

# 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)

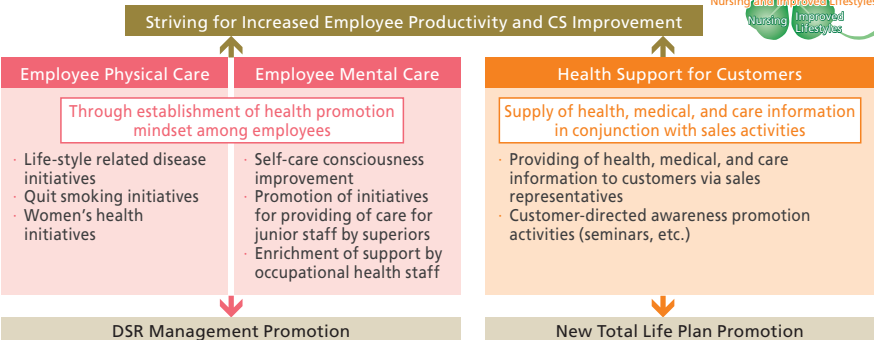
This fiscal year, as we approach the 110th anniversary of our company's founding, we are carrying out activities as the core of our 60,000 strong Dai-ichi Life team, led by the motto "Recovery and Growth through Superior Teamwork and Strong Bonds!!"

#### 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)

