

Thinking People First

Foster Employee Potential

Led by a conviction that human assets are the most important of all management resources, we are working to build a strong business system through our innovative approaches to sales representative hiring and skill cultivation, adding value by transforming employee work-styles, and further promoting diversity.



Each employee, whether man or woman, exhibits their own personality and abilities. (Photo: Group Life Insurance Business Unit)

SPECIAL TOPIC

Efforts at Achieving Diversity & Inclusion

In FY2010, Dai-ichi Life was awarded the 2011 J-Win Diversity Award—Grand Prize, bestowed by the Japan Women's Innovative Network (J-Win).

These awards are granted to companies which take active, innovative approaches to the hiring, skill development, and promotion of women as a first step in advancing corporate diversity and inclusion (accepting a diverse range of personnel, and utilizing their strengths), producing business-propelling results.

Based on the idea that "diversity and inclusion" and "management strategy" are one and the same, we have established three pillars of diversity and inclusion: "mindset and behavior reform using both top-down and bottom-up approaches," "continuous career appointment and career development support for female employees," and "promotion of work-life balance, supporting career improvement."

Specifically, in order to further the achievements of our female employees, our top management has taken advantage of many opportunities to send out a clear message to its employees, and we have helped further enhance the effectiveness of efforts by our divisions, such as through our appointment of managers in all divisions as Diversity Promotion Leaders. In October 2010, we held a Diversity Promotion Forum to dynamically deepen our diversity measures.

We have instituted the Positive Action Program, which provides support for those seeking high positions within the company, and the Career Support Program, which provides support for diverse career development, in order to continuously produce women leaders.

As part of our work-life balance promotion, we have enriched our "Family Friendly System," as well as seeking out work style transformations in all of our employees to ensure a lively carrying out of duties.

Initiatives such as these produce extensive results, such as helping each and every female employee to think and act independently, and increasing the number of female employees aiming at new positions.

This award is a recognition of our creation of an engaging workplace culture through these initiatives.

We were also awarded the Diversity Work-life Balance Award at Toyo Keizai's 4th "Diversity Management Awards,"² and ranked fourth place in the *Nikkei WOMAN* magazine "BEST 100 Companies for Women to Work In."³

The Dai-ichi Life Group will continue to take a proactive approach to diversity and inclusion, with each and every employee exhibiting their individuality and working energetically, creating a company that enjoys continual growth as the number one company of choice by customers.



Receiving the 2011 J-Win Diversity Award—Grand Prize (Photo: Futoshi Nakamura)

1. The J-Win organization is an NPO made up of corporate members, with the objective of supporting the advancement and thorough establishment of corporate diversity management.
2. The "Diversity Management Awards" are given to companies which have diversity management as part of their corporate philosophy, which is a new management method that utilizes employee diversity as an important management asset, and which are at the forefront of its implementation.
3. Listed in May 2011 issue of *Nikkei WOMAN*, published by Nikkei Business Publications, Inc.

VOICES

Each Year, Diversity Efforts Continue to Make Steady Progress

In 2011, Dai-ichi Life Insurance was awarded the J-Win Diversity Award—Grand Prize. Two years ago, Dai-ichi Life was a finalist, last year it received the Fighting Spirit Prize, and this year it has claimed the grand prize. Each year, Dai-ichi Life has maintained a steady approach in carrying out initiatives which promote diversity. Its claiming of the

grand prize is a result of the positioning of diversity and management strategy as one and the same, and the company-wide engagement in corporate reform. I can state with confidence that this prize will contribute to Dai-ichi Life's future business results.

Yukako Uchinaga
Board Chair, J-Win
(Japan Women's Innovative Network)



Becoming a Vital and Appealing Company

Promotion Framework

Led by a conviction that human assets are the most important of all Dai-ichi Life Group management resources, we are working to build a strong business system through our innovative approaches to sales representative hiring and skill cultivation, adding value

by transforming employee work-styles, and further promoting diversity in order to strengthen the human assets of our group who serve as the pillars of our growth strategy.

