

Enlighten, Encourage, Empower.

**Work together
as a Group to exceed
customer expectations**



At Mitsubishi UFJ Financial Group, our vision for promoting diversity is “Enlighten, Encourage, Empower. — Work together as a Group to exceed customer expectations.”

Everyone has his or her own way of thinking, living, and working. No one else is exactly like you in terms of gender, age, nationality, job duties, career experience, abilities and disabilities, and all the other things that make you who you are.

Once we can recognize and accept our individual differences, we can then make the most of our unique talents.

As the needs of our customers become increasingly diverse, we as a company also need to diversify our human resources. We need to be open to a diversity of views and approaches, enabling us to change with the times and continue to provide high-value services.

By making the most of our own diversity, our employees will find greater satisfaction in their jobs, which will lead to higher customer satisfaction. This will help our overall corporate profitability, and ultimately strengthen our company for the challenges ahead.

Making the most of diversity requires a sustained commitment. Our team will grow ever stronger when each individual is fully able to express their talents and achieve personal growth, thereby providing positive stimulus to those around them.

When we are able to work as a team to deliver services that exceed customer expectations, our customers will expect even more from us in the future. But we must continue to raise the bar, because the way we grow as MUFG is by continually surpassing customer expectations. And to achieve this goal, we will need to value — and continue to nurture — our diversity.

MUFG portal: **Values plus** MUFG Group Portal Site

Our employees worldwide can access the Values plus intranet, which serves as a platform for communicating daily MUFG and group company information, disseminating the group's vision and code of conduct, and fostering group spirit. On the diversity page, we aim to promote diversity and inclusion across the group by disseminating information on initiatives by group companies and group-wide events.



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Diversity Report 2017

Enlighten, Encourage, Empower.

Work together as a Group to exceed customer expectations

Mitsubishi UFJ Financial Group



Message from the CEO

Nobuyuki Hirano

Director, President & Group CEO



For MUFG to achieve sustainable growth in today's era of rapid change, it is critical that our employees inspire each other along a path of personal growth and evolution. Diversity and inclusion are necessary ingredients for that to happen.

With the Japanese government promoting work-style reforms to boost productivity and compensate for the labor shortage caused by its aging and shrinking population, at MUFG, we approach these reforms more positively. Since 2015, we have been making changes as a means to delivering value that exceeds our customers' expectations.

A sense of fulfillment and vitality in one's work are crucial elements to exceeding customers' expectations. That's why we aim to provide opportunities for work-life balance and self-development, and to inspire pride and satisfaction in being part of the MUFG team.

MUFG is a gathering of diverse individuals whose many differences include gender, age, experience, job, nationality, lifestyle, values, abilities and disabilities, sexual orientation, and gender identity. When these unique humans come together with a deep purpose and enjoyment in their work, the result is a creative and free-spirited culture, one that unlocks the full potential of the individual and maximizes MUFG's power as an organization.

Diversity is very simple in practice: Take an interest in the people you work with, identify their strengths, and naturally come to appreciate them. When you do that, you enlighten, encourage, and empower your fellow colleagues.

I welcome all group members to bring their unique strengths to the table as we transform ourselves for a better world.

Enlighten, Encourage, Empower.

Work together as a Group to exceed customer expectations

Initiatives at MUFG

Work Culture Reform through IkuBoss P3

Support for Working Parents P5

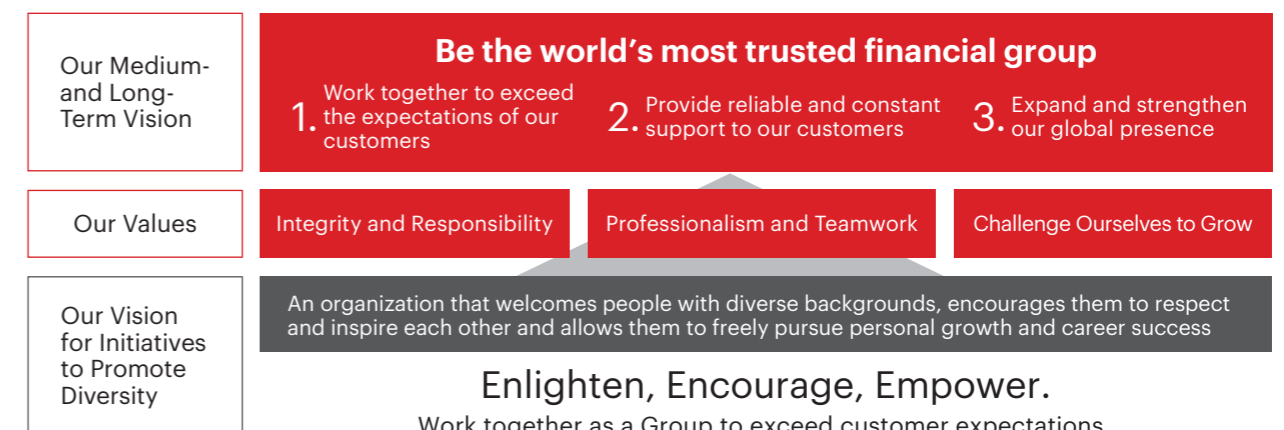
Achieving a Work-care Balance P7

Raising LGBT Awareness P9

Diversity promotion system

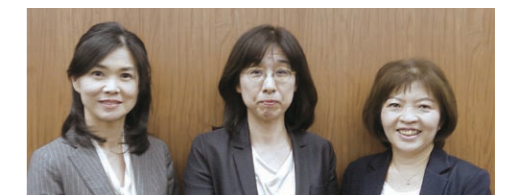
MUFG has established the Principles of Ethics and Conduct and compliance manuals that clarify its commitment to nondiscrimination no matter the race, nationality, belief, religion, gender, sexual orientation, gender identity or other grounds and to abstaining from human rights violations. Guided by this commitment, MUFG recognizes a diversity-oriented corporate culture as fundamental to

realizing its medium- to long-term vision of becoming the world's most trusted financial group. Specifically, MUFG believes that the Company must create an organization that welcomes people with diverse values, backgrounds and perceptions of work and that encourages them to respect and inspire each other while allowing them to freely pursue personal growth and career success.



MUFG Diversity Working Group

To foster a corporate culture at MUFG that embraces diversity, employees charged with diversity promotion at Bank of Tokyo-Mitsubishi UFJ*, Mitsubishi UFJ Trust and Banking, and Mitsubishi UFJ Morgan Stanley Securities gather periodically for a Diversity Working Group. The team shares best practices and discusses collaborative efforts that will effectively increase diversity and inclusion across MUFG.



General managers of the companies' Diversity & Inclusion Offices (from left): Nobue Kamba (Bank of Tokyo-Mitsubishi UFJ), Kumiko Yamamoto (Mitsubishi UFJ Trust and Banking), Miyuki Saeki (Mitsubishi UFJ Morgan Stanley Securities)

*Legal name will be changed to MUFG Bank, Ltd. effective April 1, 2018

Work Culture Reform through IkuBoss

Management mindset and values are critical elements of work-style reform and women's advancement. MUFG is encouraging its leaders to commit to the development and job satisfaction of their junior members in a way that also achieves business results, a style of management called "IkuBoss."

