

# Data Book



## ■ Scope of aggregation

Dai-ichi Life Holdings (HD) and its 13 major subsidiaries are covered.

When referring to a specific aggregation scope, abbreviations in parentheses are used.

### <Major Subsidiaries>

The Dai-ichi Life Insurance Company, Limited (DL)

The Neo First Life Insurance Company, Limited (NFL)

Dai-ichi Life International Holdings, LLC (DLIHD)

Protective Life Corporation

Partners Group Holdings Limited

Dai-ichi Life Insurance (Cambodia) PLC.

Dai-ichi Life Reinsurance Bermuda Ltd.

The Dai-ichi Frontier Life Insurance Co. Ltd (DFL)

ipet Insurance Co. Ltd (ipet)

Vertex Investment Solutions Co. Ltd. (Vertex)

TAL Dai-ichi Life Australia Pty Ltd.

Dai-ichi Life Insurance Company of Vietnam Limited

Dai-ichi Life Insurance Myanmar Ltd.

## ■ Calculation period

Unless otherwise stated, the calculation period is from April 2023 to March 2024, and the results as of the end of March 2024 are listed.



## ■ Number of employees

Item	Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
Consolidated number of employees	*1	People	64,823	62,260	60,997	59,495

## ■ Gender Ratio

Item	Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
Percentage of female in the workforce	*2	%	91.0	91.0	90.4	90.1
Percentage of female in top management position	*3	%	10.8	12.1	13.4	13.7
Total number of management positions <sup>*(1)</sup>	*2	People	3,559	3,680	3,747	3,833
Total number of female in management position (5 domestic companies) <sup>*(1)</sup>	*2	People	977	1,049	1,102	1,135
Percentage of female in management position (5 domestic companies) <sup>*(1)</sup>	*2	%	27.5	28.5	29.4	29.6
HD	*4	%	15.6	14.8	16.2	18.5
DL	*5	%	28.8	30.1	31.3	32.0
DFL	*6	%	13.3	12.5	15.9	15.6
NFL	*7	%	20.8	19.5	16.0	16.4
ipet	*8	%	-	-	33.9	27.9
Percentage of female in entry-level management <sup>*(1)</sup>	*2	%	37.6	37.1	37.5	37.5
Percentage of female in senior management <sup>*(1)</sup>	*2	%	6.7	9.4	9.8	12.5
Percentage of female in management positions in revenue-generating functions (such as sales) <sup>*(2)</sup>	*5	%	30.8	32.0	33.2	33.7

<sup>\*(1)</sup> Ratio of the number of employees in the company of scope of aggregation for which data is available to the total number of employees on a consolidated basis during the last fiscal year is 83.4%

<sup>\*(2)</sup> Ratio of the number of employees in the company of scope of aggregation for which data is available to the total number of employees on a consolidated basis during the last fiscal year is 79.1%



■ Gender Ratio

Item	Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
Percentage of female in STEM-related positions	*9	%	8.6	7.1	8.0	9.8
Average age	*4	Year-old	41 years 10 months	41 years 11 months	42 years 2 months	41 years 9 months
Average years of service	*4	Years	14 years 10 months	14 years 10 months	15 years 9 months	14 years 6 months
Average years of service for employees (male)	*10	Years	20 years 11 months	21 years 5 months	21 years 11 months	22 years 5 months
Average years of service for employees (female)	*10	Years	11 years 10 months	12 years 3 months	13 years 0 months	13 years 7 months



## Salary

Item	Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
Average annual salary	*4	10,000yen	948.7	978.7	972.2	949.9

## Gender pay gap(1/2) <sup>\*(3)</sup>

Item		Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
Total of five domestic Companies	All employees	*11	%	-	-	38.2	41.6
	Full-time employees	*11	%	-	-	37.6	41.8
	Part-time and fixed-term employees	*11	%	-	-	42.2	41.8
HD	All employees	*4	%	-	-	55.2	61.0
	Full-time employees	*4	%	-	-	57.0	61.6
	Part-time and fixed-term employees	*4	%	-	-	27.3	44.0
DL	All employees	*12	%	-	-	38.0	41.5
	Full-time employees	*12	%	-	-	37.4	41.7
	Part-time and fixed-term employees	*12	%	-	-	43.2	44.0
DFL	All employees	*6	%	-	-	54.3	56.3
	Full-time employees	*6	%	-	-	54.0	56.3
	Part-time and fixed-term employees	*6	%	-	-	77.5	- <sup>*(4)</sup>

<sup>\*(3)</sup> Gender pay gap is calculated by the following formula: Gender pay gap = (Annual average salary (female) / Annual average salary (male)) × 100%

<sup>\*(4)</sup> Data is not available as no fixed-term employees were employed in 2023.



