



# MUFG Human Capital Report 2023

# Editorial Policy

## Report Editorial Policy

The Sustainability Report and this report are a PDF version of Mitsubishi UFJ Financial Group's (MUFG) website (Sustainability) to provide stakeholders with a summary of MUFG's sustainability initiatives. This report is designed to provide stakeholders with a better understanding of MUFG's sustainability initiatives aimed at realizing a sustainable environment and society and sustainable growth. We also aim to continuously expand our information disclosure. Please refer to our website, along with the MUFG Report 2023 (JGAAP) for more information on our sustainable value creation mechanism and financial data.

## Publication information

### Period Subject to Reporting

FY2022  
(April 1, 2022 to March 31, 2023)  
Includes some information from  
FY2023

### Definitions of Specific Terms Used in This Report

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

## Disclaimer

This report contains forward-looking statements with regard to the expectations, forecasts, targets and plans of Mitsubishi UFJ Financial Group, Inc. and its subsidiaries and affiliates. These forward-looking statements are based on information currently available to the Group and are stated in this document on the basis of the outlook at the time that this document was produced. In producing these forward-looking statements, certain assumptions (premises) have been utilized that are subjective and may prove to be incorrect. Should any underlying assumption prove to be incorrect, actual results in the future may vary materially from some of the forward-looking statements in this document. The Group has no obligation or intent to update any forward-looking statements contained in this document. In addition, information on companies and other entities outside the Group that is included in this document has been obtained from publicly available information and other sources. The accuracy and appropriateness of that information has not been verified by the Group and cannot be guaranteed.

## Contact Concerning This Report

Mitsubishi UFJ Financial Group, Inc.  
7-1, Marunouchi 2-Chome, Chiyoda-ku, Tokyo  
100-8330, Japan  
Telephone: 81-03-3240-8111

URL: <https://www.muftg.jp/english/>  
Mail: [sustainability\\_office\\_PF@muftg.jp](mailto:sustainability_office_PF@muftg.jp)

# Contents

## **Human Capital**

MUFG's Approach to Human Capital Management .....	1
Nurturing Professionals/Reskilling .....	3
Improvement in Employee Engagement .....	12
Promoting Diversity, Equity & Inclusion (DEI) .....	17
Health Management .....	44
<b>Culture Transformation .....</b>	<b>46</b>

# Human Capital

## MUFG's Approach to Human Capital Management

### Fundamental Concept

The 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.

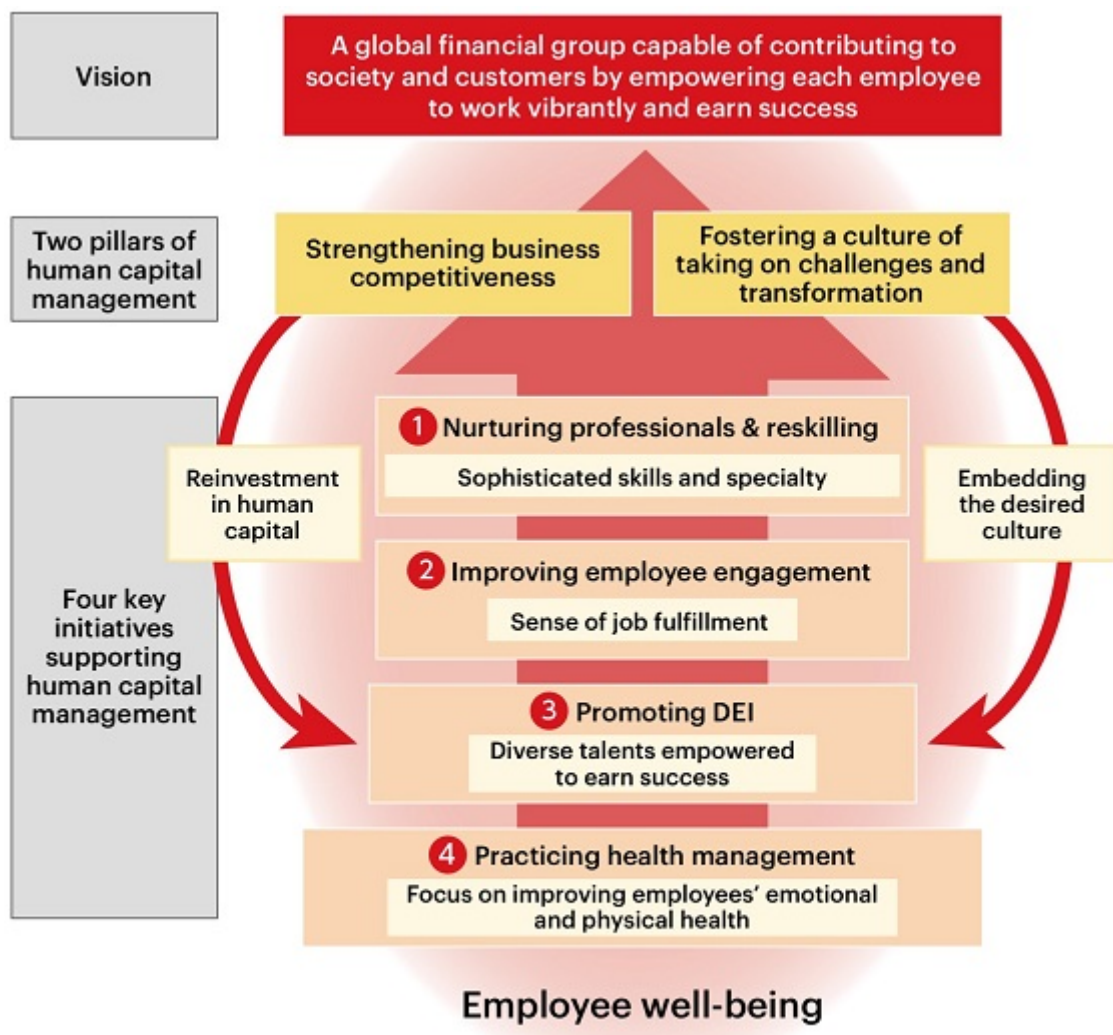
### Human Capital Investment

MUFG has positioned human capital as one of the most important types of capital and, accordingly, is striving to enhance it in order to become a global financial group capable of contributing to society and customers by empowering each employee to work vibrantly and earn success.

## MUFG's Basic Concept of Human Capital Management

To realize this vision, MUFG has also identified "strengthening business competitiveness" and "fostering a culture of taking on challenges and transformation" as two pillars of human capital strategy. We believe that we need to start with enabling each employee to maintain their emotional and physical well-being while fostering an organizational culture in which everyone respects the diversity and uniqueness of their colleagues, so that employees can work with confidence and take on challenges and transformation. Upon the establishment of such culture, we will provide every employee with opportunities to realize their full potential and achieve personal growth in order to ensure that they may discover a greater sense of job fulfillment. Furthermore, we will develop a framework for enabling the acquisition of sophisticated skills in their fields of specialty. In these ways, we will strengthen our business competitiveness and improve corporate value.

By reinvesting a part of the cash flow generated in this way in human capital and instilling a culture of "challenge and transformation," we seek to create a virtuous cycle of human capital management. We will enhance the well-being of our employees, including a sense of contribution to this virtuous cycle and to our vision, and will connect this to the enhancement of our corporate value.



### Message from the CHRO

[Message from the CHRO \(MUFG Report 2023 P79\) \(PDF / 10.90MB\)](#)

## 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 Vision
- 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 Diversity, Equity & Inclusion. 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.

### Globally Integrated Management of Human Resources

Currently, the MUFG Group has approximately 68,500 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.

With 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 8 people hired in countries

abroad. Of these, 1 executive officer is 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

## Nurture and Secure Talents Capable of Driving Transformation

### Growing Need for Highly-Skilled Professionals

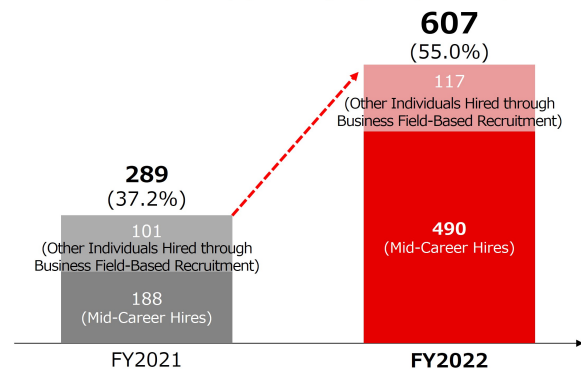
For MUFG's sustainable growth, securing highly-skilled professionals in a variety of fields of specialization is important. For this purpose, MUFG is endeavoring to secure and nurture true professionals with advanced skills and expertise, through comprehensive efforts in recruitment and training.

### Nurturing and Securing Specialists

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.

#### Number of Mid-Career Hires and Other Individuals Hired through Business Field-Based Recruitment

Increasing the hiring of professionals who are earmarked for various fields of specialty (including digital specialists)



To attract experienced, highly skilled employees and entrust them with more active roles, we have developed the MUFG Direct Employment System at the holding company, the Professional Certification System at the Bank, the Active Fund Manager Personnel System at the Trust Bank, and the Professional Position System at MUMSS. The Bank also plans to introduce the Ex System that, without personnel changes crossing business areas, will ensure evaluation and treatment of employees based on their duties and enable treatment with an awareness of market value, allowing employees to demonstrate high levels of skill and expertise in specific business areas of their choosing and to engage in autonomous career development. Through these revisions to our personnel system, we are creating an environment in which highly professional employees can play active roles.

**Number of Employees in Professional Categories at MUFG**

**Approx. 1,600**

**Number of employees working under the personnel system with high-level expertise and specific job descriptions in the holding company, the Bank, the Trust Bank, and MUMSS**

## Nurturing Future Top Management: MUFG University

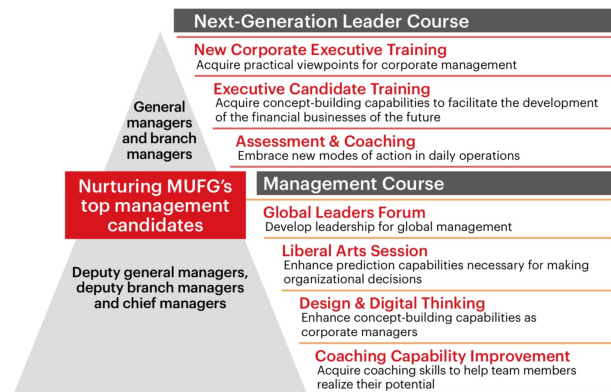
One of the key management issues of MUFG is the development of the future top management who will lead innovation and responsible for taking on challenges and creating value. As a solution to this issue, the Group launched the MUFG University program for line managers and above in FY2018, with a total of more than 600 attendees to date (196 in FY2018, 220 in FY2019, 192 in FY2020, 171 in FY2021, 193 in FY2022).

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.

### MUFG University

Attended by an annual total of approximately 200 employees from across the Group





## Programs Offered by MUFG University

【Next-Generation Leader Course】 Eligible attendees: General managers and branch managers		
Program name		Objective
①	New Corporate Executive Training	Acquire practical viewpoints for corporate management
②	Executive Candidate Training	<ul style="list-style-type: none"> <li>• Acquire concept building capabilities to develop financial businesses for the future</li> <li>• Development of the Next Generation of Leaders</li> </ul>
	Assessment & Coaching	Embrace a new mode of action in daily operations

【Management Course】 Eligible attendees: Managing Directors, deputy general managers and deputy branch managers		
Program name		Objective
①	Global Leaders Forum	Develop leadership for global operations
②	Liberal Arts Session	Enhance prediction capabilities necessary for making management judgments through increased exposure to liberal arts concepts
③	Design & Digital Thinking	Enhance concept building capabilities via exposure to digital thinking methods
④	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 57% of its entire workforce is accounted for by overseas employees (as of May 31, 2023). Based on the concept of "Diversity, Equity & Inclusion", 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.