Three core subsidiaries join IkuBoss Corporate Alliance

Bank of Tokyo-Mitsubishi UFJ, Mitsubishi UFJ Trust and Banking, and Mitsubishi UFJ Morgan Stanley Securities have joined the IkuBoss Corporate Alliance. Through their membership, the companies will actively share information on diversity management

and work-style reform for use in current and future initiatives, while channeling the IkuBoss pledges made by managers to further drive the creation of an open and inclusive workplace where diverse employees can thrive.

What is an IkuBoss?

An IkuBoss is defined as a manager at any level who produces results for the company by supporting their team in achieving work-life balance, while also setting a good example by enjoying their own work and personal life. Everyone can become an IkuBoss regardless of gender.

IkuBoss Corporate Alliance

A business network organized by NPO Fathering Japan (President: Tetsuya Ando), whose members strive to change the thinking around management and cultivate managers optimally, suited to today's increasingly diverse workforce. It has 170 members as of November 30, 2017.

Company leaders meet with Tetsuya Ando

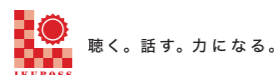
Bank of Tokyo-Mitsubishi UFJ

Joined in August 2016.
Executive Officer and General Manager of the Human Resources Division Hiroshi Takekawa attended the signing ceremony.



Mitsubishi UFJ Trust and Banking

Joined in June 2017, becoming the first trust bank to do so.
Deputy President Hiroshi Naruse and Executive Officer and General Manager of the Personnel Division Tomohiro Kimura attended the signing ceremony.



Mitsubishi UFJ Morgan Stanley Securities

Joined in December 2016.
Executive Officer and General Manager of the Human Resources Division Satoru Matsumura attended the signing ceremony.



MUFG Diversity Forum

The MUFG Diversity Forum, held in February 2017, gathered some 500 managers from 28 group companies to learn a management approach focused on job satisfaction for all employees and results for the organization as well. Spread across five events held in Tokyo, Nagoya, and Osaka, the forum featured talks on IkuBoss-style management by NPO Fathering Japan president and IkuBoss Corporate Alliance organizer Tetsuya Ando.

In their feedback, attendees observed that the forum sparked new thinking on how they can contribute to their members and the company, and a desire to be more approachable regarding workplace issues.

MUFG Diversity & Inclusion Management Training Session focused on IkuBoss was also held in January 2018.



At a forum event

Program overview

- Why IkuBoss-style management is needed
- IkuBoss definition
- IkuBoss responsibilities (considerations) and communication tips

IkuBoss campaigns

Bank of Tokyo-Mitsubishi UFJ

Some 800 managers make the IkuBoss pledge

In August 2016, the company began encouraging managers to pledge commitment to a productivity-enhancing work-style reform that prioritizes the development of all junior employees and respect for the private lives they need to enjoy their jobs. Through an employee-nominated IkuBoss award and publication of best practices, it is introducing cultural changes that start with management. In April 2017, it coupled this bottom-up reform with top-down IkuBoss commitments from its executive team.



President and CEO Kanetsugu Mike's IkuBoss pledge

Mitsubishi UFJ Trust and Banking

Promoting understanding through IkuBoss seminars

Starting with President and CEO Mikio Ikegaya's IkuBoss pledge in September 2017, the company is promoting a change in mindset around management style. Through trainings, seminars, and study sessions, it's encouraging managers to maximize their members' potential by respecting differences in work style and supporting all aspects of personal development, not just child-rearing.



President and CEO Mikio Ikegaya's IkuBoss pledge

Mitsubishi UFJ Morgan Stanley Securities

90% of general managers pledge within a month

In May 2017, the company began soliciting pledges after President and CEO Takashi Nagaoka made the first — and the first for a securities company leader. Since then, 90% of general managers have made pledges. All managers have taken IkuBoss e-learning training once a month (seven months total) and shared their efforts through IkuBoss newsletters. At an IkuBoss forum held in November, best practices were shared through a talk and a panel discussion between five general managers. Since December, the campaign was further expanded to include all managers.



President and CEO Takashi Nagaoka's IkuBoss pledge

Bank of Tokyo-Mitsubishi UFJ: Examples of IkuBoss commitments on work-style reform

Toward superiors	I will say what needs to be said, even if it goes against the grain!
Toward juniors	I will make the growth of my team top priority!
Team building	I will communicate proactively to create a warm atmosphere!
Self-change	I will ask myself whether I'm demanding too much!
Productivity	I will routinely check for unnecessary memos and paperwork!

Mitsubishi UFJ Trust and Banking: IkuBoss seminar



Mitsubishi UFJ Morgan Stanley Securities: Panel discussion



Support for Working Parents

The shortage of childcare facilities in Japan, a problem that has manifested in long waitlists for day care centers, poses a major hurdle to parents wanting to return to work. At MUFG, we provide various forms of support so employees on childcare leave can promptly return to work and resume career development.

MUFG Nursery School Millène in Koenji opens

On April 3, 2017, the Millène Nursery School in Koenji opened near the Koenji train station in Tokyo's Suginami ward. Newly constructed by Chitose Kosan Co., Ltd. for use as an MUFG sponsored childcare facility, the nursery supports employees on childcare leave — a group numbering around 3,400 at four core subsidiaries* in fiscal year 2016 — so they can return to work. In the first year, the nursery was used by employees of Bank of Tokyo-Mitsubishi UFJ, Mitsubishi UFJ Trust and Banking, and Mitsubishi UFJ Information Technology. Users have shared positive feedback noting the facility's ample amenities, a sense of relief in sending their children to a corporate nursery school, and that their children always look forward to going.

* Bank of Tokyo-Mitsubishi UFJ, Mitsubishi UFJ Trust and Banking, Mitsubishi UFJ Morgan Stanley Securities, Mitsubishi UFJ NICOS



At the Millène Nursery School in Koenji

Interviews with nursery school users

MUFG management gives peace of mind

Hitomi Shiga, Group Real Estate Business Division, Mitsubishi UFJ Trust and Banking

We applied to several ward-licensed nursery schools and didn't get into any. Even the neighborhood nursery has a 100-person waitlist. Considering we might not get in next year, when my child turns one, and because it was recommended by my supervisor, I decided on the MUFG nursery. Being managed by MUFG means I can trust the safety of the facility and quality

of the teachers. The parents of other children are also MUFG employees, so there's a sense of closeness, communication is easy, and it has a pleasing atmosphere. I'm also happy that it is a stimulating environment for my child, who receives close attention from teachers, several parks to play outside during the day, and a large variety of indoor games.



Happy I could return to work

Satoyo Yoneda, Information Systems Development & Operations Division, Bank of Tokyo-Mitsubishi UFJ

I was considering going back to work in April before my child turned one, partly because I had heard there was a high probability of enrollment for infants. It turns out we didn't get into any of the nurseries we applied for. Just when I figured I had to extend maternity leave, I learned about the opening of Millène Nursery School in Koenji and enrolled.

It's not easy transporting an infant by commuter train, but I'm grateful that the nursery exists so I can continue working. The nursery is well equipped and the teachers provide attentive care. When I hear stories about the fun playing with other children, I get a sense of my child's growth and feel relieved that I could return the workplace.



Childcare Concierge Service introduced

Another program introduced to assist parents in their return to work is a concierge service for finding childcare. The service is currently available to employees of Bank of Tokyo-Mitsubishi UFJ, Mitsubishi UFJ Trust and Banking, and Mitsubishi UFJ Morgan Stanley Securities.

Benefit One Inc., an independent contractor, operates the call center offering assistance for finding a nursery school. It provides information on openings and the operating hours of nurseries near the user's residence, as well as various guidance depending on their specific needs and circumstances.



