



Dai-ichi Life  
Group

# Dai-ichi Life Group Employee Value Proposition

## Open the door to a World of Opportunities



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# Employee Value Proposition at Dai-ichi Life Group

What do you value in your work?

When do you feel fulfilled in your work?

At Dai-ichi Life Group, we want to ensure that all our colleagues feel empowered to lead vibrant, positive and fulfilling lives as a part of our team.

We believe that the ideas and strengths of each of these individuals form the foundation on which our Purpose is built.

To achieve this, we are committed to providing a wide range of opportunities and experiences, ensuring our employees find it both attractive and rewarding to work for us.

This booklet highlights the efforts that the Dai-ichi Life Group is implementing across our different countries and companies globally to deliver diverse values, including:

- Embracing new challenges and fostering growth.
- Building meaningful connections we make through social contributions.
- Experiencing the joy of accomplishment alongside colleagues.
- Maintaining a healthy daily life, both mentally and physically to promote happiness.

We invite you to see how our colleagues find value in their work.

We encourage you to explore these insights and discover opportunities to apply them in your own workplace as well.

The Dai-ichi Life Group hopes this booklet inspires you to expand your own possibilities.

\*These initiatives are called Employee Value Proposition (EVP). The Dai-ichi Life Group is promoting EVP with the aim of becoming a company where our diverse employees can continue to actively thrive and demonstrate their individuality.

# EVP Pillars supporting our Purpose & Values



Every employee of the Dai-ichi Life Group plays a crucial role in realizing our Purpose (The “reason” behind our existence in society) and Values (Values we uphold). We are committed to supporting our employees and strengthening the foundation of our Group by providing opportunities centered around the four pillars: Grow, Protect, Belong and Be Well.



# Employee Philosophy Statement

The Dai-ichi Life Group has been sharing our Employee Philosophy Statement, to communicate our commitment to our Employee Value Proposition and the cherished values embodied in our brand message, “By your side, for life.” This statement outlines how we provide opportunities and challenges to our employees worldwide, regardless of country or company. It highlights how our employees’ growth enhances the value of the Group, fostering mutual growth and improvement for both the company and its employees.

Growth is not a solo endeavor.  
As over 100 years of experience has taught us,  
growth comes from belonging to something bigger than ourselves.  
At Dai-ichi Life Group, we are by your side, growing with you.  
Challenging you. Supporting you to prosper.  
Protecting the well-being of all, now and for the future.  
Wherever you are with us, and wherever you go in our group,  
we work together to open up a world of opportunities.

The Dai-ichi Life Group Employee Philosophy Statement

# EVP Pillars

The Dai-ichi Life Group's EVP consists of 4 pillars: 'GROW', 'PROTECT', 'BELONG' and 'BE WELL'.



## GROW

We create an environment where you are challenged to grow, prosper, and embrace new possibilities, as you continue to develop new skills and aspirations.



## PROTECT

We protect you, our customers, communities, and each other, not simply now but also for the future.



## BELONG

We value the diversity of our people and create an environment where you are respected, heard, and able to make a difference.



## BE WELL

We believe that being safe, well and supported at work creates an environment where you feel energised, encouraged, and supported.



GROW

## Grow together

Key points regarding support for "GROW" contained in the statement

You can leverage the knowledge and experience of a group with a long history and achieve greater growth by meeting and connecting with a diverse group of colleagues.

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We have people who challenge, inspire, and cooperate with each other to reach new heights.

Efforts are being made to support growth beyond one's own organization and national borders.





# GROW

Global Job Posting

Here are some testimonials from members who participated in the Global Job Posting, an initiative designed to support your growth beyond company and country boundaries.

## Global Job Posting

TAL  → YuLife 

Working in this new environment, and experiencing the incredible culture of innovation and passion at YuLife has been truly rewarding.



Krystal Rhian  
(TAL)

My decision to take on the secondment was driven by a desire to challenge myself, develop new skills, and experience a start-up environment, which was quite different from TAL's established setting. During my secondment at YuLife, I worked on international strategy development to support the company's growth in the UK and globally. This role included extensive research, interviews, workshops and business case development. In this environment, I needed to adapt to the start-up culture and pivot quickly when necessary. This experience has positively influenced my career, making me more resilient and adaptable. Since returning to TAL, these skills have come in handy in my new role. Although living in a new country and leaving my previous network can be challenging, it has been extremely rewarding as I have grown both personally and professionally. The most fulfilling part of my secondment was the opportunity for personal development and travel in the UK.



Protective  → DLI ASIA PACIFIC   
Virtual Assignment

Working at DLI ASIA PACIFIC as an Assistant Manager in the Market Intelligence Group was an exceptional experience. Over a few months, I crafted detailed reports and forged meaningful relationships with incredible people. This role not only expanded my knowledge of the insurance industry on a global scale but also offered deep insights into how companies strategically research and navigate new regional markets.



Muhammad "Harris"  
Hashmi (Protective)



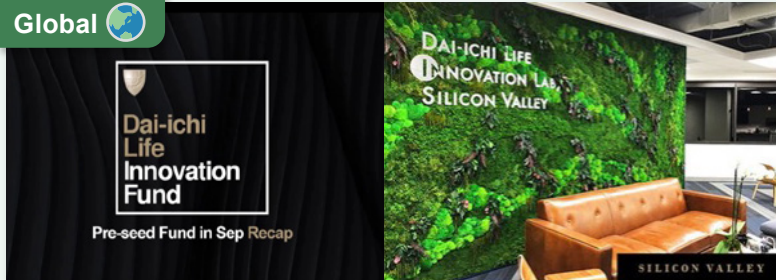
This is a program in which employees raise their own hands, demonstrate their expertise across countries, learn about diversity and broaden their horizons. Held among the countries and companies in the group, it has led to the creation of a culture that supports growth, enhancement and success together.