To increase the effectiveness of these initiatives, we have established the

“Special Committee for ES and Diversity Promotion” which develops plans, implements measures, and manages the progress of group human asset strengthening initiatives.

Hiring and Personnel Affairs

Occupation System

Our employees consist of sales representatives and administrative personnel. Our sales representatives, called “Total Life Plan Designers,” consult with individual customers regarding Total Life Plans, which are made up of life insurance and various services. The core functions of our

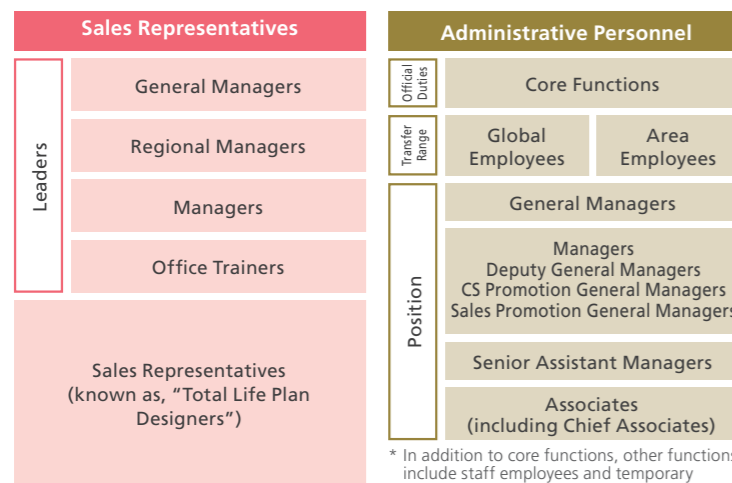
administrative personnel are handled by global employees, who can be transferred anywhere within Japan, and area employees, whose work areas are limited to specific regions (1 2 3).

Hiring of Foreign Students

As part of our efforts to promote diversity and proactively globalize human resources, we hire recent foreign

graduates from Japanese universities. In April 2011, we hired four foreign students, from China, Vietnam, and Bangladesh, as global employees. Through our hiring of foreign students, we are creating workplaces in which personnel with varying cultures and value systems work together, boosting the international competitiveness of our group.

1 Occupation System

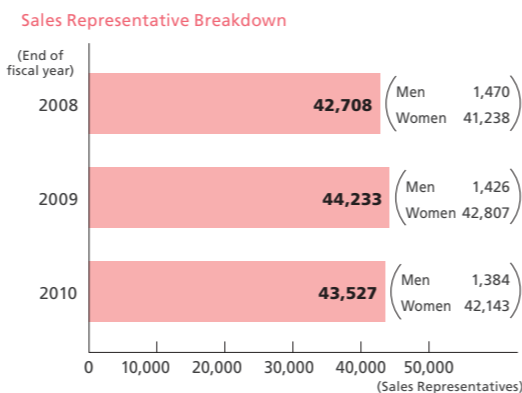


2 Number of Employees Hired, Average Age, Average Number of Years Working, Average Salary (FY2010)

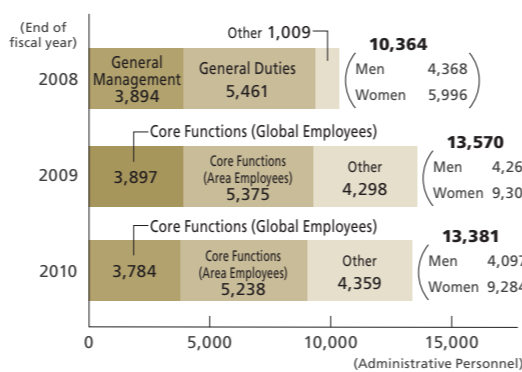
	Number Hired	Average Age	Average Number of Years Working	Average Salary (Monthly)
Sales Representatives	9,791	46 years and 7 months	10 years and 0 months	263,000 yen
Administrative Personnel	938	42 years and 11 months	12 years and 7 months	286,000 yen
Core Functions (Global Employees)	111	43 years and 2 months	19 years and 6 months	—
Core Functions (Area Employees)	96	39 years and 9 months	15 years and 5 months	—
Other	731	46 years and 6 months	3 years and 2 months	—

* “Other” includes staff employees, temporary full-time employees, etc.

