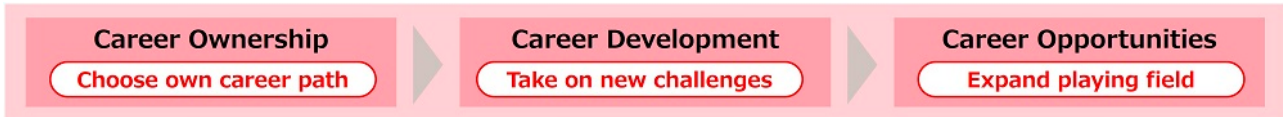


### Message from the CHRO

Message from the CHRO (MUFG Report 2022 P65) (PDF / 8.12MB) [□](#)

## Nurturing Professionals/Reskilling

Since the social and competitive environment is changing drastically, we aim to develop human resources capable of responding to such changes. While enriching opportunities for challenge and learning, each and every one of us will autonomously build our careers so that we can acquire opportunities to play an active role on our own.



## 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 the MUFG Way.

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

#### Policies and Guidelines

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 Way a reality.

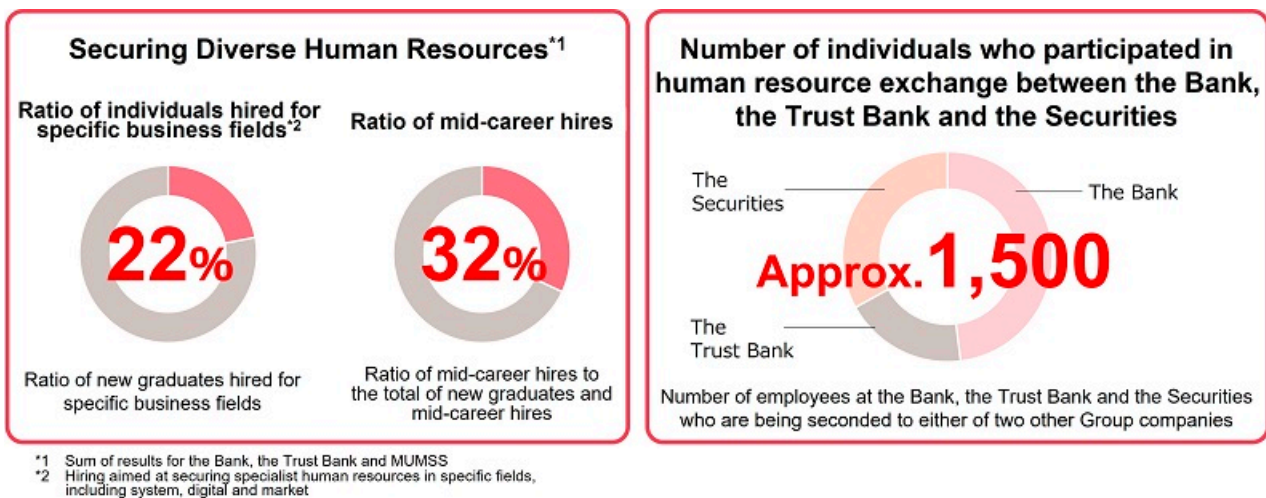
In line with the MUFG Way, we aim to provide our employees with opportunities for personal growth and offer an environment in which they can direct their energies into working with a sense of fulfillment. To this end, we promote inclusion & diversity. To embody the MUFG Way, we have also positioned "Integrity and Responsibility", "Professionalism and Teamwork" and "Challenge Ourselves to Grow" as values to be shared by all employees as defined by the MUFG Human Resources Principles, which serve as the basis for human resources management. Based on these principles, all Group companies engage in the planning and implementation of their respective human resources management policies.

### Improve Productivity and Nurture Professionals

During the period leading up to the end of FY2023, we expect a reduction in the individual workload due to such factors as increased use of digital technology to be accompanied by natural attrition in our employee headcount. Accordingly, we deem it important to redirect our human resources toward high-value-added operations and empower them to achieve higher performance as professionals. To this end, we aim to enhance operational efficiency and improve productivity via the incorporation of "smart" work styles and the digital shift.

Today, our employees are being called on to enhance their knowledge and skills in their respective business fields. With this in mind, we will promote human resource development and exchange on a groupwide basis while stepping up the specialty-focused recruitment of new graduates and individuals with external experience. In particular, we anticipate a growing need for specialists in compliance, internal auditing, legal affairs and other governance-related fields that require a high level of expertise as well as specialists in digital and cybersecurity field. We also need to secure human resources well-versed in wealth management, large corporate business requiring sectors specialists and other fields in which MUFG aims to expand its operations. With this in mind, we will enhance human resources systems supporting our strategies in these fields while taking a groupwide, integrated approach to realize flexible staffing.

In the face of a constantly shrinking total headcount due largely to natural attrition, we will also develop a performance-based employee evaluation system that empowers diverse human resources to achieve greater career success than before regardless of their gender or age and thus accelerate the appointment of employees based on the performance.



**Inclusion & Diversity**

**Integrated Management of Human Resources around the Globe**

Currently, the MUFG Group has approximately 75,000 employees<sup>(note)</sup> hired in countries other than Japan. In an effort to ensure that all of them feel comfortable about being part of the MUFG workforce, we develop employee trainings aimed at facilitating their understanding of MUFG culture. We have also introduced on-the-job (OJT) training programs in which overseas employees take on assignments in countries outside of their location of employment, such as in Japan.

In addition, we hold cross-regional and cross-functional committees under a global talent management framework to conduct talent reviews and succession planning.

Thanks to these ongoing efforts, greater numbers of those who were hired in countries abroad are taking on managerial positions at MUFG. For example, the Bank's executive officers include 10 people hired in countries abroad. Of these, two executive officers are female. Moreover, as a result of our broadening the range of career paths available to them, we have seen improved motivation among individuals hired overseas and their drive is helping to inspire their peers hired in Japan. In short, our approach to global talent development is creating a more positive cycle.

(note) the Bank, the Securities, Krungsri (Bank of Ayudhya) and Bank Danamon



## Human Resource Development Program

### Programs Designed to Encourage Those Who Take on Challenges

MUFG has developed an extensive lineup of programs designed to empower employees to pursue personal growth and take on challenges as well as to support their autonomous efforts to develop their career paths. Among these programs is Job Challenge, an in-house job-posting program. In FY2021, the number of applicants to this program more than tripled from the previous year and included 164 employees who signed up for a dual in-house assignment system launched in said fiscal year (see below). Additionally, in FY2022, the scope of an external dual-job arrangement at the Bank have expanded and made it possible for employees to act as private business owners outside the Group.

#### Education and training expenses

**Approx.**  
**¥3,090 million**

(Of this, expenses for digital literacy training: Approx. ¥540 million)

Sum of results for the Bank,  
the Trust Bank and MUMSS

### Career Challenge System

Program	Details	FY2021 results
<b>Job Challenge</b>	An in-house posting system targeting Group employees. Covering the extensive scope of business fields the MUFG Group encompasses, this system offers opportunities for applicants to take on tasks that align with their desires regardless of which Group entity they belong to.	2,278 applicants <sup>(note1)</sup>
Branch manager positions	Applicants to branch manager positions in Japan. (Over 30 successful candidates were appointed as branch managers.)	241 applicants
Dual in-house assignments	A dual in-house assignment system is in place at the Bank to assist employees in their autonomous efforts to develop multi-path careers and facilitate in-house innovation.	164 applicants <sup>(note2)</sup>
<b>New Business Proposal</b>	This program solicits proposals from employees with regard to new services, products and operational improvements, thereby providing employees whose proposals are selected with opportunities to launch and spearhead proposed initiatives.	286 applicants <sup>(note1)</sup>
<b>Open EX</b>	This program provides employees with opportunities to be seconded to startups or other external corporations as MUFG's human resources evaluation criteria attach greater importance to experience of a broad range of business and diverse corporate cultures.	46 employees <sup>(note2)</sup> (cumulative total)
<b>Challenge Leave</b>	This system supports employees' pursuit of their dreams or personal growth, which may include becoming an entrepreneur, studying abroad, acquiring certification or getting elected to a public office, by granting leave for a certain period of time.	35 employees <sup>(note3)</sup> (cumulative total)
<b>Career Initiative Seminar</b>	Help middle-level employees transform their modes of behavior and develop their own career in preparation for the coming era of centenarians.	715 employees
<b>Global mobility programs for locally-hired staff</b>	Opportunities for working abroad through internal job posting, three-month OJT HQ, short- and long-term assignments, etc.	728 employees (in total)

(note1) The Bank, the Trust Bank and MUMSS

(note2) The Bank

(note3) The Bank and the Trust Bank

## Strategic Investment in Employees by Aligning with Changes in Business Environment

As the business environment changes at an unprecedented speed, in order to secure human resources capable of responding to changes, we provide opportunities for taking on challenges and for learning, as well as invest in employees to move ahead of changes in the business environment.

- Inspire employees to take on challenges via the provision of in-house certification and opportunities for promotion and training
- Continue to focus on enhancing “digital” and “global” capabilities
- Invest in efforts to empower both managers and their staff to secure time for pursuing personal growth
- In FY2022, 3.5% pay raise (including promotion) at the Bank

<b>Training &amp; development</b>	Education and training expenses: Approx. ¥3,090 million (Of this, expenses for digital literacy training: Approx. ¥540 million) <sup>(note1)</sup>
<b>In-house certificate system for digital skills</b>	¥1.2bn of investment during current MTBP (Pay reward Gold-skill certified employees 1,633)
<b>Work style reforms related investment</b>	¥4.5bn (during current MTBP)
<b>In-house coaching and 1-on1 guidelines</b>	Coaching for employees and managers by corporate title. Monthly 30-minute 1 on 1 sessions to enhance communications between managers and their staff
<b>MUFG Analyst Program</b>	Training program for new graduates (U.S. and EMEA)380 participants <sup>(note2)</sup> in total

(note1) Sum of results for the Bank, the Trust Bank and MUMSS

(note2) Gross number of participants

## Nurture and Secure Human Resources Capable of Driving Transformation

### Growing Need for Highly-Skilled Professionals

As we promote “smart” workstyles and push ahead with the digital shift to enhance operational efficiency and improve productivity, we are redirecting our human resources toward high-value-added operations with the aim of empowering them to achieve higher performance as professionals.

For MUFG’s sustainable growth, securing highly professional human resources in a variety of fields of specialization is important. 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 promoting midcareer recruitment.

