

# Gender Pay Gap Statement

---

At MUFG, we believe that creating an organisation and culture in which employees with diverse values, backgrounds, and perceptions of work can respect and inspire each other while freely pursuing personal growth and career success. This is key to realizing our medium-to long-term vision of becoming the world's most trusted financial group. Based on this belief, we work to promote inclusion & diversity.

MUFG is an equal opportunity employer. This means all employment decisions are made on the basis of an individual's merit, qualifications and business needs. Our DEI policy applies to all areas of employment, including recruitment, hiring, training and selection for training, promotion, demotion, job assignments, transfers, compensation, benefits, discipline, redundancy, termination, and all other terms and conditions of employment.

## **MUFG Bank, Ltd. Australia's Gender Pay Gap explained**

MUFG has undertaken a comprehensive like-for like assessment to identify any possible equal pay anomalies. The insight gained from our like-for-like gender pay gap analysis plays a vital role in supporting our ongoing commitment to fair and equitable remuneration practices.

While the overall gender pay gap might exist, it doesn't necessarily indicate an equal pay issue for any individual. The overall gender pay gap published by WGEA is showing the difference in average/median earnings between women and men in our workforce and it is not based on a comprehensive like-for like basis, comparing women and men being paid for the same or comparable jobs.

We are confident that MUFG's Gender Pay Gap is not an issue of equal pay but is due to a *gender imbalance* both in senior management and across the business as a whole.

We continue to review our practices with the objective of achieving a meaningful increase in the number of women in mid and senior level positions and fostering an environment in which all staff are treated fairly irrespective of gender.

Takahiro Iino  
Head of Oceania