3 Employee Breakdown



Administrative Personnel Breakdown



* “Other” includes staff employees, temporary full-time employees, etc.

Personnel Skill Cultivation

Total Life Plan Designer Cultivation Policy

We believe that sales representatives who can sell life insurance in accordance with our “New Total Life Plan” approach are the foundations on which

customer trust is built, increasing our competitiveness and productivity. We are dedicated to cultivating the skills and knowledge of Total Life Plan Designers

in order to serve our customers. To achieve this, we are striving to create richer training plans, organizational systems, and instructional staff.

Total Life Plan Designer Skill Cultivation Program

2 Year Skill Cultivation Program

The two years following hiring are positioned as a training period, during which new hired are educated in accordance with the “2 Year Skill Cultivation Program.”

Their education is guided by an educational curriculum covering the knowledge and skills necessary for life insurance agent registration. They also learn the importance of life insurance and the roles of a life insurance agent. After registering as agents, they then undergo further education during their “Concentrated Initial Training Period,” including study in the “Practical Training Office” (a dedicated training organization), learning what they need to engage in insurance sales befitting the trust customers invest in them. The curriculum effectively combines group training and support education, such as e-learning, and is based around two pillars: “Basic Sales Education,” which focuses on customer (user) protection,

and “Practical Sales Education,” which focuses on services and consulting activities. The educational curriculum uses review and reinforcement—including comprehension checking—providing students with opportunities not only to acquire knowledge, but also to reflect on their own skill levels to thoroughly entrench what they have learned. The highly positive evaluations given to our sales representatives’ activities during the Nationwide Customer Survey are a testament to the effectiveness of our educational efforts.

After completing the Practical Training Office education, the head office, branches, and unit offices jointly provide continuing education, further raising the knowledge and skill levels of sales representatives. In particular, in unit offices, in addition to on-the-job training and daily direction given by sales office leaders, our unique team-based bottom-up initiatives for “growing together through cooperation” further improve the effectiveness of our educational

activities. From the third year on, more specialized and finely-tuned training themes and student selection are used, resulting in a system in which sales representatives gain a thorough mastery of the knowledge and skills they need.

General Sales Capability Development

Our “General Sales” system was established to cultivate consulting sales specialists and raise the quality of “New Total Life Plans.” It offers products and services optimized on an individual basis primarily to those employed by companies or governmental organizations.

We strive to gradually improve the capabilities of our sales representatives in order to provide them with extensive knowledge and skills, as we work to cultivate consulting sales specialists and leaders. We are constantly engaged in educational and support activities that help each employee achieve their career vision.

VOICES

Using My Experience with Raising Children While Working in Human Resource Skill Cultivation

Three years ago, I became an office trainer, and I am now involved in the hiring and training of new employees. Turning each and every new employee into a full-fledged Total Life Plan Designer, well-versed in the manners and knowledge necessary for their work, is both challenging and satisfying.

I also need to have a deep understanding of social changes and financial conditions, so I always remain attentive, gathering new information. I hope to continue cultivating highly capable employees who are capable of explaining complex life insurance

systems and offering proposals requiring advanced knowledge.

I felt a little unsure of myself when I began as a trainer, balancing work with child-raising, but Dai-ichi Life has a thorough commitment to work-life balance, so I have been able to dedicate myself to my work without worry. I hope to use my experience in the future, growing and developing so that I can work in office management, operating a model office in which females can work with peace of mind.