Group companies are working to revolutionize the insurance industry by innovating and creating new businesses.

## Dai-ichi Life Innovation Fund (DLIF)

Global 



DLIF was launched in 2021 to drive innovation in Dai-ichi group aiming to "Reimagine Insurance". This initiative supports the proof of concept for innovative ideas that help our group companies build new organizational capabilities for the long term. We focus on creating synergies through solutions applicable across various markets while also advancing important R&D that may not show immediate results. In the past 3 years, we've received 72 ideas from 15 group companies worldwide and have supported 32 of them.



The fund team and experts supported me with a global perspective and provided valuable insights.



Kazuya Ishimura  
(Dai-ichi Frontier Life)

I applied to the DLIF because I was inspired by its vision of seeking "bold and disruptive" ideas to reimagine insurance. I wanted to bring my ideas to life and contribute to society.

The fund team and experts supported me with a global perspective and provided valuable insights. This experience was incredibly valuable, providing me with plenty of inspiration and contributing to my growth.

I aim to contribute to the development of insurance services that promote well-being for everyone. I'm excited to see more innovative ideas come to life in the future.



Andrew Tunnicliffe (Partners Life)

We were able to prove the service is valuable to our customers by support from DLIF.

When it comes to innovation, having a good idea is just the start. Ensuring the idea is feasible, accepted by stakeholders, and delivers real business value is essential. By accessing financial support from the DLIF, we were able to quickly test the technical feasibility of our concept and prove that it would be valuable to our customers, giving us confidence to proceed to the next stage. Applying for the DLIF was intuitive and straightforward, and the fund team were very helpful and supportive at every step.





# GROW

Initiatives for Young Employees

We offer a wide range of programs, including educational initiatives designed to cultivate the knowledge and skills essential for becoming a next-generation leader, as well as programs focused on collaboration.

## TAL Graduate Program

TAL 



Marina Santanelli

My highlight from the program was certainly the Study Tour in Japan. We visited several offices of Dai-ichi Life Holdings and learned all about our parent organization.



The most rewarding aspect of my graduate journey was the network I built along the way. By working with a diverse range of people in various roles throughout each rotation, I established strong professional connections. Through this network, I was able to smoothly transition to a permanent role within TAL that aligned with my interests once the graduate program concluded.

A highlight of the program was the inaugural Graduate Study Tour in Japan. We had the privilege of visiting several offices of Dai-ichi Life Holdings and learning about our parent organization. An interesting takeaway from the tour was understanding how differently insurance sales are approached in Japan compared to Australia.

The study tour offered a wonderful opportunity to gain insights into the differences between global insurance landscapes and to recognize the importance of developing customer-centric solutions to meet the evolving needs of modern society.

A key takeaway from the graduate program was the significance of establishing a strong personal brand. Developing a strong personal brand can help you build credibility, which not only fosters meaningful connections within your network but also creates opportunities to achieve your career goals.

During each two-year program, graduates rotate across four areas of the business for a period. Three of the four rotations are within the graduate's area of study, with one rotation outside of their area of study to build core technical skills, diversify and stretch their breadth of experience. TAL's holistic Graduate program focuses on expanding technical knowledge, skill growth, building connections, being part of a great culture, applying knowledge and gaining hands-on experience.

## SUD Young Leadership Program

Star Union Dai-ichi Life 



This Program in SUD focuses on identifying young talent and nurture them to become leaders of tomorrow. We hire young graduates from law, finance, HR, marketing, actuarial, risk and all other departments from Tier 1 and Tier 2 institutions in India. Candidates go through a stringent selection process. The manager and the HR team engages with them from day of selection, focusing on their proactive development and readiness while joining us.





# GROW

## Leadership Development Programs

There are Group-wide and locally organized leadership programs to help you improve your leadership skills, network with global colleagues and create synergies.

### Global Leadership Program (GLP)

Global 

A great opportunity to learn about group management and enhance our knowledge and collaboration with our global peers.

I would like to play an active role as a global leader utilizing the learning from the program.



We gained new insights and built a network by working with leaders from diverse group companies.



We were able to think about business management as a global group through the action learning.



Since 2018, the Global Leadership Program (GLP) has been started for employees who are expected to be next-generation leaders of group companies with the aim of acquiring a global business management perspective. Participants from various countries learn together, cultivate practical business skills that drive company growth, and build a global network through addressing issues that contribute to group management.

### Regional Leadership Development Program

DLI ASIA PACIFIC 

This program sharpened my leadership effectiveness and deepened relationships with group company leaders.



Khin May Lynn  
(Dai-ichi Life Myanmar)

My experience attending the Regional Leadership Development Program in Vietnam was truly transformative. It emphasized key leadership traits: Curiosity, Compassion, and Courage. I learned about my leadership style, strengths, and weaknesses through FIRO-B assessment and peer feedback, which was invaluable in understanding my interactive behaviors and how they impact team dynamics. Working on assignments with peers from across the Mekong region in a simulated organizational environment was a highlight, helping us build stronger bonds and improve collaboration. This program sharpened my leadership effectiveness and deepened relationships with group company leaders.



The program aims to empower leaders from the Mekong region with tools and knowledge to enhance their leadership skills and competencies, and to serve as a platform to broaden professional networks, fostering collaboration and exchange of ideas within a diverse and enriching learning environment.



# GROW

Unique Growth Opportunities  
at Group Companies

We create an environment where each individual can grow by improving their knowledge and skills through workshops and discussions with their group members, and by facing their work with pride.