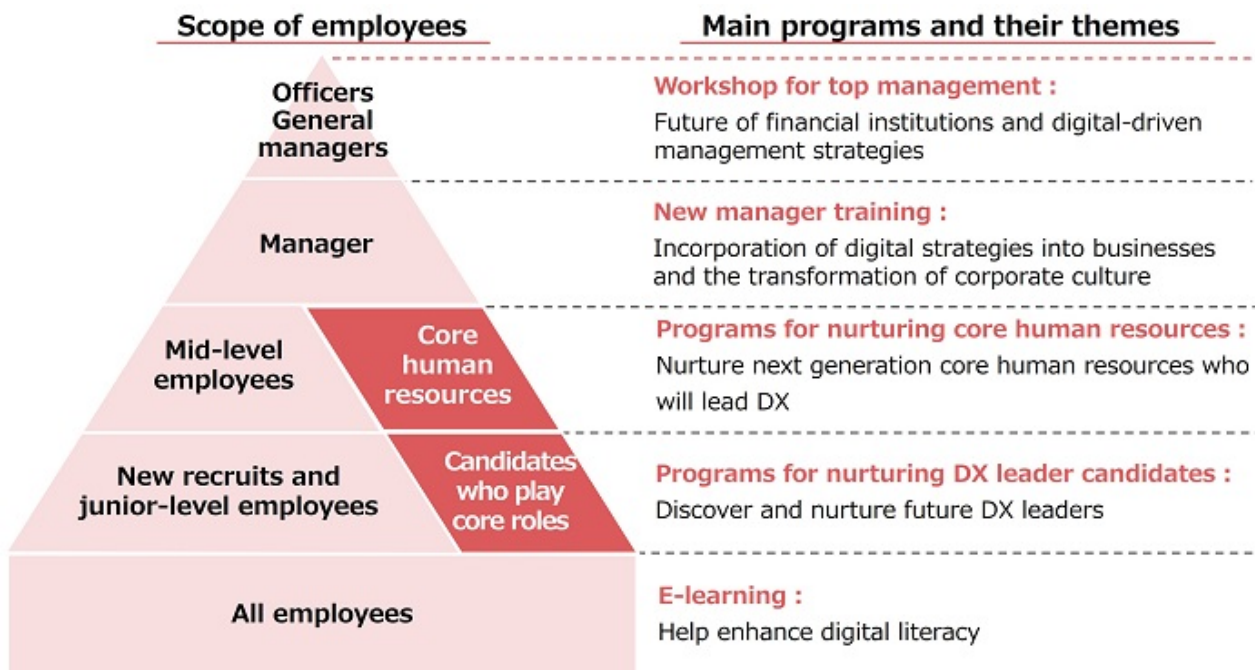
Also, as more and more employees with diverse backgrounds join, we began implementing job-level based training programs on a global basis to ensure all Group members understand the MUFG Way and embrace a shared culture. For example, we provide the Global Leaders Forum targeting those in managing director 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, 8 of these individuals, including one woman, have assumed executive officer positions at the Bank (as of March 31, 2023).

## Nurturing Digital Specialists: E-learning Program Targeting All Employees, Job-level Based Digital Sessions, Programs for Core Talents 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 300 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 1,791 individuals have been certified as “gold skill holders.”

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



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

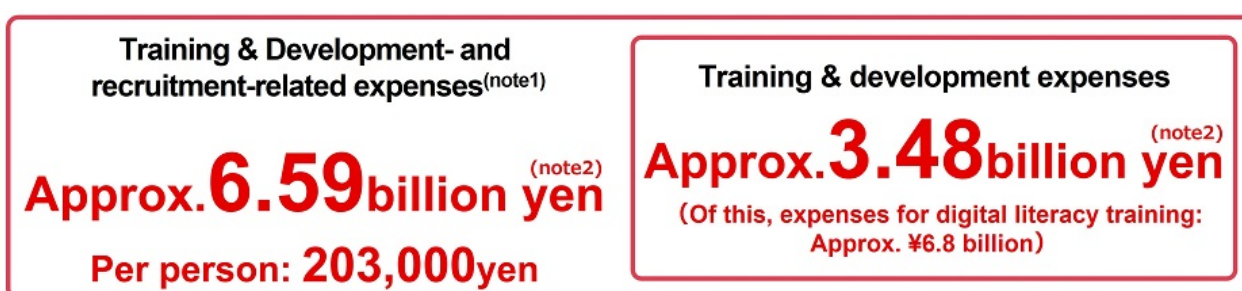
As the business environment changes at an unprecedented speed, in order to secure talents capable of responding to changes, we provide opportunities for taking on challenges and for learning, as well as invest in employees to move ahead of changes in the business environment.

- 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
- The Bank provides a subsidy of up to 100,000 yen per person to support initiatives aimed at "transformation and challenge," such as self-development and reskilling

<b>Training &amp; development</b>	Education and training expenses: Approx. ¥3,480 million (Of this, expenses for digital literacy training: Approx. ¥680 million) <sup>(note1)</sup>
<b>In-house certificate system for digital skills</b>	Pay reward Gold-skill certified employees 1,791 (FY2022)
<b>Work style reforms related investment (during current MTBP)</b>	¥4.5bn
<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



(note1) In addition to training & development expenses, this includes personnel costs for study abroad and external trainees, recruitment-related expenses, etc. Benefits-related expenses are not included.

(note2) Sum of results for the holding company, the Bank, the Trust Bank, and MUMSS

## 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 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 our company-wide common training, the Securities 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 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.

In terms of career development support for individual employees, we are also expanding measures including employee career training and career management training for managerial position holders. Together with this, we actively provide self-development opportunities for independent learning, such as e-learning and external dispatch. We place a particular focus on measures to enhance digital literacy across the company.

### ■ ACOM

To develop employees who embody the corporate philosophy of "the Spirit of Human Dignity," "Customers First," and "Creative and Innovative Management," ACOM implements diverse training including on-the-job training (OJT), rank-specific training, and selective education and training that develops management executive candidates and DXtalents. ACOM also provides educational opportunities that support autonomous growth by employees, including e-learning, correspondence education, support for obtaining official certifications, and dispatch to business school.

### ■ Krungsri (Bank of Ayudhya)

Krungsri (Bank of Ayudhya) 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 more which are unique to Krungsri. Krungsri recorded training expenses of 6,116.59 baht per employee per year and an average of 58.44 training hours per employee annually in 2022. In addition, Krungsri won the HR Excellence Awards 2022 (Gold Award) in leadership development from Human Resources Online.net.

■ 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.

Overall, employee training and development programs, as of December 2022, have been provided to 9,986 employees, where the implementation is divided into 89 E-Learning modules and 882 hybrid programs (online classes and classes) with a total duration of 747 mandays implemented for all Bank employees.

Human Resource Development through Mentoring

MUFG companies are carrying out multi-faceted expansion of mentoring programs by which employees learn from each other. About 5,000 persons <sup>(note)</sup> make use of mentoring programs every year, including mentoring aimed at onboarding young and mid-career employees, executive mentoring for the development of next-generation managers, and mentoring for female managers. Under an environment in which employees who hold diverse values learn from each other, we are creating an organizational culture that supports individual career development and enables autonomous enhancement of human capital. In addition to programs sponsored by the Human Resources Division, our mentoring programs include programs unique to business divisions. Through this, a culture of learning from one another is widely taking root.

(note) Total mentors and mentees across the Group



## 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.

## Improvement in Employee Engagement

MUFG strives to develop a workplace in which employees can find their job rewarding and improve employee engagement, with the aim of securing its ability to deliver services with higher added value and take on the challenge of transformation on a groupwide basis.

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

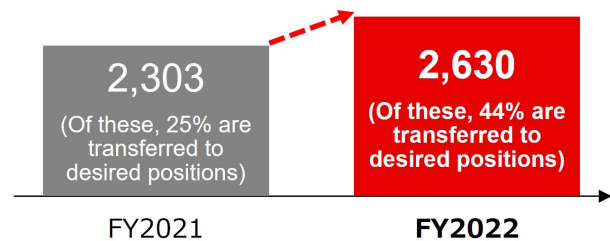
#### Autonomous Career Development

To support autonomous career development of individual employees, we position frameworks for accumulating diverse experiences as the Career Challenge System and offer a variety of programs inside and outside the Group.

In fiscal 2022, the number of applicants to the "Job Challenge", our internal job-posting program, exceeded 2,600. Of these, 1,162 applicants were transferred to desired departments or secured dual in-house assignments in other departments, centered on headquarters. Our Position Maker job-posting system, by which employees freely propose ideas and projects and become project leaders, has expanded to a cumulative total of 54 persons.

#### Number of Applicants to the Job Challenge Program (intra-Group job postings)

Enhance opportunities for employees to challenge different assignment within the Group



#### Career Challenge System

Program	Details	Number of people	
		FY2021	FY2022
<b>Job Challenge</b> <sup>(note1)</sup>	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.	2,303 applicants Pass rate 25%	2,630 applicants Pass rate 44%
Branch manager positions <sup>(note2)</sup>	Applicants to branch manager positions in Japan.	241 applicants	192 applicants
Dual in-house assignments <sup>(note3)</sup>	A dual in-house assignment system is in place in the Bank and in the Trust Bank. It assists employees in their autonomous efforts to develop multi-path careers and facilitate in-house innovation.	164 applicants	371 applicants
<b>External assignment and dispatch</b> <sup>(note1)</sup> (including Open EX)	We provide opportunities for employees to step up to the challenge of working outside the Group to acquire diverse knowledge and experiences.	144 applicants	155 applicants
<b>Challenge Leave</b> <sup>(note3)</sup>	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.	19 applicants	22 applicants
<b>Global mobility programs for locally-hired staff</b> <sup>(note2)</sup>	Opportunities for working abroad through internal job posting, three-month OJT HQ, short-and long-term assignments, etc.	34 employees	56 employees

(note1) The Bank, the Trust Bank and MUMSS

(note2) The Bank

(note3) The Bank and the Trust Bank

### ■ 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.

In addition to posts accompanied by transfers, the Bank makes a work experience-oriented job-posting system called Mirushiru available to employees. This lets employees spend about half a day gaining specific knowledge about work of interest. Job Challenge lets employees take on a variety of posts at branches and offices in Japan and overseas as well as at the Head Office, and receives many applications. 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

In the Trust Bank, the Career Challenge System has been established, 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

The Securities has prepared programs to meet the autonomous career development aspirations of a wide range of employees, from young members to mid-career personnel. In Career Challenge, which encompasses varied job-posting systems, we implement programs including study in Japan and overseas, external dispatch, and a Job Challenge program that lets employees apply for work at departments in the company as well as in different aspects of the business at MUFG Group companies. To promote understanding of each department in the company, we also hold briefing sessions in which employees offer overviews of their own departments.

We are also enhancing opportunities for self-development and support for obtaining qualifications. 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. The Change of Course system enables switching to regional positions and to the Main Career Track (nationwide), as well as to Main Career Track (regional), offering a system that allows more employees to tackle career advancement. Through the Challenge job-posting system and other means, NICOS also provides opportunities for expanding the breadth of employees' own work and promotes autonomous career development. NICOS will continue working to operate these systems alongside promotions for talented employees who have a spirit of challenge, with the aim of establishing 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.

