

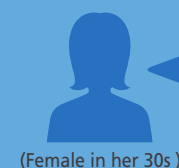


## Employee Satisfaction and Diversity

# Vital and Energetic Workplaces

Individual personnel play a key role in supporting the Dai-ichi Life Group's initiatives. Our people are truly our most important resource. To solve society's many challenges, it is absolutely essential to openly accept a diverse workforce, respect the value this brings the company, and provide opportunities for each and every employee to leverage their individuality and capabilities to the fullest. The Dai-ichi Life Group is working hard to develop its personnel and the workplace in order to provide even greater value to its stakeholders.

## Feedback from Readers



(Female in her 30s)

Dai-ichi Life has won a number of awards, but I want the company to take even more progressive efforts when it comes to evolving its employment formats and systems. I believe your size and visibility gives you great influence.



(Male in his 20s)

I'd like to know more about work-life balance at the employee level and how employees practicing this feel.

- ① ② Foreign nationals working for the Dai-ichi Life Group in Japan
- ③ ④ Dai-ichi Life Challenged employee working at the dl.café



## Promoting the Active Participation of Female Employees

The Dai-ichi Life Group requires an active and diverse workforce in order to provide sustainable value to all stakeholders. Given this, we are promoting diversity and inclusion as a means to providing new value. We are also

working to transform the mindset of employees and provide a fulfilling employee development system to ensure our female employees, which account for a majority of our workforce, are actively involved and can thrive.

### Feedback from a Participant

I've mainly been in charge of administrative support work since joining Dai-ichi Life in 2006. After receiving a promotion last year, I decided I wanted to change things up a bit and become an external trainee to open my eyes to a whole new world as a point of reference for my future career.

The company where I received my training has female employees plan and manage projects from scratch, so I was given a great deal of responsibility. Seeing firsthand the work and approach of female employees from another company both served as a motivator and a chance to re-examine my work habits. I plan on combining this chance to experience working at another company together with my previous experience to benefit my future work and give back to the company.

Using My Experience as an External Trainee for the Future



**Marie Shindo**  
Midtown Tokyo Branch Office



## Initiatives to Hire People with Disabilities

The Dai-ichi Life Group recognizes that providing employment opportunities to people from various backgrounds represents an important part of its social responsibility as a good corporate citizen. As a result, the Dai-ichi Life Group actively hires people with disabilities and is working to provide an employee-friendly workplace for them. As of June 2013, we employed 890 people with disabilities nationwide, or 2.06% of our entire workforce. Dai-ichi Life

Challenged Co., Ltd., a member of the Dai-ichi Life Group, hires people with physical and mental disabilities to provide cleaning services, help with printing work, and run cafes at multiple business locations. The company opened the dl.café Kokyo-mae Store on the first floor of the Dai-ichi Life Hibiya Head Office Building in November 2012. This café is frequented by both employees and customers alike.

Having Fun Working and Helping One Another as a Team



**Maya Saigo** (left)  
**Megumi Matsui** (right)  
Dai-ichi Life Challenged

### Candid Thoughts from a Staff Member

A total of eight people, including six with a disability, work at the dl. café.

Every day is very stimulating because we're serving customers directly and can see their reactions. It makes me really happy to see the joy on a customer's face when they find our fare tastes good.

But we also can get reprimanded by a customer if we make a mistake. If this happens, we get together as a team to come up with a solution. To provide even better services, I plan on communicating better in the future. This is a really fun job and I hope to work here a long time.





## Diversity Initiatives Outside of Japan

As we expand our operations globally, we will also need to globalize our human resources. The Dai-ichi Life Group actively hires foreign nationals studying abroad in Japan as part of its commitment to promote diversity and inclusion in the workplace. Over the last year three we have hired foreign students from China, Vietnam, and Indonesia and in April 2013

four international students were hired as global employees after they graduated. The hiring of these graduates enables our employees to work together with people of different cultural backgrounds and values, which we believe will help to enhance the overall competitiveness of the entire Dai-ichi Life Group.