Masae Tomita
Toyama Branch Motomachi Unit Office



Leader Capability Development

Office Trainer Development

We offer regular opportunities for skill improvement and benchmarking, such as Skill Improvement Training Sessions, to improve the capabilities of our leaders (office chiefs and office trainers), who are directly responsible for cultivating the skills of Total Life Plan Designer personnel. In particular, in FY2011, we will hold group training in our head office for all office trainers,

who are directly responsible for new hire training. We are also continually engaged in the training of the new leaders that will provide guidance for the next generation.

Unit Office Managerial Candidate Development

In FY2007, we started our "Unit Office Managerial Candidate" system. Unit Office Managerial Candidates primarily receive management capability

and interpersonal skill improvement training, and after their training periods are responsible for the management of individual sales sites as office chiefs.

In order to cultivate highly capable office chiefs, able to provide wide-ranging sales direction to Total Life Plan Designers, we have established a 5 year long curriculum, and promote continual capability development as part of site management professional education.

Administrative Personnel Capability Development

Personnel Skill Cultivation through a Fusion of On and Off-the-Job Training

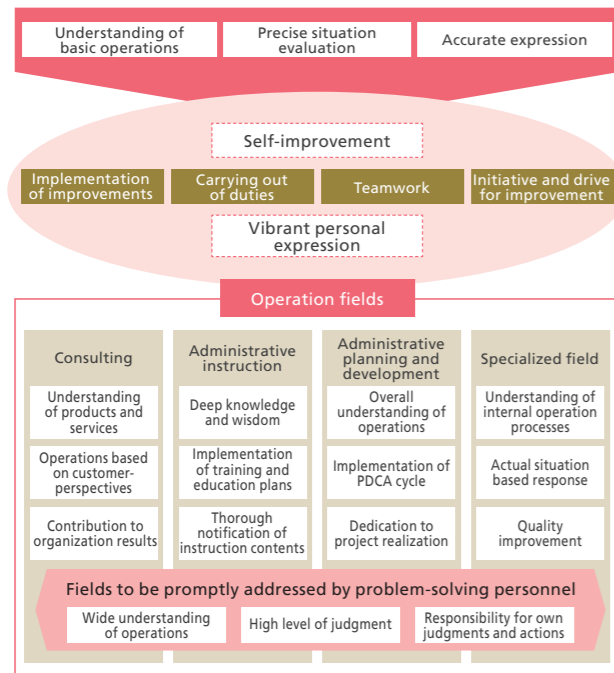
Our most valuable management resources are our personnel; they are the unrivaled wellspring of our

competitiveness. Led by this belief, we have defined our personnel ideal as "problem-solving personnel," and work to cultivate each employee, enhancing our "human strength."

With this as our objective, we have entitled our FY2011 personnel

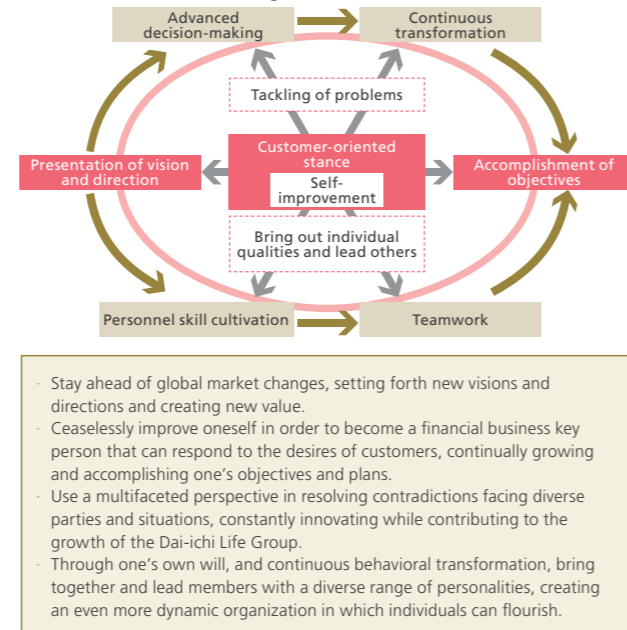
skill cultivation policy "Personnel Skill Cultivation 110!!," organically linking both on and off-the-job training measures to improve the human asset value of each employee (1 2 3).