## Growth and Challenge

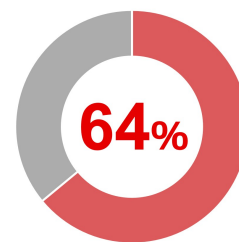
Within our personnel evaluation system, we have developed a framework for evaluating employees' "challenge" itself, alongside their "stance of supporting challenges by subordinates." We also support the "growth and challenge" of every employee in day-to-day tasks.

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

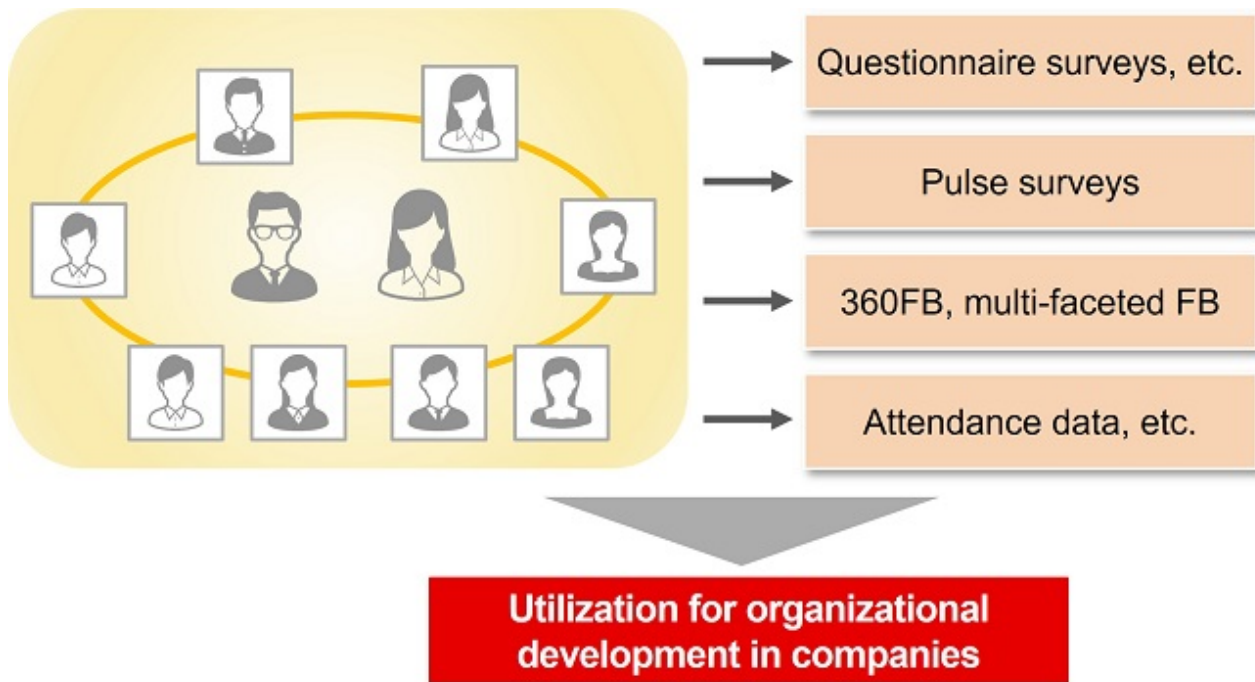
Through a variety of initiatives, MUFG develops professional human resources who can add value to the services provided by the Group, while aiming to create an organization that will enable us to provide greater value to its customers and society. In addition, in order for the entire group to take on 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, the Trust Bank, and the Securities undertake checks of employees' day-to-day motivation, health and workplace environment, and other matters through daily, weekly, and monthly pulse surveys, and regularly conduct organizational diagnoses based on the findings. 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.

#### Group Awareness and Engagement Survey "Recommend MUFG as a Great Place to Work"



### Organizational development through utilization of data



### Returns to employees/Financial wellness

To improve employee engagement and secure talented human resources, we have raised wages in fiscal 2023. In conjunction with this, we will also raise the starting salary of new employees from the spring of 2024. While firmly rewarding the hard work of employees during this period of major transformation, the Bank paid lump-sum "transformation and challenge support subsidies" to further back efforts by employees, including self-development and re-skilling.

	the Bank	the Trust Bank	MUMSS
<b>Actual Wage Increases<sup>(note1)</sup></b>	Approx. 7% of annual income	Approx. 7% of annual income	Approx. 5% of monthly income <sup>(note2)</sup>
<b>Starting salary for new graduates in FY2024<sup>(note3)</sup></b>	¥255k (+50k)	¥255k (+50k)	¥267k (+12k)

(note1) Includes base-ups, regular raise, promotion, one-time allowance, other allowances and subsidies, and bonuses (the Bank and the Trust Bank)

(note2) Monthly income base raises given MUMSS bonuses are tied to performance

(note3) Starting monthly salary level for general position, all-area type, and college graduates

In addition to raising wages, through childcare allowances, a retirement fund program, an asset accumulation savings program, an employee stock ownership plan, a condolence allowance program, and other forms of economic support, we are constructing an environment that enables work with motivation and peace of mind.

**Construction of an environment that enables work with motivation and peace of mind through diverse forms of economic support, along with Efforts to Enhance Employees' Skills and Knowledge**



### Initiatives in Business Units

Initiatives to contribute to career development for employees are spreading in business units as well.

Also see "MUFG Investors Day 2023" for examples of initiatives.

#### < Examples of initiatives in the JCIB Business Unit >

	<b>Chicago × MUFG Rising Talent Program</b>	Participating in a University of Chicago innovation program along with major corporate customers Participating company Approx. <b>40</b> Corps
	<b>CIC Tokyo*1</b>	Total participants of MUFG seminar Approx. <b>1,000</b>
	<b>Teaching expert program</b>	Absorb expertise of external human resources to promote refinement of proposals and changes in behavior Target person Approx. <b>250</b>
	<b>New business development and operational reform initiated by employees</b>	Employees proposing new ideas for business creation and operational reform has become the norm Total proposals Approx. <b>200</b>

(note1) Large urban innovation center expanding to nine cities around the world

(note2) Seminar hosted by MUFG on important social themes

### Corporate Citizenship Project

Since FY2007, 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.

# Promoting Diversity, Equity & Inclusion (DEI)

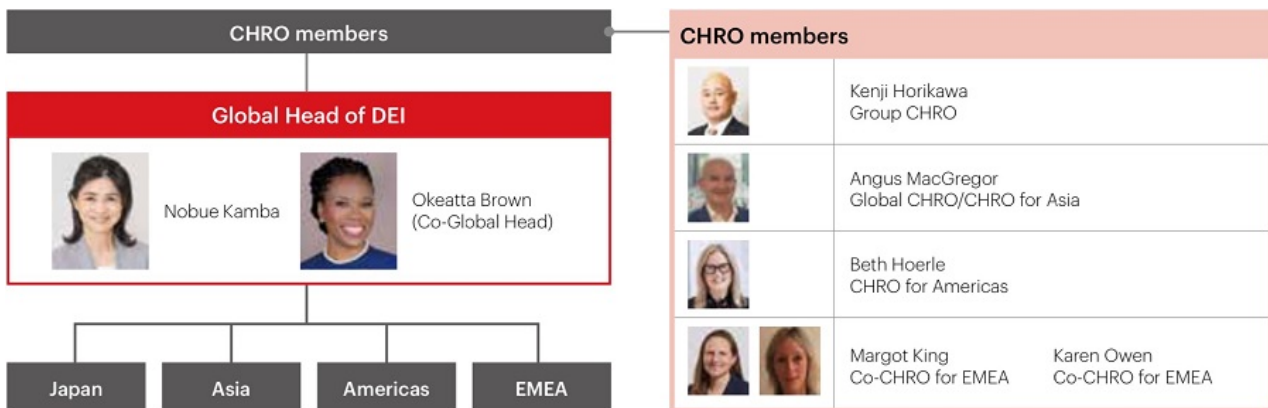
## DEI Promotion Structure



MUFG positions DEI as one of 10 issues to be given priority within sustainability management.

Our efforts began in 2006 with the launch of a dedicated department to enhance women’s job satisfaction. From 2010, we expanded the scope of our initiatives to encompass the promotion of inclusion and diversity, intending to enhance job satisfaction for diverse employees, not women alone. In 2018, the Bank, the Trust Bank, and the Securities began to cooperate to promote DEI groupwide. Also, DEI promotion teams globally have been working on DEI issues specific to each region. Since 2023, we established three common key DEI pillars; “Gender equity,“ “Learning and Development“ and “Embedding DEI into our culture”, and we are accelerating a variety of DEI initiatives globally, in close collaboration with the CHROs in respective regions.

In addition, while clarifying DEI in terms of equity (fairness and equity), we are advancing DEI as a management strategy under commitment by top management.



## Thinking on DEI

MUFG is striving to build an inclusive organization, where employees with diverse backgrounds and values can thrive and empower each other to perform at their best, and are given equal opportunities for growth and development, irrespective of gender, disability, nationality, race, age, sexual orientation or other attributes. We believe that diversity in the workplace at MUFG can spark “chemistry” by respecting to each other’s differences and by leveraging each other’s unique strengths.

Moreover, this will encourage the employees to generate new ideas and adopt new modes of behavior and, in turn, foster an open-minded corporate culture and the creation of new value that transcends the expectation of customers and society.

We therefore consider that promoting DEI is essential to achieve our purpose “Commitment to empowering a brighter future.

## Compensation System

MUFG’s compensation system for Executives is aimed at ensuring the achievement of short-term performance targets and 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 added DEI targets to qualitative assessment indicators for determining the amount of bonuses vis-à-vis the execution status of the recipients’ duties to facilitate management efforts to promote and secure the robust employee understanding of DEI.

[Corporate Governance](#)

## Evaluation for DEI Initiatives

For evaluation of our DEI initiatives, please refer to [“External Evaluation.”](#)

## Encouraging Diverse Talent to Play an Active Role

### Female Employees

Regarding gender equality, raising the ratio of women in management is a critical issue. MUFG has set medium- to long-term numerical targets and is undertaking the training and promotion of women with top management’s commitment. For female senior-level employees, we provide training for selected employees and mentoring programs to encourage executive aspirations and create opportunities for learning advanced skills.

**Number of female directors and executive officers**

**19 persons**

As of April 2023  
(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".**

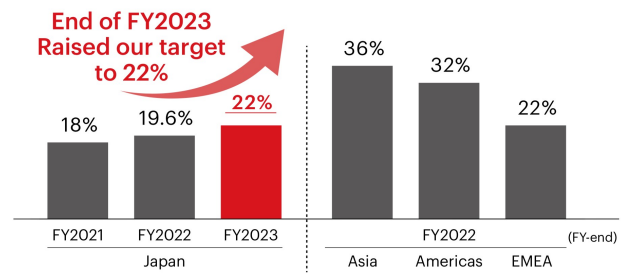
## Setting Numerical Targets

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 22% in Japan by the end of March 2024. <sup>(note)</sup> This goal aims to reflect diverse perspectives and values into areas closer to management. It marks a milestone in achieving a 30% ratio of women in management in the medium-to long-term. In addition to the joint numerical targets of the three companies, each company has set its numerical targets to promote the appointment of female employees.

As of March 31, 2023, the ratio of female managers in the Bank, the Trust Bank, and the Securities (combined in Japan) was 19.6%.

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

Ratio of Female Managers\*1



\*1 Overseas bases: the ratio of female Managing Directors or Directors; domestic bases: the ratio of female employees in Chief Manager positions and above.

