

# Respecting Human Rights

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## Human Rights Management

The MUFG Way, which guides all of our activities, defines our Purpose as being "Committed to empowering a brighter future." Under this purpose, we are committed to protecting the diverse human rights of all stakeholders, including society and our customers.

MUFG also provides human rights awareness-raising trainings for executives and employees at all levels as part of our efforts to promote correct understanding and appreciation of human rights issues among all personnel, while encouraging our customers and suppliers to respect human rights based on our Human Rights Policy as well.

## MUFG Human Rights Policy Statement

Mitsubishi UFJ Financial Group (MUFG) recognizes respect for human rights as an important issue to be addressed in the management of our business for the realization of our Purpose defined in the MUFG Way of being "Committed to empowering a brighter future." We are committed to endeavor to fulfill our responsibility to respect human rights across all of our operations.

MUFG's Board of Directors has established the MUFG Human Rights Policy to realize this responsibility. The MUFG Human Rights Policy is to be periodically reviewed to determine whether amendment is needed, and will be revised as necessary.

The MUFG Human Rights Policy stipulates that we respect international human rights standards such as the United Nations Guiding Principles on Business and Human Rights, and that our executives and employees will strive to respect the human rights of all people, while encouraging our customers and suppliers to respect human rights as well.

[Policies and Guidelines](#)

## Human Rights Management Structure

The MUFG Human Rights Policy is determined and reviewed by MUFG's Board of Directors.

Policies on measures and initiatives concerning respect for human rights based on the MUFG Human Rights Policy and other important matters related to human rights are deliberated by the Sustainability Committee, which is chaired by the Group CSuO, a member of the Board of Directors. The results of the Sustainability Committee's deliberations are supervised by and reported to the Board of Directors.

Based on the discussions of the Board of Directors and the Sustainability Committee, resources necessary to ensure effective respect for and protection of human rights are allocated to relevant business groups as appropriate.

## Structure for Raising Awareness of Human Rights and Activities at Group Companies

MUFG's Group companies recognize respect for human rights as an important issue for management to address, and in addition to having issued the MUFG Human Rights Policy Statement, are committed to increasing awareness of human rights by helping all employees fully understand the content of our Code of Conduct and Compliance Manual to fulfill our responsibility to respect human rights in all our operations.

The Bank, the Trust Bank, and the Securities have established the following human rights awareness promotion system. In addition to conducting training and other educational activities, employees promoting and in charge of educational activities in each division, office, and branch are implementing and promoting initiatives for respecting human rights throughout the MUFG Group. We are striving to promote correct understanding and appreciation of human rights issues among all executives and employees through means including conducting human rights awareness-raising training during the training sessions for new employees and for employees at all levels of our business.

	The Bank	The Trust Bank	The Securities
Human rights awareness-raising structure	Human Rights Promotion Committee	Human Rights Promotion Committee	HR Committee
Chairperson	Member of the Board of Directors, Senior Managing Executives Officer (Chief Human Resource Officer :CHRO)	Director and Managing Executive Officer (CHRO)	Managing Executive Officer (CHRO)
Committee Members	<ul style="list-style-type: none"> <li>Chief Executive of each business unit; and Executive Officers and General Managers responsible for Human Resources, Corporate Administration, Corporate Planning, Corporate Risk Management and Global Compliance</li> <li>Human resource champions are allocated to each division, office and branch.</li> </ul>	<ul style="list-style-type: none"> <li>Managing Executive Officer responsible for Personnel Division and General Manager of Personnel Division</li> <li>Human rights promotion managers are allocated to each division, office and branch.</li> </ul>	<ul style="list-style-type: none"> <li>President &amp; CEO; General Managing Officer of Human Resources, Compliance Control, Financial Planning, Corporate Planning, Risk Management and Internal Audit and General Manager of Human Resources.</li> </ul>
Awareness-Raising activities	<ul style="list-style-type: none"> <li>Training programs for all employees</li> <li>Training programs for each hierarchy               <ul style="list-style-type: none"> <li>For Executive officers, newly appointed branch managers and managers at the management level, new recruits and career employees</li> </ul> </li> <li>Calling for making human rights slogans</li> <li>Distribution of Human Rights Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>Human rights promotional training program               <ul style="list-style-type: none"> <li>For all employees</li> </ul> </li> <li>Calling for making human rights slogans</li> <li>Posting posters for human rights week</li> </ul>	<ul style="list-style-type: none"> <li>Human rights training programs               <ul style="list-style-type: none"> <li>For new recruits</li> </ul> </li> <li>Training program on abuse of authority               <ul style="list-style-type: none"> <li>For general managers, branch managers and newly appointed Managers</li> </ul> </li> </ul>
Number of attendees to training (FY 2021)	About 34,500	About 7,000	About 200

## Management Training for Handling Harassment

Ongoing training about harassment definitions and points to be aware of, in addition to handling of reports and other issues, is provided through various means including e-learning.

### Sharing Human Rights Slogans

As part of activities for raising awareness of human rights, the Bank and the Trust Bank collect human rights slogans from employees and their families every year. The best slogans are selected and posted in the company newsletter and portal site to be shared company-wide.

## Human Rights Due Diligence

### Human Rights Due Diligence Process

MUFG engages in human rights due diligence by respecting the United Nations Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidance for Responsible Business Conduct (hereinafter "OECD Guidance"), which is a practical guide to the OECD Guidelines for Multinational Enterprises. MUFG uses the human rights due diligence framework presented in the OECD Guidance as a reference to identify human rights issues relevant to its business, cease, prevent, and mitigate adverse human rights impacts, and track implementation and results.

### Human Rights Issues Facing Financial Institutions

MUFG takes note of the various human rights issues listed below and is working with all relevant stakeholders to prevent human rights violations.

As stated in the OECD Guidelines for Multinational Enterprises, MUFG pays particular attention to the human rights of women, children, and indigenous peoples, who are considered to be vulnerable to human rights violations among stakeholders.

Employees	<ul style="list-style-type: none"> <li>■ Human rights issues related to employees</li> <li>Discrimination in hiring and employment</li> <li>Sexual harassment, power harassment</li> <li>Working conditions/environment, freedom of association, right to collective bargaining, etc.</li> </ul>
Customers	<ul style="list-style-type: none"> <li>■ Human rights issues related to customers</li> <li>Customer privacy, access to financial services, etc.</li> </ul>
	<ul style="list-style-type: none"> <li>■ Human rights issues that can be promoted through or are related to investments and loans</li> <li>Child labor, forced labor, community impact, indigenous rights, etc.</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>■ Issues related to suppliers' business</li> <li>Overwork, environmental violations, legal violations, etc.</li> </ul>

## Prevention and Mitigation of Adverse Impacts

MUFG conducts ongoing due diligence on human rights issues concerning various stakeholders, including customers and employees. The results of this due diligence are verified and discussed by the relevant departments, and mitigation measures are adopted to overcome such human rights issues.

### On Employees

In accordance with the MUFG Human Rights Policy, MUFG is committed to eliminating all forms of discrimination in employment and at work, and ensures compliance with the Policy through activities to raise awareness. We have established the MUFG Group Compliance Helpline, which serves as a consultation service for human rights violations from the entire Group, as well as a consultation service for employees, and accepts consultations on a wide range of issues including harassment and human relations. We have established a system to resolve and eliminate all forms of discrimination, ensure that human rights violations are not tolerated, and such violations are prevented, as well as ensure compliance with this system through activities to raise awareness.

At the Bank, the Employee Consultation Office provides a variety of consultation services and also supports improvement of the workplace environment through on-site interviews at each branch. In addition, each business location appoints an employee advisor who serves as a familiar face to provide consultation in the workplace on front-line workers' concerns and to proactively work with the Employee Consultation Office to improve the workplace environment. We are also promoting various initiatives that aim to create workplaces where all employees can thrive without giving up their identity.

In addition, based on the MUFG Human Resources Principles, we promote inclusion and diversity, providing a workplace where all employees can approach their work with vitality and job satisfaction as well as growth opportunities.

**Creating a Workplace Where All Employees Can Play an Active Role**

## On Customers

MUFG recognizes that its operations may cause or contribute to, or be directly linked to, adverse human rights impacts in any area. Based on customer satisfaction surveys, customer opinions and complaints, and the social role expected of financial institutions, MUFG continuously conducts due diligence to cease, prevent, and mitigate adverse impacts on human rights that may be caused through our business activities, and utilizes the results in our branch management and other operations.

For example, MUFG is committed to introducing universal design in both tangible and intangible aspects, improving in areas such as hospitality and facility to provide peace of mind for all customers.

Examples of **Universal Design Initiatives**

We also strive to protect the privacy of all customers involved in our business activities, including banking, by ensuring appropriate handling of their personal information and prevention of data leaks.

The MUFG Environmental and Social Policy Framework was established as the basis for ceasing, preventing, and mitigating adverse environmental and social impacts, including human rights issues, in financing for corporate customers. We assure respect for human rights by conducting due diligence as prescribed in the Policy Framework when necessary in making credit decisions at the Bank and the Trust Bank, and in underwriting bonds and equities at the Securities. This Policy Framework prohibits financing for businesses that engage in child or forced labor.

We recognize that large-scale infrastructure and natural resources development projects may have adverse impacts on the local environment and surrounding communities. In accordance with the Equator Principles, the Bank identifies risks and impacts on society and the environment, including the status of consideration for human rights, in the operations of recipients of financing and confirms mitigation measures suggested by customers.

### The Equator Principles

In addition, MUFG Bank, Mitsubishi UFJ Trust and Banking, MUFG Securities EMEA, etc. have announced efforts to reduce the risk of human trafficking and other measures in their statement on the Modern Slavery Act.