A concierge service provider at the call center

wiwiw return-to-work support program

Bank of Tokyo-Mitsubishi UFJ, Mitsubishi UFJ Trust and Banking, Mitsubishi UFJ Morgan Stanley Securities, and Mitsubishi UFJ NICOS* are introducing wiwiw, a return-to-work support program for employees on childcare leave.

Through wiwiw, the companies provide information so parents can get ready to transition smoothly back to work and focus on their careers.

* Mitsubishi UFJ NICOS to introduce by the end of fiscal year 2017

What is wiwiw?

A third-party website wiwiw allows employees on childcare leave to take a variety of free online courses for improving skills and getting lifestyle support, as well

as check company messages and HR information.* It can be accessed via a home computer, smartphone, or other device.

* Service details vary by company. Data fees are borne by the user.



1. Improve skills and efficiency

- Return-to-work support
- Business skills
- Lifestyle improvement, etc.

2. Communicate with the office

- Message board
- Communication support system between supervisors and members taking leave, etc.

3. Lifestyle support during childcare leave

- Child-rearing guidance
- Health guidance, etc.

4. Information provision

- HR forms and notices
- Messages from the company, etc.

Achieving a Work-care Balance

Japan is now a super-aged society with more than 21 percent of the population aged 65 or older. By 2025 the baby boomer generation (born between 1947 and 1949) will be 75 or older, and the increased need for care coupled with a decreasing number of professional caregivers will become a large social issue. We are therefore committed to helping employees cope with both work and caregiving.

MUFG Care Seminars

In fiscal year 2015 we began hosting MUFG Care Seminars to provide group employees with useful information on balancing work with caregiving.

Around 700 employees from 40 group companies participated in the fourth round of seminars on “Home care and work-compatible caregiving,” held in September 2017. Joined by lecturer Minako Takeya from Internet Infinity Inc., the seminars covered: Japan’s care situation and insurance as shown by the data; preparing for home care from examples; and how to maintain quality of life of care receivers at home.

The productive events opened with a message from the MUFG HR general manager committing support

for employees coping with caregiving, and featured exchanges of ideas about care mixed with mini-discussions amongst participants.



The fourth MUFG Care Seminar (Lecturer: Minako Takeya)

MUFG Care Seminar themes

First seminar, January/February 2016	<p>Achieving a work-care balance: Preparing for care and caregiving advice</p> <ul style="list-style-type: none"> The right timing and duration for care while working Care insurance systems and available care services Confirmation and strategies to achieve a work-care balance
Second seminar, September 2016	<p>Fast response: Understanding the process and preparing the transition from hospital to home care/facility care</p> <ul style="list-style-type: none"> Preparing for care, and an overview of care insurance Understanding and preparing for hospitalization and shift to home care/facility care Overview of specialist care facilities and care in the home
Third seminar, February/March 2017	<p>Understanding dementia and managing work-compatible caregiving</p> <ul style="list-style-type: none"> The reality of care insurance and dementia Learning about symptoms and how to prepare for dementia from examples Examples of home care (for those with dementia)
Fourth seminar, September 2017	<p>Home care and work-compatible caregiving</p> <ul style="list-style-type: none"> Japan’s care situation and insurance as shown by the data Preparing for home care from examples How to maintain quality of life of care receivers at home

Feedback from fourth seminar participants

- I really enjoyed a discussion with the people around me. Sharing our concerns reassured me that I’m not alone.
- I want to slowly begin preparing for care.
- My parents are in good health, but this was good reference for the future.
- I joined past seminars and learned the importance of getting certification for care/support. Now my family member has received authorization and gained access to different services.
- It’s difficult to find concrete examples, so this helped.
- I’ve learned that caregiving isn’t something to get through alone.
- It was great to hear examples from the lecturer and others.

Work-care support services for MUFG employees

MUFG employees can use these services for free!

Care Concierge Desk external consultation service

In 2016 we introduced Care Concierge Desk, a service for those with questions and concerns about caregiving. It allows those who are or will be engaging in care and those looking to take

precautions, to consult with caregiving specialists via phone or email. In August 2017 we also began offering face-to-face consultation services at six locations in the Tokyo metropolitan area.

Care resource website Wakaru-Kaigo Biz

Wakaru-Kaigo Biz provides an information directory of care services and facilities, as well as videos about caregiving. Users can find advice that suits their personal situation, such as for those starting

to think about family care, those with parents in unsatisfactory health, for when care has become necessary, or when assistance is needed.



In November 2017 we began offering videos of the past four MUFG Care Seminars online, making it possible to view them from home any time.

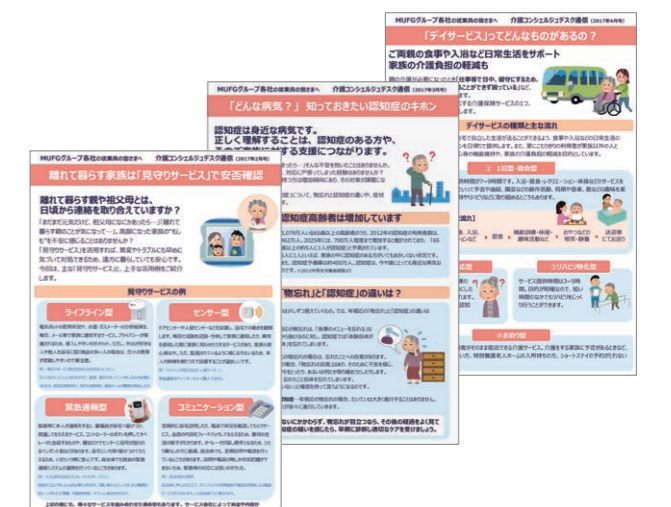
Monthly Care Concierge Desk Newsletter

Our Care Concierge Desk Newsletter is an easy-to-read information magazine that offers advice on balancing work and caregiving. It summarizes

timely topics that are relevant to caregiving, and is posted on the MUFG group employee intranet Values plus.

Example back issues

December 2016	Uninsured care services useful for balancing work and caregiving
February 2017	Monitoring services allow you to check on the safety of your family while away from them
March 2017	“What kind of illness is it?” What you need to know about dementia
April 2017	What kind of day services are there?



Raising LGBT Awareness

With public interest in the rights of LGBT individuals (sexual and gender minorities) on the rise, MUFG is taking various steps to raise awareness and create workplaces where everyone can use their strengths for maximum professional fulfillment.

MUFG Global Diversity Forum

In July 2017, MUFG held a Global Diversity Forum devoted to LGBT issues. Some 200 group employees attended events in Tokyo, Nagoya and Osaka. Guest speakers Gon Matsunaka, chairperson of the NPO good aging yells, and Hayden Majajas of Bloomberg provided valuable and uniquely personal perspectives on the challenges LGBT individuals face in the workplace as well as examples of how LGBT inclusion confers competitive advantages.

After an explanation of MUFG initiatives in the EMEA region by a senior member of Global Learning, Bank of Tokyo-Mitsubishi UFJ, London, Global Rotation Training Program* participants and other employees from countries outside Japan led group discussions in Japanese and English on things every employee can do to create an open and inclusive workplace culture.

The discussions were a valuable opportunity for participants to relate to diversity on a personal level, as one person said, "I realized that appreciating every dimension of diversity is the foundation of creating a better society and workplace."