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

MUFG Bank	Action Plan (PDF / 251KB) (in Japanese)
Mitsubishi UFJ Trust and Banking	Action Plan (PDF / 146KB) (in Japanese)
Mitsubishi UFJ Morgan Stanley Securities	Action Plan (PDF / 126KB) (in Japanese)
Mitsubishi UFJ NICOS	Action Plan (PDF / 167KB) (in Japanese)
ACOM	Action Plan (PDF / 124KB) (in Japanese)

## The Gender Pay Gap and Initiatives to Eliminate It

### The Gender Pay Gap

In our primary consolidated subsidiaries, the pay gap between male and female workers is as follows.

	The pay gap between male and female workers (%)(note1)		
	All workers	Regular workers	Non-regular workers
MUFG Bank	49.6	52.7	58.7
Mitsubishi UFJ Trust and Banking	63.2	62.7	84.5
Mitsubishi UFJ Morgan Stanley Securities	57.4	57.4	—(note2)

(note1) For the categories of regular, non-regular, and all workers, percentages are calculated as (average annual pay for women) ÷ (average annual pay for men).

(note2) There are no non-regular workers at the targeted companies.

In the above table, a partial breakdown for regular workers is as follows.

	The pay gap between male and female workers (%)				
	By Course		By qualification		
	Core Officer	Business Specialist (BS) Track/Regional Track	Management level	Managerial Staff	Non-Managerial Staff
MUFG Bank	65.9	91.8	87.2	82.0	81.2
Mitsubishi UFJ Trust and Banking	62.7	—(note)	89.4	83.1	89.1
Mitsubishi UFJ Morgan Stanley Securities	77.5	114.3	81.7	81.3	89.6

(note) Core Officer only at targeted companies.

### Main Factors behind the Gender Pay Gap, and Future Initiatives

As noted above, a pay gap exists between men and women in our three main companies. In the Bank, in particular, a long history of BS Track hires (General Track) exists centered on women in departments that support counter service and clerical work. Pays in these job categories are relatively low while the number of workers is large, factors that widen the gender pay gap. In addition to the scheduled fiscal 2024 introduction of the Ex System which enables the pursuit of expertise in specific business areas, we plan to revise our personnel system, eliminating the barrier between Main Track and BS track courses in 2025 and establishing a new Professional Track. By doing so, we will further support autonomous career development without restriction by gender or Track classification.

A gender gap also exists in promotions to managerial and senior positions. Acting individually and in concert, the Bank, the Trust Bank, and Securities have supported career development for women by raising KPIs for the ratio of women in management. In 2022, we held a Leaders Forum and executive mentoring program for senior positions. For mid-level positions, we are enhancing the provision of opportunities for career development by launching group joint training and starting an employee-based mentoring program by which women in senior positions train mid-career and junior women as mentors.

Although the gender pay gap in equivalent positions is in the 80 to 90% range, gaps can also be seen caused by differences in working hours, including overtime work and the use of shortened working hours programs. On this point, we believe that measures including the promotion of work style reform and participation by men in childcare will lead to the correction of gender inequalities.

Looking ahead, each of our companies will continue to increase opportunities for women's advancement by expanding the promotion of women to more senior positions and enhancing the flexibility of work systems to correct gender gaps.

See "[Provision of Flexible Work Styles](#)" for information on initiatives related to work style reform.

### Implementing a Variety of Programs for Women

The Bank, the Trust Bank and the Securities implement individual programs for mentoring women in managerial and senior positions by executives, and offer support for resolving issues in career development. In training for selected employees, the three companies jointly conduct "WILL <sup>(note1)</sup> Training," which provides complementary

opportunities to obtain strategy-building and logical thinking capabilities for playing active roles in more senior positions.

For women not yet attaining managerial positions, we work to develop the next generation of leaders by providing opportunities to consider pursuing management positions through dialogue with women in the same positions and with female managers under the themes of "Career" and "Leadership" in WISH training <sup>(note2)</sup>.

We also offer a variety of programs, such as online networking, by which applicants can consult with senior employees about concerns over balancing careers with life events.

(note1) Women's Initiative for Leadership and Learning

(note2) Women's Initiatives Seminar on How to design our own career

### 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 managerial and senior positions) and WISH training (training for the next generation)</li> <li>• Mentoring</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 fiscal 2022, we lowered the target years of employment for participation in the executive mentoring program. We significantly expanded the number of eligible persons to about 150. In fiscal 2023, we will further expand the program's target and will accelerate the promotion of women by actively providing female managerial candidates with opportunities to nurture a management perspective from an early stage. 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 are expanding mentoring programs for women in managerial positions and training for managerial candidates to accelerate personnel development. We conduct training for all female employees in the fifth year of employment to dispel anxieties over career development and life events. We encourage the participants to leverage this opportunity to network with senior employees and foster a career mindset. We also launched the



publication "STEP" to introduce the careers of female employees and provide opportunities to learn about diverse careers.

■ **Mitsubishi UFJ NICOS**

To support each employee’s autonomous growth opportunities, we provide career advice by holding seminars on career planning, follow-up seminars after changing career tracks, and assigning mentors to managerial candidates.

■ **ACOM**

ACOM provides a Career Design Program to help female employees continue working and fulfilling careers. It holds panel discussions by female employees who share their stories about balancing work and childcare, providing opportunities to consider and overcome the barriers women face in their careers.

■ **the Americas**

The Multicultural Women Executive Leadership Program (MWELP), a program for developing diverse female leaders at the University of Southern California, offers training and coaching by female leaders active in numerous countries and cultures. Every year, many female MUFG Americas employees participate in the program to attain further growth as leaders. MUFG Americas is also a sponsor of the program.



■ **EMEA**

In EMEA, they launched the SHEROES community for women at the Vice President level. In cooperation with experts in their fields, members of SHEROES support and encourage each other while working to gain skills for career advancement. Activities include events with guest speakers, CSR activities, book research, participation in major events such as International Women's Day.

**Programs to Support Continuation of Career**

To support career continuation, 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

### Work Abroad and Autonomous Career Development

Since my student days, I had an interest in other countries. In my fourth year after joining the company, I applied through in-house job postings for overseas work that I could try even as a general position, which I was appointed then. I failed the first time, but on my second attempt the following year, I was assigned to London and placed in charge of sales to non-Japanese corporations for three years. As someone who had not lived overseas, working abroad was fresh and exciting. I learned about many things, such as the local staff's values and ways of working. Upon returning to Japan, I was placed in charge of planning in the Markets Department. Wanting to work overseas again, I switched to the Main Career Track. For employees who communicate their wishes and work hard on their appointed tasks, MUFG has the open-mindedness to grant those wishes and give diverse human resources opportunities to play active roles. I subsequently took up treasury work in New York for five years. After promotion to director, I now support the local Chief Risk Officer in risk management work in London. Even during dizzying environmental changes such as the Russian-Ukrainian conflict and the UK "gilts shock," I strive always to make balanced decisions. I also undertake CSR activities such as participation in local elementary schools' afforestation activities as I work daily with local staff to enhance MUFG's presence in Europe.



**Kanako Sugihara**

**MUFG Bank  
Managing Director,  
Head of EMEA Risk Governance,  
EMEA Risk**

## Events that Support the Promotion of Female Employee Empowerment

### Diversity Management Forum

The Bank, the Trust Bank, and the Securities have set a joint goal of achieving a 22% ratio of women in management by the end of March 2024. As the ability to develop and support subordinates in the capacity of division, office, or branch managers is indispensable for employees' career development, the three companies jointly established the MUFG Diversity Management Forum in fiscal 2022, targeting these managers. Human resources officers of the Bank, the Trust Bank, and the Securities are facilitators to engage with external experts and MUFG female officers in a dialogue format. The sessions are required viewing for about 1,200 managers from MUFG divisions, offices, and branches. We intend to continue the Forum as a venue where managers can keenly realize the need to promote and develop female personnel and support for putting such actions into practice.



## Initiatives for International Women's Day

Every year on March 8, International Women's Day (IWD), designated by the United Nations, events are held worldwide to celebrate women's achievements in society, economy, culture, and politics and to think about gender equality.

As initiatives to eliminate gender gaps in the world move forward, MUFG, too, is making contributions to gender equality worldwide through our financial products and services, social contribution activities, and corporate climate development.

### ■ Japan

We held the MUFG Happy TRY Festival in fiscal year 2022. Under the theme of "3 Days of Beneficial Fun," we held sessions for learning about cancer and health issues faced by women and an event that brought employees and their families together across venues in Tokyo, Nagoya, and Osaka to watch rugby, a sport that embodies the spirit of DEI. The Sessions included talk sessions on the theme of mental and physical health maintenance techniques and self-development by four female officers, an employee roundtable discussion on balancing work with childcare, a fertility treatment seminar planned by employees through an open application system, and a lecture on support for women's health and the promotion of DEI by Sputniko!, an assistant professor of Tokyo University of the Arts and an active artist.

### ■ the Americas

Employees actively carry out volunteer activities. The Women's Initiative Network (WIN), a volunteer organization for female employees, held various online events for all employees in the Americas, alongside local events hosted by sites in Canada and South America.

### ■ EMEA

Under the 2023 International Women's Day theme of "Embrace Equity," we held exchange meetings hosted by European officers as well as webinars on women's mental and health issues, intending to achieve fair and diverse workplaces where all people can demonstrate their true value.

### ■ Asia and Oceania

To support DEI efforts in Asia and Europe, we held a panel discussion and seminar by three invited departmental regional managers. To make IWD more familiar, we held an event in which participants wore items in the IWD's emblematic color of purple and sent photos taken in specified poses in a relay email format. We also carried out an event in which employees sent each other e-cards to express gratitude for the achievements and contributions of women and for the men who support women's empowerment.



## LGBTQ

### MUFG Human Rights Policy Statement

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

#### 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 to prevent discrimination and prejudice. We publish LGBTQ Handbook for Workplaces, which outlines the attitudes to be taken in the workplace and how to deal with situations that may occur. It has been used mainly by managers 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 MUS Information Systems and Mitsubishi UFJ Information Technology 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 beneficiary of company benefits such as special paid leave and rent subsidies.

### Activities to Promote Understanding and Enlightenment about LGBTQ

We support and sponsor Tokyo Rainbow Pride<sup>(note)</sup>, held annually at Yoyogi Park in Tokyo. For three consecutive years from 2021, MUFG participated in the event in collaboration with Mizuho Financial Group and Sumitomo Mitsui Financial Group. In 2023, we held an online booth exhibition and posted to social media about the initiative. We also created a message video to communicate to society broadly.

(note) One of the largest awareness-raising events in Japan, organized by the specified non-profit corporation Tokyo Rainbow Pride to bring together LGBTQ persons and their 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. During June 2023 PRIDE Month, MUFG carried out initiatives to promote understanding of LGBTQ globally and raise awareness of related rights.

### ■ Japan

In a joint project with Mizuho Financial Group and Sumitomo Mitsui Financial Group, participants viewed a movie depicting the perspectives of LGBTQ persons to learn about the issues they and their families face, and the importance of accepting each individual's differences and values. About 100 people, including employees of the three companies and their families and friends, attended the event, which was also simultaneously streamed online.



### ■ the Americas

Our DEI, culture, and philanthropy teams joined with the Pride Alliance Employee Resource Network," to hold a PRIDE Month event under the theme "Together with Pride." Anti-Semitism and LGBTQ- or race-based hate speech and violence negatively impacts on productivity and on employee mental health and well-being in the workplace. In an employee-oriented learning session titled "Become an Upstander and An Effective Ally," participants discussed what every individual should do to act as a good ally and to build a safer work environment. Employees also participated in an ERN-sponsored volunteer activity called "God's Love We Deliver (GLWD)," and carried out an initiative to prepare and deliver nutritious and delicious meals to community residents in need of support.