## LEARN & GROW

Dai-ichi Life Vietnam 

"Joy at Work" session introduced the Emotion Wheel, helping participants identify emotions and cultivate resilience for a healthier work-life balance.



Ha Thi Tu Chi

### LEARN & GROW

Số 2-2024

Apply what you learn

#MeetTheExpert

Joy at work - Niềm vui trong công việc

DAH-ICHI LIFE  
Cán bộ đại lý

The session "Joy at work" of Learn & Grow series was both beneficial and engaging. One of the key highlights for me was the introduction of the Emotion wheel, which helped me identify and understand my emotions and foster joy in the workplace.

By discussing emotional awareness and positive emotions, the session also equipped us with the mindset required to cultivate resilience and maintain a healthy work-life balance.



It aims to enhance employee experience and increase productivity by encouraging the application of knowledge in real work, facilitating connections, productivity tips from project teams, engaging activities like #DIY workshops and #Cinenight discussions to maximize experience exchange within.

## Business Challenge

OCEAN LIFE 

An opportunity to enhance my knowledge and skills in creative thinking, innovation, communication, and presentation, while also applying management recommendations through actionable implementation.



Waraporn Ritthisak



Participating in the Business Challenge was a valuable experience that allowed me to enhance my skills and gain new perspectives beyond my daily work. I presented a project aimed at improving the company and received

insightful feedback from the judges, which broadened my understanding and enabled me to apply their suggestions effectively. This opportunity

contributed to my personal growth in various areas. I am particularly proud that the project I developed can be expanded to improve our customer service processes and enhance client satisfaction.



The Business Challenge program promotes creative thinking, idea generation and work collaboration for organizational growth, while celebrating achievements to boost employee pride.



## Protect together

Key points regarding support for “PROTECT” contained in the statement

We are promoting initiatives to protect all stakeholders, including customers, local communities, and employees, now and for the future.

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The Dai-ichi Life Group Employee Philosophy Statement





# PROTECT

Contribution to Local Communities

We contribute to local communities through support activities and charity events that respond to local issues such as education, welfare, culture, the environment or other areas.

## Protective Foundation Community Service

Protective 

The students always seem to enjoy having a new face come into the classroom and read.



Eli Henderson



Every chance I get, I take the Foundation up on their invitation to visit Phillips Academy to read to the students. The reading happens earlier in the school day, so you get to see the children rush about the hallways, smiling and laughing with friends on their way to class before the bell rings. The students always seem to enjoy having a new face come into the classroom and read from one of the many interesting books you can choose from within the Foundation. It's reassuring to work for an organization that actively seeks out ways to get involved and supports us in dedicating time to helping others.

Protective's Foundation supports local communities by addressing issues like human welfare, environmental enhancement, and cultural enrichment. In addition to providing financial support, the Foundation organizes community service activities employees can participate in.

## Cung Duong Yeu Thuong (The Path of Love) Sport Program

Dai-ichi Life Vietnam 



This program helps me improve health while giving back to the community that really inspires myself for a meaningful healthy life.



Nguyen Thi Van Anh



Dai-ichi Life - Cung Duong Yeu Thuong has transformed my life for the better. I've found a deep passion for running and gained fantastic friends who inspire me every day. From basic running to completing 5km, 10km, and now aiming for marathons, it's been an extraordinary journey. We've also embraced other sports like yoga and swimming, becoming healthier and more united. The program has not only strengthened my body but filled my heart with purpose and connection. Thank you for empowering us to make a difference!

It is an annual walking/running and sports program organized by Dai-ichi Life Vietnam for staff, agents and the community. For every kilometer completed by participants, the company donates 1,000 VND to support people in difficult circumstances. (1,000 VND=Approx. 0.04 USD as of November 2024)



# PROTECT

Donation

We provide support to those who do not have access to adequate medical care or nutrition for economic or social reasons through volunteering and donations.

## Kunthak Bopha Children Hospital Donation & Donation at Insurance Day

Dai-ichi Life Cambodia



This was such a great activity. We had the opportunity to participate with regulators in raising awareness about financial protection by attending the Insurance Exhibition.



Sophat Sreyphreak

The Insurance Day organized by Insurance Regulator of Cambodia (IAC) is such a great event, bringing together the public to better understand the importance of financial awareness. During the event, we donated \$2,500 to Kuntha Bopha Children Hospital through IAC and collectively donated blood from our staff. We offer financial awareness to Cambodian communication and at the same time support health & well-being of Cambodian children.

This is such an invaluable act; we together have an opportunity to share our love through material and essential food items to vulnerable communities.



Hak Kihong



As part of our participation in the Cambodia Insurance Day, we took the opportunity to donate essential food items to Mlop Tapang, a non-profit organization supporting vulnerable communities in Sihanoukville. We are proud to continue our support for Mlop Tapang from last year.

## Voluntary Blood Donation Camp

Star Union Dai-ichi Life



A blood donation camp for indigent patients is held on the SUD Life office premises. Employees donate blood voluntarily.

These camps help to aid to life-saving interventions for the society, and one of the highest forms of impact directly on the life of individuals in our country. The response from employees is extremely encouraging.





# PROTECT

Support for Education and Health

We provide financial support, education and programs to enrich the mind and body, so that people, especially children leading the future can receive better education and improve their standard of living.

