

# Human Resources

## Human Resources Strategy under the Medium-Term Management Plan

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**Discipline**  
Disciplined business management

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**Optimization of headcount and personnel expenses, and proper deployment of the human resources**
  
- 2

**Focus**  
Focus on our strengths to generate growth

▶

**Hire and develop talents to lead the strategy**
  
- 3

**Integration**  
Integration across the Group and globally to achieve sustainable growth

▶

**Producing workplace environment to support diversified human resources**

### Optimization of Headcount and Personnel Expenses, and Proper Deployment of the Human Resource

#### Optimization of Headcount and Personnel Expenses

SMFG aims to optimize headcount and personnel expenses through enhancing headcount management and personnel expenses management as well as implementing company-wide efforts to increase productivity and operational efficiency.

#### Proper Deployment of the Human Resource

SMFG aims proper deployment of human resources through group-wide personnel movement based on the business strategy and employees' skill, experience and career development. At the same time, SMFG develops new job-position and focus on education of employee in order to implement group-wide personnel movement smoothly.

### Hire and Develop Talents to Lead the Strategy

#### Allocation of Human Resources to Strategic Growth Fields

SMFG is allocating human resources to strategic growth fields through both personnel relocations and the hiring of mid-career individuals.

### Stage-Based Human Resources Development

SMFG categorizes the stages of development of our employees and Human resources development programs are in place for each stage.

Stage	Initiatives
<p><b>Mid-level Employees</b> (8th year–16th year)</p>	<p><b>Cultivation of Future Leaders</b></p> <ul style="list-style-type: none"> <li>• Planned employee rotation plans</li> <li>• Identification of necessary skills and experience and training deliberately aimed at acquiring these</li> </ul>
<p><b>Junior Employees</b> (1st year–7th year)</p>	<p><b>Development of Junior Employees</b></p> <ul style="list-style-type: none"> <li>• Enhancement of on-the-job training through establishment of basic principles of working for SMFG and instructor systems</li> <li>• Management skills training for managers</li> </ul>

### Developing Global Talent

As our business globalizes rapidly, we are committed to strengthen our employees' global business capabilities. For example, we provide various unique global training programs for both Japan hired and overseas hired employees, including a leadership program organized in collaboration with a world-leading business school. We also support employees' language trainings to encourage active communications across borders.

In addition, we promote cross-border transfers and secondment of employees around the world, for both business and training purposes. Through these initiatives, there are increasing number of overseas hired employees who have worked in Japan, contributing to globalize our domestic offices.

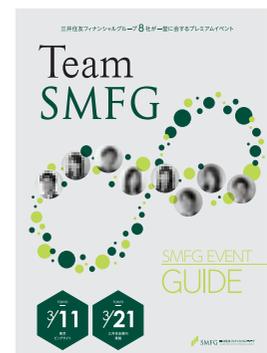
By creating an environment where employees with different backgrounds work together and inspire each other, we pursue to provide services of greater value to our customers.

### Foster Workplace Environment That Is Conducive to the Efforts of Diverse Human Resources

#### Promotion of Diversity

SMFG is fostering a workplace environment that will enable diverse human resources to work in diverse manners on the broad field in SMFG

Through SMFG's joint recruiting activities, we implement hiring practices regardless of gender, nationality, and age, seeing only applicants' characters and aptitudes, to actively hire individuals with highly specialized skills.



SMFG's joint hiring event poster

## • Empowerment of Female Employees

We hold SMFG joint women's career forums each year for young female employees with the aim of giving them a clear focus in their work at an early stage. In addition, SMFG is focused on cultivating female leaders through its career development support programs, which include leadership training and mentor systems targeting mid-level female employees.

SMFG's initiatives for empowering female employees have earned recognition from external institutions.

**Inclusion in Nadeshiko Brand selection compiled jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange**  
Sumitomo Mitsui Financial Group, Inc.



**Receipt of "Platinum Kurumin" certification from the Ministry of Health, Labour and Welfare**  
Sumitomo Mitsui Banking Corporation,  
The Japan Research Institute, Limited



**Receipt of 2017 Catalyst Distinction**  
Sumitomo Mitsui Banking Corporation



## • Working Style Reform

When we hire employees with diverse backgrounds, we cannot expect everyone to be able to fully exercise their talents under the same working style. Accordingly, reforms to working style will be the centerpiece of our efforts to promote diversity. Through these reforms, we will drastically revise operating processes, allow employees flexibility with regard to working locations and times, and take steps to prevent excessive overtime.

As one initiative to promote working style reforms, SMBC began presenting working style reform awards to head office divisions in fiscal 2015. These awards recognize divisions implementing superior initiatives based on the details of these initiatives and the extent to which they were able to reduce overtime.



Working style reform award ceremony

## • Employment of Differently Able Individuals

SMBC Nikko Securities employs leading differently abled athletes who take part in competitions and give lectures in Japan and overseas to foster understanding with regard to differently abled individuals.

## Improvement of Motivation and Engagement

SMFG develops frameworks for disseminating its Five Values, which serve as its shared code of conduct, and for supporting employees in tackling new challenges. We thereby seek to improve the motivation of all Group employees and make them feel more engaged with their work so that they are able to deliver higher performances.

In addition, we implement group-wide surveys of employees, which we call "financial group employee surveys," to maintain an understanding of employee motivation levels, which is incorporated into human resource measures.

### Uniting a Diverse Team of Employees



Takeshi Kunibe  
Director President and Group CEO  
Sumitomo Mitsui Financial Group, Inc.

When part-time employees are included, SMFG has around 100,000 employees positioned in roughly 40 countries around the world. The SMFG Group comprises various companies, and each company is very unique. In the same manner, our employees are all unique, with differing genders, ages, nationalities, and values. These diverse human resources are our greatest asset.

Creating new value is imperative to survival in the highly volatile operating environment. As we strive to create such value, we must begin by aligning our diverse employees, who come from various backgrounds, along the same vector and having them share fresh and innovative ideas that are unfettered by tradition.

It is not easy to respect diversity while also fostering a sense of team unity. SMFG works to accomplish this through its Five Values, which put forth a set of values and action guidelines shared by all employees. If every employee remains constantly aware of the fact that they are a member of SMFG and roots their individuality in the Five Values, this diversity will become a wellspring of power for the Group. By uniting our diverse team of employees in this manner, we aim to ensure that SMFG continues to be a strong company on into the future.