* An on-the-job training program for employees of Bank of Tokyo-Mitsubishi UFJ group companies located outside Japan to work abroad.

Program overview

- LGBT definition and welcoming out (Gon Matsunaka, good aging yells)
- Competitive advantages of LGBT inclusion (Hayden Majajas, Bloomberg)
- MUFG initiatives in EMEA and the Americas
- Group discussions



Group discussions



Presentation by a senior member of Global Learning in London

Comments from forum participants

- It struck me that we need more understanding that, ultimately, everyone is different and unique. It gives me a sense of purpose in offering true respect and consideration for individuality in the retail operations I oversee.
- There's bound to be a significant number of LGBT people among our customers. I learned lots of ways I should be more considerate, such as changing my choice of words.
- The forum held with employees of various ethnicities was itself a reflection of MUFG's overall diversity.
- I realized I can improve simply by saying, "Do you have a partner?" instead of "Are you married?"
- I want to make efforts to be a more understanding manager — an ally.

What is LGBT?

It is believed that 5-8% (one in 13 to 20 people)*1 of Japan's population identify as LGBT.*2 Lesbian, gay, and bisexual (LGB) are sexual orientations (sexual or romantic attraction) toward people of the same sex or both sexes, while transgender (T) refers to a gender identity that does not match one's biological sex. For LGBT individuals, sexual orientation and gender identity are not preferential or temporary, nor are they personally chosen. In addition, gender is complex and exists more as a range of characteristics between masculinity and femininity. In Japan, there are many LGBT people who are unable to come out even to their family or friends, let alone their work colleagues. This increases the chances of hurting them or their family through casual speech. MUFG employees need to be more sensitive to potentially discriminatory behavior, and assume that some of their own colleagues or customers may self-identify as LGBT.

*1 Source: Dentsu LGBT Survey 2012, Dentsu Communication Institute Inc. and Dentsu Diversity Lab (July 2012); Dentsu LGBT Survey 2015, Dentsu Diversity Lab (April 2015)

*2 While there are various sexual and gender identifications other than LGBT, the term is used in this report to refer to all sexual minorities.

Have you talked this way before?

- If you take too long to marry, people will think you're "one of those."
- A gay person appeared on TV yesterday. But it's not instinctively acceptable...
- Is that person a man or woman? I can't tell! Can you?
- There's no one here who is gay or transgender, right?

Besides refraining from expressions that could be perceived as laughter or ridicule, it is also important to stop such behavior if noticed in your surroundings.

Statement in online MUFG policy

The MUFG website*3 clearly expresses the group's commitment to productive work environments that are welcoming to everyone, and that it prohibits harassment and discrimination on the basis of sexual orientation and gender identity.

*3 <http://www.muftg.jp/english/csr/stakeholder/employee/diversity/index.html>

Human Rights Policy (excerpt)

MUFG recognizes respect for basic human rights as an important management theme, and has established the Principles of Ethics and Conduct and compliance manuals as part of its efforts to eliminate discrimination and create friendly work-places. We declare that, in the spirit of human respect, we shall not discriminate against people or violate human rights on the basis of race, nationality, beliefs, religion, gender, sexual orientation, gender identity, or other grounds.

LGBT initiatives in EMEA and the Americas

In 2016, Pride Alliance Network was established in EMEA. It includes activities such as signing on LGBT Signing Board to commit to creating an inclusive workplace, introduction of Ally Week, and joint events with advocacy organizations, which aim at fostering open culture for LGBT individuals.

In the Americas, MUFG Union Bank, N.A. also joins and supports many LGBT events through our Pride Alliance Enterprise Resource Group*4 and has earned a perfect score on the Human Rights Campaign's Corporate Equality Index for 4 consecutive years.

*4 A voluntary group of active employees that supports the company's core I&D strategies



Group company initiatives on LGBT awareness

- Bank of Tokyo-Mitsubishi UFJ held a required e-learning course for all employees in Japan from May to August 2017. More than 12,000 responses to the optional questionnaire were gathered. One positive response described a commitment to behaving with the assumption that anyone they interact with could be LGBT, including colleagues and customers.
- Mitsubishi UFJ Trust and Banking held an e-learning course in December 2017.
- At Mitsubishi UFJ Morgan Stanley Securities, all members of the Human Resources Division and the Corporate Communications Division participated in a study session with an outside guest speaker in July 2017. All managers took a required e-learning course in the following October.

Diversity Expert Column

Strong assumptions are an obstacle to work-style reform.
Welcome new ideas and try them for a set period.



Yoko Yajima

Principal Research Analyst
General Manager of Social Inclusion Dept.,
Policy Research & Consulting Division
Mitsubishi UFJ Research and Consulting

Joined Sanwa Research Institute Corp. (now Mitsubishi UFJ Research and Consulting) in 1989. Served as Counsellor for Gender Equality Analysis in the Cabinet Office's Gender Equality Bureau from 2004 to 2007. Now provides research and consulting on work-life balance and women's advancement from national demographic and gender equality perspectives.

Yoko Yajima is both MUFG member and diversity expert. Here, she shares the challenges and keys to work-style reforms gleaned from her experience in consulting for numerous companies.

How are diversity promotion and work-style reform related?

The need for work-style reform is being advocated for various reasons, but what the Japanese government emphasized in its council meetings was the kind of reform that shifts organizations toward greater diversity and inclusion. The focus has been on people who face barriers to advancement in the current work environment, such as women, seniors, people with disabilities, and foreign nationals. Many Japanese companies have endorsed monotonous work arrangements and long hours, but these conventional practices are not welcoming to everyone.

When companies change these practices and instead provide various work options and eliminate long working hours, they enable a greater range of people to succeed. In other words, work-style reform makes progress on diversity possible.

What is the best way to go about implementing work-style reforms?

I recommend thinking about it in four phases (see chart on following page). Many companies say they are already pursuing work-style reforms. Most are in Phase 1, raising individual awareness through initiatives like No Overtime Day. But there are limits to this approach. Why? Because work is an organizational process. Telling employees to "go home" or "take some time off" rarely leads to movement toward changing current ways of working. Rather than managers sending their team members home early and doing the remaining work themselves, I always propose that they involve the entire team in rethinking ways to do the job of the entire workplace. This is the essence of Phase 2, organizational awareness.

Four phases of work-style reform

Workplace efforts	Phase 1 Individual awareness
	Employees encouraged to reduce overtime and take paid leave No Overtime Day, systematic vacation scheduling, etc.
	Phase 2 Organizational awareness
Company efforts (Business decision)	Promote overtime reduction and take paid leave systematically Create rules for schedule sharing, focus time, backup support and urgent tasks, etc.
	Phase 3 Process streamlining, efficiency, flexibility
	Devising solutions to reduce workplace workload, work hours Efficient meetings, paperless office, telecommuting, etc.
	Phase 4 Select, concentrate, and optimize management resources
	Calibrate organizational goals, personnel assignments, etc. Revise HR evaluations (by results, not time), strategic targets, focus fields, etc.

Source: Created by Yoko Yajima, Principal Research Analyst, Mitsubishi UFJ Research and Consulting

What specifically can be done to gain organizational awareness?

One simple method is schedule sharing. This means employees enter the times they plan to work and go home into a scheduler, in addition to planned meetings and trips. Employees should look at each other's schedules and adjust their own. Using a scheduler is effective because an increase in work-style diversity has the potential to reduce opportunities for communication in the workplace.