## Money Month Challenge

Partners Life 

This August join the  
**Money Month  
Challenge**

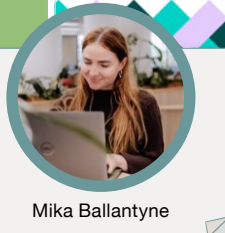
12 - 25 August

brought to you by  
**partners life BANQUER**

Register now:  
<https://banquer.co/nz/money-month>



Gave people confidence in their personal financial management through financial education and encouraged them to take financial actions.



Mika Ballantyne

For the second year running Partners Life and Banquer delivered a virtual financial education experience for New Zealanders during Money Month (August 2024) utilizing the Banquer Beyond platform. The Challenge ran for 2 weeks and saw adults engaging with financial concepts such as banking, credit management, budgeting, investing, and saving through quizzes, videos and webinars. There were prizes awarded for the participants with the top net worth, highest investment portfolio, and most savings. Feedback from the challenge indicates that over 70% of adults felt more confident managing their personal finances after using the platform and are intending to take real life financial action.

Partners Life has partnered with Banquer – a virtual financial education platform – to close the underinsurance gap in New Zealand by raising the level of financial understanding and literacy of New Zealand.

## DSR Initiative for Dream Train Child Development Centre

\*DSR=Dai-ichi's Social Responsibility

Dai-ichi Life Myanmar 

Proud to be part of this initiative that empowers younger generations through financial support for education and health, fostering their overall well-being and future success.



Suu Nwe Htun



In partnership with Japan Heart, we extend our support to children in underserved communities by providing essential healthcare services that address both physical and mental health needs. Our holistic approach recognises that education and well-being are linked; by ensuring that children are healthy and supported, we create an environment in which they can thrive academically and socially. Our initiatives aim to give every child the opportunity to succeed, helping to build a brighter future for individuals and their communities.

The center serves a total of 120 children from various locations, ranging from Grade 1 to university age. During the summer, they participate in well-being courses such as swimming, painting, and reading, tailored to their interests. Dai-ichi Life Myanmar primarily supports their summer courses.





# PROTECT

Environmental Protection

To preserve irreplaceable natural environments and biodiversity, each group company is involved in a wide range of activities, including water conservation, tree planting and waste management, to respond to local environmental issues.

## Project Dharti

Star Union Dai-ichi Life 

The farm pond enabled farmers to cultivate tur dal (pigeon pea), earning a net profit of 57,000 INR, significantly boosting productivity and income.



Kacharu Mangdare



In the village of Raona, farmers faced severe water shortages, limiting their agricultural productivity. To address this, the SUD Life Foundation conducted a need assessment and constructed farm ponds to support irrigation.

After constructing farm ponds, with adequate water, I have cultivated tur dal and was able to earn the net profit of 57,000 INR. The farm ponds not only increased productivity but also transformed the income, demonstrating the profound impact of this initiative on rural agriculture.

(57,000 INR=Approx. 680 USD as of November 2024)

Under the project Dharti, Nalla desilting, installation of drip irrigation system, construction of farm ponds, Jalkund (water recharge pit), shade nets, farmers training and agriculture financial management are promoted.

## Love The World

OCEAN LIFE 



Sawittree Sudjun

Proud to care for society and the environment while finding happiness and building relationships with new friends.

I appreciate the concept of "OCEAN LIFE LOVE THE WORLD" because for a business to grow sustainably, it must take responsibility for the planet and society. Engaging in activities like tree planting, waste management, and donations fosters a culture of caring. Not only does this instill pride, but it also enables us to collectively care for our surroundings. Moreover, these activities promote stronger relationships and teamwork.

Love The World is a concept that encourages employees to care for the environment, use resources responsibly, and support society through activities like tree planting ("Plant with Love"), waste management, and donations ("Ocean Life Sharing Your Love").



## Belong together

Key points regarding support for “BELONG” contained in the statement

New value is created in an environment where people with different personalities come together to enhance their individual skills.

We have a working environment and culture where everyone recognises and respects each other's differences and can work with confidence.

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We can draw on all backgrounds, experiences, and perspectives, beyond one's own organizations and national borders, to enhance each other.



Dai-ichi Life Group promotes Diversity, Equity & Inclusion (DE&I) to ensure an environment where our diverse people respect each other and fully demonstrate their individuality in their work and to build an organization that proactively takes on challenges to create new value.

## Global DE&I Summit

The Global DE&I Summit, which has started in 2022, is an opportunity for Dai-ichi Life Group companies to come together to explore and continuously learn how we can create an inclusive and supportive environment that embraces diversity, values differences and encourages well-being. We will gain alignment and build our capability to advance DE&I by learning from the experiences of each other and share best practices.

Global 

**LET'S LEARN  
TOGETHER!**

This is a great opportunity for participants from different backgrounds to learn about building inclusive organizations!



## The Dai-ichi Life Group Diversity, Equity & Inclusion Statement

At Dai-ichi Life Group, a diverse, equitable and inclusive environment opens a world of opportunities for our people.

We hold a collective, aspirational commitment to creating an environment where our people feel safe, respected, valued and heard at work cultivating a sense of belonging. We believe inclusive teams with diverse backgrounds, experiences and thinking are essential in enabling our people to innovate, grow and develop.

Advancing Diversity, Equity and Inclusion will help us realize our Group's Brand Message "By your side, for life" for our customers, partners and communities.



In March 2024, the DE&I Statement has been developed to communicate our Group's fundamental approach of what Diversity, Equity, & Inclusion means to us. With this Statement, we will promote the creation of an inclusive environment where our diverse people feel they belong at work and create a culture that encourages everyone to boldly take on challenges.



Each group company has different challenges, but we can all find value from sharing experiences and ideas.





# BELONG

Town Hall Meeting

Town hall meetings are held at each group company, where employees can engage in dialogue across ranks and departments, aiming to create a sense of unity within the organization.