1 Ideal Human Resources—Associates



- Make repeated improvements to posts, leading to improved operation productivity and adding value.
- Take responsibility for engaging in initiatives to resolve difficult problems and lead those around you.
- Create own career vision, autonomously build up skills, and proactively take on the challenges of new operation fields.
- Recognize each other's identities, help each other through the course of carrying out duties, build relationships of trust, and create an atmosphere of mutual growth.

2 Ideal Human Resources—Management (Senior Assistant Management and Above)



3 Personnel Skill Cultivation 110!! —Professional & Teamwork Strengthening



4 Company Internal and External Trainees

	FY2009	FY2010
Number of internal trainee applicants	819	1,448
Number of external trainees	—	67

VOICES

Linking External Trainee Experience to Growth

I applied for this training because I wanted to broaden my perspectives on work and grow as a person through experiences that I wouldn't be able to obtain through my regular business duties.

At my training site, I accompanied sales visits to corporate customers, and conducted cold canvassing. Through these experiences, I learned that objectives aren't something

that should be set for me, but something to set on my own, using the PDCA cycle to achieve them. I also learned the importance of creating problem resolution hypotheses myself, taking the initiative in discovering solutions. In the future I want to engage in business activities that create even more added value, always taking a positive approach and challenging myself to do better today than I did yesterday, and better tomorrow than today.



Mariko Misawa
Tokorozawa Branch Office (External Training Site: Toppan Forms, Co., Ltd.)

OJT Measures (Work Style Transformation Program)

From FY2010, in order to produce a higher level of employee operation, we initiated the "Work Style Transformation Program" as an initiative for greatly enhancing our OJT system.

The Work Style Transformation Program gathers together the work styles (behaviors) of high performers, both inside and outside the company, in behavioral case studies. Individual employees use these for reference in establishing their own "activity objectives" at the start of the term, and then reflect on their performance mid-term and at the end of the term. The program also utilizes "Work Style Check Sheets," for confirming work styles from a third party perspective, and "Human Resource Meetings" within divisions to consider personnel skill cultivation measures for individual employees, thus applying the PDCA cycle to personnel skill cultivation.

With this system, we have made it possible not only for individual employees to become aware of improvements in their own work styles through the course of their day-to-day duties, but we have also increased managers' awareness regarding the training of junior staff, thereby improving the activity level of individual employees.

Off-JT Measures (Career Development Program)

The Career Development Program

(CDP), established as an Off-JT measure, consists of a variety of systems which provide support for autonomous capability development by employees.

Individual employees utilize the CDP, challenging themselves and proactively improving their own human resource values, further supporting the growth of the Dai-ichi Life Group.

Global Personnel Skill Cultivation

Looking towards business development in the overseas market, a growth field, we have mandated annual TOEIC testing, and recommend e-learning based language courses in order to strengthen language skills, especially among younger employees. We also dispatch personnel to various programs on an ongoing basis, such as our overseas study and overseas trainee program (with open recruitment), short-term overseas language study program (by designated appointment), and overseas management training, creating many opportunities for growth overseas and cultivating personnel capable of operating on the global market.

Company Internal and External Trainee System

We have established an internal operation trainee system which makes it possible for employees to experience the operations of other departments and positions within the company in a short amount of time without having to transfer their position. This system makes it possible for employees to expand their operational knowledge

and perspectives, and to design their own careers.

In FY2011, we enriched the contents of trainee systems for operations involving direct contact with customers, such as financial planning operations and call center operations, improving understanding of the customer's perspective. In addition, our trainee system extends outside the company as well, cultivating multifaceted perspectives and business sensibilities (4).

e-Learning System

In order to support the self-learning of business skills by employees, we have implemented an e-learning system in which employees can study at home. In FY2010, 2,647 core function employees (approximately 25%) utilized the e-learning system.