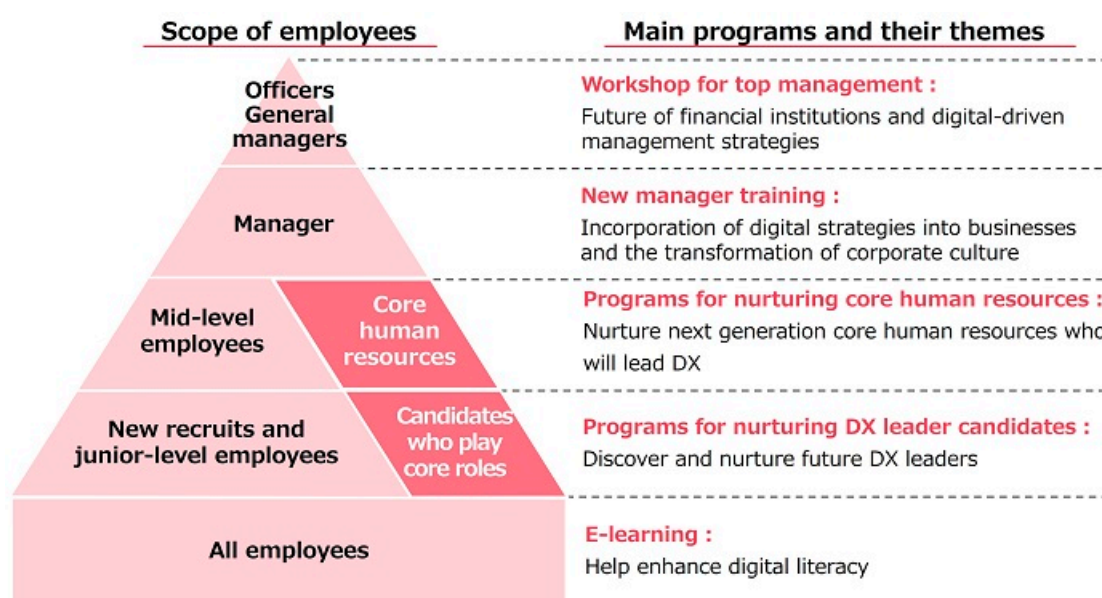
Furthermore, as integrated management of the MUFG companies progresses, it is becoming increasingly important to have business areas where the MUFG Companies work together along with human resources who can demonstrate their abilities across the MUFG companies regardless of the company they belong to.

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 encourage employees with high skills and a wealth of experience to further demonstrate their abilities.

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

Nurturing human resources capable of spearheading digital transformation (DX) is a matter of pressing importance. With this in mind, various training programs have been implemented to nurture digital specialists at the Bank, the Trust Bank and the Securities. Among these programs, “DEEP” training (see below), a practical program designed to nurture digital specialists, has already been completed by approximately 290 individuals. In addition, approximately 750 individuals have completed a program aimed at discovering and nurturing DX leader candidates through in-house solicitation. Furthermore, the Bank mandates that all of its employees undergo e-learning programs with content equivalent to training programs for “IT Passport” certification, one of the Japanese national certifications, to help raise their digital literacy and has introduced an in-house digital-skill certification system to encourage employees to acquire external certifications. Under this system, a total of 1,633 individuals have been certified as “gold skill holders.”

### Programs Aimed at Nurturing Digital Specialists (the Bank)



### 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 and responsible for taking on challenges and creating value. As a solution to this issue, the Group launched the MUFG University program for line managers and above in FY2018, with a total of more than 600 attendees to date (196 in FY2018, 220 in FY2019, 192 in FY2020, 171 in FY2021).

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 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, thus steadily securing a robust pool of top management candidates. In FY2019, we launched a project to develop coaching skills at the domestic general managers and branch managers. A total of 50 people participated in the program by FY2020. In management, we draw out the individuality and strengths of each employees and strengthen their engagement, thereby enhance skills that encourage them to take on new challenges in new areas.



## Programs Offered by MUFG University

[Next-Generation Leader Course]	
<b>Eligible attendees: General managers and branch managers</b> <b>Feature: Interactive classes conducted by external corporate managers and academic experts</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

[Management Course]	
<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 maximize subordinate members' talent and potential

## Nurturing Global Human Resources

Today, the MUFG Group has expanded into more than 50 countries around the globe, and approximately 58% of its entire workforce is accounted for by overseas employees (as of May 31, 2022). Based on the concept of "inclusion & diversity", which is one of MUFG's priority issues, in order to recruit and develop a diverse range of professionals, it is necessary to foster our corporate brand both in Japan and overseas so that people will want to work for MUFG.

MUFG is expanding opportunities for employees to play an even more active role by operating a market-standard and globally unified human resources platform for title management, employee evaluation, wage determination and other human resources practices.

Also, as more and more employees with diverse backgrounds join, we began implementing job-level based training programs on a global basis to ensure all Group members understand the MUFG Way and embrace a shared culture. For example, we provide the Global LEAD Program targeting those in managing director or similar positions with a variety of experiences from different countries and regions where the group operates, to help such individuals acquire essential leadership knowledge as well as necessary perspectives and in-depth expertise on global operations. In addition, in the Three-month Intensive Program for working-level employees, participants from overseas facilities will receive on-the-job training in the form of business trips to other regional departments for three months. This not only fosters the development of the participating employees, but also fosters the mindset of the employees at the host sites to work globally.

These efforts are helping to increase the motivation of employees hired overseas, while at the same time expanding the talent pool, thereby promoting competition within the company and creating a virtuous cycle that will lead to the realization of a stronger organization. Today, a growing number of individuals hired overseas have been promoted to managerial posts.

For example, 10 of these individuals, including two women, have assumed executive officer positions at the Bank (as of March 31, 2022).

## Initiatives of Group Companies

Each Group company is developing training programs in order to ensure that employees can provide high-value-added services to customers with a high-level of motivation and expertise.

### MUFG Bank

The Bank defines a role model as an employee who has personal capacity, skills and expertise, and can deliver achievements and contribution. In other words, an employee begins with personal capacity, adding skills and expertise gained as a professional to attain high levels of achievement and contribution on a medium- to long-term basis. In addition to cross-divisional, rank-specific training to develop personal capacity and division-specific skills training to acquire "skills and expertise," we also have a rich menu of self-development support programs to provide opportunities for autonomous learning according to each individual's stage of growth.

In order to improve day-to-day working experience, the Bank strives to cultivate an environment to foster human resource development within the workplace. We are creating a "culture of nurturing people" and strengthening the organization by developing the "1-on-1 Guidebook" and "Career Interview Guidebook," both of which are designed to activate communication between supervisors and subordinates in terms of "quality and quantity," and by expanding the mentoring system and guidance officer system for the development of young employees.

### Mitsubishi UFJ Trust and Banking

To cultivate true professionals who inspire confidence in customers, the Trust Bank provides training tailored to each individual's position, rank and occupation. Through its Personnel Development Program in each field of business, the company conducts practical job rotation and carries out training for the specific work responsibilities of each division. In addition, the Trust Bank is expanding the range of educational opportunities for employees seeking to independently develop their careers through the "MUTB Business School," self-enrichment seminars, dispatch outside the company, support for obtaining qualifications and various other educational support programs.

### Mitsubishi UFJ Morgan Stanley Securities

In order to cultivate human resources that possess both "outstanding personal capacity" and a "high level of professionalism" and contribute towards improving the capacity, qualities, passion and expertise of employees, the Securities Business actively implements OJT, which encourages growth through work experience, and OFF-JT, which entails implementing training according to rank and occupation, supporting employees in bettering themselves professionally and so on. In the training according to rank, the Securities Business works to ensure thorough adherence to the MUFG Way and the MUFG Group Code of Conduct and strengthen management functions and engagement, while in the training according to occupation, we work to improve the skills and expertise required from each business division in order to continue to provide customers with high-grade services. Moreover, the Securities Business is also focusing its efforts on supporting independent career development by enhancing support systems for self-betterment and acquisition of qualifications by all its employees.

### Mitsubishi UFJ NICOS

In order to develop human resources who can adopt and respond to social changes, such as the cashless society, and continue to grow on their own, we implement job rotation system, OJT to promote growth through work execution in the workplace, career development support, job-level based training, and self-development support, based on the pillars of "emphasis on OJT" and "support for autonomous growth."

Specifically, OJT officers are appointed with the goal of realizing joint learning and growth among young and mid-career employees based on mutual teaching and learning while performing everyday tasks. In rank-specific training, cross-departmental training is implemented to impart the necessary skills and foster the right mindset for each rank. Meanwhile, in support for self-improvement, we actively provide opportunities for autonomous growth through e-learning, external dispatches and so on geared to supporting the career development of each and

every employee. In particular, we are focusing on measures to improve digital literacy throughout the company.

### **ACOM**

In order to develop employees who embody ACOM's corporate philosophy of "Customers First," "Creative and Innovative Management," and "the Spirit of Human Dignity," ACOM is implementing various types of training, including on-the-job training, rank-specific training, and selective training.

Additionally, ACOM is actively carrying out measures to support the independent career development of its employees, such as offering e-learning and correspondence educational programs as well as providing support for the acquisition of official certifications.

### **Krungsri (Bank of Ayudhya)**

Krungsri understands that employees play a crucial role in the organization's productivity and has striven for a comprehensive human resource development with 'People Excellence' as its core value. Four pillars, namely "Adherence to and demonstration of Krungsri core values", "Leadership development", "Professionalism improvement", and "Good corporate citizenship" have been stipulated to support this value, and various programs are provided for talent development. There are programs provided jointly between MUFG and Krungsri, such as the Global Leaders Forum, and many which is unique to Krungsri.

One such case is the extensive e-learning programs of Krungsri which provides training opportunities to all levels to enhance their capabilities in tandem with the COVID-19 pandemic. A total of 764 online programs were made available in 2021, which were attended by 74,895 employees (representing 108 thousand training hours)

### **Bank Danamon**

Bank Danamon regards competency development as one of the Bank's investments in its employee, along with the Bank's strategies that focus on people, digital and branding. As part of its support for human resources development, Bank Danamon has consistently organized training programs to increase employee's knowledge and skills. Various employee training opportunities are provided according to the training needs and objective, including classroom learning system, e-learning, OJT, and others.