## Town Hall Meeting and Handicapped Staff Sharing Session

Dai-ichi Life Cambodia 

The collaborative environment and the diversity of thought are truly inspiring.



Khot Soviet

We held Partnership kick-off and sharing session to celebrate our achievement of the first half year.

To the sharing session, we invited our handicap staffs to share their life experience and how they overcome their challenges which was very inspiring.



In Dai-ichi Life Cambodia, we held the Partnership mid-year kick-off event where teams came together to celebrate the achievement of the first 6 months of the year. There was a session inviting our handicapped staffs to share their stories.

## Town Hall Meetings and Employee Gatherings

Dai-ichi Life Myanmar 

Employee gatherings are essential for keeping us informed about the company's business updates, celebrating milestones, and recognizing achievements.



Aung Ko Ko Khaing



We organize quarterly town hall meetings that provide an opportunity for team members to connect, discuss progress, and align on future goals. These meetings, we also recognize outstanding contributions from employees, highlighting those who exemplify our core values and drive success. Additionally, we share insights on upcoming projects and initiatives, ensuring everyone is aligned and motivated. By creating an open forum for dialogue, we encourage a culture of transparency and engagement, empowering employees to take an active role in shaping the company's future.

Dai-ichi Life Myanmar consistently holds quarterly town hall meetings to share business updates and announcements. On special occasions, such as PR awards, the Dai-ichi Life Myanmar's anniversary, and the Group anniversary, employee gatherings are organized to celebrate these milestones.





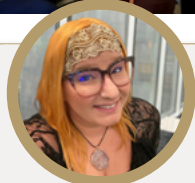
# BELONG

Employee Communities and Events

Various employee communities and events are held to create a work environment and culture where everyone can thrive while recognizing and respecting each other's differences.

## Growth Networks

Protective 



Keely Kane

It's great to connect with colleagues and learn new things while creating a culture of inclusion and belonging!



My experience in the Growth Networks has been amazing! I joined the Growth Networks because as a completely virtual employee I was looking for more ways to connect with others. As a woman, I found a natural fit in the Women's Growth Network but I have also been able to learn and support others as an ally to the Black and Pride Growth Networks. One aspect of the Growth Networks that has been the most impactful in creating a culture of inclusion and belonging at Protective have been the coffee chats. I have enjoyed getting to know the people I have met through these networks on a more personal level. I would say to someone who is on the fence about joining the Growth Networks to just join as you have nothing to lose and everything to gain! We talk about all sorts of topics and I find them all very beneficial! I am truly grateful to be a part of each one because I learn something new every time!

Growth Networks are voluntary peer-led communities, open to all employees, that bring together individuals of like identities, shared life experiences and/or allies with the purpose of networking, raising awareness of relevant business topics and professional development.

## Festival of Yu

YuLife 



Marie Shiobara  
(Dai-ichi Life International (Europe) Limited)

This is a wonderful event that is packed with the "well-being" and "fun" that YuLife values for employees!

I was a guest at the YuLife "Festival of Yu" event for employees! The unique thing about this event is that it is an "unconference" style event, where all participants bring their own ideas and knowledge, rather than just listening to a speaker. Some of the agenda items were not determined in advance, and I was asked to moderate a session on "How to Do Business Well with Japanese People" to share my skills. I felt that the time spent face-to-face with colleagues with whom I usually communicate remotely deepened mutual understanding and increased employee engagement. There were also activities such as yoga and forest bathing in nature and a karaoke competition with a live band, and it was a fun time filled with the "well-being" and "fun" that YuLife values!



Once a year, YuLife holds an event for its employees called the "Festival of Yu". All employees not only from the UK, but also from other countries gather together to exchange opinions and participate in activities, and it is an opportunity for them to recognize the corporate philosophy and value provided by YuLife. It contributes greatly to improving employee engagement.



# BELONG

Diversity Enhancement Efforts

We are committed to creating a workplace where all people, regardless of their disabilities, can play an active role as members of the organization, respecting and supporting each other.

## Dai-ichi Life Challenged Business

### Dai-ichi Life Challenged



This is an environment where you can work in cooperation with colleagues and gain a sense of accomplishment while building trust.

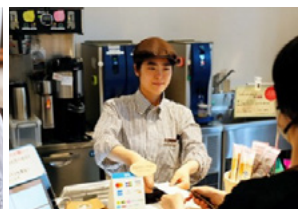
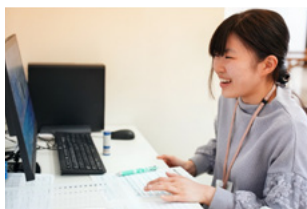
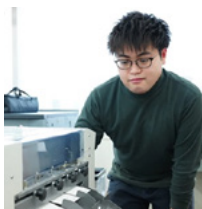


Shiina Ono

I am responsible for data entry work. I cooperate with the employees in the department to finish the work on time, and I deal with the work every day while deepening trust. I feel a sense of accomplishment when I finish the work on time, which makes me very happy. At present, as a trainer, I am learning

work procedures and emphasizing communication suitable for each employee. I feel joy when I can rely on everyone. Dai-ichi Life Challenged gave me time and space to practice when I participated in the Abilympics\* and obtained my Level 2 Building Cleaning Technician certification. This is a company where we can actively take on challenges with the support of our colleagues. To achieve my goal to become a manager, I want to complete each task one by one and become a trainer that employees trust first.

\*Competitions in which people with disabilities compete in skills they have developed in the workplace and elsewhere.