## On Suppliers

MUFG has stipulated its Approach to Purchasing Activity which requires suppliers to respect basic human rights. Based on the Approach to Purchasing Activity, the Bank provides and explains its Guidelines for Purchasing Activity to its suppliers and asks them to understand MUFG's policy. The Bank has also established procedures for external contractors to periodically evaluate matters related to human rights, depending on the importance of the contract and the circumstances of the contract, and takes appropriate measures. The Bank has also established a consultation service for suppliers to prevent the abuse of superior bargaining positions and human rights violations against suppliers, which is described in the Guidelines for Purchasing Activity.

Approach to Purchasing Activity: **Policies and Guidelines**

Furthermore, in response to the enforcement of the Modern Slavery Act in the UK in 2015 and in Australia in 2019, MUFG companies subject to this law published statements of their initiatives to prevent the exploitation of labor and human trafficking in their and suppliers' business in fiscal 2019, and are working to prevent human rights abuses in their supply chains.

MUFG Companies' Statements

- **MUFG Bank**

- [Mitsubishi UFJ Trust and Banking](#)
- [MUFG Securities EMEA \(PDF / 353KB\)](#)

## Recourse for Human Rights Violations

### Internal Reporting System

A consultation service for issues such as sexual harassment and abuse of authority is established at each Group company to ensure a pleasant and positive work environment and promote human rights. It responds to reports submitted in-person or via phone, email, etc., while providing consideration for the individual's anonymity and privacy. It also accepts and responds to reports from stakeholders outside the Group, including customers and suppliers, about human rights violations caused by MUFG's business activities.

In cases where executives or employees of a Group company, or financial products or services provided by them, are confirmed as performing or being involved in activities which adversely affect human rights, MUFG will respond in an appropriate manner and implement remedial actions.

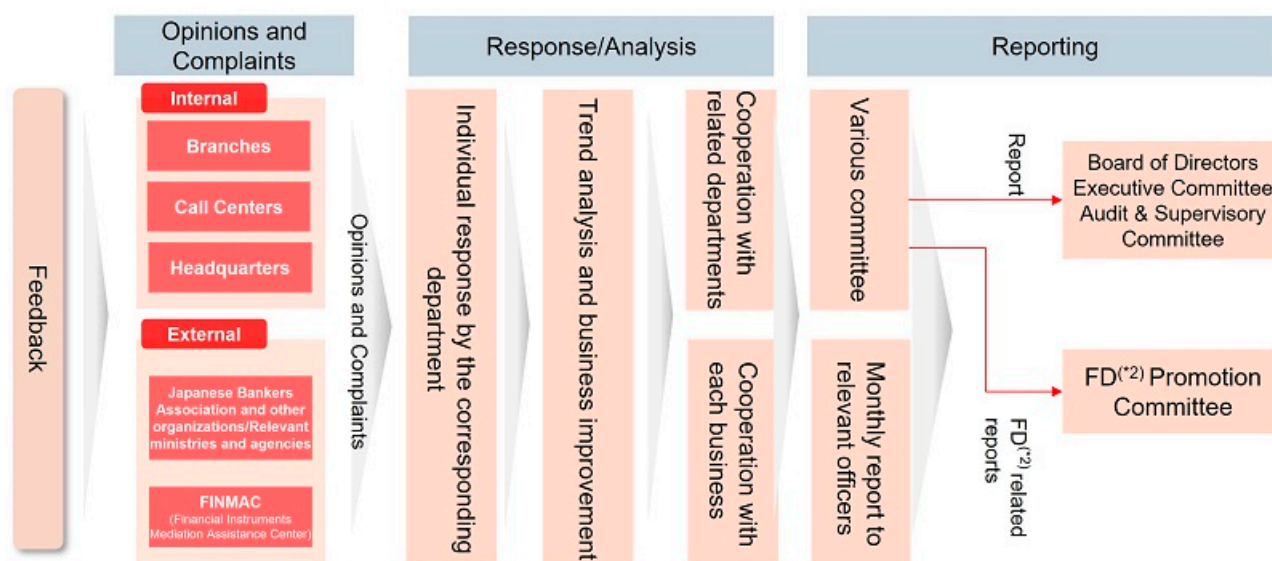
Related link: [Internal Reporting System](#)

### Grievance Mechanism

The United Nations Guiding Principles on Business and Human Rights require companies to establish a grievance mechanism, and MUFG has established a system to appropriately respond to the opinions and complaints of customers and other stakeholders, including those on human rights issues.

When it becomes clear that an officer or employee of a Group company or a product or service provided by a Group company causes, contributes to, or is directly linked to adverse impacts on human rights, MUFG will respond appropriately and work to provide remedy to the situation.

## <Grievance Mechanism<sup>(note1)</sup>>



(note1) MUFG Bank

(note2) Fiduciary Duties

## Examples of Responses Based on Opinions/Complaints

Opinion/Complaint	MUFG Response
Insufficient and lengthy guidance on filling out documents related to OTC transactions for foreign customers	Improved response to facilitate smooth OTC transactions by posting sample forms in multiple languages on the website
Palm oil business is prone to human rights issues related to workers, and financial institutions should consider taking action	Recognizing that MUFG's investment and loan activities may have a direct adverse impact on human rights, the palm oil sector policy in the MUFG Environmental and Social Policy Framework has been tightened to require customers to obtain only the Roundtable on Sustainable Palm Oil (RSPO) international certification (April 2022).

## Dialogues

MUFG has established the MUFG Environmental and Social Policy Framework as a framework to cease, prevent, and mitigate adverse environmental and social impacts, including human rights issues, through finance. We have been promoting the implementation of this framework through constructive communication with a variety of stakeholders. If, through dialogue with stakeholder environmental and human rights organizations (NPO/NGOs), we become aware of the possibility of human rights issues, such as labor issues related to our customers we will confirm the facts and, if necessary, consider whether or not to revise our transaction policies. Information obtained from such stakeholders is also used as reference when reviewing the MUFG Environmental and Social Policy Framework.



# 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



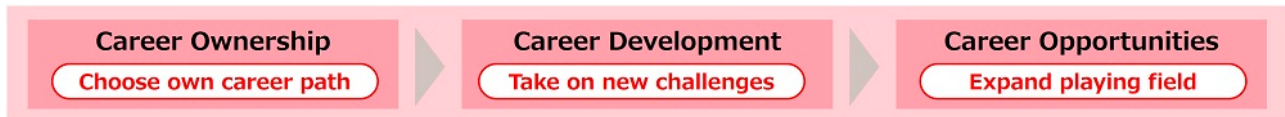
### Message from the CHRO

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.

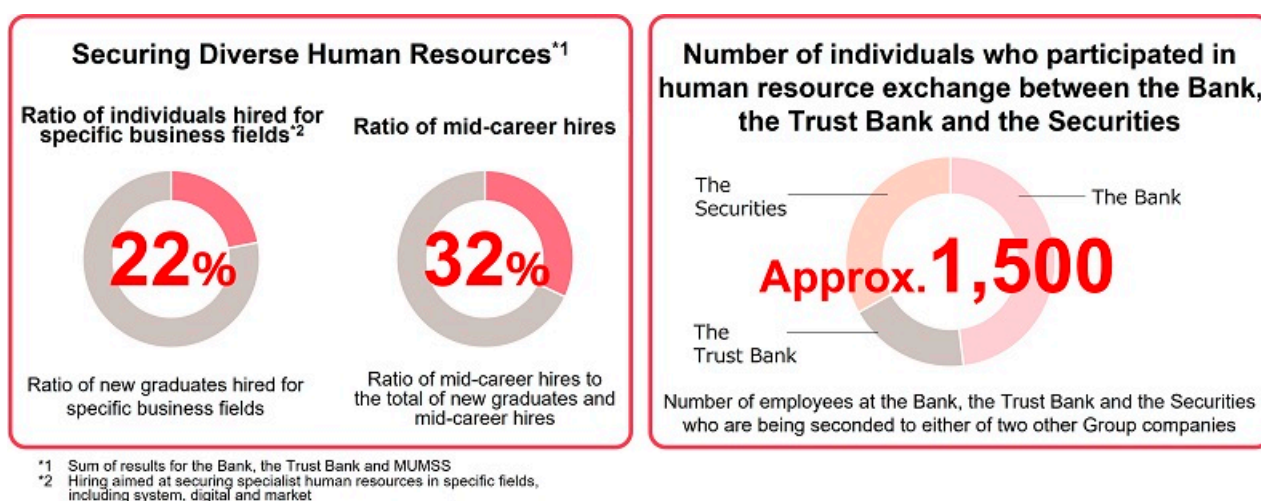
In line with the MUFG Way, we aim to provide our employees with opportunities for personal growth and offer an environment in which they can direct their energies into working with a sense of fulfillment. To this end, we promote inclusion & diversity. To embody the MUFG Way, we have also positioned "Integrity 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.