In response to the COVID-19 pandemic, in year 2021, all of the training were carried out online through e-learning programs. A total of 778 online programs were provided, with 107,780 employees in attendance (representing 182 thousand training hours, investment total of IDR 85.63 billion).

### **Career Development Support Programs**

Each group company has put in place systems that allow employees to change their particular occupation or career track, as well as in-house job-posting systems that let employees apply for different jobs that they want to try.

### **MUFG Bank**

In order to support independent career development of each and every employee, the Bank has created an in-house recruiting system that permits employees to apply for the position of their choice. They can apply for a variety of posts at branches and offices in Japan and overseas as well as at the Head Office. Many employees have responded when job openings are announced several times a year. The Bank has also added CSR approaches as a company that respects the work-life balance. For example, by offering a system to allow changes in career track between Main Career Track, and Business Specialist (BS) tracks; a Relocation Posting System combined with consideration of circumstances such as job transfer of a spouse, or the need to care for a family member; and a system that allows non-permanent staff including contract employees to become regular employees.

A Global Job Posting Framework is also in place for overseas employees, recruiting for internal positions on a global basis. This system enables employees including those employed in Japan to work at locations beyond the

country in which they were employed.

### **Mitsubishi UFJ Trust and Banking**

We have established the Career Challenge System, a program for realizing wishes and declarations related to one's career, which is conducted twice a year. Under this system, we have established a Job Challenge System that allows employees to experience their desired departments and tasks, a Post Challenge System that allows employees to challenge themselves for managerial positions, and an Active Career Challenge System that allows employees to choose their work style with outlook for their career until age 65. We have also introduced an in-house side job system that does not involve transfers, which allow employees to challenge new tasks in different business domains while staying at the current position. As part of our career development efforts, we will continue to create a system that responds to the wishes and willingness of employees to take on challenges.

### **Mitsubishi UFJ Morgan Stanley Securities**

Responding to the desire for autonomous career development by a wide range of employees, from young members to mid-career personnel, the Securities Business offers various opportunities, including the Job Challenge program, which is an in-house recruitment system providing opportunities to engage in different aspects of the business, the Group Subscription scheme, which allows employees to experience work they aspire to in MUFG Bank or Mitsubishi UFJ Trust and Banking, domestic and overseas study trips, and external placements. In addition, the Securities Business provides opportunities for self-study as an additional means to support employee career development. The Securities Business has also established a system that allows employees to request a transfer to a different position that is necessitated by marriage or the transfer of a spouse to a different location, in addition to a system that allows employees to request a switch to a career track different from their current one due to reasons such as a change in their personal capabilities and level of suitability or in their sets of values. In these ways, the Securities Business is providing continuous support for the career development of its employees.

### **Mitsubishi UFJ NICOS**

NICOS also offers broad opportunities for employees who have the desire to use their skills to the utmost, by starting to offer the new Regional Main Career Track in FY 2014, which involves no job transfers. Their system to allow changes in career track lets employees challenge themselves for career advancement by adding the Regional Main Career Track to existing Regular Service and Main Career options.

In addition, we provide opportunities for our employees to expand the scope of their work through the open recruitment system for challenges.

Going forward, NICOS will actively hire talented employees with a desire to change career tracks and strive to put in place systems that emphasize work-life balance.

### **ACOM**

ACOM provides diverse career opportunities to support employees' career enhancement. For example, fixed-term employees are able to move up to full-time employees, and those who started their career with limited promotion opportunities can change their work course to broaden their opportunities. ACOM also provides periodical opportunities for employees to assess and submit their desired career development plans in order to support their fulfillments.

### **Corporate Citizenship Project**

Since FY 2007, MUFG Bank has included volunteer work in the training programs for new employees. By having them participate in volunteer activities in the local community, this program aims to help employees become

aware of their roles as members of society. This experience also allows new employees to adopt the basic attitude of serving society and proactively offering what they can to people and society in general. Under this hands-on training program, called the Corporate Citizenship Project in cooperation with the Tokyo Voluntary Action Center and other local volunteer centers, new employees visit more than 100 welfare facilities for two days in the Tokyo metropolitan area and Yokohama annually until FY2019. Since FY2020, we have switched to an online format and implemented a two-day program from the perspective of preventing the spread of COVID-19 in both welfare facilities and new employees. In addition to their online-based welfare activities, through pre-visit orientations, volunteering opportunities, and post-activity reviews, some new hires concluded that the program was an excellent opportunity to reconsider what they can do as members of society. Others have mentioned that the volunteering experience aided them in understanding the importance of considering circumstances from someone else's point of view. Just as importantly, the program allows newly-hired employees to recognize their significance as members of society.

## Evaluation of Human Resources

### Our Approach to 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.

### Evaluation

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 multidimensional 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.

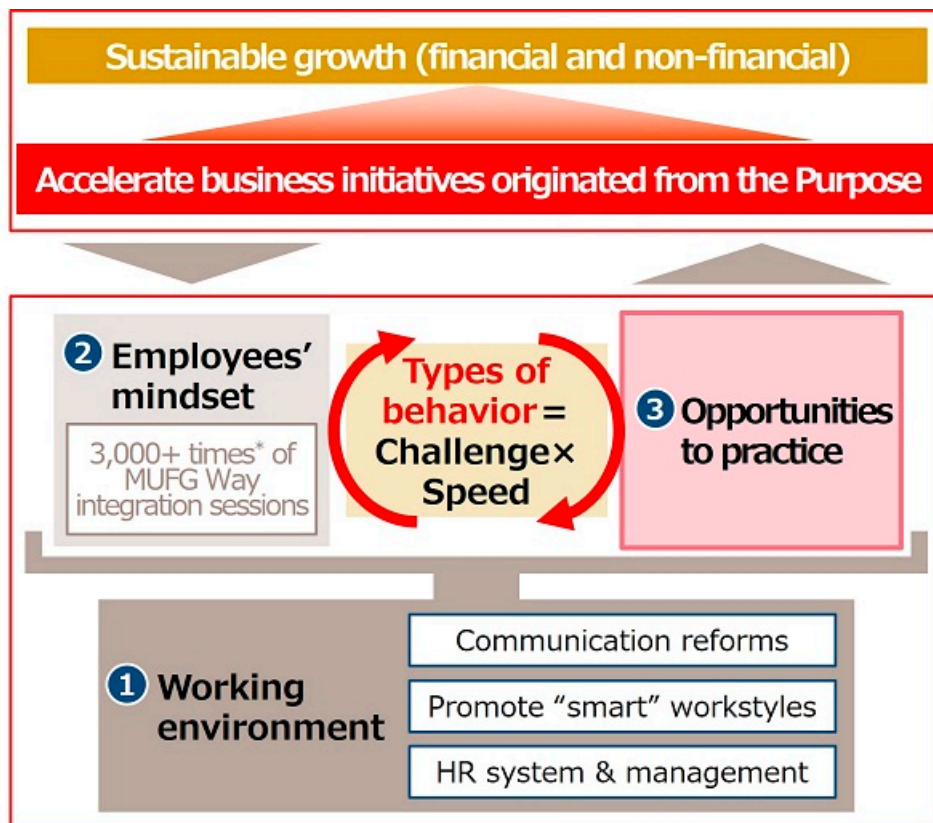


## Culture Transformation/Improvement of Engagement

MUFG has positioned “Culture Transformation” as one of its corporate transformation initiatives. We are promoting a variety of measures to ensure that “Challenge and Speed” is firmly established in MUFG as a pattern of action.

### Overview of Culture Transformation

- (1) Update our working environment to secure a platform supporting the transformation of employees’ behaviors
- (2) Encourage employees to develop a sense of ownership regarding MUFG’s Purpose to help them transform their mindset
- (3) Offer opportunities to practice, for example, via HR-related programs and “Spark X”



\* In FY21, head of each branch and other business base held sessions with their respective staff, totaling to 50,000 employees

## Creation of a workplace where people feel "job satisfaction"

Through a variety of initiatives, MUFG develops professional human resources who can add value to the services provided by the Group, while aiming to create an organization 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.

The Bank requests employees to complete a simple survey that asks about their day-to-day motivation, health and workplace environment via company's portal site. The Trust also conducts organizational diagnosis through weekly pulse surveys. The results are shared with employees to help identify and resolve problems at the early stage, promoting the creation of a healthy and open-minded workplace environment.



## Empowering Employees to Develop a Sense of Ownership about Purpose — “MY Way × MUFG Way”

In FY2021, we held MUFG Way Integration Sessions with the objective of encouraging employees to discover how relevant the MUFG Way is to their day-to-day tasks and actions.

Each session began with self-reflection, with attendees asked to consider their value systems, beliefs and aspirations so that they may better articulate them as “My Way.” They were then asked to develop their own interpretations of the MUFG Way in light of the policies upheld by the respective branch and division they belong to, and missions currently assigned to them. These interpretations were shared among attendees, who usually came from the same workplace, and they engaged in free discussions on that basis.

In addition, a cascade-down approach was used in these sessions, with Group CEO Kamezawa becoming the first to share his personal definition of the MUFG Way with officers overseeing Group companies. This sharing of “My Way” then progressed from officers to general managers of branches and divisions, and from general managers to their staff. The number of sessions held in Japan and overseas thus exceeded 3,000 and involved more than 50,000 employees.

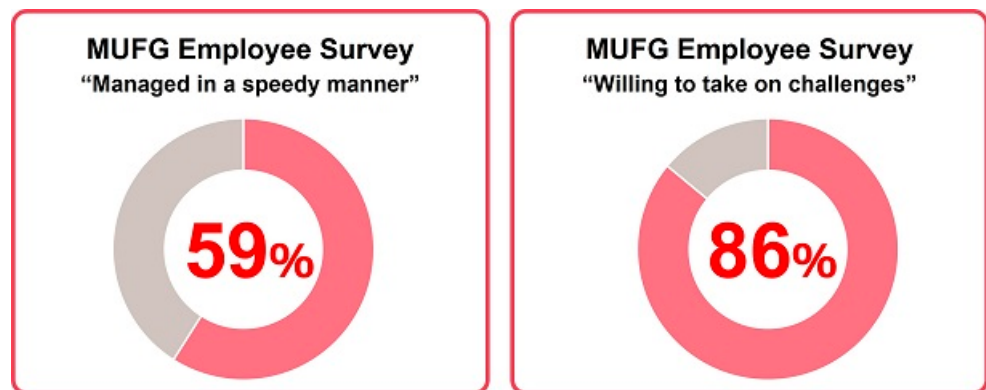
Comments voiced by participants included, “I began to feel a sense of intimacy after hearing the personal life stories of my supervisor and what he/she really thinks about his/her job, things that I would never have known” and “The session helped me to recall what I was aiming for when I had just joined the Company. It was a good opportunity to seriously think about how I envision my contribution to customers and society as a whole.” On the other hand, some participants commented that “It is hard to translate the Purpose into my tasks.” Therefore, it can be concluded that we are only halfway to our goal of empowering employees to develop a robust sense of ownership about the Purpose.