■ Gender pay gap(2/2) <sup>\*(3)</sup>

Item		Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
NFL	All employees	*7	%	-	-	57.9	55.5
	Full-time employees	*7	%	-	-	57.9	55.9
	Part-time and fixed-term employees	*7	%	-	-	56.2	12.4
ipet	All employees	*13	%	-	-	58.7	55.9
	Full-time employees	*13	%	-	-	59.7	56.0
	Part-time and fixed-term employees	*13	%	-	-	98.1	100.0

## Gender pay gap by job grade FY 2023

Position	Scope	Unit	Female <sup>*(5)</sup>	Male
Managers (base salary only) <sup>*(6)</sup>	*3	-	0.87	1
Managers (base salary + other cash compensation) <sup>*(6)</sup>	*3	-	0.86	1
Non-managers (base salary only) <sup>*(6)</sup>	*3	-	0.70	1

<sup>\*(5)</sup> Ratio with male as 1

<sup>\*(6)</sup> Ratio of the number of employees in the company of scope of aggregation for which data is available to the total number of employees on a consolidated basis during the last fiscal year is 80.6%



■ Other ratio

Item	Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
Workforce Breakdown by race, ethnicity, or nationality <sup>*(7)</sup>						
Japan	*9	%	-	99.75	99.68	99.77
China	*9	%	-	0.11	0.16	0.11
Korea	*9	%	-	0.06	0.08	0.05
Germany	*9	%	-	0.01	0.02	0.01
Others	*9	%	-	0.08	0.06	0.06
Workforce Breakdown of managers by race, ethnicity or nationality <sup>*(8)</sup>						
Japan	*14	%	-	99.81	99.82	99.79
China	*14	%	-	0.05	0.05	0.04
Korea	*14	%	-	0.09	0.08	0.13
Germany	*14	%	-	0.05	0.05	0.04
Percentage of employees with disabilities	*18	%	2.22	2.34	2.44	2.49

<sup>\*(7)</sup> Ratio of the number of employees in the company of scope of aggregation for which data is available to the total number of employees on a consolidated basis during the last fiscal year is 100%

<sup>\*(8)</sup> Ratio of the number of employees in the company of scope of aggregation for which data is available to the total number of employees on a consolidated basis during the last fiscal year is 82.3%





## ■ Employment

Item	Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
The number of new hires	*10	People	645	466	359	373
Total number of male	*10	People	174	128	144	143
Percentage of male	*10	%	27.0	27.5	40.1	38.3
Total number of female	*10	People	471	338	215	230
Percentage of female	*10	%	73.0	72.5	59.9	61.7
By Age						
20's and younger	*10	People	309	200	171	154
30-39 years old	*10	People	112	113	83	97
40-49 years old	*10	People	128	101	73	73
50-59 years old	*10	People	90	46	29	38
60s and over	*10	People	6	6	3	11
Percentage of open positions filled by internal candidates (internal hires)	*10	%	99.0	95.9	96.4	93.4
Average hiring cost divided by the number of full-time employees	*10	1,000 yen	2,052	2,748	2,987	2,163



## ■ Employment

Item	Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
Employee turnover	*15	%	3.8	4.0	3.7	3.8
Percentage of male	*15	%	34.6	34.2	26.8	32.2
Percentage of female	*15	%	65.4	65.8	73.2	67.8
Percentage of managers and above	*15	%	28.4	15.8	13.0	17.9
Percentage of employees below managerial level	*15	%	71.6	84.2	87.0	82.1
Voluntary employee turnover	*15	%	1.1	3.2	3.7	3.8
Coverage of the above employee turnover (on a global basis, full-time employees) <sup>*(9)</sup>	*15	%	86.0	84.1	86.6	86.2

<sup>\*(9)</sup> Ratio of employees of the company in the scope of aggregation for which data is available to the office workers in the company of scope of aggregation.