Creating a backup system for managers is also effective. Generally, unlike regular employees, no two managers do the same job. Middle managers can get backup support by delegating to someone on their team, asking a superior, or crossing organizational lines and asking a manager next door. Either way, it is not a decision managers can make by themselves, so it is necessary for their superiors to intentionally create backup systems. This is extremely important when implementing work-style reforms for managers. And from a diversity perspective, it is also key to enabling women and employees with time limitations to become managers.

How should process streamlining and efficiency in Phase 3 be approached?

Specifically, I would start with peripheral tasks. Streamlining core operations would have the greatest impact, of course, but it is hard to start there, so try starting with something less critical. Meetings are common. Meetings are something everyone can work on regardless of responsibilities, and the benefits of changing how they are run can be felt by managers who have more meetings.

At this point there is a tendency to take stock of all

the different meetings and activities happening in the workplace, but this can be time consuming and exhausting, so I do not recommend it. All that is necessary when making meetings more efficient is to create a few simple rules and have everyone stick to them. A common practice is to set the meeting length to 40 minutes or so, but that is not enough. You can also share the meeting objectives and agenda ahead of time, and in the last five minutes of the meeting review what was decided and discussed. Following simple rules like these not only shortens but also increases the quality of meetings, which makes for more productive work.

Let's say these changes result in a reduction of overtime work by one to two hours per month. The important point here is not the hours reduced but the fact that many people have had a success experience: they immediately felt the benefits of simple changes. This has the effect of drawing out ideas to take on sequentially bigger projects beyond meetings, such as simplifying paperwork or changing core business practices. It is important to keep in mind that the goal is not to "reduce overtime" per se but to change the organization to one that can self-direct its own transformation.

There is one other point of caution for Phase 3: Do not lose sight of the original purpose of work-style reform. Most companies answer that they are already working on process streamlining and efficiency, but not all cases necessarily lead to changes in work culture. In some cases, gains in productivity lead to laying people off or raising targets, instead of improving the way employees work. One must not forget to link those improvements back to the original objective of creating a diversity of work options.

It seems many managers feel frustrated with their progress on work-style reform due a lack of commitment by the company as a whole.

Actually, Phases 1 through 3 can all be implemented even without an active stance by the executive team. The point is to work on them voluntarily, with benefits felt by everyone, rather than as a directive from above. This process will always result some managers saying they do not have enough people, or targets are too high. These are issues many companies face, and it is important to optimize them from a management perspective. This is where the need for company efforts involving a commitment from leadership arises, as in Phase 4.

On the other hand, when you actually ask those managers, "Okay, how many people do you need?" they often cannot give a clear answer. Only by pursuing efficiency in the workplace can you truly know how many more people are needed and where. That is why I always suggest to managers working on work-style reforms to first try to increase workplace productivity, so they can then clarify issues the company is facing as a whole.

Some managers are likely to question whether eliminating long work hours is really conducive to developing their younger team members.

Until now, Japanese companies developed young talent by working them to extremes. What to do when it is no longer acceptable? Young members development and work-style reforms must be approached as a set.

For example, someone working in journalism may want to use their time outside of their regular responsibilities to gather material or develop projects as part of their lifework. But now, to avoid overtime, they are urged to go home. So they feel apprehensive about doing what they enjoy during work hours. Supervisors therefore need to provide conscientious guidance so their young members can use time wisely on activities that sharpen skills or serve as an investment in their future careers.

Sometimes when supervisors have their team members write project proposals, they require them to write from scratch, and rewrite them over and over until they are adequate. Reducing these do-overs is more efficient, but the reality is that many managers refuse to, on the grounds that it would hinder growth. But is there really a need to have them fully develop each project proposal on their own? Managers are supposed to have a clear vision from the outset, and yet many only develop their vision as their team members prepare documents. In reality, it is the manager who may have some growing to do. When managers strive to give clear instructions from the very beginning, they grow as leaders, and it strengthens the organization.

Efficiency is not just about eliminating waste and moving faster. When you add the element of supervisors and team members collaborating and growing together, you take your work-style reforms to the next level.

What gets in the way of work-style reform and how to overcome those obstacles?

Conventional thinking and strong assumptions are obstacles to implementing reforms that lead to changes in workplace culture. For example: the assumption that managers have to constantly supervise their team from up close, or that changing work methods will cause work quality to decline. Getting caught up in these ideas will hold you back. One way to counter them, for example,



is to ask the opinion of employees whose circumstances are different, such as young members or employees whose time is limited by child or family caregiving. It is possible they may actually have more innovative ideas than the veterans who think their way of doing things is best. Workplaces whose team members are scared to express unconventional opinions or ideas may not be tapping into the most valuable ideas. Managers should actively create an opportunity that draws them out. Start small, and when the team members feel like they are being heard, ideas will flow more easily.

Of course, there is a natural unease and resistance to embracing unconventional ideas, so try it for a set period, say three or six months. That will warm you up to tackling something more daunting. If you run into problems, you can simply stop. But often, managers see no particular difficulty and want to continue because of the results they see. That is why, when taking the kind of big actions that shift workplace culture, I recommend doing them for a set period, and always measuring the results.

Also, be cautious of the notion that eliminating processes or shortening hours will ruin work quality. Spending less time with the same approach will probably bring quality down. But rethinking how to work and produce results without working long hours has the potential to raise quality to unprecedented levels and strengthen the organization.

Do you know any real-world success stories?

When measuring results, it is important to measure things like changes in employee awareness toward their private lives and work, and changes in management styles. For example, "I have more time to sleep," or "I changed my work methods without issues," or "Employees are tackling work efficiency on their own." In the Womenwill Future Work Style program we did with Google, we introduce some of the results achieved from this perspective. For example, when conducting the Work Anywhere trial, 32.4% of respondents to the pre-trial questionnaire stated they were worried that working from home would cause issues, whereas only 2.9% responded afterward that it did. Knowing that it rarely poses a problem flipped their associations of at-home work from negative to positive. Again, these results indicate the importance of experimenting for a set period.

Do you have any last suggestions for MUFG employees?

It is a plus for the organization to pay attention to why people such as women, seniors, people with disabilities, and foreign nationals have traditionally been held back in their professional growth, and changing work culture accordingly. I especially want to say to managers that diversity is not for the women on their teams. It is an effort in solving the problems that keep organizations from become more diverse and inclusive and changing for the better.

Initiatives at Group Companies

MUFG group companies run independent initiatives to promote diversity and inclusion such as work-style reforms and women's advancement in a way that suits each operation and organization.

Work-style Reforms P15
Diverse Member Engagement P17
Women's Advancement P19
Balancing Work and Childcare P21



01 Work-style Reforms

In 2016 the Japanese government proposed work-style reform as a labor policy of the Japan's Plan for Dynamic Engagement of All Citizens. Our group companies are also fundamentally reviewing their conventional working patterns.

Individual company-led reforms for a more vibrant organization

At MUFG, each group company leads work-style reforms based on their unique business conditions and corporate cultures. Progress is varied, such as

having set up a project team to work across divisions or having just started with a system review, but all work proactively towards reform.

Bank of Tokyo-Mitsubishi UFJ

Work Style Reform 2.0

The company has been pursuing the second-stage Work Style Reform 2.0, since October 2016 under the slogan "Open, Simple & Speedy." In order for branches to better address customers and focus on providing real value, we aim to:

1. Create an atmosphere that fosters open, two-way communication and discussion
2. Create an environment where employees can give customers undivided attention.