In FY2022, we updated these sessions into “MUFG Way Employee Sessions,” focusing on helping attendees reexamine the relationship between “My Way” and the MUFG Way and develop tangible definitions of the stakeholders they aim to serve and how they will contribute to such stakeholders through their duties at MUFG. We thus are encouraging all employees, including those who are in non-managerial positions, to frankly exchange their thoughts on these matters with their supervisors, team members and other colleagues.



## Speed & challenge –review of FY2021

The last fiscal year, about 2,300 employees, triple the number of the previous year, applied for the in-house recruitment system, the job challenge, reflecting the expansion of the challenging culture within the group. We will further enhance the programs to encourage employees to take on challenges so that this positive change will become a larger tide.



## Opportunities to practice –enhancing further

Programs aimed at creating new businesses, Spark X and MUFG Main building project, are just two of the opportunities to be offered to employees to link their motivation for transformation and challenge their actual practice. On the other hand, there are still challenges in the speed of implementation. Only 59 percent feel that it is managed in a speedy manner, so we will be more mindful of speed-oriented operations going forward.

Program aimed at creating new businesses "Spark X"	In-house and external extra career systems
<ul style="list-style-type: none"> <li>• Solicit ideas for creating new businesses that employees wish to undertake and originate from MUFG's purpose</li> <li>• Involvement of internal and external experts to refine ideas</li> <li>• 650 entries from 20 group companies</li> </ul>	<ul style="list-style-type: none"> <li>• Help employees autonomously develop multi-path careers. Facilitate in-house innovation</li> <li>• Assist employees in the enhancement of their careers and skills through activities outside MUFG</li> </ul>
MUFG Main bldg. project "Group open recruitment WG"	Employee Resource Network (EMEA)
<ul style="list-style-type: none"> <li>• Established "open recruitment WG" consisted with members from group companies</li> <li>• Aiming for a new bldg. to be a "symbol of MUFG"</li> <li>• Create new culture by working as one group</li> </ul>	<ul style="list-style-type: none"> <li>• Large volunteer communities from across the business to work on a variety of I&amp;D topics</li> <li>• More than 150 employees are working in seven groups to raise awareness, address workplace issues, provide colleagues with support, and bring people together</li> </ul>

# Inclusion & Diversity

## Inclusion & Diversity Initiatives

MUFG focuses on Inclusion and Diversity as one of the 10 Priority Issues in sustainability management.

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, the Bank, the Trust Bank and the 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 inclusion & 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 inclusion & diversity effectively.

In addition, we have assigned staff in charge of promoting Inclusion & Diversity in each region to effectively address each issue under global cooperation.

## MUFG's Thinking on Inclusion & Diversity

At MUFG, our vision for promoting Inclusion & Diversity is identified as "Enlighten, Encourage, Empower - Work together as a Group to exceed customer expectations."

A chemical reaction occurs as diverse employees respect each other's differences, make the most of each other's characteristics, and grow with each other. New ideas and behavioral patterns born from this chemical reaction will help us create a free and vigorous culture and value that exceed the expectations of society and customers.

In order for MUFG to be committed to empowering a brighter future, we believe that investment in Inclusion & Diversity is essential.

Enlighten, Encourage, Empower.

Work together  
as a Group to exceed  
customer expectations



## Meaning of “Equity” in MUFG ~Roundtable Discussion—Inclusion & Diversity

Head of Global HR interviewed regional leaders of Inclusion & Diversity about the necessity of a global strategy, initiatives and “Equity” in each region, and future direction.

[Roundtable Discussion—Inclusion & Diversity — Meaning of “Equity” in MUFG \(MUFG Report 2022 P67\)](#)  
 (PDF / 8.12MB)

**What is Equity?**

Equity means giving each individual what is considered necessary and appropriate to achieve their purpose, taking into account their individual differences. Equity is essential to achieve higher levels of inclusion. MUFG aims to narrow gaps based on identities and attributes, such as gender, disability, nationality, race, age, sexual orientation, and to provide equal opportunities and ample growth opportunities so that each individual can reach their full potential and grow with each other.

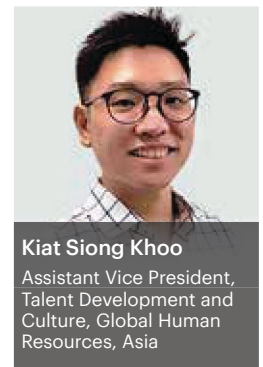
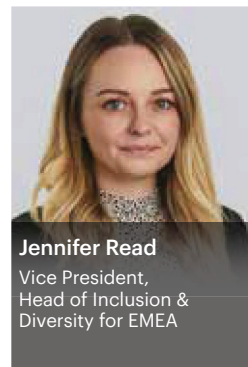
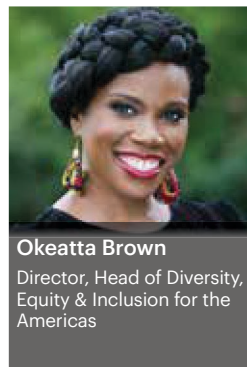
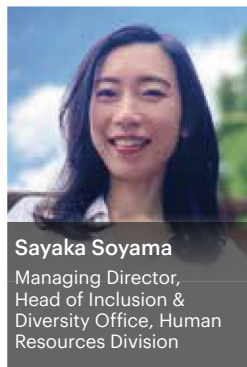
<p><b><u>Equality</u></b> Provide the same thing to all people without considering individual differences</p>	<p><b><u>Equity</u></b> Provide people what is necessary and appropriate to achieve objectives with a focus on individual differences</p>
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Management Strategies and Performance—Corporate Transformation

Transform Our Corporate Culture / Human Resources Strategy  
**Roundtable Discussion—Inclusion & Diversity**  
 — Meaning of “Equity” in MUFG

MUFG focuses on Inclusion and Diversity (I&D) as one of its key strategies, which is one of the 10 Priority Issues in MUFG’s Sustainability Management. Head of Global HR interviewed regional I&D leaders.



**Where We Are and Necessity of Global Strategy**

**Angus:** First of all, I would like to ask each of you what is your view about the current MUFG?

**Okeatta:** When I joined MUFG in 2021, I learned there were several meaningful engagements in process in the Americas, including the launch of an Executive I&D Council made up of our CEO, CHRO, and leaders from our Enterprise Resource Groups (ERG) and Business Unit I&D Councils, and CSR resulting in several initiatives designed to impact change. However, there seemed to be a lack of clear goals and objectives aligned to a “north star,” an I&D vision. The opportunity surfaced to build an enterprise I&D strategy that includes success measures that were impactful enough to shift behaviours, which are necessary to transform a culture and effect change internally and externally. We must invest in I&D as a business imperative and a competitive advantage.

**Jennifer:** EMEA has a clear commitment to I&D through our EMEA strategy with “strengthening our culture” set out as a core pillar. Our EMEA Employee Network programme is one of many critical components of this and consists of seven resource networks that help us to establish a working environment that embraces and celebrates the diversity of our people. These networks offer our employees community, connection and a sense of belonging, all of which help to increase and maintain employee engagement. However, our approach remains very regional and reactive. From my perspective, the obvious next step for MUFG is a global Diversity, “Equity” and Inclusion (DEI) strategy.

**Kiat:** I’ve been with the bank for just over 4 years and in this rather short time, I can see I&D and cultural transformation has been changed in MUFG, particularly in APAC. Employees currently in the organization could also see this as an opportunity to progress with their career especially in regions/countries where DEI has been neglected for a while. The world is rapidly changing and more and more issues around I&D are being surfaced daily. Now that DEI is high on everyone’s agenda, we can better manage this situation by framing the priorities for the teams working on it.

**Sayaka:** In Singapore where I worked until the beginning of 2021, our colleagues have various nationalities, cultures, careers, and all are very diversified. After I came back to Tokyo, I again realized that there is a huge gap between Japan and overseas offices. In Japan, it is homogeneous where most employees in Head Office are Japanese, important roles are assigned to men, etc. I strongly believe diverse talent will enable us to tackle diverse issues; talent, that can leverage their skills through an effective network and courageous communication with colleagues.

**Regional Focus and “Equity”**

**Angus:** We want to create a diverse, equitable and inclusive environment which fosters all talents for the better of MUFG – focusing on diversity of thought, inputs and experience, equity of treatment in all we do and creating an environment that is inclusive for all where all can thrive. Then, what each region is doing under this global banner and respective focus on where you have gaps, and how do you care for these gaps over the next period in your region?

**Sayaka:** In Japan, one of our top priorities is to solve the gender gap. We have increased the target % representation of female management in Japan from 18% to 20% by fiscal 2023, but it is still on the way to reach to 30% set out by government. We are supporting education of women by providing various learning and development programs and mentoring programs, in collaboration with Business Units, etc. In addition, we are focused on increasing mid-career hiring of SMEs (Subject Matter Experts), leadership assignments to locally hired staff and stable employment of people with disabilities and LGBTQ colleagues, moving forward to cultivate an inclusive corporate culture.

Globally, “Equity” will be introduced to shift to “Diversity, Equity and Inclusion.” This is not “equality” in which we provide the same things to various people, but “equity” where we provide appropriate support to each individual. I think “equity” is critical when solving for closing the gap for gender, people with disabilities and SOGI (sexual orientation and gender identity), etc.

**Kiat:** MUFG APAC is a diverse region, 18 different countries, many cultures, languages, and differing legislations impacting each of our respective locations. Therefore, we seek to become as inclusive as possible through our diversities of gender or races etc. We are doing this by ensuring we have the right mix of gender diversification at all levels in global, regional and local projects.

Another practical approach, for example: we are setting up diverse employee teams, bringing together all levels, and a wide representation of staff, to give them a voice for continuous improvement and to enable their contribution to business decisions.

Additionally, we have partner banks in the region, and this adds a level of energy and enthusiasm to how we work together and leverage the diversity that they also bring to MUFG APAC.