## ■ Human resource development

Item	Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
Average amount spent on training and skill development per full-time employees <sup>*(10)</sup>	*3	Yen	-	-	-	57,285
Average hours of training and skill development per full-time employee <sup>*(10)</sup>	*3	Hours	-	-	-	5.45
Training hours by training type						
DX	*3	Hours	-	-	-	1.4
Global	*3	Hours	-	-	-	0.7
Management	*3	Hours	-	-	-	1.2
Nurturing the next generation of management leaders	*3	Hours	-	-	-	0.5
Career development support	*3	Hours	-	-	-	1.7
Training hours by gender						
male	*3	%	-	-	-	49
female	*3	%	-	-	-	51

<sup>\*(10)</sup> Ratio of the number of employees in the company of scope of aggregation for which data is available to the total number of employees on a consolidated basis during the last fiscal year is 80.6%



## ■ Employee support program

Item	Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
Percentage of male employees taking parental leave (total of 5 domestic companies) <sup>*(11), (12), (13)</sup>	*2	%	91.3	92.2	100.0	100.0
HD	*4	%	-	100.0	100.0	100.0
DL	*5	%	-	85.1	100.0	100.0
DFL	*6	%	-	100.0	100.0	88.9
NFL	*7	%	-	100.0	100.0	83.3
ipet	*8	%	-	-	22.2	33.3

\*(11) The percentage of male employees taking childcare leave, etc. is calculated in accordance with the calculation standards for the percentage of employees taking childcare leave, etc. that are required to be published under the revised “Childcare and Family Care Leave Law (enforced in April 2023)” of Japan.

If the result exceeds 100%, it is indicated as 100%

\*(12) Figures for FY2022 onwards include ipet; figures for FY2021 and earlier are the total of the four companies excluding ipet

\*(13) The calculation follows the below standards:

2022 and later: based on national standard, denominator: persons whose spouse gave birth during the fiscal year, numerator: persons who took parental leave during the fiscal year (excluding persons who took parental leave during the previous fiscal year)

2021 and earlier: denominator: persons who will reach the deadline for taking parental leave during the current fiscal year, numerator :of those who are due to take parental leave during the current fiscal year, those who took the leave



## ■ Health promotion

Item	Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
Presenteeism	*5	%	-	-	24.0	23.4
Absenteeism	*5	Days	-	-	2.5	2.2
Periodic health checkup rate	*5	%	99.6	99.8	99.9	99.9
The rate of detailed examination required by health check-up	*5	%	81.3	85.7	87.8	87.8
Follow-up health guidance implementation rate	*5	%	100.0	100.0	100.0	100.0
Specific health guidance completion rate	*5	%	90.1	93.1	91.1	-
Gastric cancer screening uptake rate	*5	%	47.0	46.7	46.5	-
Colorectal cancer screening uptake rate	*5	%	79.9	80.3	81.0	-
Breast cancer screening uptake rate	*5	%	71.7	72.3	77.1	-
Cervical cancer screening uptake rate	*5	%	33.1	34.9	36.5	-



## Health promotion

Item	Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
Health care point registration rate	*5	%	76.7	73.9	79.4	80.6
Rate of taking stress checks	*5	%	84.5	83.8	81.2	86.3
Percentage of people with high stress	*5	%	11.1	13.5	14.9	14.7
Percentage of male who exercise regularly	*5	%	54.5	53.6	55.0	54.4
Percentage of female who exercise regularly	*5	%	38.1	36.0	36.2	34.9
Percentage of male who maintain appropriate body weight	*5	%	67.0	67.6	67.4	67.2
Percentage of female who maintain appropriate body weight	*5	%	73.5	74.0	73.9	73.5
Smoking rate (male)	*5	%	27.7	27.9	27.3	27.7
Smoking rate (female)	*5	%	23.7	22.8	22.2	21.9
Number of work-related accidents	*5	Cases	568	755	663	734
Number of cases with suspension of work	*5	Cases	104	141	126	121
Number of commuting accidents	*5	Cases	201	258	271	242
Number of cases with suspension of work	*5	Cases	53	55	67	62