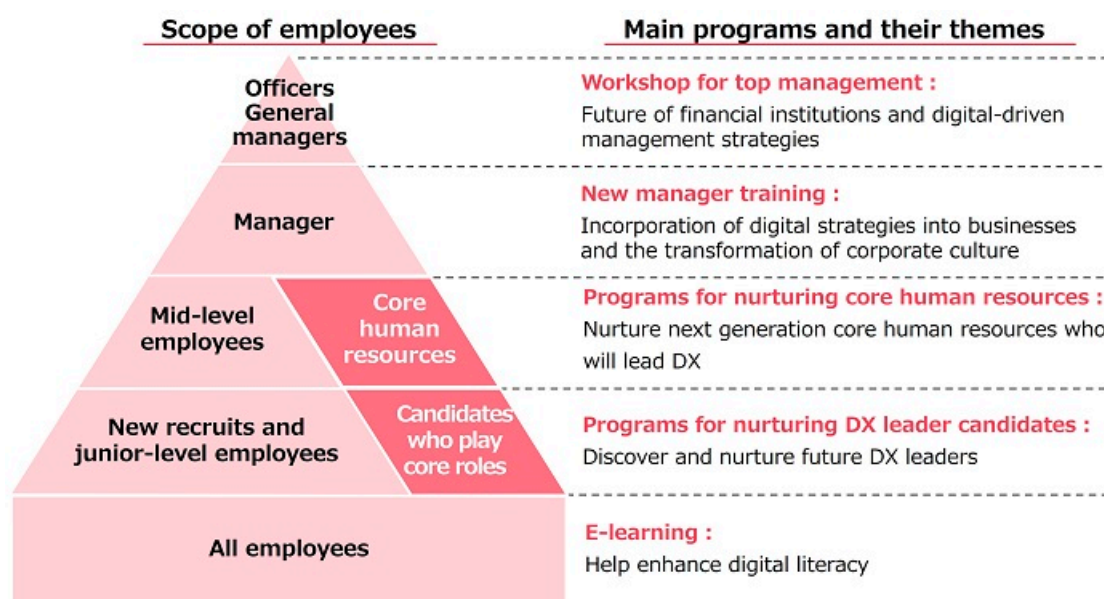
Furthermore, as integrated management of the MUFG companies progresses, it is becoming increasingly important to have business areas where the MUFG Companies work together along with human resources who can demonstrate their abilities across the MUFG companies regardless of the company they belong to.

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

<b>【Next-Generation Leader Course】</b> <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

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

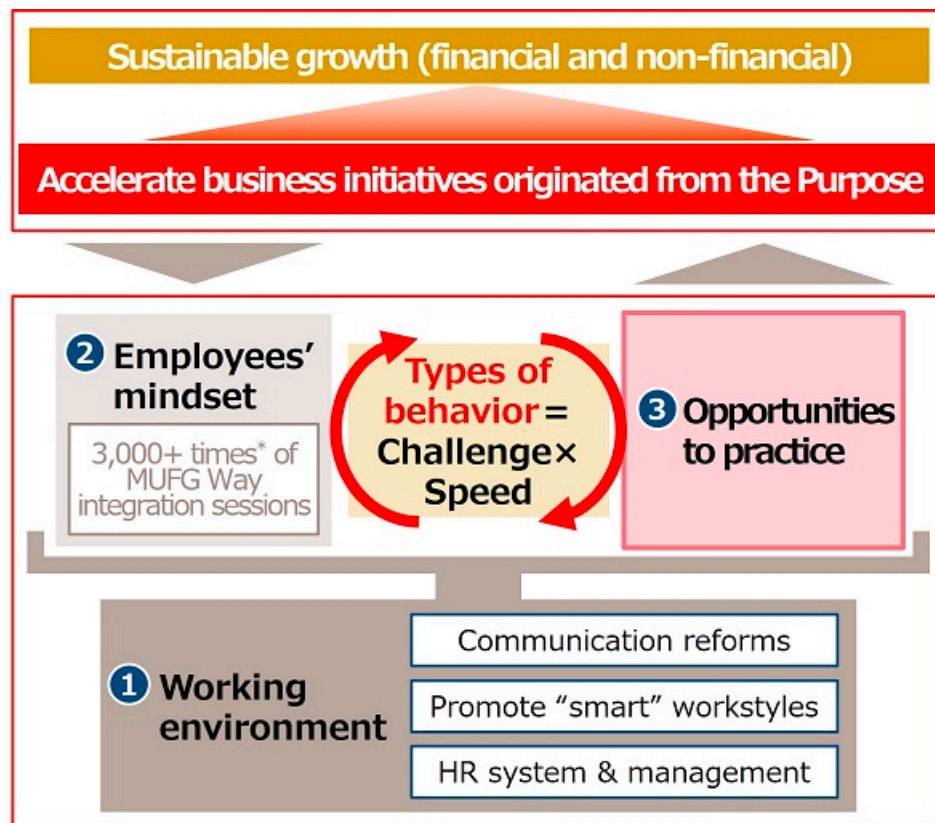
We also give 360-degree feedback to the executive level and the line and other managers at the management level. This is an opportunity to raise awareness of their managerial qualities, strength and weakness and to encourage them to make improvements by understanding observation from various perspectives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

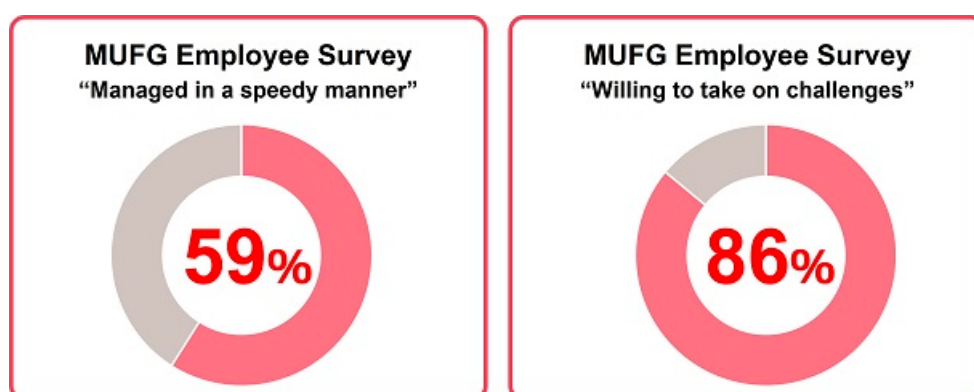
In FY2022, we updated these sessions into "MUFG Way Employee Sessions," focusing on helping attendees reexamine the relationship between "My Way" and the MUFG Way and develop tangible definitions of the stakeholders they aim to serve and how they will contribute to such stakeholders through their duties 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.

#### Equality

Provide the same thing to all people without considering individual differences

#### Equity

Provide people what is necessary and appropriate to achieve objectives with a focus on individual differences

## 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.



**Angus Macgregor**  
Managing Director,  
Head of Global Human  
Resources, Human  
Resources Division



**Sayaka Soyama**  
Managing Director,  
Head of Inclusion &  
Diversity Office, Human  
Resources Division



**Okeatta Brown**  
Director, Head of Diversity,  
Equity & Inclusion for the  
Americas



**Jennifer Read**  
Vice President,  
Head of Inclusion &  
Diversity for EMEA



**Kiat Siong Khoo**  
Assistant Vice President,  
Talent Development and  
Culture, Global Human  
Resources, Asia

#### 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.

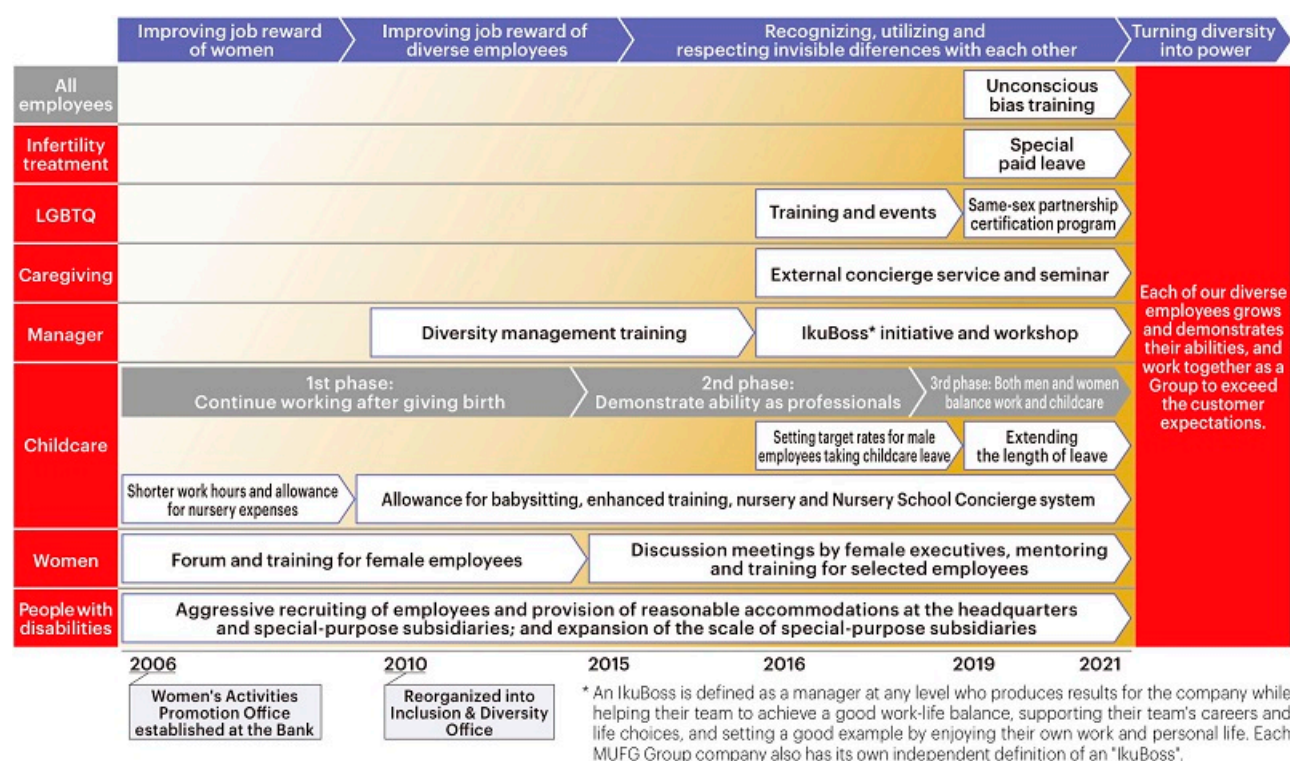
For more details and to access the MUFG Sustainability Report, please visit our website.  
<https://www.mufg.jp/english/csr/report/sustainability/>



## 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



## 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.

#### Number of female directors and executive officers

**19 persons**

As of April 2022  
(Total of MUFG, the Bank, the Trust Bank, The Securities, and NICOS)

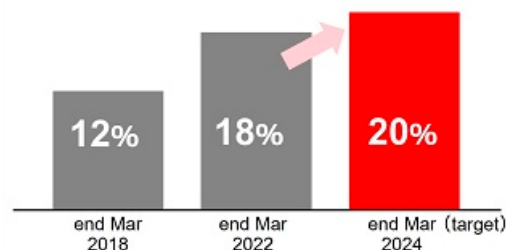
**We support the Keidanren's "Challenge Initiatives for 30% of Executives to be Women by 2030".**

### 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%.

#### Ratio of women in management



Ratio of women in line manager or higher positions in the Bank, the Trust Bank and The Securities in Japan

(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.