**Jennifer:** In EMEA, fostering a culture of collaboration, inclusivity, diversity, empowerment, and high performance is one of the four pillars of our EMEA strategy. Firstly, we focus on increasing diverse representation in line with the commitments we have made to the Women in Finance Charter and Race at Work Charter. We link accountability for achieving approved targets to executive performance through our EMEA Leadership objective, by monitoring and reporting on key diversity metrics. We also implement initiatives to support the learning, development and progression of diverse talent through initiatives such as our Reverse Mentoring programme.

**Okeatta:** In the Americas, we were able to develop a comprehensive DEI strategy with key performance indicators that include a focus on increasing gender, race, and ethnicity representation at senior levels, DEI learning and leadership development programs, and a plan for building an inclusive culture. We will use the remainder of the calendar year to operationalize our enterprise DEI strategy to include: 1) enhancing our governance model to leverage a top-down and bottom-up approach, 2) strengthen accountability at our most senior levels and for all people managers by introducing specific DEI management objectives starting in fiscal 2022, 3) investing in a comprehensive DEI learning and development platform and so on.

**Sayaka:** We must solve the situation where employees cannot fully utilise their ability due to their identity and environment. Additional investment in these employees will help to draw on their capabilities and have a positive impact on others, which will facilitate a merit-based system, or culture of “pay for performance,” ensuring that the right person is in the right role. This will make individuals and our organization resilient, which is a target of pursuing “equity.” Each region’s action is to ensure “equity.”

Each region has different issues, so actions are diversified. However, our global goal is to ensure equitable opportunities for all employees so they may maximize their capability within an inclusive culture and with psychological safety. This will change the culture and create value.

## Direction

**Angus:** You are fostering global collaboration in addition to regional focus. What are you aiming at?

**Okeatta:** We are working to define a global “north star” and set clear objectives and key performance indicators to track and measure year-over-year progress of our journey to becoming the most trusted financial group.

**Jennifer:** I’m excited about the progress we’re making towards building an integrated global DEI strategy. In EMEA, we’ve focused on I&D until now but recognise the importance of including equity. This change will allow us to take a more global approach in reviewing the policies, practices and processes that impact our employees, ensuring that someone’s identity bears no impact on their ability to achieve their full potential and ambitions at MUFG.

**Okeatta:** The DEI strategy for the Americas includes a focus on workforce, culture, marketplace, and community. We must ask ourselves if we are being inclusive when we consider the products and services we offer and procure. A community focus is also integral to our DEI strategy. Supporting organizations and strategic collaborations dedicated to social justice, racial equity, gender equity, culture, arts, and economic prosperity within underserved communities through investment, volunteering, and charitable donations demonstrates our commitment to ESG.

**Sayaka:** I believe that by leveraging our global and regional network, we can lead the discussion with our customers and clients addressing social issues. This is also our mission as a global bank.

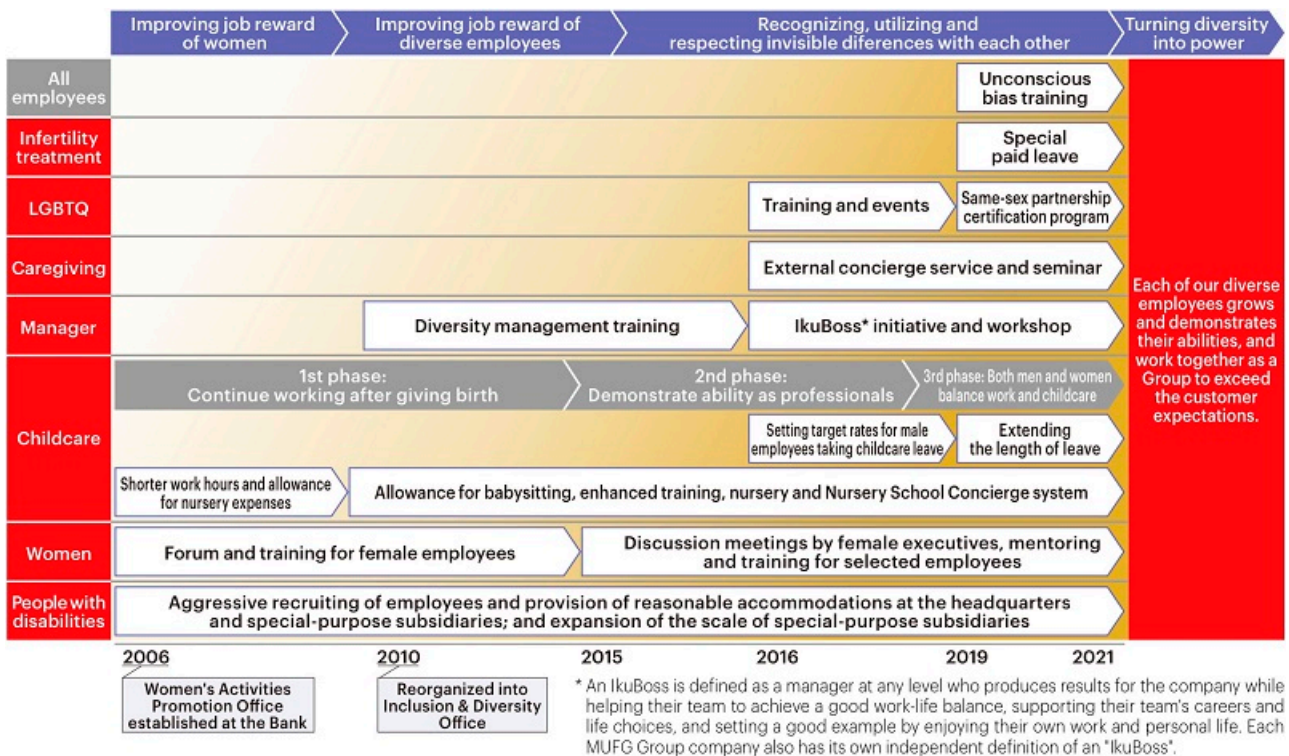
**Angus:** Let’s promote DEI globally. This will not only change corporate culture, but also connect to our MUFG Purpose—Committed to empowering a bright future.

For more details and to access the *MUFG Sustainability Report*, please visit our website.  
<https://www.mufg.jp/english/csr/report/sustainability/>

## Our history of Inclusion & Diversity Initiatives

Our initiatives since 2006 are as shown below. Initially, our main objective was to improve the job satisfaction of female employees, However, since 2010, we have expanded the scope of our initiatives with the aim of improving the job satisfaction of not only female employees but also diverse employees. Moving forward, we will further focus our efforts on creating workplaces where all employees of the Group can demonstrate their unique strengths and make diversity empower a brighter future.

### Representative Initiatives by Group Companies



Each of our diverse employees grows and demonstrates their abilities, and work together as a Group to exceed the customer expectations.

## Compensation System

MUFG's compensation system for Executives, etc. is not only aimed at ensuring the achievement of short-term performance targets but also intended to better incentivize these individuals to contribute to a medium- to long-term improvement in corporate value and encourage them to take on the challenge of driving innovation. In FY2022, we also added inclusion & diversity targets to qualitative assessment indicators for determining the amount of bonuses vis-à-vis the execution status of the recipients' duties, in order to facilitate management efforts to promote and secure the robust employee understanding of inclusion & diversity.

Corporate Governance

## Evaluation for Inclusion & Diversity Initiatives

For evaluation related to our Inclusion & Diversity initiatives, please refer to "External Evaluation."

## Encouraging Diverse Talent to Play an Active Role

We are creating a workplace where each one of our diverse employees can demonstrate their abilities.

### Female Employees

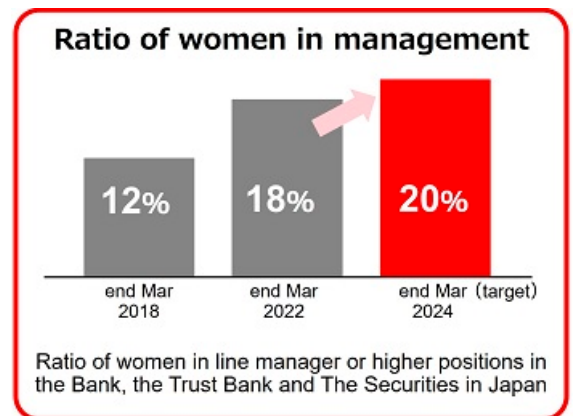
Promoting gender diversity, particularly increasing the percentage of female in managerial positions, is a priority issue. MUFG set medium- to long-term targets and is developing the ability of women and promoting their appointment in higher positions under the commitment of the top management. We provide 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 the Bank, the Trust Bank and the Securities, our joint numerical goal is to raise the ratio of women holding positions of line manager or higher to 20% in Japan by the end of March 2024.<sup>(note)</sup> This figure is to reflect diverse perspectives and values in areas closer to management, and serves as a milestone to achieve at least 30% in the medium- to long-term. In addition to the joint numerical targets of the three companies, each company has set its own numerical targets to promote the appointment of female employees.

As of March 31, 2022, the ratio of female managers in the Bank, the Trust Bank, and the Securities (combined in Japan) was 18%.



(note) Ratio of women in line manager or higher positions.

## Action plan based on the Act on the Promotion of Women's Participation and Advancement in the Workplace

MUFG Bank	<a href="#">Action Plan (PDF / 251KB)</a> (in Japanese)
Mitsubishi UFJ Trust and Banking	<a href="#">Action Plan (PDF / 146KB)</a> (in Japanese)
Mitsubishi UFJ Morgan Stanley Securities	<a href="#">Action Plan (PDF / 126KB)</a> (in Japanese)
Mitsubishi UFJ NICOS	<a href="#">Action Plan (PDF / 167KB)</a> (in Japanese)
ACOM	<a href="#">Action Plan (PDF / 124KB)</a> (in Japanese)

## Implementing a Variety of Programs for Women

The Bank, the Trust Bank and the Securities hold regular roundtable discussions participated in by executives and female management from the Group companies as well as a "Mentoring Program", where mentors assigned to female senior managers provide them with supports for career development and their personal growth. For mid-level employees, we conduct "WILL<sup>(note)</sup> Training Program," a joint training for selected female employees in the three companies, 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 to providing online networking opportunities for those who wish to consult with such as senior employees on issues related to balancing career and life events, the Group also offers a variety of programs at each Group company in response to each perceived issue.