In FY2011, we are continuing to offer courses for strengthening skills in a wide variety of fields, such as business skill basics, management ability, problem resolution ability, sales ability, marketing knowledge, and language skills. We are also offering courses which support the acquisition of various certifications, such as 3rd-grade Bookkeeping and 2nd grade Certified Skilled Worker of Financial Planning certifications, bolstering our employees' skills and knowledge as financial organization personnel.

Creating a Workplace in Which a Diverse Range of Personnel can Flourish

Diversity Promotion

The Dai-ichi Life Group respects the value systems and perspectives of people from a wide range of backgrounds, including differing genders, nationalities, cultures, ages, academic backgrounds, careers, and lifestyles. We engage in diversity promotion in order to bring out the individuality of our employees.

Promotion of Active Participation by Female Employees

By enriching our education system to continually support the career

motivation and ambition of our female employees and make it possible for them to forge their own career visions, we are promoting the cultivation of female leaders who can support the Dai-ichi Life Group's growth strategy.

In FY2010 we implemented a female department chief promotion program, resulting in the appointment of two female department chiefs in April 2011 (1).

Promotion of Hiring of Employees with Disabilities

We are actively engaged in hiring

people with disabilities. As of June 1, 2011, we employ 863 people with disabilities nationwide (2.02% of our work force).

Our special subsidiary, Dai-ichi Life Challenged Co., Ltd., is partly responsible for the sending of documents necessary for insurance procedures to customers calling the Dai-ichi Life Call Center. Dai-ichi Life Challenged and Dai-ichi Life employees work together in the same workplace, cultivating a working environment with a diverse range of human resources.

Promotion of Work-Life Balance

As part of our career improvement support initiatives, we have instituted an extensive Family Friendly System, and actively promote its use. In order to make it more effective, we submit and implement action plans based on

the Act for Measures to Support the Development of the Next Generation every 2 years (2). We also strive to implement employee work style transformations in order to produce work-life balance. As part of our total

work time reduction initiatives, we promote the setting of work end times, and early work completion (3).

This fiscal year, we are also actively promoting the taking of paid leave (4) and paternal leave (5).

1 Continuous Appointment of Female Executives (As of April 1, 2011)

	Number of Female Executives	Percent of Total
Administrative Positions (General Managers)	7	1.3%
Management Positions (Regional Managers, Managers, etc.)	170	6.8%
Unit Office Managers, Office Trainers	2,668	76.3%
Senior Assistant Managers, Chief Associates	1,523	54.5%

2 Next Generation Development Support Certification Logo



3 Monthly Average Overtime (for Employees Working in Offices)

2009 Results	2010 Results
7.4 hours	5.1 hours

* Financial/insurance industry average (companies with 500 or more employees): 14.8 hours (From FY2010 Ministry of Health, Labour and Welfare Monthly Labour Survey)

4 Paid Leave Utilization Ratio

FY2009	FY2010
65.6%	63.6%

5 Number of Employees Taking Paternal Leave

FY2009	FY2010
4	58

VOICES

Time to Spend with My Child

When my eldest son was born, I decided to take paternal leave, as encouraged by my department.

My initial plan was to spend the time performing normal parenting duties, but my son came down with pneumonia and was hospitalized. So my wife and I ended up taking turns staying with him at the hospital, taking care of our other children, and doing housework like cooking and laundry. I was able to reduce the burden placed on my wife, and my children were happy to have their father around on weekdays. Time with one's children is valuable, especially when they are very small, so I hope many other men take advantage of paternal leave.

Yoshihiro Kawamura
Corporate Planning Department



Creating Workplaces Conducive to Work

Assessing Employee Satisfaction

Since FY2003, we have carried out Employee Satisfaction (ES) Surveys in order to assess ES conditions and problems and consider solutions.