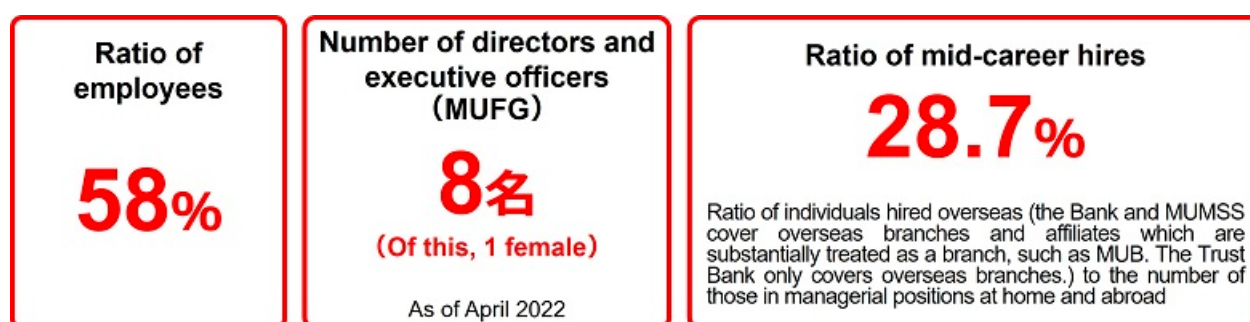


In Japan, in addition to announcing Pride Month on the Group Portal site, we are also working on employee participation-based activities, such as soliciting ideas for social contribution activities that can perform as an ally through the Pride Alliance, an employee community using the Microsoft Teams.

## 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.

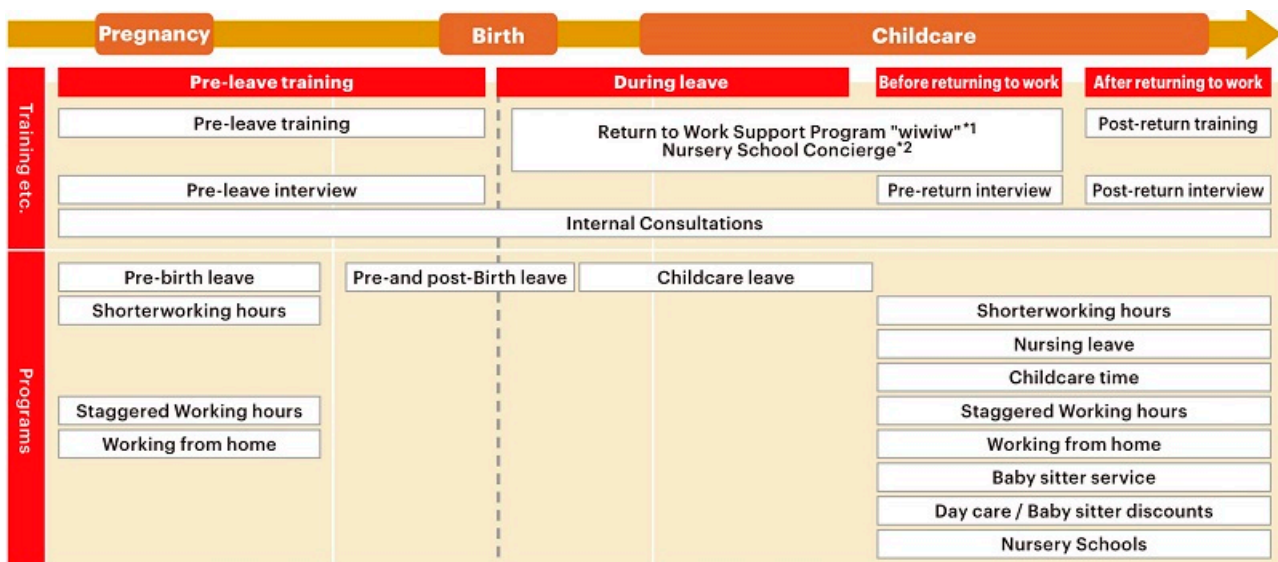
### Support for Balancing Work and Childcare

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



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

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

## 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**



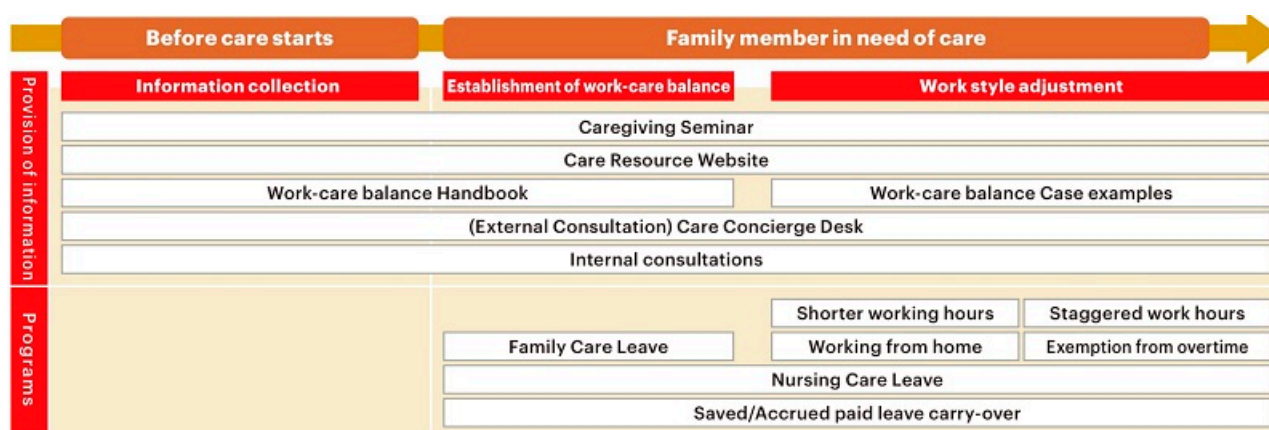
## Support for Balancing Work and Caregiving

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.

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

(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.

<div> <div>Adelante</div> <div>Hispanic/Latino Enterprise Resource Group</div> </div> <div>Hispanic/Latino</div>	<div> <div>NextGen Leaders</div> <div>Generational Enterprise Resource Group</div> </div> <div>Generation</div>	<div> <div>PULSE</div> <div>African American/Black Enterprise Resource Group</div> </div> <div>African American/Black</div>	<div> <div>WIN</div> <div>Women's Enterprise Resource Group</div> </div> <div>Women</div>
<div> <div>ASPIRE</div> <div>Asian Pacific Islander Enterprise Resource Group</div> </div> <div>Asian American and Pacific Islander</div>	<div> <div>Pride Alliance</div> <div>LGBTQA+ Enterprise Resource Group</div> </div> <div>LGBTQ and Ally</div>	<div> <div>SERVE</div> <div>Veterans' Enterprise Resource Group</div> </div> <div>Veterans</div>	

## Promotion of Inclusion & Diversity Initiatives through Financial Functions and Social Contribution Activities

### Issuance of Gender Bnds by Krungsri (Bank of Ayudhya)

Krungsri (Bank of Ayudhya) has issued social bonds (gender bonds) to support the financial needs of women entrepreneurs. Proceeds from the bond issuance are used to finance women-led small and medium-sized enterprises in Thailand. Through the issuance of these bonds, the bank provided opportunities for the underserved women in SME segment to access financial services and contributed to the development of the fast-growing social bond market in Asia. Through the provision of these bonds, Krungsri was presented with multiple awards and recognition as below.



- ‘Best Bank for Women Entrepreneurs’ at the Global SME Finance Awards 2021 (International Finance Corporation)
- 1st Runner-Up for the UN Women 2021 Thailand WEPs Awards in the Gender-Responsive Marketplace Category (UN Women)

### Social Loans to Help Secure Housing for All People

The Bank provided a social loan to a rental housing business provided by Fortress Investment Group (Fortress) to people with housing needs. Focusing on the social issue of shortage of housing for low- and middle-income people, Fortress has expanded the use of government-run employment promotion housing for job seekers to include foreigners, single mothers, the elderly, and other people who have difficulty securing housing. It is operated as low-priced rental housing. MUFG supports the provision of funds to provide safe and secure rental housing with simple rental procedures and low rent for all.

## ■Examples of increasing the value of exterior and common areas



[Source: Fortress document]

## Appointment to Lead manager for Bond Issue to help Solve Inclusion & Diversity Issues

The Securities supports smooth financing by serving as lead underwriters in various bond issues that contribute to the promotion of Inclusion & Diversity in society.