(note) Women's Initiative for Leadership and Learning

### Programs according to career stage (example)

Level	Program
Management	<ul style="list-style-type: none"> <li>• MUFG Leaders Form (executive roundtable meeting)</li> <li>• Executive mentoring</li> <li>• Job-level based training</li> </ul>
Mid-level	<ul style="list-style-type: none"> <li>• WILL Training Program (training for executive candidates)</li> <li>• External training</li> <li>• Job-level based training</li> </ul>
All levels	<ul style="list-style-type: none"> <li>• Job-level based training</li> <li>• Networking (career roundtable etc.)</li> <li>• Job Challenge (In-house Posting System)</li> </ul>



## Initiatives of Group Companies

### MUFG Bank

In 2022, we have expanded the base of the mentees to younger talents in the Mentoring Program and significantly increased the number of the participants. We will provide opportunities for management candidate females to acquire management perspectives at an early stage and further accelerate the promotion of female employees to management positions. In addition, we have established WIN-Japan, an employee community for women using Microsoft Teams, to create an environment where female employees can easily connect and communicate with each other at any time.

### 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 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. In addition, a town hall meeting for female employees was held online, with three female executives taking the stage.

### Mitsubishi UFJ NICOS

With the aim of supporting the autonomous growth opportunities of each employee, we provide career advice by holding seminars on career planning, follow-up seminars after changing career track, and assigning mentors to managerial candidates.

### 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.

## Programs to Support Continuation of Career

To support the continuation of career, we established programs 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.

## VOICE

### A career choice for female officers to work overseas with their children

It has been a long time my wish to work outside of Japan since I joined the Bank. It didn't change even after getting married and becoming a mother of 2 children. At the time, there was no precedent for a woman to be posted from Japan to overseas with her child, but my boss encouraged me to make it happen, saying that overseas posting with childcare could be an option for career development.

I gathered the information to see what the living environment would be like if being posted to overseas with my children. This included local childcare system, schools, and medical care, and assumed several cities where I thought it would be easier to balance parenting and working. I even interviewed with an HR office in one of the Japanese trading companies that has many female expatriates overseas. And just as I was convinced that an intended female office should be able to go abroad with a child, I was given a notice to transfer to Singapore. I took my two sons who were at the age of 9 and 5 years old.

In Singapore, I learned that the best solution can be found after giving out various opinions while taking into account of the differences in values with local staffs as well as cultural and social differences. Although it was unexpected that we could not return to home country for 2 and half years due to the Covid-19 pandemic, it was a very valuable experience for me and my children that we could spend time to explore local cultures in Singapore.

Taking on an unprecedented decision may come along with a risk. However, like my boss at the time who courageously supported my assignment overseas, I hope to be a manager who can make decisions based on my own axis aiming for the transformation of MUFG.



**Mai Kaga**

**Managing Director, Head of Trade Product Sales Department  
Transaction Banking Division  
MUFG Bank**

## 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 2.56%<sup>(note)</sup> in Japan (as of June 1, 2022).

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

### Number of people with disabilities

**Approx.  
1,400**

### Ratio of employees with disabilities

**2.56%**

As of June 1, 2022. The employment rate in Japan for the Bank, the Trust Bank (including special subsidiaries and group affiliates for these two companies), the Securities, NICOS and ACOM was calculated using the formula stipulated in the Employment Rate System for Persons with Disabilities.

## Establishing Special Subsidiaries

The Bank and the Trust Bank established special subsidiaries and aim to help each employee play a role commensurate with their ability and aptitude, as well as attain job reward and contribute to society as a result.

<p><b>Mitsubishi UFJ Business Partner</b> (Special subsidiary of the Bank)</p>	<p>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. A total of about 370 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.</p>
<p><b>Ryoshin Data</b> (Special subsidiary of the Trust Bank)</p>	<p>Established in 1979. A total of about 60 employees with disabilities at three locations in Tokyo work on their tasks. 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.</p>

**“Activities to Support People with Disabilities” in Promotion of Inclusion & Diversity Initiatives through Financial Functions and Social Contribution Activities**

**Improvement of Workplace Environment at Group Companies**

Each Group company endeavors to create a comfortable workplace environment for employees with disabilities. The 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.

**VOICE**

**A rewarding company where a person can work with job satisfaction while fulfilling their own potential**

I was wheelchair-bound after a snowboarding accident, but after two years with the company I discovered para rowing, and since then I have been able to balance work and athletic activities and have competed in the Tokyo 2020 Paralympic Games.

At first, I was worried that balancing work and competitions would mean that I wouldn't be able to achieve sufficient results in either. However, I came to think, as an employee, I was in a position to mentor junior staff as a leader, while as a competitive athlete, I was in a position to start from scratch and receive guidance. I began to think that I could take advantage of the differences in both, leading to my own growth.

We have many athlete employees or those excel in the arts and creation, and I strongly feel the culture of supporting the growth and challenges of each and every employee, such as the support programs for athletes with disabilities, holding in-house private exhibitions, and subsidizing expenses related to the acquisition of qualifications for self-development. When I was elected for the Paralympic Games, my friend colleagues supported my challenge. Each day I feel that MUFG is a rewarding Group where a person can work while fulfilling their own potential.



**Tomomi Ichikawa**  
Mitsubishi UFJ Business Partner

## LGBTQ

### MUFG Human Rights Policy Statement

MUFG clearly prohibits any harassment or discrimination on the basis of sexual orientation and/or gender identity, aiming to create workplaces where all employees can stay true to themselves, regardless of sexual orientation, gender identity, etc.

[Policies and Guidelines](#)

### 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. We publish *LGBTQ Handbook for Workplaces*, which outline the attitudes to be taken in the workplace and how to deal with situations that may occur. It has been used mainly by superiors of LGBTQ employees. In February 2022, we held a workshop to think about inclusive books and picture books depicting sexual diversity.

### Recognition of Same-Sex Partnership

The Bank, the Trust Bank, the Securities, NICOS, MUS Business Service and MUS Information Systems 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.

### Effort to Visualize Allies

As part of our efforts to foster an LGBTQ inclusive workplace, we created original straps in six rainbow colors and distributed them 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 LGBTQ people.



Rainbow-colored strap distributed to Allies

### Pride Month

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.

MUFG's US sites displayed Pride Month messages at ATMs and other locations at branches on the West Coast during the month of June and held a campaign called "Show Your Colors" to solicit photos of employees wearing rainbow-colored clothing, among other activities.

At our European sites, we held pride art exhibitions to exhibit works by LGBTQ artists in the lobby of our European Headquarters building as well as film screenings.

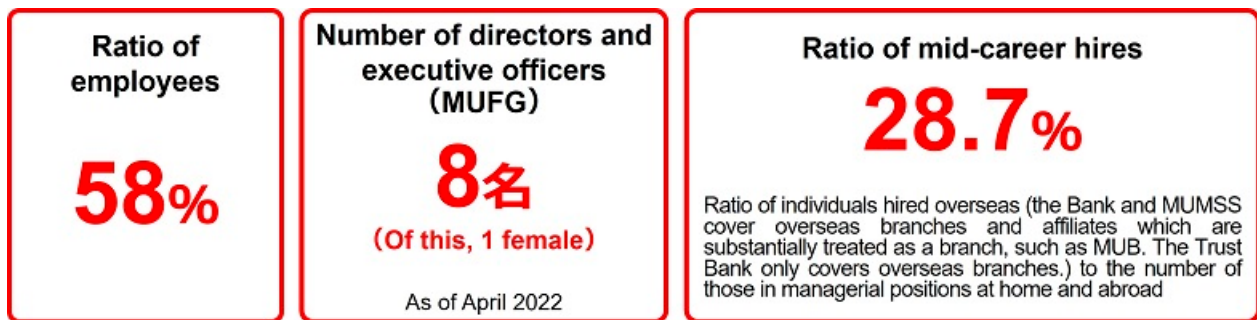


In Japan, in addition to announcing Pride Month on the Group Portal site, we are also working on employee participation-based activities, such as soliciting ideas for social contribution activities that can perform as an ally through the Pride Alliance, an employee community using the Microsoft Teams.

## Senior Personnel

MUFG actively supports the creation of workplaces where senior personnel can flourish, continuing to make the most of their wealth of experience and abilities while supporting their own career development. For employees who have reached a particular age, we have introduced training and programs to facilitate skill development with the aim of supporting future career development based on diverse values. For motivated employees above retirement age, we have established a continuous employment system with flexible work arrangements to provide stable work opportunities and respond to diverse employment needs.

## Global Personnel



Human Resources Strategy "Integrated Management of Human Resources around the Globe"

## Mid-career Hires



Human Resources Strategy "Improve Productivity and Nurture Professionals"



# Support for Balancing 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.

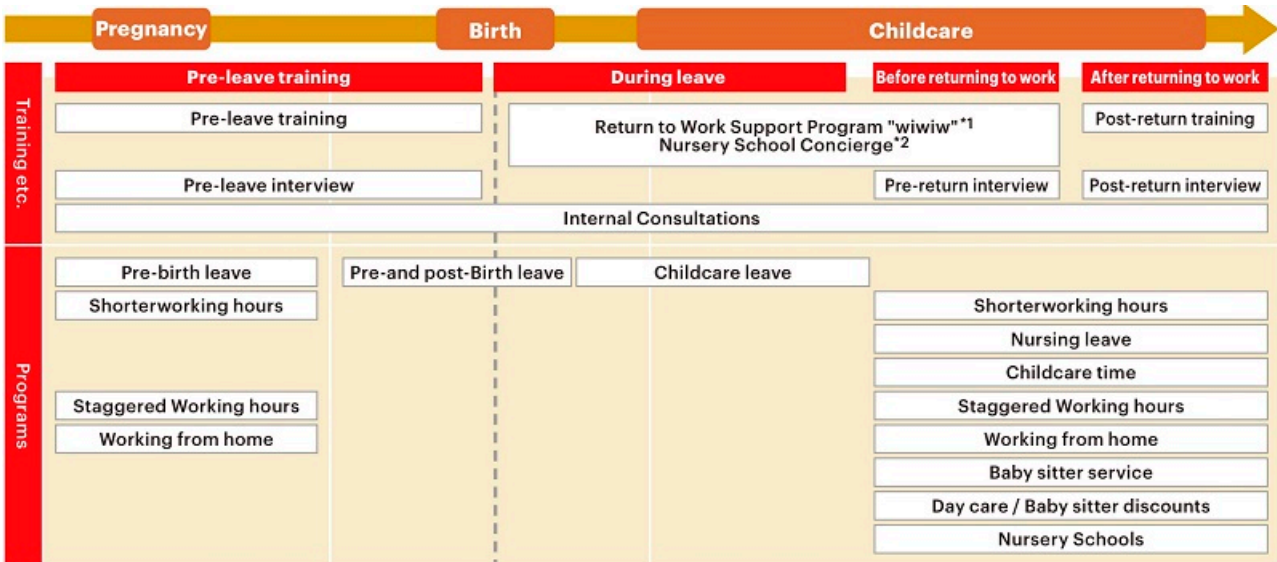
## Support for Balancing Work and Childcare

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 male employees to participate in childcare.