### Feedback from an International Student

I'm originally from Indonesia and after studying abroad at a Japanese university I was hired by Dai-ichi Life in 2011. The reason why I accepted the job at Dai-ichi Life was because of its proactive expansion in the Asia region, and in particular my home country of Indonesia.

After joining the company I found that my colleagues and supervisors had a strong sense of wanting to better themselves. For me, this demonstrated that the company was even more proactive than I had expected. Soon after I was hired, I was welcomed as a team member and given a lot of responsibilities, which has motivated me to work even harder.

My Japanese is still not perfect, so I have trouble at times, but I hope to develop my professional career at Dai-ichi Life and one day play an important role in the company's overseas expansion.

### Growing Professionally at Dai-ichi Life and Becoming Active on the Global Stage



**Stevie Susanto**  
International Business Management Department



## Initiatives Promoting Work-life Balance

The Dai-ichi Life Group has developed a variety of systems to support the work-life balance of its employees. Our parental leave system is far more generous than legally mandated and is made available not only for female employees, but male as well. Last year 1,019 employees used the parental leave

system. Additionally, as part of our total work time reduction initiatives, we promote the setting of time goals for ending the workday and early work completion, as well as actively encourage employees to take their paid vacation time.

### I Took Advantage of the Parental Leave System to Spend Time with My Son



**Makoto Kurosawa**  
Investment Planning Department

### Feedback from a Participant

My oldest son was born in December 2011 and last year I took parental leave. Before this, I was only able to see my son on weekends since he would be asleep on weekdays by the time I got home from work. My wife was really happy that I was able to take parental leave and spend much more time with our son than usual.

The corporate culture where it's acceptable for a male to take parental leave has yet to take hold in Japan, but I do hope that more male take advantage of this system by winning the support of their supervisors and colleagues, and by systemically completing their work ahead of time.

TOPICS

## Signatory to the Women Empowerment Principles (WEPs)

The Dai-ichi Life Group is a signatory to the Women Empowerment Principles (WEPs), which are a set of principles for companies to follow drafted jointly by UN Women and the United Nations Global Compact (UNGC) for gender equality and female empowerment. These principles require signatories to fully utilize the potential of female employees, build their

skills and develop a working and social environment that can correctly evaluate these efforts.

By becoming a WEPs signatory, the Dai-ichi Life Group is promoting diversity and inclusion measures using a PDCA cycle.

TOPICS

## Selected for Inclusion in Diversity Management Section 100

The Dai-ichi Life Group became the first insurance company to be selected for inclusion in Diversity Management Selection 100 sponsored by the Ministry of Economy, Trade and Industry. This recognition honors a company for achieving innovation and generating value by providing opportunities for its diverse workforce to utilize its capabilities, which in turn enabled the company to enhance its corporate value.

Going forward, the Dai-ichi Life Group will make improvements to the work method of female administrative

personnel (area employees mainly involved in administrative support work) and aspire to create new value by employing these workers in jobs with high added value linked to our growth strategy. At the same time, we will promote diversity and inclusion in the workplace by making company-wide efforts to transform our mindsets and culture.



## Group Life Insurance Business Unit Designated as Frog Star

The Dai-ichi Life Group is enhancing its work-life balance measures both across the entire group and at the department level. The Group Life Insurance Business Unit, which is in charge of administrative work for new contracts, renewals and system change procedures for group life insurance, has been able to reduce working hours dramatically by streamlining processes and building the skills of each individual employee. At the same time, it also encourages employees to take paid vacation and promotes self-improvement. These efforts were recognized by the Cabinet Office of Japan and given the Frog Star designation for the first time.

The Group Life Insurance Business Unit was recognized for fostering a corporate culture that takes on challenges with a positive attitude and for its operational streamlining as well as contributions to employee motivation.

\*Frog Star is an award established by the Gender Equality Bureau of the Cabinet Office and given to organizations (a department that belongs to a company or organization) that have achieved positive results in streamlining daily work processes and promoting a work-life balance.