Related area	Issuer	Overview	The Role of MUFG
Diversity	Mitsubishi Estate Co., Ltd.	Supported Japan's first Sustainability Linked Bond issue with setting a target for the ratio of female managers, etc. as trigger conditions for changes in bond characteristics.	Book runner
Nursing Care, Universal Design	Tokyo Metropolitan Government	Supported the issuance of social bonds which aim to improve the infrastructure of nursing care services and to make public facilities barrier-free and universal design-compliant.	Book runner
Gender	Japan International Cooperation Agency (JICA)	Supported the issuance of gender bonds (social bonds) to finance projects that strengthen efforts to address gender issues that have further undermined women's human rights and equity in developing countries in the wake of the Covid-19 pandemic.	Book runner

## Donations for Supporting Women's Health

As part of our efforts to support women's health, we made a donation to the Japan Society of Fertility Preservation in order to spread accurate information on breast cancer and cervical cancer (methods for early detection and prevention, etc.). In recent years, cancers specific to women have become more common among younger ages, with an increasing number of cases occurring in their 20s to 40s. Amongst them, breast cancer is the most common followed by cervical cancer. Continuous medical examinations are important for early detection of cancer. In particular, the medical examination rate of cervical cancer, which occurs among those in their 20s and requires screening at a young age, is as low as 25.7%. Also, the HPV vaccination rate is low.

MUFG believes that it is important to realize a society in which women can build life plans with peace of mind and play active roles in various situations. Through the Japan Society of Fertility Preservation, MUFG will promote early detection and prevention methods such as continuous medical examinations for cancer among young women.



## Activities to Support People with Disabilities

In FY2021, based on the ideas of our employees, we donated a total of approximately eight million yen to 20 organizations supporting people with disabilities throughout Japan, and participated in activities to support people with disabilities and their families together with each organization.

### Major Activities

- Project for learning about "Parent and Child Respite," which supports children with intractable diseases and their families
- Project to support the independence of children with disabilities around the world and to realize a barrier-free society
- Project for providing temporary daycare support for people with disabilities to help them during the Covid-19 pandemic
- Project to support the creative activities of people with disabilities
- Project to support after-school childcare clubs with inclusion of children with disabilities

Mitsubishi UFJ Business Partner (a special subsidiary of the Bank) supports the employment of students with disabilities by giving lectures on career and employment at support schools where employees with disabilities graduated.



## Activities to Support LGBTQ

### Sponsoring the Largest LGBTQ Pride Event in Japan

We support and sponsor Tokyo Rainbow Pride\*, held annually at Yoyogi Park in Tokyo. In 2021 and 2022, collaborating with Mizuho Financial Group and Sumitomo Mitsui Financial Group, MUFG participated in the event. The three companies hosted online booths, posted in social media, and created video messages that were used in the online booths, communicating their messages to society.



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

### Donations to NPO

In FY2021, we made a donation to Nijiirō Diversity, a non-profit organization that provides supports for LGBTQ community, to help purchase books on LGBTQ issues and bookshelves to be provided at their new facilities.

## Implementation of a Variety of Universal Support

### Universal Design

In order to ensure that all customers can use our services with peace of mind, MUFG is working to introduce universal design in both software and hardware, including customer service (hospitality) that takes all customers into consideration and the creation of safe and secure stores (facilities).

Promoting for Customer Satisfaction

### Provision of Information to Customers

We provide MUFG's Inclusion & Diversity initiatives to various customers, as well as opportunities for MUFG's female managers to talk about their career paths, supporting promotion of Inclusion & Diversity among our business partners.

We also offer consulting services in cooperation with Mitsubishi UFJ Research and Consulting. Mitsubishi UFJ Business Partner (a special subsidiary of the Bank) hosts in-house tours to share initiatives and knowledge related to the employment of people with disabilities, contributing to the expansion of employment opportunities for people with disabilities in the society.

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



## 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.

# Promoting for Customer Satisfaction

▼ Customer Focus and Initiatives    ▼ Universal Support

## Customer Focus and Initiatives

### Fundamental Concept

We continue to establish lasting relationships with our client by quickly responding to a diverse range of needs, opinions, and requests and making continuous efforts to reflect these in our products and services.

### Fiduciary Duties

With the aim of ensuring the thoroughgoing practice of customer-oriented undertakings, the MUFG Group Code of Conduct addresses the importance of “Customer Focus” in Chapter 1, while the MUFG Basic Policy for Fiduciary Duties is publicized to provide unified guiding principles for the Group.

In line with this policy, all Group entities share a commitment to practicing customer-oriented undertakings and endeavor to improve their products and services.

[Fiduciary Duties](#)

### Improvements Based on Customer Feedback

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

## Enhancing our System for Collecting Customer Feedback

Opinions and requests we receive from customers are valuable assets of MUFG. The Group companies – the Bank, the Trust Bank, the Securities, NICOS and ACOM - analyze customer feedback received via employees at sales offices, by telephone and by email to make improvements. The five companies received about 184,485 opinions and requests from customers in total in - fiscal 2021, of which 165 were utilized for service improvement.

In response to requests for enhancement of procedures that do not require face-to-face interactions, eKYC authentication, a new authentication method, was introduced in the "Smart Account Opening App" to speed up account number notification, and eKYC authentication was added to the "Mitsubishi UFJ Direct (Internet Banking)" and "Kantan Tetsuduki App" procedures to expand the number of cases where procedures can be completed without face-to-face interactions.

In addition, we are expanding the scope of the app usage, including account cancellation and loss procedures, and will continue to expand our channel services that do not require face-to-face interactions in the future.

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



A cycle of listening to and taking advantage of Customer Feedback

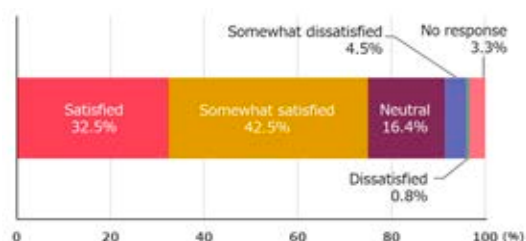
## Result for CS Sureveys for Customers

To confirm whether our efforts are meeting customer expectations, each Group company conducts questionnaires via postal mail and online, and regularly checks customer satisfaction (CS) and strives to improve the quality of our products and services.

In a satisfaction survey conducted by individual five business categories in 2021, approximately 60-70% of customers rated their overall level of satisfaction with various transactions as "satisfactory" or "somewhat satisfied."

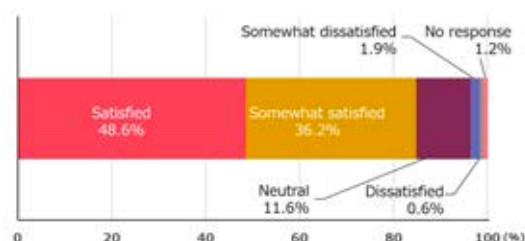
Each Group company will continue to analyze the factors for items that received low evaluations in the questionnaire and work for improvement.

### MUFG Bank



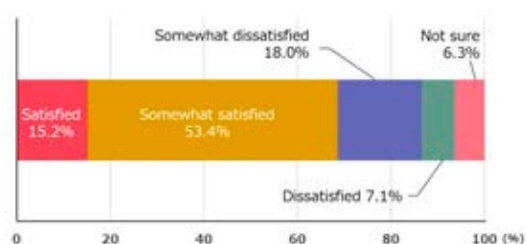
(note) The results of a mail survey of 2,362 customers who have an account in the Bank. (Conducted in December 2021)

### Mitsubishi UFJ Trust and Banking



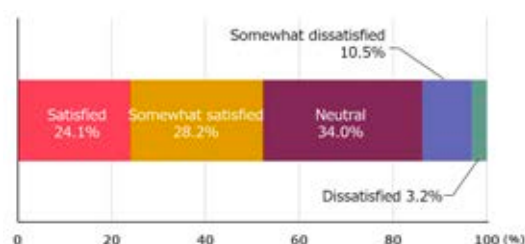
(note) The results of a mail survey of individual customers who made a transaction or had an interview with the Trust Bank most recently (18,949 sending by post, 8,260 responses by post or online). (Conducted in November 2021)

### Mitsubishi UFJ Morgan Stanley Securities



(note) The results of an online survey of 479 customers who have an account in the Securities HD. (Conducted from December 2021 to January 2022)

### Mitsubishi UFJ NICOS



(note) The results of an online survey of 1,062 NICOS's card holders. (Conducted in October 2021)

## Quality Improvement Initiatives

By implementing thorough quality control measures at every stage, from the planning and development to delivery and after-sales servicing of products and services, MUFG aims to provide customers with products and services that exceed their expectations.

## Quality Improvement of Products and Services

The Bank, the Trust Bank, the Securities, NICOS, and ACOM assess whether adequate measures are being taken to consider the customer's perspective in the planning and development of products and services.

Employees at both the head offices and local branch offices are always cognizant of the effect their daily work activities have on the customer's evaluation of the company, and therefore strive to provide products and services that exceed their expectations.

## Checklist for Putting the Customer First

1. Accurately meets customer needs
2. Pros and cons have been clearly laid out for the customer, and cons, if any, have been properly explained
3. All efforts have been made to make the product easily understandable, including the provision of advertising and information on comparisons with similar products
4. All actions have been taken to prevent customer complaints from occurring, and measures for responding quickly to complaints have been prepared in the event of their occurrence
5. Confirmation that our customers' families, like our customers themselves, have no anxieties about our products and services, have been taken.

## Employee Education for Customer Trust

MUFG is actively engaged in educational training and study group efforts that are carefully aligned with the "customer-first principles" and we endeavor to raise each individual employee's level of customer satisfaction awareness and skill.

Each Group company mentioned above is working to improve not only specialist skills, but also communications skills and skills related to realizing customer satisfaction.