Dai-ichi Life Challenged employs mainly people with intellectual and mental disabilities, and approximately 400 employees are engaged in their work with vigor and enthusiasm. The work includes a wide range of tasks such as administrative support, printing, cleaning and maintenance, and coffee shop operations.

## Love Equality

### OCEAN LIFE



In Ocean Life, in addition to prioritizing equality and human right, we have welfare for the LGBTQ+ group, including gender reassignment surgery leave, marital leave and marriage allowance, caring spouse leave etc.

The overall employee engagement survey result is 84% in 2024, higher than the previous year.

Ocean Life also received an award for supporting people with disabilities.





# BELONG

Women's Empowerment Program

To develop female leaders, we run a variety of programs, including training and workshops tailored to different levels of experience, as well as career development seminars.

## The Female Sponsorship Program



The connections I have made in the Female Sponsorship Program have given me a springboard to succeed.



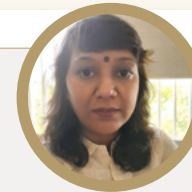
Jen O'Malley

I was fortunate to be selected for this program and had the privilege to interact with Senior Leaders who are sponsors of the program. I had the opportunity to participate in one-on-one executive coaching sessions allowing me to explore my personal brand. This program empowers all the women to be better versions of themselves and understand how to own our careers with confidence and clarity. I have recently been promoted to a more Senior role within TAL. It was truly a wonderful experience and I highly recommend the program.

The Female Sponsorship Program supports high-potential female leaders and specialists. It introduces the concept of sponsorship, engages business leaders, and provides group workshops, guest speakers, resources, and individual coaching. The goal is to advance women's careers and boost their confidence.

## 1000 Best Women Leader's Program

Star Union Dai-ichi Life 



Namita Gor

The Program helped me in significantly enhancing my leadership and personal growth.



I am deeply grateful to the organization for nominating me for the 1000 Women's Leader Program, a truly enriching experience. The program addressed the challenges women face in leadership and introduced five key mindsets. I resonated most with the Warrior and Maverick mindsets. The training helped me overcome perfectionism, embrace delegation, and prioritize my health. It also equipped me to handle tough conversations more assertively, benefiting both my professional and personal life.

The 1000 Best Women Leaders Program is a FULLY ONLINE development program designed to propel a tribe of mid-career women professionals into managerial as well as leadership roles.





## BELONG

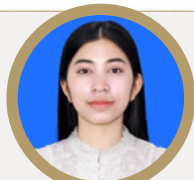
Motivating and Supporting  
Female Employees

We are committed to creating a workplace where all people, regardless of gender, can play an active role, as well as motivating female employees to work.

### Woman's Day Celebration

Dai-ichi Life Cambodia 

Being a woman in a leadership role is quite challenging. I'm glad to have participated in such an inspiring session to hear from female leaders.



Kak Layheang

We held Female leadership Workshop in celebrating International Women's Day.

This session has been attended by top female leader from regulator and share her inspirational story.

Their valuable insights and experiences not only motivated our staff but also highlighted the crucial role diversity and inclusion play in creating a thriving workplace for everyone.



This is an event to promote diversity and inclusion, and to engage and motivate female employee in all level. Managements of the Company participate in celebrating Woman's Right Day by provide a woman scarf and motive message.

### Dai-ichi Life Women's Day

Dai-ichi Life Holdings / Dai-ichi Life Insurance 



This event was held in conjunction with International Women's Day and Women's Health Week in Japan in March to promote DE&I. A lecture and discussion on "DE&I Promotion and Support for Women's Health" touched on the significance of respecting diversity and the need for equity, as well as understanding and supporting women's specific health issues, providing an opportunity for each employees to think about what they can do from their own perspective. In addition, a lot of male employees took part in an event to experience simulated menstrual pain, allowing them to gain a firsthand appreciation of women's health issues.

### Forum for female employees – Urja

Star Union Dai-ichi Life 



Urja is an event driven by women for women that engages women across the organization and involves multiple forums related to engagement and mentoring.



BE WELL

## Be Well together

Key points regarding support for “BE WELL” contained in the statement

Growth is not a solo endeavor.

As over 100 years of experience has taught us,  
growth comes from belonging to something bigger than ourselves.

At Dai-ichi Life Group, we are by your side, growing with you.

Challenging you. Supporting you to prosper.

Protecting the well-being of all, now and for the future.

Wherever you are with us, and wherever you go in our group,  
we work together to open up a world of opportunities.

We provide a safe  
and secure working  
environment where you can  
maintain your mental and  
physical health and live your  
daily work and life vibrantly.

The Dai-ichi Life Group Employee Philosophy Statement



## BE WELL

Well-Being Facilities and Programs

For well-being through work, each company in the group is taking steps to improve mental and physical health, such as holding meditation sessions, providing health promotion facilities, refreshment rooms, and wellness apps.

### Meditation Series

Protective 



Dimica Dutton

Each one brings me a sense of peace and relaxation for the day!

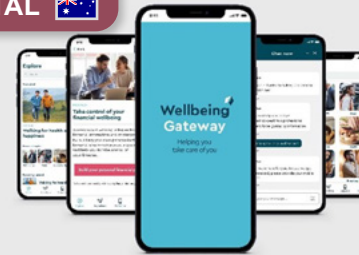
The monthly meditation sessions have truly been a blessing that the company offers and I'm very thankful that I can take the time to go to them each time. Each one brings me a sense of peace and relaxation for the day. Having the opportunity to go to the meditation sessions each month and using the Calm app every day, provided for by the company, is a treasure. I hope that both are offered to us again next year.