■ EMEA

The Pride Alliance Employee Resource Network in Europe is leading various initiatives to create inclusive work environments that empower all workers to take on active roles while expressing their individuality. As an activity for broadening circles of allyship, the Network is calling on employees to note their self-identifying gender pronouns, such as she/her for female and he/him for male, or non-binary pronouns, such as they/them that are not bound by the man/woman framework, in their outgoing email signatures. This initiative has made the existence of varied gender identities and gender expressions visible. It has triggered increased awareness of different gender identities. We also decorated offices with rainbow-colored decorations in celebration of PRIDE Month.



## Effort to Visualize Allies

As part of our efforts to foster an inclusive workplace for LGBTQ, we created original straps in six rainbow colors. We distributed them to employees who wished to wear them so that we could make the allies who support LGBTQ people and community more visible in the company. It can also provide an opportunity for other employees to become aware of the existence of LGBTQ people.

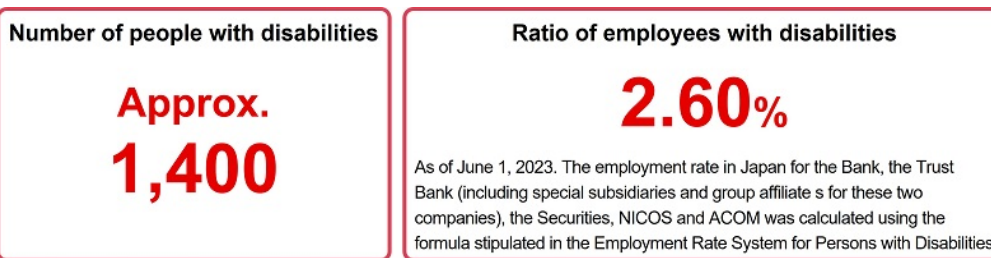


Rainbow-colored strap distributed to Allies

## 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 2.60%<sup>(note)</sup> in Japan (as of June 1, 2023).

(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.



## Establishing Special Subsidiaries

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

<p><b>Mitsubishi UFJ Business Partner</b> (Special subsidiary of the Bank)</p>	<p>The company was initially established in 1996. 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. In addition to clerical bank work, business card printing, and other diverse work tasks, the company is expanding opportunities for employees with disabilities to lead initiatives to promote co-existence in society through activities such as on-site classes for schools and employment seminars for people with disabilities.</p>
<p><b>Ryoshin Data</b> (Special subsidiary of the Trust Bank)</p>	<p>Established in 1979. About 60 employees with disabilities at three locations in Tokyo work on their tasks. Since most of the employees are hearing-impaired, the company provides reasonable accommodations: they are alerted to visitors and emergencies by tri-color PATLITEs. They can view the day's workload and work progress on a large display monitor. Voice recognition application is used for meetings and training.</p>

## Improvement of Workplace Environment at Group Companies

Each Group company endeavors to create a good workplace environment for employees with disabilities. The Bank provided iPads with a voice recognition application for the employees to convert 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.

### ■ Installation of Massage Room/Introduction of Health Keeper System

To promote the health of executives and employees, the Securities opened a massage room at its head office in the fiscal year 2022. They appointed a masseuses with national qualification in anma massage therapy to the position of Health Keeper. They introduced a Health Keeper system to improve employees' health, aid recovery from fatigue, and enhance work productivity through massage treatments and advice on health. They recruit and deploy employees with visual impairments as Health Keepers while creating a working environment where all executives and employees can work under mutual respect and support regardless of presence or absence of disabilities.



## Initiatives to Promote a Society of Co-existence with People with Disabilities.

### ■ Investment in Mirairo Inc.

Endorsing the business of Mirairo Inc. and its philosophy of "Barrier-Value" that changes barriers to value," the Bank invested in the company in May 2023 to create a partnership for strengthening the promotion of DEI.

Through the investment, we will endeavor to provide new services and value to MUFG customers and the broader society. We will further contribute to achieving a society of co-existence in which diverse human resources can play active roles.





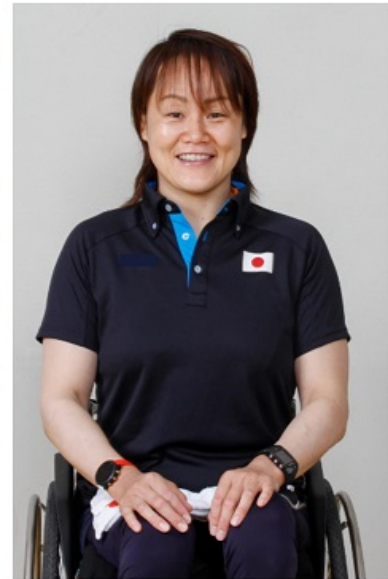
## VOICE

### 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

### 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 developing their career.

In addition to introducing programs to support capacity development and training for considering career development based on diverse values for employees reaching a certain age, we have established a continuous employment system that offers flexible forms of work after retirement to provide stable work opportunities and meet diverse needs.

### Nurturing Global Human Resources

Today, the MUFG Group has expanded into more than 50 countries around the globe, and approximately 57% of its entire workforce is accounted for by overseas employees (as of May 31, 2023). With the concept of "Diversity, Equity & Inclusion", to recruit and develop a diverse range of professionals, it is essential to foster our corporate brand in Japan and overseas so that people will want to work for MUFG.



(note) Figures for MUFG are as of the end of March 2023

Nurturing Professionals/Reskilling "Integrated Management of Human Resources around the Globe"

## Mid-Career Hires

At MUFG, professional human resources in various fields of specialty leverage their diverse backgrounds and skills in work. Each Group company is actively working to develop human resources through various programs and on-the-job training. However, when entering and developing new businesses, human resources with expertise in new fields, which existing employees might need help to handle, are required. To acquire the necessary human resources, we are promoting mid-career recruitment.



(note) The career recruitment ratio refers to fiscal 2022 performance at MUFG. The career recruitment manager ratio is as of the end of March 2023 at MUFG.

Nurturing Professionals/Reskilling "Improve Productivity and Nurture Professionals"

# Work-life Balance Support

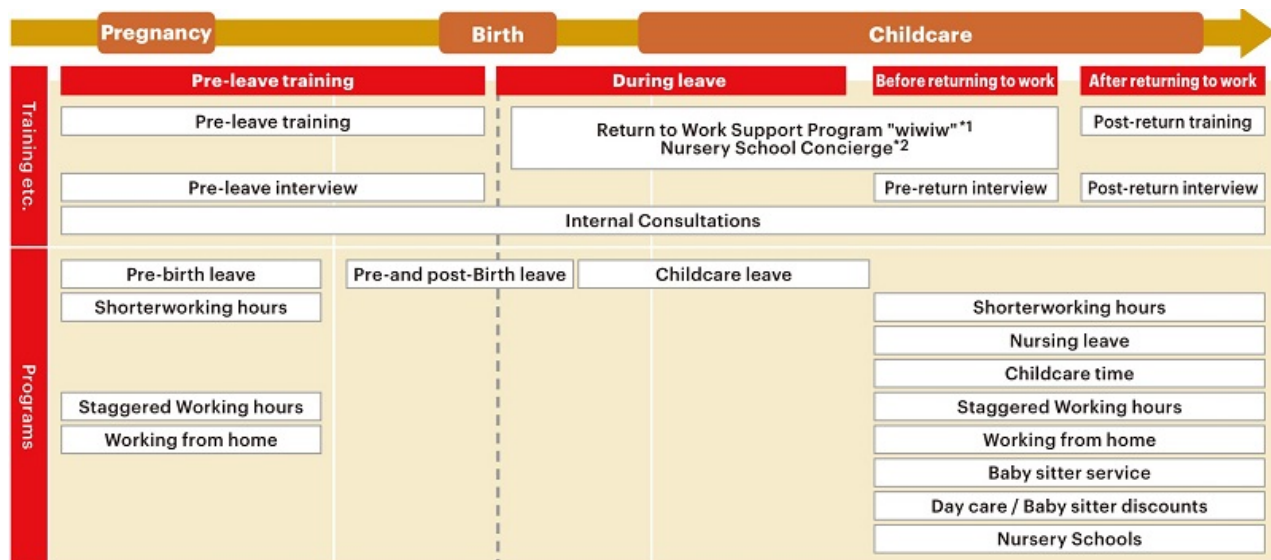
## Support for Balancing Work and Childcare

MUFG has introduced systems and programs to support employees who balance work, childcare and housework, regardless of gender. In addition, we strive 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-parental leave training and programs that allow employees to have 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-parental leave training programs to provide their employees with opportunities to think about workstyle after returning.

### 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

NICOS provides opportunities for employees, regardless of gender, with children in elementary school 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

As a component in creating an environment that facilitates taking parental leave and returning to work, they hold regular "communication circle" activities in which employees on childcare leave can exchange information with senior employees who have returned from leave. Upon employees' return to the job, they continue to provide support for balancing childcare with work, by means such as opportunities for individuals to consult with their managers on where and how they wish 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 FY2022

## Initiatives of Group companies (Figures in the heading indicate the percentage of male employees taking childcare leave in FY2022)

### MUFG Bank (90%<sup>(note)</sup>)

Since FY2016, the company has set a target of 100% participation in taking childcare leave. Starting in FY2019, the Bank is encouraging employees to take days off for 20 working days for childcare by combining 10-working-day paid childcare leave with 10-working-day annual paid leave, and it was named "Ten Plus Ten." The company also internally showcased the best practices of employees utilising "Ten Plus Ten" leaves. Also, the HR team

have proactively encouraged the eligible employees and their managers to recommend them to take the leave. To date, over 380 employees have taken the leave. In FY2021, we launched an employee community called "IkuKyari Lounge" on Microsoft Teams for working fathers and soon-to-be-fathers. In FY2022, we developed a mandatory e-learning program for people managers. The company encourages viewing childcare leave as an opportunity. It suggests utilizing it not only to understand the policies but also to implement a balanced work approach focused on productivity and efficiency. This initiative aims to achieve a well-balanced work-life integration and enhance team management skills.

**Mitsubishi UFJ Trust and Banking (100%<sup>(note)</sup>)**

Since FY2019, the company has encouraged male employees to take childcare leave by setting a utilization rate of 100%. In October 2022, they established a Family Care Leave program urging employees to take one month off by the child's first birthday to emphasize number of leave days. In addition, the company sends recommendation emails to the managers regarding male employees who have recently become fathers. The company also promotes leave-taking by offering examples of patterns for leave-taking and clarifying necessary procedures. We are fostering a culture in which active, planned leave-taking and participation in childcare by men is the norm so that male employees can play more active roles while balancing work and childcare.

**Mitsubishi UFJ Morgan Stanley Securities (91%<sup>(note)</sup>)**

Since FY2016, the company has been encouraging male employees to take childcare leave by setting a goal of 100%. The company is reaching out to eligible employees and their managers to provide information on the process of taking the childcare leave. Additionally, the company is featuring the childcare and household responsibilities of those who take leave in our internal communications, creating more opportunities for all employees to be aware of the balance between work, parenting, and household duties. Through these initiatives, the corporate culture is gradually emerging where male employees' participation in childcare is becoming the norm. Recommendation of the "Ten Plus Ten" program has also started concurrently with the Bank.

**Mitsubishi UFJ Information Technology (93%<sup>(note)</sup>)**

The company is encouraging timely childcare leave uptake and recommending it to male employees who have not yet taken it through their respective department heads.

(note) Statutory rate of male childcare leave: Male employees who took childcare leave in fiscal 2022 / Male employees whose spouses gave birth in fiscal 2022. Childcare leave may be taken until the child reaches age 2 for employees of the Bank, age 3 for the Trust Bank, and age 1 for the Securities.