## Universal Support

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

## Responding to Customers in a Universal Manner

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



## Enhancing Reception and Response to the Elderly and People with Disabilities

The Bank and the Trust Bank are working to enhance their response to the elderly and people with disabilities by learning through fundamental case studies about providing in-facility guidance and explanations tailored to various physical characteristics.



### The Guidebook for Reception and Response to the Elderly

The Bank and the Trust Bank, in order to deepen understanding and improve response to the needs of the elderly, has published its Guidebook for Reception and Response to the Elderly, and pay close and careful response to the needs of its elderly customers.

### Coordination with regional comprehensive support centers

The Bank and the Trust Bank have established the manual for smooth cooperation with the Regional Comprehensive Support Center, to ensure that the dementia customers and their families receive each service safely and securely.



### LGBT Response Handbook

The Bank and the Securities have compiled the "LGBT Response Handbook" containing basic know-how and key points when dealing with LGBT, and we aim to conduct service and respond in a manner that makes customers feel comfortable.

## Creating Universal Branches

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

The Bank and the Trust Bank websites contain information about barrier-free facilities, allowing customers to check out branch facilities beforehand.

## Pictogram

The Bank and the Trust Bank homepages feature barrier-free related information about their respective branches so that customers can confirm the kinds of facilities there.



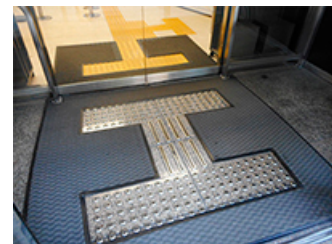
## Barrier-free

The Bank branches display a barrier-free mark at entrances and exits.



## Braille Block Use

In order to support the visually impaired, metal Braille blocks have been installed in areas between branch entrances and ATM machines.



## ATMs for the Visually Impaired

Domestic branches and unmanned ATM corners (with some exceptions) are equipped with handsets (telephone receivers with voice guidance). By using the handset and following verbal instructions, customers can make withdrawals and deposits, check balances, and record and renew their passbooks.



## Providing Universal Services

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

## Application of ATM Transfer Fees

We have applied over-the-counter transaction fees to the same level as ATM transfer fees for customers who have visual disabilities or use wheelchairs.

## Simplification of Administration by Proxy

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

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

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

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

## Handling Braille Cards and Notification Forms

To meet the needs of customers with visual disabilities, the Bank provides cards with customer name and other information indicated in Braille, and Braille is used on notification forms to indicate balance information. From July 2016, the Bank began providing ordinary deposit statement notifications in Braille, in addition to monthly account balances.



## Telephone Relay Service (public infrastructure)

The Bank, the Trust Bank, the Securities, and NICOS have adopted the Telephone Relay Service. The Service is provided by the Nippon Foundation Telecommunication Relay Service as public infrastructure to enable mutual communication over the phone through an interpreter operator between sign language or text and spoken language.

\* Available features of the Service may vary by company.

\* For details of the Service, please see [MIC's website](#).

## Services Using Sign Language, Written Messages

The Bank and NICOS provide interpretation services, separately from the Telephone Relay Service, for customers with disabilities involving the ears and spoken language, using videophones to connect customers to sign language operators and communicate in writing.

\*At the Bank, the services are available only in case of lost or stolen card/passbook (presently in a pilot operation phase).



## Communication Board

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



## Consultation Service for People with Disabilities

The Bank and the Trust Bank provide a consultation service enabling customers with disabilities to make a complaint or comment related to their disabilities via a dedicated phone line or web form.

## Corporate Social Responsibility Activities

Under our Purpose of “Committed to empowering a brighter future.” MUFG has identified 10 priority issues, including responses to the aging population & low birthrate, along with climate change measures & environmental protection, as we work to resolve social issues and achieve a sustainable society through financial services and business activities.

At the same time, to address social issues that are difficult to deal with our core businesses, we have put in place a framework that utilizes approximately 1% of net business profits to give back to society, and we are undertaking various social contribution activities, including donations and volunteer work.

As a global financial institution, we try to make the most of the size and strength of our group and the passion of our employees by being conscious of global social issues, while preserving the rich culture we have cultivated in Japan. We also aim to create ecosystems and platforms that provide solutions to social issues by strengthening ties with stakeholders and empathizing with each other for future generations, society, and the planet.

As MUFG, we will actively contribute to society by carrying out activities that make stories that our employees can be proud of and to be passed on to the world.

### Five Priority Areas and Our Underlying Thoughts and Values

Within the framework of our CSR activities, MUFG has identified the following five priority areas: Development of the Next Generation and Support for Children, Environmental Conservation, Financial and Economic Education, Preservation and Succession of Culture, and Disaster Relief among other support.

Focusing on these five priority areas, MUFG's five group companies work together to implement selected activities based on the following thoughts and values.

- Carrying out activities that embody MUFG’s Purpose of being “Committed to empowering a brighter future.”
- Resolving the 10-priority environmental and social issues.
- Contributing to the creation of sustainable mechanisms and frameworks for resolving issues.
- Taking advantage of our wide range of connections with communities and people in order to carry out activities.
- Expanding employee empathy through participation in social contribution activities.



## Five Priority Areas



## Our Five Underlying Thoughts and Values



**Five Priority Areas**

**Group Companies' Social Contribution Activities**

**Initiatives for Community**

**Activities of MUFG Employees**

## Development of the Next Generation and Support for Children

MUFG provides a variety of living and educational support to help all children grow up equally and healthily with the aims of comprehensively raising the level of their education and quality of life.

### Supporting Future Generation

#### Donation to Ashinaga Foundation and the Japan Student Services Organization

MUFG donated 500 million yen each to the Ashinaga Foundation and the Japan Student Services Organization (1 billion in total) to support children who were almost forced to give up their higher education, despite their motivation and ability. This was due to financial and other reasons as a result of the spread of COVID-19, and children who had lost their parents due to illness or disaster.

### Support for Children's Lives and Education

#### Donations to Child Support Groups

Since FY 2020, MUFG has been supporting CliniClowns Japan, an NPO that supports children fighting disease, as well as the NPO's Learning for ALL and Chance for Children. Both of which are public interest incorporated associations that support children from less fortunate backgrounds (180 million yen so far).



## Support for Shiki Theatre Company's Kokorono Gekijo

MUFG sponsors Shiki Theatre Company's countrywide project Kokorono Gekijo. The project invites elementary school students to a musical, providing an opportunity to learn important things about life, such as its preciousness, compassion for others, and the joy of believing in one another.

In FY 2020 and 2021, scheduled performances of Kokorono Gekijo were delivered online due to the COVID-19 pandemic.



Photo: Akihito Abe

## Sponsoring UNESCO School

MUFG works the National Federation of UNESCO Associations in Japan and actively promotes SDGs on education in elementary schools, as well as middle schools and high schools, to support the development of the next generation, which is essential for the realization and maintenance of a sustainable society. In FY 2021, we provided financial support to 78 schools as part of the "UNESCO School SDGs Assist Project". We also contributed to promoting UNESCO School's activities by sponsoring their national conference where we showcased the SDGs initiatives of companies.



Yokohama City (Environment and climate change: making wooden straws from thin wood)



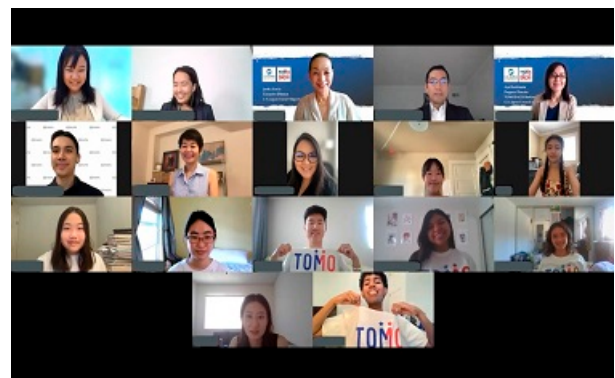
Okayama City (Environment: Plantation of eelgrass)



Omuta City (Environment and local areas: rice making experience)

## TOMODACHI

MUFG launched the TOMODACHI MUFG International Exchange Program in 2012, one year after the Great East Japan Earthquake. This program is designed to support the recovery from the Great East Japan Earthquake and to strengthen cultural and economic ties between the United States and Japan. Due to continued COvid-19 restrictions, in FY 2022, we offered junior high and high school students in California the opportunity to study in Japan online.



## Donations to Organizations Working to Close the Education Gap

With a vision of realizing a world where every child can receive equal education, Teach For Japan, an NPO, runs a fellowship program in which public schools are staffed with personnel who have been independently selected and trained. MUFG empathizes with the vision and activities of Teach For Japan and we have been supporting them since FY 2020.



## Development of the Next Generation and Support for Children (Sports)

MUFG provides a variety of support in the field of sports to help all children grow up equally and healthily and to raise the level of their education and quality of life.

### MUFG Junior Tennis Tournament

MUFG Bank has been making donations to the Japan Tennis Association as part of its efforts to support the next generation. The association annually organizes the MUFG Junior Tennis Tournament, a gateway to success for children who aspire to become professionals. In 2022, the tournament was held under strict Covid-19 control measures and was participated in total by 136 children from all over Japan.



### MUFG Cup Graduation Commemorative Soccer Tournament

MUFG Bank annually holds the MUFG Cup graduation commemorative soccer tournament in Tokyo, Aichi, and Osaka, inviting sixth graders of elementary school who are about to graduate in hopes that through sports they will learn the importance of bonding with peers and appreciation for those who have supported them. In FY 2021, although the games in Tokyo and Aichi were cancelled due to the spread of COVID-19, the games were held in Osaka with strict control measures, and 4,300 children participated and enjoyed playing in the tournament.