We reflect the thoughts and opinions of employees from every level of the company in our ES improvement measures. Examples of these include our improvements to working conditions and environments by promoting the taking of public holidays, and the enrichment of our career consultation system. Survey result feedback is offered to individual divisions for use in their own ES improvement initiatives.

Career Support Desk

The Career Support Desk was established in October 2009, with the objectives of offering many kinds of consultation regarding career development in order to increase the human resource value of employees, and to help encourage independent problem resolution by those coming in for consultation. Our expert career advisors offer appropriate advice, proactively supporting employee career development.

Healthy Minds and Bodies

To further improve the level of our company-wide health promotion activities launched in FY2010, we issued the "Iki Iki Dai-ichi 110" health declaration, for the entire Dai-ichi Life

Group, implementing group-wide health promotion activities. These activities consist not only of enhancing employee health, but also offering medical and health information to customers and contributing to customer health. Our Health Enhancement Special Committee deliberates and decides on measures, which are then jointly implemented by our Health Enhancement Office, Health Insurance Union, the Health Enhancement Supervisors from each business site, and the Labor Union. Six key initiatives were adopted for FY2011, focusing on lifestyle improvements. We are participating in Ministry of Economy, Trade and Industry projects, and are promoting health activities in order to gain recognition by outside groups and organizations (6).

Vitalization of Internal Communications

Network President's Office

We have opened a Network President's Office, utilizing our intranet, in order to directly link employees with the company president. It is being used to share our management vision, with words from executives and lectures from the president on occasions such as the anniversary of our company's founding, communicated throughout the company in the form of messages and official speeches. Employees can also convey concerns and comments regarding day-to-day operations to the president, with the responses fed back to the entire company, creating two-

way communication.

Knowledge Sharing

Teamwork Activities

Our sales representatives, stationed in sites throughout Japan, belong to teams. Each team engages in sales know-how sharing and the cultivation of new personnel.

In order to provide backup for the activities of these groups, we have implemented teamwork activities since 1993. These teamwork activities are rooted in the concepts of "all team members participating and proactively innovating and creating," and "mutual growth through cooperation, encouragement, and learning together." (7)

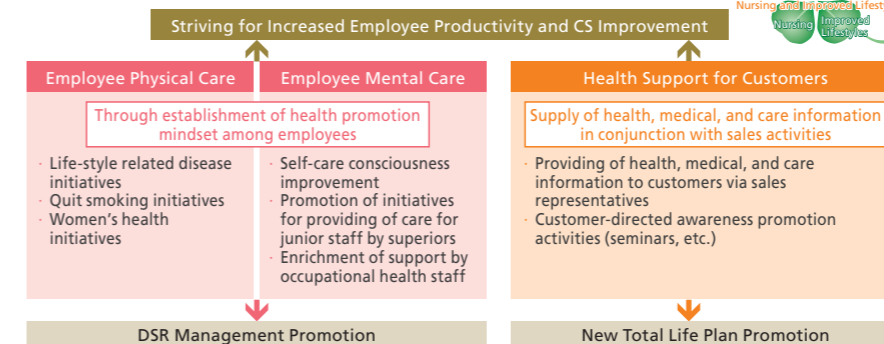
This fiscal year, as we approach the 110th anniversary of our company's founding, we are carrying out activities as the core of our 60,000 strong Dai-ichi Life team, led by the motto "Recovery and Growth through Superior Teamwork and Strong Bonds!!"

Kaizen Plus Activities

We are carrying out Kaizen (Improvement) Plus Activities throughout the company, as a system in which administrative personnel, based on the PDCA cycle, produce their own innovations and ideas, contributing to the resolution of management issues in individual divisions.

All employees in all divisions dedicate themselves to the bottom-up resolution of problems, producing steady results.

6 Dai-ichi Life Group's "Iki Iki Dai-ichi 110" Health Declaration —Dai-ichi Life, Supporting Healthcare, Medical Treatment, Nursing and Improved Lifestyles—



7 "Teamwork Activities" Awards (During the Head Office Special Awards ceremony)