Meditation Series is monthly 30-minute in-person meditation sessions in the Quiet Room, a dedicated space available for prayer, meditation, and reflection. Team-led sessions devote time to relaxation and mindfulness to support mental wellness, and we partner with Calm to provide free 24/7 access to meditation, sleep-inducing stories, music, and other self-care resources.

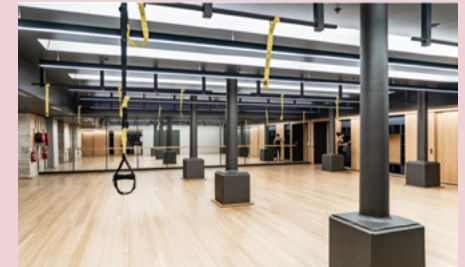
### Promoting Wellbeing

TAL 



#### Wellbeing Gateway App

Assure is a leading Employee Assistance Program (EAP) provider in Australia, offering services to TAL staff and family such as general counselling, well being coaching, financial counselling, legal advice and introductory dietary advice. Assure launched an app, Wellbeing Gateway, available for free to all TAL people. Wellbeing Gateway includes helpful articles on health, home and family, work and finances as well as videos for meditation and maintaining healthy relationships.



#### On-site Fitness and Wellness

TAL is dedicated to employee health and wellbeing, providing on-site gyms and wellness centres in Sydney and Melbourne. Employees can enjoy a wide range of gym equipment, complimentary fitness classes, and personal training sessions. Convenient amenities like lockers, filtered water, and shower facilities with toiletries are included. Additionally, changing rooms are equipped with hair dryers and ironing facilities, ensuring a comfortable fitness experience for all staff.

Partners Life 



#### Wellness Room

The wellness room at Partners Life is a dedicated private space for staff to engage in health and wellbeing practices. It serves as a prayer room for staff, a quiet meditation zone, and a space for nursing mothers to pump milk, with provided amenities for safe storage and cleaning.





## BE WELL

Initiatives to Promote Employees' Mental and Physical Health

We hold health management lectures, campaigns, and health promotion programs so that our employees can always work in good health and happiness.

### Breast Cancer Campaign and Movember Campaign

Dai-ichi Life Myanmar 

This initiative is very informative and helps us learn about the serious cancer affecting women.



Phyto Theingi Oo



To raise awareness of breast cancer and mental wellbeing, we organize health talks for agents, customers, partner banks' employees, and Dai-ichi Life Myanmar employees. I attended the health talk for employees, where I learned about breast cancer and

received an offer for a free consultation. Following the campaign, Dai-ichi Life Myanmar shared informative posts addressing men's mental well-being and health issues as part of Movember\*. By

fostering open dialogue, we hope to empower individuals to take charge of their health and well-being.



\*A campaign held in November to raise awareness about cancer specific to men.

Dai-ichi Life Myanmar holds a campaign to raise awareness about the risks of cancer and promote mental well-being for everyone. During this campaign, Dai-ichi Life Myanmar organizes health talks for agents, customers, partner banks' employees and its employees.

### Wellness Program

OCEAN LIFE 



Puchong Jirakreangsakul

**Strong health and financial stability greatly enhance my quality of life.**

I participated in the Wellness Programs, which provided knowledge and various activities related to health care and financial planning. I joined the BMI Challenge campaign, which helped me lose 9 kg and change my lifestyle habits for better health. Additionally, I met new friends who participated in the program and shared experiences in health care. The financial planning project also enhanced my financial management skills and instilled discipline in saving. I am very proud of the results from both programs.



The Wellness Program raises awareness of the importance of enhancing physical, mental, and financial health. Employees are invited to participate in activities such as the BMI Challenge, healthy nutrition, sports clubs, employee assistance programs, and financial planning.



## BE WELL

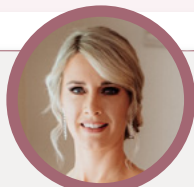
Initiatives to Promote Employees' Mental and Physical Health

In order to make working a happy experience, it is important to maintain good mental and physical health. Each company in the group holds events to think about bullying and sports competitions to improve well-being.

### Pink Shirt Day

Partners Life 

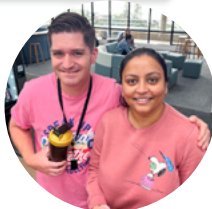
We do not tolerate workplace bullying and continue to create a better working environment for everyone.



Kate Dordahan

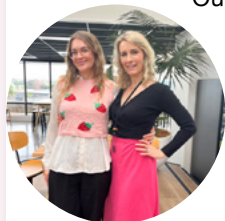


At Partners Life, Pink Shirt Day is an opportunity to remind ourselves how we work best together. To promote the initiative, we encourage our staff to wear pink clothing and take part in



company events such as a pink baking competition. We also speak about its importance during company-wide calls so we are all clear on what bullying is, and where we can get support if we experience or witness bullying.

Our staff take bullying seriously and love participating in the initiatives of Pink Shirt Day.



Pink Shirt Day raises awareness about bullying in schools, workplace, at home, and online. The initiative is observed on the third Friday of every May in New Zealand.

### D-lympic

Dai-ichi Life Vietnam 



Participating in the D-lympic event was truly a rewarding experience. From the very beginning, the vibrant atmosphere made me feel like I was stepping into a big arena, not just for competition, but also for sharing and teamwork. Every match, every moment of effort on the field gave me a chance to push my own limits and bond more with my colleagues. It wasn't just about physical activities, but the spirit of unity and cheering each other on that made me realize the importance of maintaining both healthy and strong relationships, in work and in life. It was an experience that recharged my energy, not only for the body but also for the soul.



Nguyen Thanh Hai

The D-lympic event was a rewarding experience that fostered teamwork, pushed personal limits, and emphasized the importance of both physical health and strong relationships.