## Invitation for Children to the Japan Rugby League One Final

MUFG has been a principal partner of JAPAN RUGBY LEAGUE ONE since May 2022. The sense of unity between players as they move forward resonates strongly with MUFG's Purpose. In May 2022, MUFG invited 1,500 children who represent the future generation of rugby to the final game of the league. This was with the aim to give them inspiration to be the next leaders of our generation.



## Environmental Conservation

To realize a sustainable society, it is important to continuously engage in activities that lead to environmental conservation and education. Therefore, MUFG supports various conservation activities to protect the irreplaceable natural environment, which is a common asset for all humankind, as well as initiatives related to the development and research of environment-friendly technologies.

### Support for Osaka Prefecture's Carbon-Neutral Technology Development and Implementation Project

MUFG donated 500 million yen to support the growth of Osaka Prefecture's energy business and to help the prefecture achieve its goal of carbon neutrality by 2050. Osaka prefecture has formulated a 10-year action plan to combat global warming from FY 2021 to 2030, with the goal of reducing greenhouse gas emissions in the prefecture by 40% by FY 2030 compared to levels in FY 2013. At the Expo 2025 Osaka, Kansai, the prefecture will use the site as a testing ground for a future society and will showcase and advertise Japan's innovative technologies to the world.



### Partnership of Industry and Academia with the University of Tokyo

In order to protect the future of the next generation, MUFG is collaborating with the University of Tokyo to conduct joint research on Japan's pathway to decarbonization and the role that finance will play in realizing it. The Center for Global Commons (CGC), established by the University of Tokyo (Institute for Future Initiatives), is conducting practical research on the maintenance and management of a stable global system. MUFG empathizes with and supports the activities of the CGC, which we strongly believe will help contribute to the realization of our Carbon Neutrality Declaration (300 million yen in total).



## Support for Hydrogen Fueled Bus

Various initiatives are currently underway to realize a hydrogen energy-based society in Japan. Among them, the introduction of fuel cell buses (hydrogen buses) as commercial vehicles is attracting attention because it is expected to create stable hydrogen demand while contributing to decarbonization.

Against this backdrop, MUFG made donations to the Tokyo Metropolitan Bureau of Transportation, Osaka City Bus, and Nankai Bus to support their promotion and introduction of hydrogen fueled buses.



## MUFG Forest for Working Together with Customers

MUFG is undertaking the MUFG Forest Project, which involves planting about 100,000 trees and donating a total of 500 million yen over 10 years to fund their cultivation. 100,000 trees absorb CO2 that is equivalent to the annual CO2 emissions from the electricity use for the cooling of 10,000 households. MUFG plants trees through the Present Tree <sup>(note1)</sup> project in line with the number of bankbooks, documents, and usage statements issued by its group companies that have been switched from paper to online, as well as the number of new applications for online services. By May 2022, 38,860 trees have been planted.



(note 1) The Present Tree project was started by Environmental Relations in January 2005. Through this project, participants plant trees for loved ones or themselves to help reforest and revitalize local communities. MUFG is planting trees in places where forests should be created, such as forests damaged in natural disasters, former development sites, and abandoned clear-cutting sites in various parts of Japan, where the birthrate is declining, and the population is aging.

## Support for Cyclic Utilization of Forests

In recent years, the abandonment of artificial forests planted for timber production has become a serious social issue. In light of this, MUFG made donations (60 million yen in total) to the Lifestyle Research Institute of Forests, which is engaged in forest conservation activities as part of our efforts to promote the cyclic utilization of forest resources, in which trees are planted, grown, harvested, used, and planted again.

Furthermore, MUFG employee volunteers made educational puzzles using thinned wood. The finished puzzles were donated to kindergartens and other children's facilities.

To leave bountiful forests for the next generation, we will continue to support forest conservation activities, including tree planting, thinning, and the use of thinned wood.



Employees making puzzles from thinned wood

## Financial and Economic Education

MUFG provides financial and economic education as part of its community service activities. We offer a variety of programs while taking advantage of the unique characteristics as a financial group.

### Workplace Experience for Students

MUFG Bank (the Bank) is providing financial and economic education to elementary, junior high, and high school students in local communities through a workplace experience, primarily at local branches, retail banking customer service centers, and schools where employees conduct classes. In this program, students learn about the economy, finance, and the role of banks in society. In addition, they have the opportunity to interview employees, asking questions such as "What things do you value when it comes to your job?" and "What is it like to work as a team?" Through these interviews, and the first-hand experience of working, the program provides children with career guidance.

### Learning Program for Elementary Schools (The VALUE of Money)

Since FY 2022, Mitsubishi UFJ Morgan Stanley Securities has been offering a learning program for elementary schools called "The VALUE of Money". In this program, elementary school students explore positive ways to manage money through conversations and group discussions. By thinking about questions such as "What are good spending habits?" students gain not only a superficial knowledge of finance and how it works, but also an experiential understanding of the role of money and economics in life. Children who participated in the program gave feedback such as, "I thought that being good with money meant simply saving it, but through the program, I learned that it meant spending money carefully."

### Internship Program (Dynamics of the Stock Market) for Junior High and High School Students

Mitsubishi UFJ Morgan Stanley Securities (the Securities Business) is offering an internship program (Dynamics of the Stock Market, or Kabu no Chikara), a unique educational program about the economy and finance. Developed in cooperation with Educa & Quest Co., Ltd., the program consists of five classes where students learn about stocks. At the conclusion of the program, students are asked in groups to express what they learned about "Dynamics of the stock market", in the form of advertisements on a mock newspaper advert for the Securities Business. The students then give a presentation on these advertisements to the class. In FY 2021, approximately 400 students participated from eight private junior high and high schools in areas around Tokyo and made a total of approximately 130 advertisements. Of the participating students, eleven teams



composed of representatives from each school (22 students in total) were formed to present their works online. At the presentation, the chairman and the president of the Securities Business gave warm words of encouragement to the students. This initiative has received high praise as it is promoted on a companywide basis while leveraging the Securities Business's core business expertise. At the 9th Career Education Awards held by the Ministry of Economy Trade and Industry for FY 2018, this initiative won the Encouragement Award in the large corporation section.

The 9th Career Education Awards by the Ministry of Economy Trade and Industry (in Japanese)

## Internship Program (Dynamics of the Stock Market) for University Students

Mitsubishi UFJ Morgan Stanley Securities (the Securities Business) has been offering an internship program (Dynamics of the Stock Market, or Kabu no Chikara) for university students since 2019, and over 400 students from 14 colleges have attended the program.

In this program, participating students work to solve social issues using the characteristics of stocks. Each 90-minute class is conducted in a group work format, and in the first half, the Securities Business's employees lecture on the functions and roles of the stock market and securities companies. In the second half, students select the goals they want to achieve from among the 17 development targets (goals) of the SDGs and devise solutions using the characteristics and functions of stocks and securities they learned in the first half. At the end of the class, each group presents their solutions. Participating students have given positive feedback, such as "I was able to learn from a different perspective compared to my macroeconomics classes. It was a great learning opportunity," "I gained a better understanding of the SDGs," and "I want to join a securities company in the future."

## ACOM's Support for Financial Education

ACOM is holding lectures for students regarding the knowledge of money, such as loans and credit, family budget management, and the outline of the consumer credit industry. ACOM delivers these awareness-raising lectures with the hope that students will be able to use their money well before they start working and avoid getting into financial trouble in the future. During FY 2021, lectures were given at eight universities, two high schools, and one other organization with about 700 participants in total.



## Disaster Relief and Other Support

MUFG provides donations in a variety of areas to contribute to the creation of a resilient society.

### Supporting the COVID-19 Response

#### Support in Medical Field: Donation to All Japan Hospital Association

MUFG donated approximately 400 million yen to the All Japan Hospital Association to support frontline healthcare workers as waves of COVID-19 infections overwhelmed hospitals. Support was provided to a total of 515 hospitals through the Association.



A thanks letter and flowers delivered to a hospital through the All Japan Hospital Association

#### Support in the Art Field: Donation to The Association of Japanese Symphony Orchestras

The spread of COVID-19 has led to the cancellation, postponement, and capacity restriction of a number of classical music concerts. As a response to this, in FY 2021 MUFG donated 300 million yen to the Association of Japanese Symphony Orchestras to support music and art activities that enrich people's hearts and live. The donated money will be used to fund the activities of the 37 member organizations.

### Support to Prevent Female-Specific Cancers

As part of our efforts to support women's health, MUFG donated 30 million yen to the Japanese Society for Fertility Preservation (JSFP). By supporting the JSFP's activities, we will promote correct knowledge and understanding of breast and cervical cancers, as well as early detection and prevention measures, including regular cancer screening. We will continue to undertake a variety of initiatives to help our customers, local communities and society, and the next generation make healthy and diverse life choices.



## Support through the MUFG NFUAJ East Japan Earthquake Recovery and Scholarship Fund

MUFG and MUFG Bank (the Bank), in cooperation with, the National Federation of UNESCO Associations in Japan (NFUAJ), established the MUFG NFUAJ East Japan Earthquake Recovery and Scholarship Fund in April 2011. For up to 15 years, the fund will be working with local schools in operating a scholarship program and holding various support projects for orphaned students (children who lost one or both of their parents as a result of the earthquake or tsunami) from elementary through high school. The fund is expected to grow to around 3 billion yen.