■ Others

Item	Scope	Unit	FY 2020	FY 2021	FY 2022	FY 2023
Rate of employees with top level of engagement scores	*9	%	-	28.7	30.7	33.6
Rate of employees who responded to the engagement survey <sup>*(14)</sup>	*9	%	-	78.0	68.0	70.0
Employee union membership rate <sup>*(15)</sup>	*16	%	90.8	87.8	89.2	94.8
Absence rate	*17	%	0.96	1.32	1.32	1.16
Coverage of the above data <sup>*(16)</sup>	*17	%	88.3	86.7	84.2	83.4

<sup>\*(14)</sup> Ratio of employees responding to the engagement survey among employees of companies in the scope of aggregation

<sup>\*(15)</sup> Ratio of employees who belong to unions among employees of the company in the scope of aggregation

<sup>\*(16)</sup> Ratio of companies in the scope of aggregation for which data is available (calculated based on the number of employees)



## ■ Scope of aggregation

\*1 : Consolidated Financial Results

\*2 : HD, DL, DFL, NFL, ipet (proper)

\*3 : HD, DL (office worker)

\*4 : HD

\*5 : DL

\*6 : DFL

\*7 : NFL

\*8 : ipet (proper)

\*9 : HD, DLIHD, DL, DFL, NFL, DLTX (CR), ipet (CR), Benefit One (CR), Vertex (CR), Topaz (CR), other domestic CR, overseas CR

\*10 : DL (office worker)

\*11 : HD, DL, DFL, NFL, DLTX (CR), ipet(CR, proper), Benefit One (CR), Vertex (CR), Topaz (CR), other domestic CR, overseas CR

\*12 : DL, DLTX (CR), Benefit One (CR), Vertex (CR), Topaz (CR), other domestic CR, overseas CR

\*13 : ipet(CR, proper)

\*14 : HD, DL, DFL, NFL

\*15 : HD, DL (office), DFL, NFL, DLTX (CR), ipet (CR), Benefit One (CR), Vertex (CR), Topaz (CR), other domestic CR, overseas CR

\*16 : HD, DL (office worker), DFL, NFL

\*17 : HD, DL (office worker), DFL, NFL, DLTX (CR), ipet (CR), Benefit One (CR), Vertex (CR), Topaz (CR), other domestic CR

\*18 : HD, DL, DFL, NFL, DLTX(CR, Proper), other Japanese CR



To ensure that we address the core materiality we set,  
we have established indicators for each item to measure our progress, aiming for both a sustainable society and business growth

## Proactive Governance and Engagement

### Core Materiality

- Build a sustainable management foundation that is valued by society
- Respect human rights of all stakeholders
- Creating a fulfilling work environment by promoting an organizational culture that leverages diverse personalities and maximizes and enhances individual capabilities

Indicators	Actual Results <sup>(1)</sup>	Target levels
ESG Composite Indices	FY2023 DJSI : Included in APAC Index MSCI : BBB	<b>Industry-leading level in Japan</b>
Diversity of talents <sup>(2)</sup>	Ratio of female in executives : 13.7% in organization head : 19.1% <sup>(5)</sup>	<b>Both 30% by 2030</b>
Creation of fulfilling work (Engagement Score)	65 <sup>(3)</sup>	-
Innovation promotion (# applications of Innovation fund) <sup>(4)</sup>	29 cases	<b>30 per year</b>

(1) Actual results in FY 2022 in case otherwise stated (2) Total of HD and DL (3) Total of HD and 3 domestic entities (DL, DFL, and NFL) (4) An intra-group fund system to provide financial support for innovative business ideas that can benefit the Group (5) As of April 2024, the ratio of female in executives is for HD and DL, and the ratio of female in organizational head is for HD, DL, DFL and NFL.



We have obtained third-party assurance for the following items:

- Absenteeism rate
- Gender pay gap

For more information see our website.

<https://www.dai-ichi-life-hd.com/sustainability/data/index.html>



## Independent Assurance Statement

To: Dai-ichi Life Holdings, Inc.

The Association for Non-Financial Information Assurance (ANFIA) had been engaged by Dai-ichi Life Holdings, Inc. (hereinafter "Dai-ichi Life") to conduct an independent assurance with respect to the specified information on Sustainability Data prepared by Dai-ichi Life (the subject information). The aim of this statement is to provide limited assurance on the reliability and objectivity of select information included on the subject information. The scope of this assurance was described in the attached table.