### 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. Since FY2021, the Bank, the Trust Bank and the Securities have jointly held post-childcare leave training programs to provide employees of the three companies with opportunities to think about how to work after returning to the workplace.

#### Representative Training and Programs



\*1 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

\*2 A service to introduce childcare facilities

## Initiatives of Group Companies

### Mitsubishi UFJ NICOS

We provide opportunities for employees, regardless of gender, with children of elementary school age or younger to focus on themselves and exchange information on themes such as balancing work and childcare, their future career plan, and self-improvement.

### Master Trust Bank of Japan

We hold the "Communication Circle for Working Mothers" where employees who are on childcare leave can participate with their children and exchange information with seniors who have returned to work. In addition, we continue to provide support for balancing work and private life after returning to work.

## VOICE

### I will never give up on my children or my career

I did not want to give up on either my childcare or my career, so I made full use of all the programs, including telecommuting, staggered working hours, hourly paid leave, and babysitting services, while consulting with my superiors, colleagues, and sometimes with the Inclusion & Diversity Office. In particular, we use babysitters frequently because our relatives live far away and we request hand-picked sitters when one of our children has a fever or when the daycare center requested us for voluntary absence. We can trust them as they record and report in detail how our children are doing. We also value our connections in the community and are very fortunate to have family support and friends who are mothers and fathers both inside and outside the company.

A few years after giving birth to my first child and I returned full-time, I became a manager. I was conscious of achieving results amid time constraints and I realized that certain people surely evaluate me no matter how my given situation is.

Since I became a manager, my range of work has expanded and has become more enjoyable, but I am busier, after I gave birth to my second child, with work and childcare of two children. Rather than trying to do housework and childcare alone, I manage my time with my family while getting more cooperation of those around me, and my husband, which allows us to collaborate together. At work, I do my best every day to make my customers satisfied. I hope that people think of me like "Although her work seems tough, it looks like she is happy with her job."



**Ayaka Koike**

Senior Manager  
Corporate Agency Business Division V  
Mitsubishi UFJ Trust Banking

## 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. Since FY2019, we have begun encouraging male employees to take childcare leave of about one month, among other initiatives.

### Ratio of male employees taking childcare leave

The Bank **98%**

The Trust Bank **91%**

The Securities **100%**

Percentage of the use of the leave by male employees of each subsidiary whose eligibility for childcare leaves expired in FY2021

## Initiatives of Group companies (Figures in the heading indicate the percentage of male employees taking childcare leave in FY 2022)

### MUFG Bank (98%<sup>(note1)</sup>)

Starting in FY2019, 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. More than 300 employees have taken childcare leaves so far, after contacting the employees and their supervisors to promote the acquisition of the leave and introducing examples of experienced employees balancing work and family life.

In FY 2021, we launched an employee community called "IkuKyari Lounge" using Microsoft Teams for working fathers and those soon to be fathers.

In fiscal 2021, we launched an employee community called "Iku Kyari Lounge" using Microsoft Teams for working fathers and those soon to be fathers.

### Mitsubishi UFJ Trust and Banking (91%<sup>(note1)</sup>)

Since FY2019, we have encouraged male employees to take childcare leave by setting a target utilization rate of 100%. From FY2021, we also have recommended them to take the leave for at least five business days. Emails are sent to male employees who have had babies and their supervisors to encourage them to take the leave. In addition, it also promoted the leave by providing examples of use and clarifying the necessary procedures to take the leave.

After setting the target, the ratio of male employees taking childcare leaves increased significantly (previously it was around 20%), indicating that MUFG is fostering a culture in which male employees can naturally participate in childcare.

### Mitsubishi UFJ Morgan Stanley Securities (100%<sup>(note1)</sup>)

Since FY2016, 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 the Bank.

### Mitsubishi UFJ Information Technology (89.6%<sup>(note2)</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.

### Master Trust Bank of Japan (100%<sup>(note3)</sup>)

Since FY2019, Master Trust Bank of Japan have set our goal to let all eligible male employees take childcare leave.

They notify employees of childcare leave eligibility and send emails encouraging them to take it.

【Calculation methodology of the rate of childcare leave use by male employees (in FY 2021)】

(note1) Percentage of the use of the leave by male employees whose eligibility for childcare leave expired in FY 2021

(note2) Percentage of the use of the leave by the end of FY 2021 by male employees whose spouse gave birth in FY 2020

(note3) Percentage of the use of the leave by male employees whose spouse gave birth in FY 2021



## 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 HUGKumu, a booklet for male employees, and Casebook for Overcoming the First Grade Barrier<sup>(note)</sup> 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.

(note) 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.

## MUFG 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 4,200<sup>(note)</sup> employees taking childcare leave, two nursery schools were opened in Tokyo, thereby supporting a balance of work and childcare.

(note) Total number of childcare leave takers at the Bank, the Trust Bank, the Securities, NICOS and ACOM in FY2021.

### VOICE

#### Two times childcare leaves enable me to make the most of my time

Last year, I took my second childcare leave at the time of the birth of my second child. Both men and women normally take childcare leave here at MUFG. Although I felt sorry for our team members during the busy season, I took childcare leave with the birth, thanks to the cooperation given by those around us. When my first child was born, my wife was working on Saturdays and Sundays, so I was satisfied with the idea that I was raising my child on those days. As the number of people working from home increased due to the COVID-19 pandemic, I witnessed firsthand the difficulty my wife had during the day. After the birth of my second child during the Covid-19 pandemic, I try to reduce the times that my wife has to take for the children alone as much as possible and actively engage in childcare so that I can free my wife from home as much as possible on Saturdays and Sundays. On weekday, in order to return home as early as possible, I think I have come to devise how to use my time to the utmost extent and how to efficiently promote my own tasks within the limited time so as not to interfere with my work. Since we have limited time, we have had courage to throw away what we should give up on the tasks of the entire team. As a result, we have been able to reduce the overtime of the team and promote the taking of leave as well. I would like to continue to carry out my work in a planned manner, keeping in mind that I will proceed with my work and housework efficiently.



**Yasushi Kitane**

**Chief Manager  
Global Markets Engineering Office  
Mitsubishi UFJ Morgan Stanley Securities**

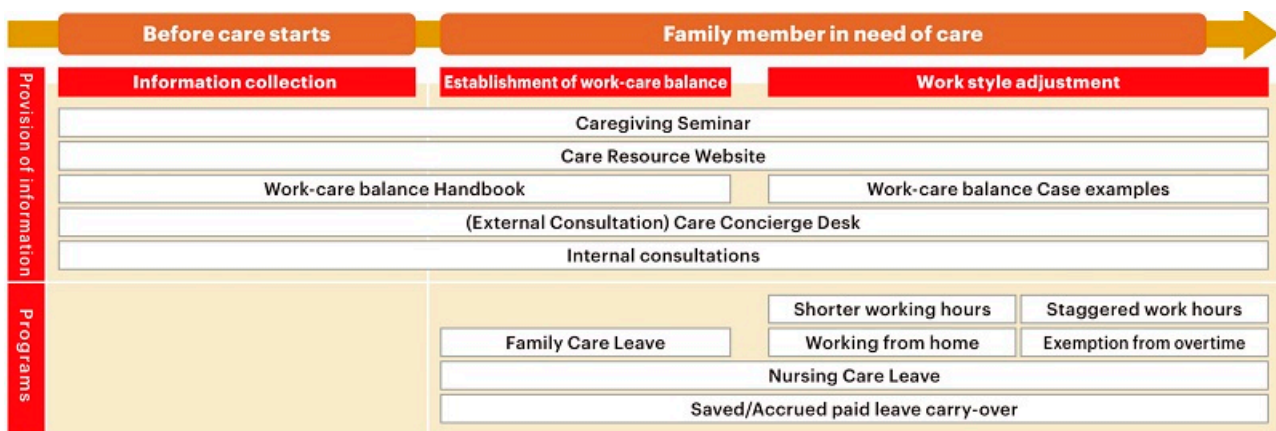
## Support for Balancing Work and Caregiving

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



#### Provision of Care Information

We had seminars, each of which was attended by about 800 employees from about 40 Group companies. In response to the Covid-19 pandemic, however, we enhanced distribution of on-demand seminar videos for different themes since FY2020. In FY2021, a lecture was held by employees with experience in balancing work with care in order to share how to actually achieve this balance.

#### 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.



## Sharing Case Studies on Balancing Work and Care

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. In addition, we have established “MUFG Carers”, an employee community using Microsoft Teams to provide a place where employees who are balancing work and care can connect with each other and exchange information on care.

### VOICE

#### Feedback from Seminar Participants

- I learned that I need to continue with work even when faced with the responsibility of providing care and that it is necessary to think carefully about how to balance the two.
- The lecture was very helpful as it presented in detail the feelings of the care recipients, the mental attitudes of caregiver, as well as the financial aspects and cooperation with those around them in order to use care services to the fullest in the future.
- My aunt, who is in need of care and who says she does not want to live in a facility, attended the seminar with me and she remarked that she had to think about it gradually. I am glad that I participated.
- I now have a concrete picture of what I need to do, including holding family discussions, which is very important, and making use of my community’s comprehensive support center.
- I was able to understand the points that should be considered for my subordinates. It was a good content that I can use in the future.

#### Feedback from e-Learning Trainees

- I realized once again that it is important to acquire knowledge for myself as well as for my colleagues.
- I would like to collect more information so that my colleagues and I can confidently face care responsibilities at any time.
- It was a good opportunity to find out that I did not have any concrete plans established. I would like to think about care together with my family.
- With the understanding of the people around me, I am somehow managing care. This kind of training makes me feel better.
- I was previously under the impression that I would have to retire if I needed to take care of my parents. It was very helpful for changing my mind.