# Group Companies' Corporate Social Responsibility Activities

▼ Group Companies' CSR Activities ▼ CSR Activities through Foundations

## Group Companies' CSR Activities

### Mitsubishi UFJ Trust and Banking

Corporate Social Responsibility (CSR)

### Mitsubishi UFJ Morgan Stanley Securities

Volunteer and Donation

### Mitsubishi UFJ NICOS

CSR Activities (in Japanese)

### ACOM

Promote diversity based on "The Spirit of Human Dignity"

## CSR Activities through Foundations

### MUFG Bank

#### Mitsubishi UFJ Foundation

Mitsubishi UFJ Foundation promotes international exchanges in Asian and other countries. To foster human resources development in Japan and overseas, the Foundation provides financial assistance to a variety of international exchange programs and offers scholarships to students in Japan and overseas. Over 16,000 students have been provided with scholarships thus far.

[Mitsubishi UFJ Foundation \(in Japanese\)](#)

#### Mitsubishi UFJ Environment Foundation

The Mitsubishi UFJ Environment Foundation plays a key role in MUFG's efforts to address environmental and social concerns, supporting a wide range of efforts. These include activities to improve the natural environment, especially by supporting tree planting, village forest conservation, and the creation of biotopes (natural habitat areas) at schools; organizing the Midori-no-e contest; offering sponsored lectures at universities and other environmental education events; and undertaking the Headwaters Forest project, which has involved participants in hands-on reforestation and nature observation activities in the Tone River watershed.

[Mitsubishi UFJ Environment Foundation \(in Japanese\)](#)

#### Mitsubishi-UFJ Technology Development Foundation

Mitsubishi-UFJ Technology Development Foundation has been a pioneer in providing support for private sector ventures in Japan. The foundation aims to comprehensively foster the development of technology-oriented small- and medium-sized enterprises (venture businesses) that are vital for Japan's economic development. To this end, the foundation provides a wide range of assistance, including research and development grants, shareholding, and information provision.

[Mitsubishi-UFJ Technology Development Foundation \(in Japanese\)](#)

#### Institute for International Monetary Affairs

The Institute for International Monetary Affairs contributes to the stability and development of global financial economic society and, with the objective of deepening mutual understanding between Japan and other countries, is engaged in investigative research and the exchange of information regarding the international economy, finance, and currencies.

[Institute for International Monetary Affairs \(in Japanese\)](#)

## Mitsubishi UFJ Trust and Banking

### Mitsubishi UFJ Trust Scholarship Foundation

This foundation provides scholarships and funding to promising young people to foster human resources and advance academic research.

The Mitsubishi UFJ Trust Scholarship Foundation

### Mitsubishi UFJ Trust Foundation for the Arts

This foundation supports the advancement and dynamism of music and arts, and provides funding for performances by Japanese groups such as operas and orchestras that have attained a certain level of artistic standard.

### Mitsubishi UFJ Trust Cultural Foundation

This foundation is engaged in support for organizations that are making efforts to promote local culture in the fields of music, art, theater, and traditional arts.



## Initiatives for Community

MUFG actively contributes to the local community by utilizing the group's facilities and taking advantage of their characteristics.

### MUFG PARK

MUFG and MUFG Bank are planning to renovate a company owned sports ground in Nishitokyo City, western Tokyo, into a multi-use facility opened to the public, called MUFG PARK. It is scheduled to open in June 2023, and we are currently holding various trial events with local residents while moving forward with the construction.



### Shintaku Museum

Mitsubishi UFJ Trust and Banking Shintaku Museum is located on the first floor of the Industry Club of Japan Hall, a national registered tangible cultural property, next to the head office building of Mitsubishi UFJ Trust and Banking Corporation. It is the first museum in Japan dedicated to the theme of trust and is unique in the world. Trust has developed as a tool to enable secure and reliable management of assets. We hope you will enjoy the history and interesting features of trust that are relevant in various moments of our daily life.

(B. Potter, the author of the Tale of Peter Rabbit, is very much associated with trust.)



## Money and Ukiyo-e Museum

MUFG and MUFG Bank operate the Money and Ukiyo-e Museum located on the first floor of their Nagoya Building. The museum has some special collections, including rare coins from Japan and around the world, as well as important ukiyo-e prints by Hiroshige Utagawa. It is widely used by the local residents for educational field trips, school excursions, and lifelong learning programs.

[Money and Ukiyo-e Museum \(in Japanese\)](#)



## Osaka Gallery Lounge

MUFG and MUFG Bank operate "Osaka Nigiwai Gallery Lounge" located on the first floor of their Osaka Building. The lounge is a recreational facility for local residents with a space for learning about the history of the area. Since FY 2022, MUFG has been working with local groups to regularly hold events that contribute to the community, such as the MUFG Monthly Concert.



## Activities of MUFG Employees

To encourage employees who are motivated to contribute to society, each group company has introduced a system for participating in volunteer and donation activities.

### MUFG SOUL -Turning Passion into Power for Society-

MUFG provides funds for CSR activities that are designed and participated in by employees, such as children's cafeterias that provide free or inexpensive meals to children in need, support for orphanages, and community revitalization activities. In FY 2021, more than 300 activities were organized (with total funds of about 100 million yen), and a total of more than 3,000 employees participated in them. We will continue to contribute to the resolution of a wider range of social issues by addressing them from the perspective of our employees.



Project to save animals displaced due to Covid-19 and revitalize Himeji City Zoo



Project to revive clams in the Seto Inland Sea



Village forest conservation project



Project for coexistence of the community, nature, and bees in Jiyugaoka, Tokyo



Support project for a traffic safety watching campaign



Project to preserve traditional industries and maintain old share houses for new agricultural workers



## Global Volunteer Month "MUFG Gives Back"

Since the establishment of Global Volunteer Month in 2013, MUFG employees all over the world have been working together on initiatives to host local CSR activities. In the wake of the Great East Japan Earthquake, Japan was blessed with support from across the world for its reconstruction efforts. In response, and as an opportunity to express gratitude for the support Japan received, we have named these initiatives "MUFG Gives Back", and we continue to expand our activities each year. As a global initiative, in which employees are engaged in CSR activities together, MUFG Gives Back is one of the largest CSR initiatives among Japanese corporates, representing an opportunity for employees in their respective areas and at their respective branches to experience the impact of local philanthropy. In FY 2021, we implemented the "Happy Christmas Together!" project in Japan. MUFG employees created about 1,700 Christmas cards that were delivered through the CliniClowns Japan, a certified NPO, to children in pediatric wards at 52 hospitals around Japan and to children receiving treatment at home.



## Participation in FIT For Charity Run

The Financial Industry in Tokyo (FIT) For Charity Run is a fun run organized as a volunteer charity event by employees at companies involved in the financial services industry. The participation fee paid by the employee and cooperation fee provided by the companies of participating runners is donated in support of organizations that have roots in the community and implement socially significant activities but are unable to secure funding to support their activities due to lack of recognition and other problems. MUFG has been participating in the event since it was held for the fifth time in 2009. In November 2021, about 360 employees from 12 group companies participated in the 17th run.



## Acom “Miru” Concert Monogatari

ACOM has been inviting local citizens to “Acom 'Miru' Concert Monogatari” performances all across Japan. Ever since the first performance was staged in 1994, more than 240,000 people have enjoyed upwards of 250 performances. The concerts are truly original works of art that integrate colorful silhouettes and live renditions by a piano trio (piano, violin, and cello) with narration. Moreover, the concerts are held as barrier-free events, with sign language translation provided on stage and ample wheelchair places secured in the auditorium, making it possible for everybody to have a good time. Also, the concerts are run with the cooperation of many people, not only ACOM employees but also local governments and community volunteers. For more information about the Acom 'Miru' Concert Monogatari, visit ACOM's official website.



## Volunteer Leave Program and Assistance for Activity Funding

We have introduced a volunteer leave program that enables employees to participate actively in environmental contribution activities as members of society. We also provide event funding, money to purchase physical items and other financial support for employee volunteer facilities and organizations that meet certain conditions.

## Support for Donation Activities

### MUFG Bank Social Contribution Fund (Established 2008)

This fund gives money to organizations addressing social issues and contributing to relief funds in times of large-scale natural disaster, using funds donated by company executives and employees through deductions from their salaries each month. These funds are combined with matching contributions from MUFG Bank. In FY 2021, approximately 6,000 executives and employees participated, donating 56,970,000 yen to 12 groups.

### Kakehashi-Shintaku Ai-no-Kikin Fund (Established 1977)

This fund collects membership fees from Mitsubishi UFJ Trust and Banking and affiliated company officers, employees, former employees, and their families to make donations to social welfare organizations nationwide that engage in such activities as welfare for the elderly, healthcare covered by health insurance and disaster assistance. In FY 2021, the Fund donated 1,300,000 yen to 13 groups.

### Employee Donations Account (Opened in 2007)

Mitsubishi UFJ Securities Holdings has an account for collecting donations from employees of domestic subsidiaries (Mitsubishi UFJ Morgan Stanley Securities, MUS Business Service, and MUS Information Systems). The company matches the funds donated by employees each year (from July through June). From its establishment through June 2021, the account has donated a total of approximately 6 million yen to two organizations.

### **Donations based on Employees' Ongoing Fund Raising (Established in 2011)**

Mitsubishi UFJ NICOS has continued to raise funds based on employees' salary deductions since September 2011 for the purpose of supporting reconstruction following the Great East Japan Earthquake. Through this scheme, which also includes donations by the company, a total of 120 million yen had been donated by FY2021. Currently, the company makes donations to the UNESCO Association Study Support Scholarship and the Great East Japan Earthquake Fukushima Children's Fund.

### **ACOM Bluebird Fund (Started in 1984)**

The fundraiser was initiated by ACOM employees. Money collected through donation boxes installed companywide and payroll deductions are donated as relief funds in the event of a major natural disaster. As of August 31, 2021, the cumulative total of donations has reached approximately 12 million yen (100 donations). As a general rule, the company makes matching donations.