**Information Provision to Those Balancing Work and Childcare**

The company has published support booklets such as "HUGKumu," aimed at helping male employees balance work and parenting, as well as 'Casebook on Overcoming the Challenges of First Grader's School<sup>(note)</sup>,' targeting employees struggling with work-life balance after their child's elementary school enrollment. These publications provide information and support to those balancing both responsibilities. It is a compilation of voices from parents sharing their childcare experiences, containing tips on how men can manage parenting and household responsibilities as well as insights into achieving a balanced work-life approach. This resource is not only intended to help those employees who are juggling work and childcare, but also serve as a valuable tool for managers and colleagues to understand the reality of balancing these responsibilities.

(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

At MUFG, we have opened company-led nurseries at two locations in Tokyo to support the early return to work of approximately 4,200 employees<sup>(note)</sup> who have taken childcare leave within the group, assisting in balancing both work and parenting responsibilities.

(note) Total number of childcare leave takers at the Bank, the Trust Bank, the Securities, NICOS and ACOM in FY2022.

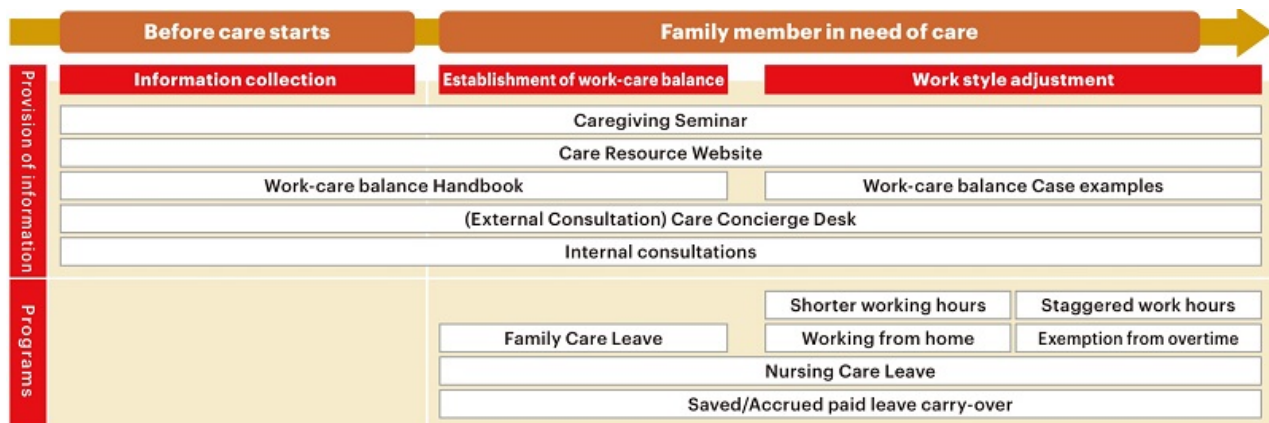
## Support for Balancing Work and Caregiving

By 2025, all baby boomers in Japan (born between 1947 and 1949) will be 75 or older. An 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, which has become a primary social concern.

Under such circumstances, MUFG established a variety of support programs, in addition to the provision of a various 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.

## Work-Life Balance Support Programs for Caregiving Responsibilities

### Representative Training and Programs



### Information Provision Regarding Caregiving

We provide information to employees of group companies to assist in balancing work and caregiving responsibilities. We used to hold seminars with approximately 800 employees from 40 group companies attending each session. However, due to the spread of the new coronavirus, since 2020, we have enhanced the distribution of on-demand seminar videos based on specific themes.

## Panel Discussion on Balancing Work with Caregiving Responsibilities

To help employees relate closely to the challenges of balancing work with caregiving responsibilities, in the fiscal 2022, we held a session, where employees served as speakers, sharing their experiences of work-life balance.

## Provision of Balancing Work with Caregiving Responsibility Support Services (Concierge Desk/Web Services)

For our employees and their families, we have implemented a concierge service staffed by experts and a caregiving information website that allows employees to search for caregiving facilities and services. We have established an environment where employees who are currently providing care as well as those who may be involved in caregiving in the future can consult with caregiving experts via phone or email. Additionally, they can gather information as needed.

## Publication of Work and Caregiving Balance Support Handbook

We have issued a 'Work and Caregiving Balance Support Handbook' that contains fundamental information related to balancing work and caregiving responsibilities. This handbook provides essential tools to smoothly navigate the sudden onset of caregiving responsibilities.

## Sharing Stories of Balancing Caregiving and Work Responsibilities

We have issued a 'Casebook' specifically for employees providing care, featuring practical challenges faced by experienced caregivers and preparations that should be made in advance. This casebook aims to support the establishment of a balanced caregiving and work arrangement. In addition, we have established "MUFG Carers", an employee-led community on Microsoft Teams. This platform provides a space for employees who are balancing work and caregiving responsibilities to connect with each other and exchange information regarding their caregiving duties.

## 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

Considering the growing tendency of late marriage and other societal factors in Japan, MUFG is supporting employees undergoing infertility treatment while continuing to work.

### Support Programs for Balancing Work and Infertility Treatment

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

### Issuing Guidebooks

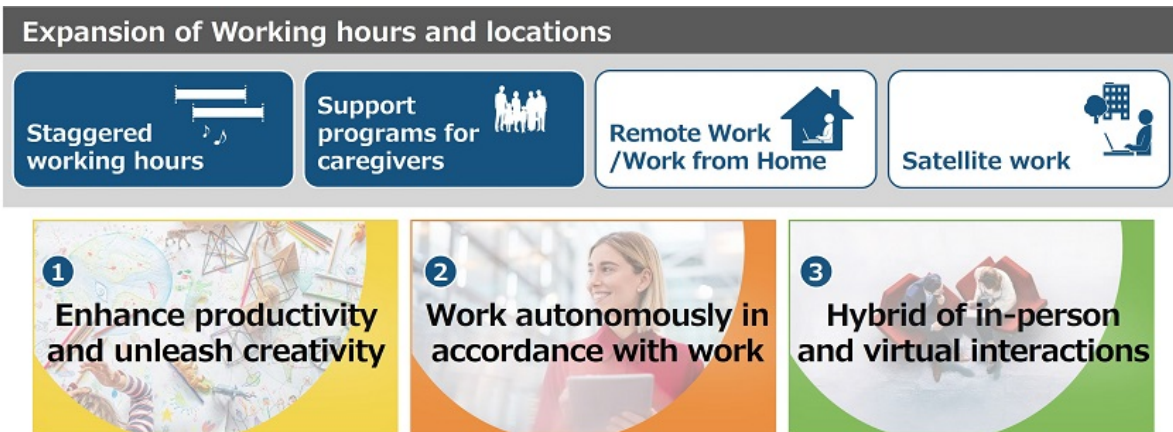
MUFG published a guidebook to Support the Balancing of Work and Infertility Treatment for employees undergoing treatment, their managers and colleagues, and those who are considering treatment in the future. This guidebook aims to create a workplace environment, where employees find it easier to balance work and infertility treatment.



## Provision of Flexible Work Styles

### Promotion of Flexible Work Styles

At MUFG, we actively leverage hybrid communication methods, combining in-person and virtual interactions. We are advancing a work system and a workplace environment that enables employees to work more autonomously and efficiently, tailored to their tasks and life stages without being bound by location or time. We aim to create a company where all employees can enhance their productivity, unleash creativity, and thrive with enthusiasm.



## Creating an Inclusive Workplace

### Enhancement of Management Awareness

Improving the awareness of management is a crucial factor that determines the success of DEI initiatives. We aim to enhance job satisfaction and productivity by fostering an understanding of employees' diverse values private lives.

### Providing Various Training Programs

At MUFG, we provide a wide range of training programs, 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, managing directors, and directors. These sessions focus on teaching the importance of being aware of unconscious biases and building a team with psychological safety. The goal is to develop organizations and teams where each diverse employee can play an active role. For existing managers, we have created opportunities for them to deepen their understanding of DEI and to engage in self-reflection through e-learning, on-demand video and personnel evaluation, and other programs.

## Initiatives of Group Companies

### ■ Mitsubishi UFJ NICOS

At NICOS, we annually conduct seminars for managers, providing tips on new management styles in response to changing social environments, opportunities for self-reflection on themselves, and training on diversity management practices.

### ■ ACOM

At ACOM, we conduct 'Leadership Enhancement Training' to enhance organizational capabilities. This training focuses on strengthening leadership mindset, learning one-on-one skills as a leader, and improving their relationship-building abilities for fostering subordinates' development.

## Embedding DEI into Our Culture

### Diversity, Equity & Inclusion Month

The Bank, the Trust Bank and the Securities have designated November every year as Diversity, Equity & Inclusion Month (formerly Inclusion & Diversity Month.) We conduct training programs and workshops at all Group locations in Japan. We have been focusing on trending topics, such as Unconscious Bias and LGBTQ rights, creating opportunities for employees to deeply think DEI as an issue that matters to everyone. In FY2022, we conducted e-learning sessions and discussions at branches and departments with the theme 'Psychological Safety.' Our objective was to create a workplace where employees can bring their authentic self, demonstrate their motivation and abilities, and collaborate in complementing each other's strengths and weaknesses.



### Raising Awareness about Unconscious Bias

At MUFG, 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 FY2022, we published Unconscious Bias Handbook, which includes guidelines for inclusive expression and language along with a series of columns that allow us to explore about biases through comics.



## Initiatives for International Men's Day in Asia

November 19 is designated International Men's Day, a commemorative day to promote gender equality and celebrate men around the world. In the APAC region, we issued a newsletter to promote understanding of the mental health issues faced by male employees, held talk sessions by employees, and provided employees with opportunities to contemplate men's health challenges and well-being.

## Raising Awareness Activities on Black Discrimination Issues in the Americas

In the United States, June 19 has been designated as Juneteenth, a day of freedom, remembrance, and celebration to commemorating the date on which people brought to America from Africa as slaves were emancipated. MUFG Americas also celebrated this day and organized a session to learn about the history of America, as well as the history of Black people and African Americans in the country.



## Employee-Driven DEI Initiatives

MUFG provides opportunities for employees to take initiatives in promoting DEI.

### Japan

#### ■ MUFG Bank

We have established an online community where Employees who share similar values can connect beyond their respective organizational boundaries. Participants can freely share information and exchange opinions with each other, and this platform also facilitates voluntary activities among interested members.



**For women**

- Engaging with other women's perspective to gain insights and learning.
- Reflecting on one's career while feeling a sense of connection and solidarity among women.



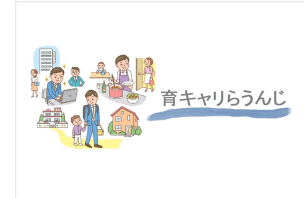
**For those who want to be LGBTQ allies**

- Connecting with LGBTQ allies and fostering a sense of unity.
- Participants exchange information and opinions, gaining insights from each other.



**For Caregivers balancing work and caregiving responsibilities, as well as those with caregiving experience, and also for their managers and colleagues**

- Connect with others involved in caregiving to gain insights and to feel a sense of unity.
- Participants exchange information and opinions, gaining insights from each other.



**For working fathers balancing work and family life, as well as expectant fathers preparing for the work-family balance**

- Gain insights and perspectives from other men balancing work and family life.
- Nurturing mutual understanding among working fathers while balancing work and family life vibrantly.