## 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

Each of our major companies offers support systems, such as special paid leave, a flexible work hour system, and other support programs that can be used regardless of gender.

## Issuing Guidebooks

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.

## Creating an Inclusive Workplace

### Raising Management Awareness

The awareness of managers is one of the important factors in determining the success or failure of inclusion & diversity. We implement a variety of initiatives to penetrate an awareness of the diverse values and private lives of junior employees, enhancing job reward, and producing results.

### Providing Various Training

A wide range of training programs is offered, depending on the circumstances and priorities of each Group company. The Bank, the Trust Bank, and the Securities hold training sessions for newly appointed general managers, chief managers and senior managers to teach them the importance of being aware of unconscious biases and building a team with psychological safety in order to develop organizations and teams where each of the diverse employees can play an active role. For existing managers, we prepared opportunities to deepen their understanding of inclusion & diversity and to reflect on themselves through e-learning, on-demand video and personnel evaluation and other programs.

### Initiatives of Group Companies

#### Mitsubishi UFJ NICOS

We regularly hold seminars for managers every year to provide hints on new management styles in response to changes in the social environment, provide opportunities to reflect on themselves, and practice diversity management.

#### ACOM

Leadership enhancement training is provided to improve organizational capabilities. Participants learn how to enhance their mindset as a leader, acquire one-on-one skills, and improve their ability to build relationships in order to facilitate the growth of subordinates.

### 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.

### Inclusion & Diversity Month

The Bank, the Trust Bank and the Securities have designated November of each year as Inclusion & Diversity

Month (formerly Diversity Month), and training as well as workshops are held at all Group locations in Japan. The companies focus on a hot topic, such as Unconscious Bias, and create opportunities for employees to consider inclusion & diversity as an issue that could exert influence on themselves.

## Enlightenment through Group Portal Site

Various columns on the theme of Inclusion and Diversity are serialized to promote understanding and raise awareness among employees.



## Raising Awareness about Unconscious Bias

Since FY2019, we have been focusing on raising awareness about unconscious bias. In addition to awareness-raising training for all employees, we also provide training for newly appointed managers to raise their awareness about unconscious bias. In FY 2022, we published Unconscious Bias Handbook, which includes guidelines for inclusive expression in addition to a series of columns that allow us to learn about bias through comics.



## Promotion of Flexible Work Styles

Each company is working on initiatives to increase productivity and promote a healthy work-life balance, such as introducing telecommuting system, staggered working hours, flexible time system, and non-territorial offices.

Create a Workplace

## Promoting Understanding among Family Members

In FY2021, the Bank, the Trust Bank, and the Securities co-hosted the “MUFG Family Festa” in August during summer recess. The event was designed to be enjoyable for both individuals and families with sessions ranging from those that deepened each employee's understanding of MUFG and diversity to those that intended for family members.



## Employee-Driven Inclusion & Diversity Promotion

MUFG provides opportunities for employees to take initiatives in promoting Inclusion & Diversity.

### Japan Base

#### MUFG Bank

We have established an online community where like-minded employees can connect each other across organizational boundaries. Participants can freely transmit information and exchange opinions with each other, which also leads to activities performed by volunteer members.



#### For women

- Experience the thoughts of other women and gain awareness and knowledge
- Feel a sense of connection and unity between women and take the initiative in thinking about their careers



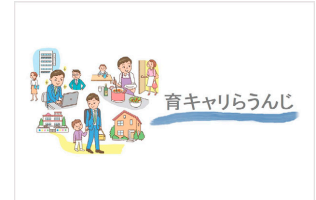
#### For those who want to be LGBTQ allies

- LGBTQ allies connect and gain a sense of unity
- Participants exchange information/opinions and get to know each other



#### For those who are balancing work with nursing care, those who have done so, and their supervisors and colleagues

- Connect with people involved in care and gain a sense of unity
- Exchange information and opinions each other



#### For men who are balancing work with family life, and for soon-to-be fathers who are planning to balance work with family life

- Gain awareness and learn from how other men balance work and family life
- Balance work and family life with vitality while enhancing a sense of unity among working fathers

## Mitsubishi UFJ Information Technology

In FY2021, MUIT launched the "Happiness & Engagement Ambassador Activity" with the aim of becoming "Wakuwaku Suru MUIT" - a company where employees are happy and highly engaged. We pick up themes that have high employee needs and those that we want to improve or reform, and implement a variety of initiatives through "ambassador" employees gathered from the front lines (such as the "Thanks Card" that conveys gratitude to each other, the revision of the system to realize diverse work styles, and various initiatives on the theme of the "feeling of growth"). By promoting proactive initiatives by employees, we aim to be a strong and enjoyable company that can change in a sustainable manner.

## Global basis

In EMEA and Americas, the Employee Resource Groups are working to foster an inclusive workplace culture.

### EMEA Base (Employee Resource Network)

The seven employee networks play a critical role in building a culture of inclusion at MUFG and a working environment that embraces the diversity of our people.

<p><b>disABILITY WORKS</b> Disability Network</p>	<p><b>BALANCE</b> Gender Diversity Network</p>	<p><b>Pride Alliance</b> LGBTQ+ &amp; Allies Network</p>	<p><b>MOSAIC</b> Multicultural Network</p>
<p>Forum that acts as a resource and support network for all employees impacted by any form of disability</p>	<p>Network with a vision is for MUFG to be a gender-balanced organization</p>	<p>Open forum network to celebrate and drive LGBTQ+(note) inclusion with the support of Allies</p>	<p>Network that helps MUFG and its employees get the maximum benefit from our cultural diversity</p>
<p><b>Family Matters</b> Family Network</p>	<p><b>Social Mobility</b> Social Mobility Network</p>	<p><b>CONNECTIONS</b> The Social Network</p>	
<p>Network that helps MUFG to be a "best in class" family-friendly organization of choice</p>	<p>Network committed to creating a culture where employees feel like they belong at MUFG regardless of their socioeconomic background</p>	<p>Network to help to break down silos, encouraging better communication and teamwork across the business</p>	

(note) General term for sexual minorities, which stands for lesbian, gay, bisexual, transgender, and queer. The "+" means being open to all kinds of diversity



**Americas Base (Enterprise Resource Group)**

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

**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

# Create a Workplace

## Fundamental Concept

Mitsubishi UFJ Financial Group (MUFG) has established the MUFG Human Resources Principles as its basic approach toward realizing human resource management in line with the MUFG Way. Along with the MUFG Way, our basic code of conduct, the MUFG Human Resources Principles are shared and communicated with all MUFG Group employees through training at the time of hire as well as in-house training and are also publicized on MUFG's website.

## Initiatives of Group Companies

### Compliance with Laws and Regulations

MUFG Group companies regularly monitor working conditions to ensure compliance with the laws and regulations of the countries and regions in which they operate and strive to improve working environments and working hours. Each company is also compliant with the Act to Promote Work Style Reform that came into effect in April 2019. Items being monitored include whether there are violations of Article 36 on overtime work and minimum wage violations, and the number of work-related accidents.

### Reducing Overtime

MUFG regularly monitors overtime hours and the number of employees who work long hours, with the entirety of the Group working to improve working environments. Group companies record PC log-on and log-off times for daily work management and in addition to accurately ascertaining each employee's work status, management operates with an awareness of limits set on working hours and the intervals within which employees work. Additionally, MUFG is striving to correct long working hours by optimizing operations through the use of RPA (Robotic Process Automation), setting target times for leaving the office, and establishing early finish days. As a result, progress is being made on reducing overtime hours for employees in Japan.

## Employee Health Promotion

MUFG companies have occupational physicians and counselors for managing the health of employees through offering follow-up health checkups based on the results of routine medical exams, conducting consultations with employees about issues of overwork and so on. The companies also work with doctors and counselors in ensuring the mental health of employees. Stress checks and so on are also implemented as part of the effort to preserve the mental and physical wellbeing of employees.

## Promoting Workstyle Reforms

MUFG has positioned promoting work style reforms as one of the 10 priority issues to be addressed via sustainability management. As we aim to enable employees to realize their full potential, we have promoted the revision of administrative procedures and the streamlining of meeting practices while going paperless and developing infrastructure for remote working. By doing so, we help employees allocate more time to engaging in direct communications with customers and taking on new challenges.

Currently, we are pushing ahead with expanding the scope of banking procedures that can be completed online, believing that improving the efficiency of our financial functions, which constitute a part of social infrastructure, will help society as a whole achieve higher productivity, in addition to making us more productive.

### Promotion of Smart Work

MUFG is promoting the active use of remote work and staggered working hours, and employee motivation and work efficiency by realizing a flexible work style that is not restricted by location or time.

### The development of a working environment supportive of remote working

Promoting the development of a working environment supportive of remote working by, for example, enhancing satellite offices, facilitating the use of online meetings, and upgrading functions of company-furnished smartphones

### Paperless initiatives

With the release of an online business card exchange function, we are promoting the digitization of business cards and the digitization of contracts to promote paperless initiatives.

Promoting Workstyle Reforms

## Health and Productivity Management

### Our Approach to 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

Details	The Bank	The Trust Bank	The Securities
Regular health checkups	<input type="radio"/>	<input type="radio"/> (onsultation rate 100%)	<input type="radio"/>
Rubella antibody testing	<input type="radio"/>		<input type="radio"/>
Establishment of Safety and Health Management Rules	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health Committee meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workplace patrol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information submission to employees such as distribution of Healthcare Center Human Resources Division Newsletter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health counseling and mental health care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regular environment checks in each division, office and branch	<input type="radio"/>	<input type="radio"/>	
Stress level checks	<input type="radio"/>	<input type="radio"/> (onsultation rate 90.1%)	<input type="radio"/>
Support for the cost of influenza vaccination	<input type="radio"/>	<input type="radio"/>	
Interviews with overworked employees by industrial physicians	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Providing personal consultation and health promotion planning and guidance for employees on the Employees Counselors Division page		<input type="radio"/>	
Declaration of Health and Productivity management		<input type="radio"/>	



## **Certified as a Health & Productivity Management Outstanding Organizations 2022 (Large Enterprise Category)**

The Trust Bank was recognized as a Health & Productivity Management Outstanding Organizations 2021 (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) three years in a row.

In its Sustainability Activity Guidelines, the Trust Bank states that its goal to be a trust bank that creates a safe and enriching society and 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.

MUFG Group companies are also promoting initiatives by sharing knowledge on health and productivity management within the Group.