Work Style Reform logo

Main policies

1. Open

[Improving communication within the organization]

Management	<ul style="list-style-type: none"> • Delivering consistent messages from management (branch and general manager meetings, town hall meetings, executive officer branch visits, etc.) • Disclosure of the executive IkuBoss commitments on work-style reform
Employees	<ul style="list-style-type: none"> • IkuBoss commitments on work-style reform from management of each branch • Discussions in Diversity Month



A presidential town hall meeting

2. Simple & Speedy

[Simplification, clarification and delegation of procedures, rules, reports, etc.]

- Revamping procedures, improving searchability
- Reducing executive board meetings
- Reducing reports and notifications, leveling out study sessions, e-learning, etc.

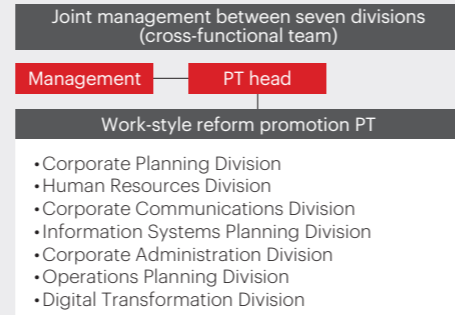
[Using information communication technology]

- Implementing Lync instant messaging software, promoting conference calls
- Use of paperless application forms and head office approval notices
- Expanding paperless meeting rooms • Distributing more mobile devices

[Flexible working styles]

- Telecommuting, partial telecommuting • Staggered working hours

The work-style reform project team (PT) structure



ACOM

Promoting flexible working styles

We offer several working styles suited to the type of work in each section. For example, a system of staggered working hours with different start and end times is offered in customer-facing divisions. Flextime is available in the head office and some sections, with noon to 3pm as core hours, enabling employees to work flexibly depending on their lifestyles.

Mitsubishi UFJ Lease & Finance

Project to create efficient workplaces

The fundamental objective of the project is creating an environment where employees feel they can work efficiently with ambition and spirit. This is not an existing labor management reform based on taking leave, but an approach of fully optimizing internal operations so that diverse talent can work flexibly and be dedicated to customers.

Showing kids Mom and Dad at work

As part of our support for work-life balance, our group companies hold financial education and work experience programs for children of employees during summer holidays.

Each independent program helps deepen children's understanding of their parent's work, as well as raises parents' awareness of balancing work and family.

Bank of Tokyo-Mitsubishi UFJ

Kagaya Kids' Day

Over 1,000 children participated in the event held at around 100 workplaces nationwide. The program included counting bills, a quiz competition and lunch, as well as an English program at the Marunouchi head office. One employee said, "I could tell my child discovered more than expected from her behavior afterwards."



Learning to count bills



Learning about work duties from employees

Mitsubishi UFJ Trust and Banking

Children's Visiting Day

Head office welcomed 30 children for the event, which included a visit to parents' workplaces and the Mitsubishi UFJ Trust and Banking Corporation Trust Museum, testing the weight of 100 million yen, and a business card exchange with the president. An employee remarked, "By seeing his parent at work, I think he felt more familiar with the company."



Children join in a quiz competition

Mitsubishi UFJ Morgan Stanley Securities

Children's Visiting Day

The event welcomed 85 children to Otemachi Financial City Grand Cube for a program that included a lesson on reading newspapers, a tour of the trading room and parents' workplaces, and a business card exchange with the president. One child gave feedback, "I learned about work at a securities company and would like to try it."



Participants gather for a group photo

Mitsubishi UFJ NICOS

Family Visit Day

Over 200 children and their families joined events held at the head office and six branches. The program included a business card exchange with the president, a parent-child quiz, stamp rally, and trialing the conference call system. A participant said "The parent-child quiz was exciting and we really enjoyed it."



Visiting the credit card gallery

Mitsubishi UFJ Information Technology

MUIT Kids' Day

Nineteen children joined in the event at Tama Business Center, where they exchanged business cards with the president and each other, visited the offices and the system development facilities, and attended a workshop. The children enjoyed the event, saying, "We were happy to see what our parents do at work."



Touring the system development office



Kids in the workshop

02 Diverse Member Engagement

MUFG endeavors to build a culture welcoming of diversity by creating inclusive working environments for all, including employees with disabilities and employees of different nationalities, and by offering education and training for professional development.

Advancement of people with disabilities

In addition to MUFG's three special subsidiaries established in consideration for people with

disabilities, individual group companies also adapt working environments to support their success.

MU Business Partner

Company tours

This special subsidiary of Bank of Tokyo-Mitsubishi UFJ was established in 2011. It offers tours at the request of regional special needs schools and businesses. In fiscal year 2016 it welcomed 646 visitors over 82 tours, and 314 visitors on 35 tours in fiscal year 2017. The company has been lauded for the employment opportunities it provides, and it strives to continue contributing to society while providing comfortable workplaces for those with disabilities.



Visitors on a tour

Ryoshin Data

Advancement for hard of hearing employees

Established in 1979, this Mitsubishi UFJ Trust and Banking special subsidiary performs duties such as data input and document digitization, and primarily employs people who are hard of hearing.

To facilitate smooth communication between employees, UDTalk® voice recognition software was introduced for use in meetings and duty-related instructions in fiscal year 2017.

In August 2017 a lecturer from a school for the deaf was invited to hold a deaf awareness seminar for the president and 14 hearing-abled employees. Using hearing aids and cochlear implants, they experienced how things sound to those who are hard of hearing and learned which ways of communicating are easiest for them to understand.

MU Business Aid

Taking on new duties

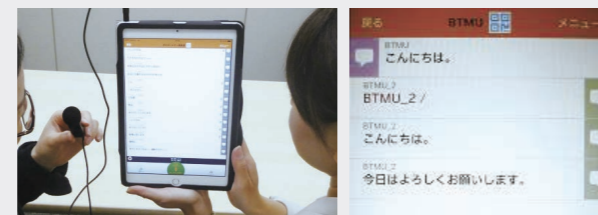
Established in 1996, this Bank of Tokyo-Mitsubishi UFJ special subsidiary has over 140 employees with disabilities who perform duties like seal verification, direct mailing, and the Maruyu savings system. In August 2017 they began managing processed banking slips.



Employees in the office

UDTalk® at Bank of Tokyo-Mitsubishi UFJ

Bank of Tokyo-Mitsubishi UFJ has also introduced UDTalk® on iPads that are distributed to employees and branches upon request. The software displays voice-to-text in real time, and is used during morning assembly and at meetings.



UDTalk® screens



A meeting using UDTalk®

Advancement of employees of different nationalities

MUFG operates at more than 1,200 locations in over 50 countries and regions, and as of the end of March 2017 about 40 percent of all employees are working outside

Japan. In order to further our worldwide personnel operations, we aim to cultivate global management talent, strengthen hiring capability, and expand training systems.

Bank of Tokyo-Mitsubishi UFJ

Diversity events organized with employees hired outside Japan

The company offers overseas learning opportunities under Global Rotation Training Program (GRTP) to employees hired outside Japan. This program provides employees with one year of on-the-job training in a country other than their place of employment to strengthen their business acumen, deepen understanding of the organization and build their global network. Over 250 employees worldwide have participated in the annual program since its commencement in 2010, and the experience of working with colleagues who have different cultures, customs and languages plays a part in the globalization of the entire bank. Together with other employees of diverse nationalities working in Japan for

some years, GRTP participants assist in planning events like the MUFG Global Diversity Forum and the Kagaya Kids' Day English program. This contributes to the creation of a culture of diversity that goes beyond the scope of their work duties.