**■ 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 feel happy and highly engaged. We addressed themes related to employee needs and areas for improvement or reform, implementing various initiatives through "ambassador" employees selected from the front lines. These initiatives include "Thanks Card" expressing gratitude, system revisions to accommodate diverse work styles, and various programs focused on fostering a "feeling of growth." We aim to create a vibrant company that evolves through employees' proactive involvement in various initiatives.

**Global basis**

**■ EMEA Base: Employee Resource Network**

Seven employee networks operate in various fields, actively promoting the creation of a workplace environment where diverse employees can thrive.

**disABILITY WORKS**  
Disability Network

Employee network supporting employees affected by disabilities.

**BALANCE**  
Gender Diversity Network

Employee network working towards achieving gender balance in organization.

**Pride Alliance**  
LGBTQ+ & Allies Network

Employee network to celebrate LGBTQ+(note) rights and promote understanding among advocates, allies and communities.

**MOSAIC**  
Multicultural Network

Employee network embracing cultural diversity.

**Family Matters**  
Family Network

Employee network fostering family-friendly workplace initiatives.

**Social Mobility**  
Social Mobility Network

Network committed to creating a culture where employees feel a strong sense of belonging at MUFG regardless of their socioeconomic backgrounds.

**CONNECTIONS**  
The Social Network

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**

In Americas, we are working towards creating an inclusive workplace environment where employees, regardless of race, nationality, ethnicity, or any other attributes, can thrive and work comfortably.

**Adelante**  
Hispanic/Latino  
Enterprise Resource Group

Enterprise Resource Group for Hispanic/Latino community.

**NextGen Leaders**  
Generational Enterprise Resource Group

Enterprise Resource Group for next and diverse generations.

**PULSE**  
African American/Black  
Enterprise Resource Group

Enterprise Resource Group for African American/Black community.

**WIN**  
Women's  
Enterprise Resource Group

Enterprise Resource Group to promote Women's empowerment.

**ASPIRE**  
Asian Pacific Islander  
Enterprise Resource Group

Enterprise Resource Group for Asian American and Pacific Islander community.

**Pride Alliance**  
LGBTQ+ Enterprise Resource Group

Enterprise Resource Group for LGBTQ and Ally.

**SERVE**  
Veterans'  
Enterprise Resource Group

Enterprise Resource Group for Veterans.

## ■ Asia: Employee Resource Network



Employee Network for workplace environment improvement.



Employee Network for environmental issues and ESG initiatives.

Employee-led communities across various global regions are actively engaged in initiatives aimed at improving workplace environment and making meaningful contributions to society. In APAC, we launched the employee resource network (ERN) named APAC Kaizen in April 2023. This network aims to improve the workplace environment while reflecting the voices of individual employees. The APAC Green Team community launched in July 2023 is tackling environmental problems and ESG issues, such as paperless operation and reduction of plastic usage in workplaces. Employees participating in the ERN take the lead in identifying issues in the workplace and tackling solutions, working in cooperation with human resources, technology, and other departments of the company. Such efforts have given rise to virtuous cycles that not only improve the workplace environment but also enhance the skills of every participating employee.

## Health Management

### Our Approach to Health Management

To realize MUFG's purpose, "Committed to empowering a brighter future," we place the utmost importance on the mental and physical health of our employees so that we can devote ourselves fully to responding to and finding solutions for the challenges faced by society, our customers, and all other stakeholders. Based on each company's health and productivity commitment, the Bank, Trust Bank, and Securities are promoting health and productivity management as one of their management missions.

Specifically, industrial physicians and occupational health staff working at MUFG Group companies and health insurance societies cooperate to manage employees' mental and physical health through regular health checkups, stress checks, and various health counseling programs. We also set and monitor KPIs for a variety of health measures including these, and implement, evaluate, and make improvements to measures.

### Reducing Overtime

MUFG regularly monitors overtime hours and the number of employees who work long hours in order to reduce excessive working 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.

### Initiatives of Group Companies

MUFG is undertaking a number of initiatives to address employees' physical and mental health.

- Regular health checkups
- Stress level checks
- Establishment of Safety and Health Management Rules
- Health Committee meetings
- Workplace patrol
- Interviews with overworked employees by industrial physicians
- Health counseling by occupational health staff and counseling by clinical psychologists
- Information submission to employees such as distribution of Healthcare Center Human Resources Division Newsletter
- Support for the cost of influenza vaccination

## MUFG is recognized under the large enterprise category of the 2023 Certified Health & Productivity Management Outstanding Organizations Recognition Program

Under the Certified Health y Management Outstanding Organizations Recognition Program jointly run by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, the Trust Bank was recognized as a "White 500" enterprise under the large enterprise category and the Securities under the large enterprise category.

In its Sustainability Activity Guidelines, the Trust Bank states that it strives to create a safe and enriching society based on a team of professionals that can solve challenges faced by society and customers. The mental and physical health of our employees is our driving force to achieve this goal, as it vitalizes the organization and improves productivity. Based on these principles, we pursue health and productivity management to promote 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.

The Securities is committed to unceasing efforts to create a better tomorrow for our customers and society. With the motto of "Challenge For Better Tomorrow," our employees continue to deepen their professional expertise and challenge themselves to make innovative changes. To make this a reality, it is essential that each employee is healthy and happy in both mind and body. We strive to be a company that contributes to our employees' happiness through a variety of measures that promote health and well-being.

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

## 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, with payment exceeding minimum wage. 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.



# Culture Transformation

## Culture Transformation

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.

### Corporate Culture Transformation Aiming for Sustainable Growth

MUFG aims to empower every employee to autonomously and individually think, act and take on challenging endeavors with a sense of ownership when tackling the missions assigned to their respective teams. By doing so, we are striving to create an organization capable of navigating in a time of ever-faster change and increasing diversification in values. To this end, we deem it essential to develop an open-minded and speed-oriented workplace while enabling employees to earn tangible successes in the course of their daily operations and take pride in their work as well as to nurture a sense of optimism. Overall, we aim to foster a culture supportive of “Challenge and Speed.”

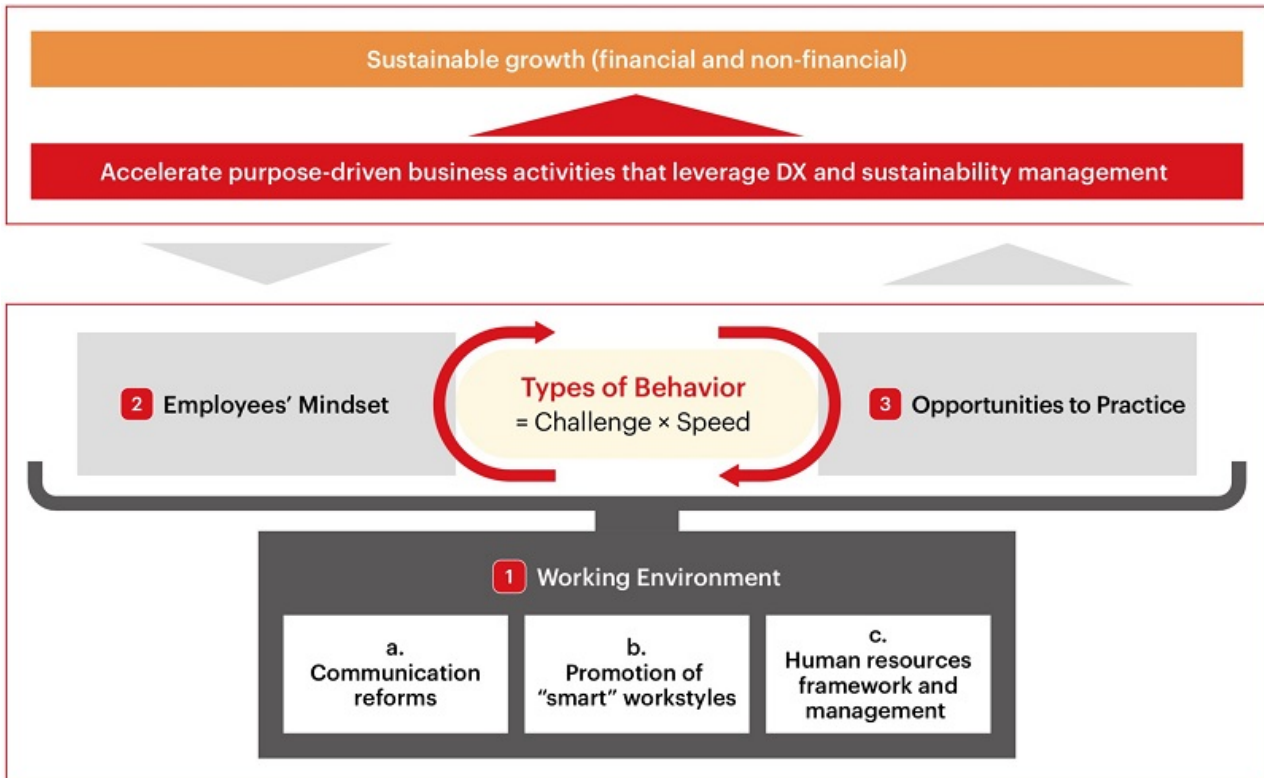
To empower employees to robustly embrace “Challenges and Speed” as part of their daily pattern of behavior, we have defined three components of corporate culture transformation: (1) A working environment offered by the Company, including communication tools and human resources frameworks; (2) An employee mindset underpinned by a sense of relevance aligned with MUFG’s Purpose; and (3) Opportunities to act on this mindset and put it into practice. Currently, we strive to promote coordination among these three components to develop an open-minded, worker-friendly environment and foster a corporate culture in which those who take on challenges to realize the Purpose are highly appreciated. To be more specific, we have been holding townhall meetings by the senior management and promoting internal social networks while implementing a new, employee driven job-rotation framework and launching the “MUFG SOUL Project”, a social contribution program through which employees take the initiative in solving problems confronting the local communities. These are the examples of the initiatives under our culture transformation framework, and all in all, they are intended to create a place for open and resonant dialogue among the employees and encourage them to turn their aspiration into action.

In fiscal 2022, we strengthened the employee-led initiative by starting the “MUFG Way Employee Sessions,” in which employees share their personal definitions of the MUFG Way, as well as the “MUFG Way Boost Project,” which aims to put a spotlight on those employees who are discovered through recommendation of their team members as someone who embodies the MUFG Way, while also launching Spark X, a new business incubation program.

The outcomes of these initiatives and relevant issues are identified via, for example, the annual MUFG Employee Survey and reported to the Board of Directors.