### Dai-ichi Life's Responsibility

Dai-ichi Life is responsible for collecting, calculating, and publishing the data necessary for the calculation of performance values in accordance with the standards it has established for the calculation and reporting of indicators (hereinafter "standards established by Dai-ichi Life").

### ANFIA's Responsibility

ANFIA's responsibility is to express a conclusion of limited assurance on the subject information based on the evidence obtained and the procedures performed.

ANFIA conducted limited assurance based on our standards in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Assurance Engagements Other than Audits or Reviews of Historical Financial Information), the ISAE 3410 (Assurance Engagements on Greenhouse Gas Statements). ANFIA has complied with the requirements for independence, professional ethics and quality control as stipulated by ISAE 3000. ANFIA is independent of Dai-ichi Life and its affiliates and has no potential for impartiality or conflict of interest.

It should be noted that the procedures to be conducted in a limited assurance engagement are more limited than those to be conducted in a reasonable assurance engagement.

### Assurance Procedures

The procedures followed by ANFIA are based on professional and expert judgment and include the following.

- Assessment of the policies and procedures for calculating the indicators covered by the assurance.
- Questions to Dai-ichi Life's personnel to understand the above policies and calculation procedures.
- Reconciliation and recalculation with the obtained evidence to ensure that the actual values of the indicators covered by the assurance are captured, aggregated, and disclosed in accordance with the standards established by Dai-ichi Life
- Obtaining and collating data on which to base key assumptions and calculation methods.
- Confirmation of the validity of the actual values of the indicators covered by the assurance.
- Consistency with the base records for the indicators described in the subject information.

### Scope of our assurance engagement

The subject information, as prepared by Dai-ichi Life for which we have provided a third-party assurance, are as follows:

#### Sustainability Data (FY2023)

Scope	Assured value	Boundary
Absentee rate	1.16	Dai-ichi Life Insurance Company

#### Gender Pay Gap (FY2023, Unit : Thousand yen)

Scope	Female	Male	Ratio
Administrative position (Annual Base Salary)	7,002	8,042	0.87
Administrative position (Annual Total Cash)	9,620	11,149	0.86
Non-Administrative position (Annual Base Salary)	2,961	4,235	0.70

Boundary : Dai-ichi Life Holdings and Dai-ichi Life Insurance Company

#### Scope 3 GHG emissions (category 15) and WACI\* (Portfolios as of 2023)

Item	Actual value	Unit
Investment and financing (category 15) Absolute emissions	809	10,000 tCO <sub>2</sub> e
Investment (category 15) WACI (weighted average carbon intensity)	1.3	tCO <sub>2</sub> e / ¥mn

Boundary : Dai-ichi Life Insurance Company

\*The calculation method : Please refer to the " <https://www.dai-ichi-life-hd.com/en/sustainability/environment/climate.html> " .

### Conclusion

As a result of the assurance procedures described above, nothing has come to our attention that causes us to believe that the indicators listed in the subject information have not been calculated, in all material respects, in accordance with the standards established by Dai-ichi Life.

*The Association for Non-Financial Information Assurance*

The Association for Non-Financial Information Assurance  
Tokyo, Japan  
August 30, 2024



# Dai-ichi Life Group

## **Dai-ichi Life Holdings, Inc.**

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These materials were created by Dai-ichi Life Holdings, Inc. (called the Company below) based on the assumption that the information available to the Company was correct and complete, but the Company does not guarantee the correctness or completeness of said information in any way whatsoever. The information in these materials is subject to change without prior notice. Neither these materials nor any of their contents may be disclosed or used by any other party for any purpose without the prior written consent of the Company. These materials include forward-looking statements. Forward-looking statements are based on judgments made by the Company's management based on information that is currently available to it and are subject to significant assumptions. As such, these forward-looking statements are subject to various risks and uncertainties, and actual business results might vary substantially from the forecasts expressed or implied in forward-looking statements. Consequently, you are cautioned not to place undue reliance on forward-looking statements. The Company disclaims any obligation to revise or otherwise change forward-looking statements in light of new information, future events, or other findings.