The annual nationwide event is a celebration of teamwork, passion and the spirit of competition, bringing employees together through exciting sporting activities. This event encourages everyone to embrace their athletic potential and push beyond their limits. More than just sport; it's about fostering teamwork, building resilience, and inspiring a healthy, active mindset.





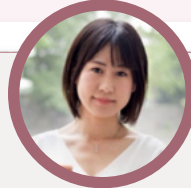
## BE WELL

Initiatives to Promote Employees' Mental and Physical Health

To create an environment where employees can work in good physical and mental, each group company holds events to promote well-being.

### Dai-ichi Life Well-being Day

#### Dai-ichi Life Insurance



Ayumi Kurihara

It was an event that made me proud to work in the Dai-ichi Life Group.

I took part in the Dai-ichi Life Well-being Day with my second-year elementary school daughter.

At first, my daughter was surprised at the stately building, but everyone at work welcomed us by decorating the floor with balloons, and she was

very happy to receive a business card for children with her name on it.

She enjoyed exchanging business cards with my colleagues, superiors and executives, and even after she got home, she was still happily showing the cards and reporting to her father about the day's events.



Conversations about family were increased at work, and conversations about the company were increased at home. I was so happy to hear my daughter say, "When I grow up, I'll be just like my mom.", and I was proud to be working in the Dai-ichi Life Group.

The Dai-ichi Life Well-being Day is an annual event where family members can see the office and workplace, and deepen their understanding of the company and work, as well as strengthen their family bonds. Employees and their family members interacted with each other, deepening mutual understanding and cultivating wellbeing throughout the workplace.

### SUD Life Sports Championships

#### Star Union Dai-ichi Life



With a focus on physical fitness and mental agility, Star Union Dai-ichi Life holds sports championships, organizing events like table tennis, badminton, football, and cricket for employees. A high degree of enthusiasm and involvement of employees make these initiatives a crowd favorite. The team have been able to continue the activities with huge participation from all employees year on year.

### Participation in the "UK Ekiden"

#### Dai-ichi Life International (Europe) Limited



Dai-ichi Life International (Europe) and YuLife competed as a joint team in the first UK Ekiden. 10 representative runners completed the 120 km course from Oxford to Windsor with sashes! The event further deepened the bond between the two companies, with everyone cheering along the route.



# More initiatives by Group Companies

Dai-ichi Life Group companies offer a wide range of EVP initiatives. Here is a selection of the unique programs offered by each Group.



## SUD Life Academy

SUD Life Academy's three schools (Leadership, Technology, and Skilling) offer extensive development programs, including peer-to-peer learning, totalling over 11,000 hours.



Star Union Dai-ichi Life



## Jisedai Program

Dai-ichi Life Myanmar has an internal 6-month Leadership Program for middle management, with 21 participants in its second cohort for 2023-2024.



Dai-ichi Life Myanmar



## Flexible Work, Vibrant Workplace!

Company events held at the North American RHQ are also attended by members from Protective, Canyon Partners, Silicon Valley Lab, and employees studying at colleges in America, providing opportunities for interaction.

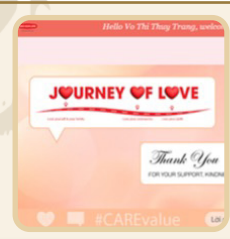


DLI NORTH AMERICA



## Collaboration & Recognition

Using the Journey of Love (JOL) App, Dai-ichi Life Vietnam employees can recognize each other by sending thank you messages through the app. A monthly podcast is published through the app showing the top 3 meaningful thank you messages shared.



Dai-ichi Life Vietnam



## Elimination of Single-use Cups

Protective eliminated single-use cups in breakrooms at the Birmingham headquarters, preventing approximately 36,000 single use cups from ending up in landfills annually.



Protective



## Running Competition Program

Dai-ichi Life Cambodia began a running contest program to promote healthy habits. Many employees have participated by reporting their running totals each week. The winner of the contest will receive a ticket to the Angkor Wat Marathon in December.



Dai-ichi Life Cambodia



## Dai-ichi Way events

The Dai-ichi Way team at Asia Pacific organized activities and events throughout the year. Through these events, employees can celebrate together, enhancing a sense of comradery.



DLI ASIA PACIFIC



## Inclusive Environment of Aboriginal and Torres Strait Islander Employees

TAL fosters cultural awareness by supporting the Reconciliation Action Plan, volunteering in remote communities and partnering with Career Trackers, enhancing Aboriginal and Torres Strait Islander employee inclusion and support.

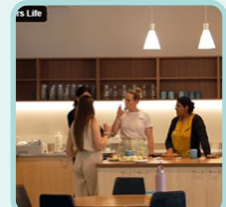


TAL



## Whakamātūtū - Recovery Treatment Centre

Partners Life and Dai-ichi Life presented Whakamātūtū, a depression recovery centre offering a 12-week program to address mental health needs in New Zealand.



Partners Life

# Global Team Driving our Group's EVP

Our EVP initiatives including those described in this booklet, are actively promoted with the support and cooperation of group companies around the world.



A group photo of HR heads from group companies holding the booklet at a global meeting

The booklet was produced by a project team including members participated through Global Job Posting with the great support from global colleagues in group companies.



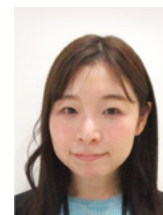
Liz Castillo  
(Protective)



Connie Dolianitis  
(TAL)



Midori Nagamachi  
(Dai-ichi Life Holdings)



Nao Hyodo  
(Dai-ichi Life Holdings)

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