Kagaya Kids' Day English program MUFG Global Diversity Forum

Creating a culture of diversity

It is important to create an inclusive corporate culture welcoming of diversity in order for employees with different backgrounds, values and perceptions of

work to reach their full potential. Each group company seeks to foster this culture in various ways.

Mitsubishi UFJ Information Technology

Diversity & Inclusion Promotion Committee

Established in fiscal year 2014, the Diversity & Inclusion Promotion Committee drives initiatives for employees to autonomously engage in diversity promotion. The committee is active continuously while members change each fiscal year. In fiscal year 2017 its scope was expanded from women's advancement to diversity itself, and activities centered on spreading company-

wide diversity promotion policies and activities, introducing employees, and communicating information between individual divisions and the head office. It also organizes meetings to share information on themes such as telecommuting and long working hours, with the goal of fostering unity in the workplace through honest input from employees.

Bank of Tokyo-Mitsubishi UFJ

Diversity & Inclusion Working Group

The Diversity & Inclusion Working Group is formed of 24 employees of various ages, genders and roles appointed by the HR Division from the Tokyo, Osaka, and Nagoya branches and head offices. The group gathers on-site input and involves fellow colleagues in specific initiatives over around one year with the goal of fostering an inclusive workplace culture welcoming of diversity.

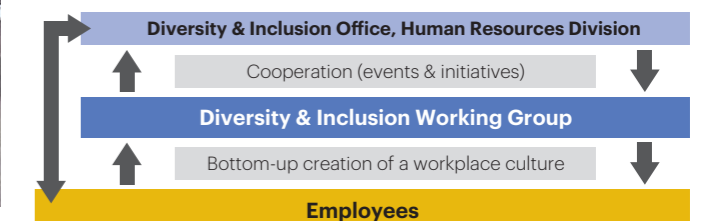


13th Diversity & Inclusion Working Group introductory training

Diversity Month

Bank of Tokyo-Mitsubishi UFJ has designated every May and November as Diversity Month, and runs diversity-related workshops and other programs at all branch offices in Japan as an initiative proposed by the Diversity & Inclusion Working Group. The initiative was also introduced at Mitsubishi UFJ Morgan Stanley Securities, and every week in November a newsletter "Diversity Work — What is unconscious bias?" is sent out. It has provided the opportunity for personal reflection and discussions at each branch.

Position of the Diversity & Inclusion Working Group



03 Women's Advancement

The Act on Promotion of Women's Participation and Advancement in the Workplace, which came into force in April 2016, is raising expectations on the representation of women in corporate Japan. Our group companies are doing more than ever to provide women with career development opportunities and support them on upward career paths.

Active promotion and career-building support

MUFG has set a target of raising the percentage of female managers in Japan to 20% by the end of March 2018. Furthermore, each group company has set its own numerical targets for the active promotion of its female workers. As a result, women now represent 19.2% of managers at MUFG as of April 2017.

As part of these efforts, Mitsubishi UFJ Trust and Banking appointed its first female executive officer in Japan (she concurrently serves as General Manager of Corporate Consulting Services Division) in June 2016, as did the Bank of Tokyo-Mitsubishi UFJ in June 2017 (General Manager of Retail Branch Management Division).

Company Targets and Results for Female Representation in Managerial Positions

		March 2016	March 2017	Target*
Bank of Tokyo-Mitsubishi UFJ	Executive officer	0	0	At least 1
	General manager	4.5%	5.5%	At least 6%
	Chief/Senior manager	14.2%	16.6%	At least 14%
	Managerial staff	18.1%	20.1%	At least 22%
Mitsubishi UFJ Trust and Banking	Manager with subordinates	6.1%	7.0%	Around 8%
	Managerial staff	20.5%	21.5%	Around 22%
Mitsubishi UFJ Morgan Stanley Securities	Section manager class or above	71	77	At least 120
	Assistant manager class or above	10.9%	11.9%	At least 13%
Mitsubishi UFJ NICOS	Manager and team leader (equivalent to assistant manager)	17.8%	19.7%	At least 25%
Mitsubishi UFJ Lease & Finance	Manager	5.6%	5.9%	At least 10%

*Target dates for Bank of Tokyo-Mitsubishi UFJ, Mitsubishi UFJ Trust and Banking, Mitsubishi UFJ Morgan Stanley Securities, Mitsubishi UFJ NICOS, and Mitsubishi UFJ Lease & Finance are March 31, 2018, 2019, 2021, 2022, and 2021, respectively.

Mitsubishi UFJ Trust and Banking

The company held the Women's Leadership Program for female employees with management potential. In addition to individual training, the program works with supervisors to support them in their professional growth for a six-month period. The company also held a career forum for female employees and managers, featuring talks by executives from other firms on the career paths and development of women working in various fields. In addition, to encourage more effective mentoring, the company provides all managers with a guidebook containing suggestions for communicating with and preparing women for career advancement.



Career forum

Bank of Tokyo-Mitsubishi UFJ

The company is actively appointing women to management positions where their representation has been low so far, such as corporate banking business, international business, and headquarters. It also offers a variety of career-building support for women, including roundtable discussions with executives, career-training sessions and mentoring support. A new system was created in January 2018 to re-employ women who had resigned for accompanying their spouse on an overseas job transfer.

Mitsubishi UFJ Morgan Stanley Securities

The company sends female manager equivalents and manager candidates to a third-party training institute every year to acquire requisite knowledge and skills and network with other industries. It also actively supports career building for women in their fifth year at the company through training that also discusses life events. Meanwhile, all managers from senior managers on up has taken a diversity management training.

Mitsubishi UFJ NICOS

The company held training for female manager candidates designed to give them information that encourages a positive outlook on their careers. The company also assigns a mentor to women who are changing career paths or have management potential. The program is aimed at identifying and removing the obstacles to career advancement by providing such women with work- and career-related advice as well as emotional support.

Mitsubishi UFJ Lease & Finance

In addition to our core officers, who generally remain with the company for the duration of their careers, the company also offers a variety of training programs for general staff to expand their job opportunities. In fiscal year 2016, it created a new leadership training for general employees to cultivate leaders who can grasp an overall picture and actively contribute to the organization's operation.

Female executive interview

Chiaki Kitagawa

Executive Officer
General Manager, Retail Branch Management Division
Bank of Tokyo-Mitsubishi UFJ



Profile

April 1991 Joined the company. Assigned to Gifu Branch
April 2000 Manager, Strategic Research Division
June 2007 General Manager of Otobashi Branch, Komagome Branch, Ginza Branch, and Jiyugaoka Branch
May 2017 General Manager, Retail Branch Management Division
June 2017 Appointed Executive Officer

Meeting inspiring women transformed my career

What are some areas where you struggled in your career, looking back?

When I was working in trade business after three or four years at the company, I told the general manager I'd like to work in corporate loans, so I ended up replacing someone who was leaving. It was a rare position for a woman at the time, so I think it took courage even for the general manager. During the transfer, there was a customer who expressed disagreement with my being a woman. So the chief manager went with me to the client's location and asked for their understanding, saying, "She is no different from a man. I'm keeping her in her position."