## Framework of Transformation of Corporate Culture

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



## Results of the MUFG Employee Survey and Review of Fiscal 2022

The fiscal 2021 survey confirmed that employees have an ever-stronger drive to take on challenges. On the other hand, it was revealed that our workforce is still confronting issues associated with operational speed. Accordingly, in fiscal 2022 we enhanced the digital tools available to employees while encouraging managers to engage in one-on-one meetings with their staff, with the aim of fostering a workplace culture supportive of more casual exchanges of opinions. Moreover, we developed an environment that encourages those who autonomously take on challenges by implementing “Spark X” and the “MUFG Way Boost Project” as well as introducing a new job-posting program that allows employees to gain hands-on experience in different job categories. <sup>(note)</sup>

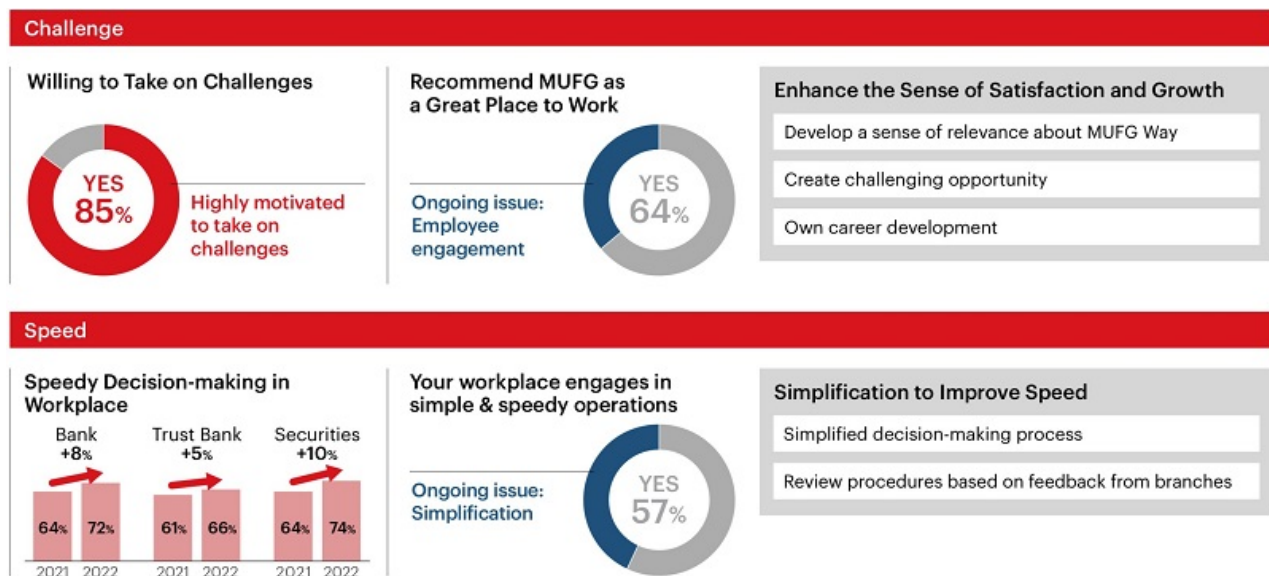
In the fiscal 2022 survey results approximately 90% of employees indicated that they are consciously taking on new challenges in the course of their work. With regard to the question of “Speedy decision-making in the workplace” the cumulative number of affirmative ratings grew year on year by the largest margin among all questions. Many respondents cited their participation in MUFG Way Employee Sessions as a reason for giving high ratings to this question. Specifically, it was suggested that these sessions, which allowed them to exchange their thoughts on overlaps between the MUFG Way and their own beliefs and values with fellow colleagues, left them with a greater sense of psychological safety. This, in turn, resulted in more robust communications with their peers, leading to speedier decision making.

On the other hand, responses to the question “Managed in a simple and speed manner” indicated stagnation. A number of respondents have identified the complexity of procedures and rules as the root cause of stagnation, along with the prevailing cumbersome consensus building process used when multiple departments are involved. To empower employees to take on new challenges aimed at improving corporate value, it is essential that they be able to allocate more time to such endeavors via operational streamlining. In this light, simplifying hard-to-understand and complex procedures and rules is a matter of urgency. Accordingly, the revision of decision-making processes is under way in fiscal 2023 at the Bank, the Trust Bank, the Securities and other Group entities. We are also simplifying procedures and rules by various ways such as introducing tablet terminals. In addition, respondents who gave a positive rating to the question of “Recommend MUFG as a great place to work” accounted for only around 60% of overall respondents. Among the rationales provided by those who gave a negative rating to this item, “the lack of sense of excitement in job” was identified in the largest number of instances.

Today, businesses are being called upon to adapt to major changes and achieve transformation. This means that individual employees are facing an equivalent level of expectation in the form of behavioral transformation. To empower them to achieve this transformation and thereby serve as a driving force of MUFG’s sustainable growth, the Company needs to win their empathy, be attractive to them and encourage them to have a sense of ownership over their role and how to navigate it. Thus, improving employee engagement is a matter of importance.

With this in mind, we are striving to develop and expand a positive growth cycle in which employees take on the challenge of embodying the Purpose on their own terms, are appreciated by others and feel a tangible sense of personal growth that, in turn, motivates them to take on the next challenge.

(note) A program that allows applicants to engage in different types of operations for short periods without having to transfer, thereby providing them with the opportunity to gain hands-on experience in and a deeper understanding of the duties of departments that catch their interest.



## Employee Mindset

### “MUFG Way Employee Sessions” and “MUFG Way Boost Project”

In line with our aim to help each employee discover the relevance of our Purpose within their daily operations and thereby encourage them to take specific action to embody it, we began to upgrade MUFG Way integration sessions, an initiative launched in fiscal 2021.

First, we initiated “MUFG Way Employee Sessions” as an updated version of the above sessions. Through these sessions, we encourage employees to reflect on how the MUFG Way and their own values, beliefs and

aspirations overlap. By doing so, we help them determine how they can contribute and to whom through their engagement in duties at MUFG on their own terms. Employees are then invited to engage in frank exchanges of opinions with their managers and colleagues.

Second, we launched “MUFG Way Boost Project.” This project was designed to empower a growing number of employees and activities to embody the MUFG Way. For this project, approximately 70 members appointed by President Kamezawa from a diverse range of Group companies, including overseas branches, met online every week and engaged in vigorous discussions. Based on these discussions, they solicited recommendations for individuals to be named model employees who embody the MUFG Way from business units across the Group. They then conducted interviews with each employee recommended to hear about their aspirations and the details of their activities. The results of these interviews were summarized in a booklet titled MUFG Way—Bringing it to life. We expect this publication to provide new insights to employees who find it difficult to have a sense of ownership about the Purpose by letting them know about initiatives undertaken by their peers. The project members also conducted roundtable talk events, in-house radio broadcasting and video streaming. Through these and other communication initiatives, we encourage each employee to autonomously take action to embody the MUFG Way so that our Purpose can be realized by our entire organization.



## MUFG Headquarters Building Project Led by Employees

We are currently planning the construction of a new MUFG headquarters (HQ) building designed to further increase the sophistication of our groupwide, integrated management approach through the consolidation of the HQ functions of the holding company, the Bank, the Trust Bank and the Securities.

In connection with this project, we launched a working group (WG) via in-house posting by recruiting WG members from employees at the Bank, the Trust Bank and the Securities. The WG has been formed to foster an employee culture of spontaneously taking on challenges and to create opportunities for employees to act in collaboration in a way that transcends the boundaries of Group companies.

The 19 employees of differing age and positions chosen to form the inaugural membership of the WG have begun holding remote and face-to-face discussions in addition to touring external corporate facilities and attending lecture sessions provided by experts to gain a diverse range of knowledge. In addition, they have engaged in discussions with the presidents of MUFG companies. Through these activities, they have identified “Go Beyond with You” as a project concept, which summarizes MUFG’s collective determination to constantly transform itself and go beyond its conventional scope of operations. This concept also represents ideals regarding what the new MUFG HQ building should look like while indicating the general direction of innovative workstyles to be adopted at this facility. We expect this concept to inspire all MUFG employees to update their awareness and transform their behavior.

Also, many of the WG members contributed positive remarks regarding takeaways from their WG activities. These remarks included “Participating in the WG enabled me to develop a stronger sense of belonging to MUFG beyond the boundaries of Group companies tasked with differing businesses,” “I was glad to be entrusted with

important decision making and this strengthened my willingness to take on the new challenges accompanying a growing scope of duties,” and “I was impressed to find that although we are coming from different departments and have diverse attributes, our passion for MUFG is universal.”

Going forward, we plan to keep the WG ongoing while replacing its members. Through the new MUFG HQ building project, we will continue to foster a new corporate culture and further increase the sophistication of our groupwide, integrated management approach.



Discussions with President Kamezawa



Discussions among WG members



WG members touring the Marunouchi area surrounding the Bank's main building



Exchanging opinions with outside directors

## Practical Opportunities

### Spark X, a New Business Incubation Program

#### Background and Objectives of Launching Spark X

In the face of radical changes in society, we need to redefine role of finance in the new era and review its positioning. With people's value systems becoming more diverse than ever before, our business growth will hit the wall if we insist on hewing to the traditional top-down business approach, relying solely on the conventional wisdom within a single entity we belong to, or enforcing old ways of thinking. Aware of these changes, we aim to realize genuine diversity management that allows employees to autonomously take on the challenges of transformation and have thus identified our ideal regarding what MUFG should look like going forward in this regard. To this end, we need to encourage all Group employees to leverage their diverse values and freely contribute their ideas while engaging in open exchanges of opinions. As part of initiatives to encourage employees to take on challenges and transform their behavior, MUFG launched Spark X in 2022.

Spark X is a bottom-up project aimed at enabling employees to perceive situations in the course of their engagement with customers and in their daily lives that give rise to perceptions of discomfort, dissatisfaction, disadvantage in society and thereby empowering them to become agents of positive change. Applicants to the project are allowed, based on their own unique ideas and personal aspirations, to take on the challenge of creating new businesses that transcend MUFG's conventional scope of operations. The name Spark X was chosen with the hope that this program will nurture individuals who “spark” the fire that will blaze a trail into a new era even as they boldly take on “X,” the challenge of an unpredictable future. In summary, Spark X aims to empower applicants to fully live up to their personal aspirations and serve as agents of change who inspire others to similarly step forward to drive transformation.

## A Program Designed to Enable All Group Employees to Become Participants

Spark X is not a program intended for only a few specific employees equipped with knowledge and experience. Rather, it is open to any Group employee willing to take on challenges. With this in mind, the first round of Spark X held in 2022 involved holding lecture sessions provided by internal and external experts as well as periodic individual counseling sessions. Through these events, we sought to provide employees with opportunities to learn ways of thinking and skills that are necessary to launch new businesses before we even began soliciting ideas from employees. Following the document-based screening of business ideas, selected applicants went on to brush up their business models with the support of in-house specialists, including MUFG employees who operate in fields related to business ideas developed by applicants, and external consultants, who served as mentors. Meanwhile, applicants whose proposals were rejected received feedback on their ideas while being invited to join town hall meetings attended by the CEO & President and other senior management. In this way, we strove to ensure that they feel appreciated for their willingness to take on a challenge and better motivated to tackle the next.



Project applicants attending a workshop on the creation of new ideas, with an external expert serving as a lecturer

In this round, a cumulative total of 2,500 employees participated in project-related events, with more than 650 ideas being contributed by applicants who assiduously worked to develop their own business models with strong aspirations to change the world. We then conducted a rigorous final screening and determined the Grand Prix and Special Award winners. Moreover, an Audience Award was granted to an applicant chosen via voting by the attendees and online viewers of the final screening session. MUFG intends to allocate budgets to the Grand Prix and Special Award winners to help them realize their business ideas. Since April 2023, full-scale initiatives have been under way to achieve the commercialization of these ideas while exploring the possibilities of partnerships with external corporations and specialists to this end.

## Corporate Culture Reforms Driven by Spark X and the Creation of Social Value

In addition, some applicants whose proposals were rejected commented on how this project affected their behavior, with one such applicant saying “Through participation in Spark X, I felt a sense of excitement by practicing the MUFG Way on my own terms. This, in turn, helps me take a positive stance toward taking on challenges in the course of day-to-day operations.” As expressed in this comment, an employee culture of taking on challenges and thereby “empowering a brighter future” seems to have steadily begun to develop roots in MUFG.

Going forward, we will strive to disseminate, via Spark X, a culture of taking on challenges throughout MUFG’s entire workforce. Pushing ahead with corporate culture transformation, we will thus build a resilient and innovative organization capable of accommodating the rapid changes of the times. In this way, we will improve our corporate value while resolving issues society is now confronting.



Final screening candidates with President Kamezawa



The Grand Prix winner celebrated at the award-giving ceremony following the final screening session