It was the customers who supported me in such difficult times. One customer said, "Men and women are mostly the same. There's no need to fixate on the differences. It's business that's not so simple." Those encouraging words became a source of strength as I continued working. Later, in my experience at different workplaces, it was the customers who most celebrated my career steps. Let alone my amazing supervisors and colleagues, my greatest asset is the customers.



Did you have any turning points?

The biggest turning point was when I changed business units. I transferred to the Retail Banking Business Unit just when the previous bank merged and became UFJ Bank.

When I shifted careers to retail and began working in a female-majority workplace for the first time, I had some new realizations. From their sincerity toward customers and honest work ethic, I sensed tremendous possibility in those women in this new environment. The retail market was still developing, so when I realized that talented people and a fulfilling work environment were both right here in front of me, I felt like I had stumbled on a pile of gold, and found new meaning in my work. My team members from that time are now successful senior managers and general managers in the Chubu region. I'm delighted.

Do you have any suggestions for working women?

There are two qualities I have kept in the front of my mind ever since I began working: integrity and humility. Women are often diligent workers, but I think they have a tendency to be too concerned about the opinion of others. I want to see women live true to themselves, to hold firmly to their centers. That's integrity.

It's also important to have the space to lend your ear to other people's opinions, without being overly self-confident. You could call it listening skills, or objectivity. But that's humility. As long as you face what needs to be done with an active courage and the flexibility and optimism to accept and appreciate others, I think you'll always move in the right direction.

04 Balancing Work and Childcare

Raising children is a major life stage regardless of gender. MUFG strives to provide the information, education and training, systems, and work environments necessary to help employees balance childcare with their careers.

Certifications for promoting women's empowerment

Each group company is Kurumin certified under the Act on Advancement of Measures to Support Raising Next-Generation Children, and Eruboshi certified under the Act on Promotion of Women's Participation and Advancement in the Workplace.

Kurumin certification by Japan's Ministry of Health, Labor and Welfare (MHLW) recognizes a business as a childcare support company based on set requirements in support of balancing work and childcare. In February 2016 Bank of Tokyo-Mitsubishi UFJ received Platinum Kurumin certification for meeting even higher standards.

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

Certification of main companies

Name	Certification	Name	Certification
Bank of Tokyo-Mitsubishi UFJ		ACOM	
Mitsubishi UFJ Trust and Banking		Mitsubishi UFJ Research and Consulting	*2
Mitsubishi UFJ Morgan Stanley Securities		Mitsubishi UFJ Information Technology	*1
Mitsubishi UFJ Morgan Stanley PB Securities		Mitsubishi UFJ Lease & Finance	
Mitsubishi UFJ NICOS	*1		*1 Level 2 *2 Level 3



Mitsubishi UFJ Trust and Banking

The company has supported balancing work and childcare from an early stage, and has won awards of excellence for both promoting gender equality and being family-friendly in the MHLW's Minister's Award for Equal Employment/ Work and Family Harmonization.

Bank of Tokyo-Mitsubishi UFJ

In addition to pre- and post-leave training and interviews, mothers juggling career and childcare can utilize daycare services and systems such as shorter working hours, late attendance or early finish, and nursing leave. Since 2016 the company has offered options such as telecommuting for employees of the head office in Japan, and staggered working hours at all offices and divisions in Japan. They have also rolled out coverage of commuting expenses for dropping children off at daycare (new as of January 2018).

	Before childcare leave	During leave	After childcare leave
Support for a quick return to work and committed work-childcare balance			
Employee support	Pre-leave training To build post-return career motivation	wiwiw return-to-work support program Provides information about returning to work	Post-return training To build career motivation
	Pre-leave interview To build post-return career motivation	Pre-return interview To review available support	Interview upon application for shorter working hours To review available support & build career motivation

Mitsubishi UFJ Morgan Stanley Securities

The company launched new initiatives in 2017, such as pre-maternity leave training to build awareness of working styles that support career development after leave by preparing an action plan through watching video messages from female colleagues with children and male colleagues who actively enjoy childcare. New post-return training provides continued career-oriented support, and the company educates supervisors with training and a manual for return-to-work interviews. They have also broadened support by introducing an additional leave system in October 2017 that is available until a child reaches third grade (aged 8-9), as well as financial support for childcare, and various working styles such as shifts and telecommuting.



Video messages from working parents

Encouraging childcare leave for men

Bank of Tokyo-Mitsubishi UFJ and Mitsubishi UFJ Morgan Stanley Securities offer up to 10 days of short-term paid childcare leave for male employees, and have set a goal of 100 percent leave taken, to foster understanding of varied working styles and colleagues balancing work and childcare.

The Group has also published a childcare booklet for men, HUG-kumu, to encourage them to take responsibility for childcare.

Companies with more than 300 employees must publish, once or more per year, the ratio of childcare leave taken by male employees to encourage their participation at home.



Support for balancing childcare and returning to work

Each group company provides wide-ranging support for women balancing work and childcare, such as training and interviews surrounding maternity and childcare leave, as well as management training.

Mitsubishi UFJ Lease & Finance

1. Childcare leave roundtables

The company offers regular information-sharing roundtables for employees preparing to return from childcare leave, which supports a smooth reentry by allaying concerns and revitalizing enthusiasm for work.



Childcare leave roundtable

Feedback from roundtable participants

- It was reassuring to see there are many others returning to work like me.
- Joining made me to ask myself again, "Why come back and juggle my job and childcare?" Of course I've got some apprehensions, but it reaffirmed my desire to work.

2. Lunch meeting

This is an opportunity for working mothers from different divisions to meet at lunch time to share and discuss issues on balancing work and childcare — such as effective use of limited working hours, mid- and long-term career image, and tips for juggling work and home — so they can brainstorm solutions and overcome challenges.



Lunch meeting

Feedback from lunch meeting participants

- I got to hear advice about handling my job in limited working hours, like how to get things done and communicate with supervisors and coworkers, so it was a good reference.
- For some topics the answers don't come easily, such as working efficiently in shorter hours and the future careers. But it is worthwhile even just to share ideas with employees who are in the same situation.

Bank of Tokyo-Mitsubishi UFJ

The company endorses short-term paid childcare leave, available until a child turns two. In fiscal year 2016, 555 male employees took leave, and around 1,600 employees have used the system so far.

Additionally, the internal diversity-related site Click! Kagayaki features male employees who have taken childcare leave, introducing things like their daily life during leave and things it has made them realize.

Mitsubishi UFJ Morgan Stanley Securities

Childcare leave is available for male employees before their child turns one, regardless of their partner's employment status, and the company encourages taking five days or more within the period. In fiscal year 2016, the ratio of childcare leave taken was 41.2 percent. Since fiscal year 2017, a goal rate of 100 percent has been added to organizational performance evaluations.

Feedback from employees after childcare leave

- There is huge value in experiencing how hard it is to tackle housework and childcare alone.
- It was pretty fun to create three balanced meals each day myself.
- I am grateful for the understanding and support of my colleagues.

Childcare leave interview

It was unbelievably tough taking care of two children

Hironobu Ando
Underwriting Review & Due Diligence Division
Mitsubishi UFJ Morgan Stanley Securities



I waited for the right time at work to take time off. At home I was absorbed in childcare — giving them baths, preparing milk, and taking the eldest to nursery school. It was unbelievably tough taking care of two kids. If we didn't cooperate and share the responsibility as a couple it wouldn't have worked. Taking a whole week off may be difficult, but I recommend doing it also for your partner.