

Group Sustainability Approach

The Dai-ichi Life Group adopts Dai-ichi's Social Responsibility Charter (DSR Charter) as important values that serve as a guide to employee behavior. These principles constitute guidelines for aiming at the sustainability of the Dai-ichi Life Group and the value chain based around the Dai-ichi Life Group, in addition to the sustainability of the earth and society, thus representing our basic policy.

Values (Dai-ichi's Social Responsibility Charter)

Customer satisfaction

We provide high-quality products and services with the intention of standing by the side of our customers for life. Everything we do is designed to exceed our customer's needs and deliver customer satisfaction with outstanding speed.

Communication

We hold ourselves accountable to our stakeholders and sincerely accept their opinions, reflecting them in our corporate management.

Compliance

We set the bar high for ethical standards and conduct business activities in a fair and sound manner. We maintain full compliance in all our business activities.

Respect for human rights

We respect the culture and customs of every country and region, always operating in a way that contributes to local development. We also respect human rights and proactively operate in a way that reflects this.

Diversity & Inclusion

We respect diversity and actively cultivate human capital by ensuring a safe, secure, and rewarding work environment where every member has the opportunity to play an active role.

Environmental protection

We actively engage in environmental protection on a daily basis, recognizing that preserving the global environment is our social responsibility.

Social contribution

We head social action programs, growing together with communities as an active corporate citizen.

Promoting health

We manage the Company to help improve the health of the people in our local communities. We also promote the mental and physical health of all employees.

Creating sustainable corporate value

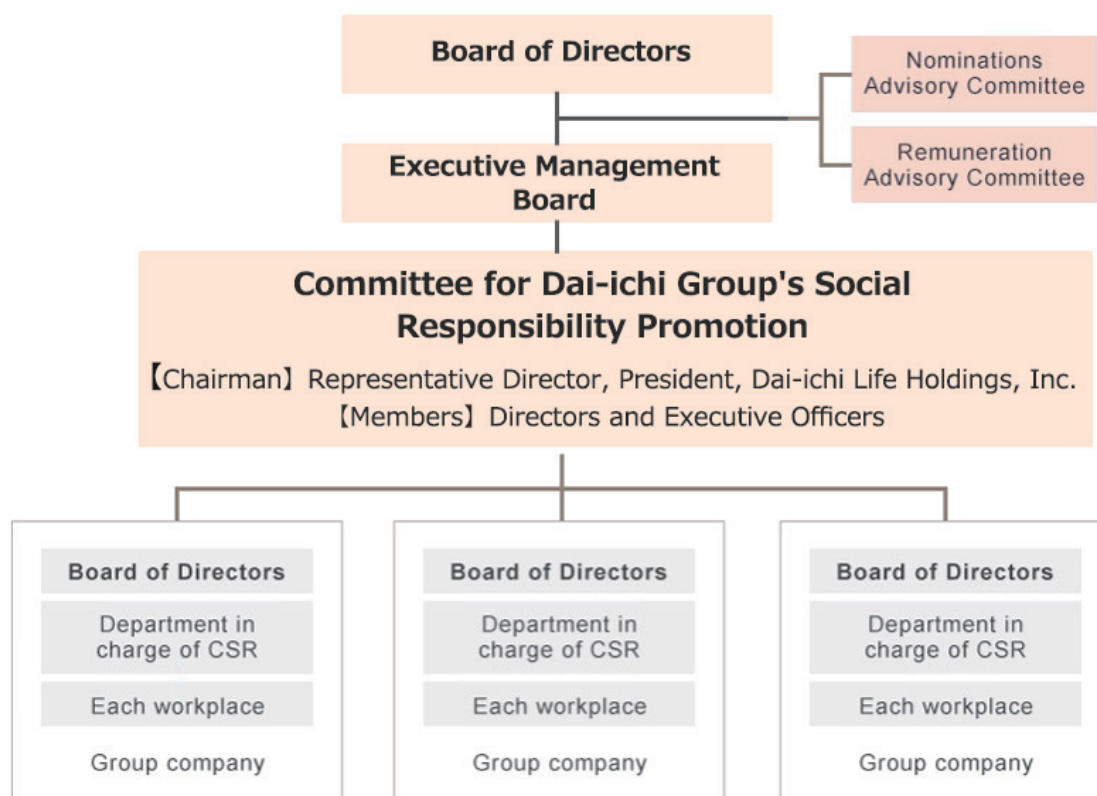
Based on the eight principles above, we are working to create sustainable corporate value by becoming a leader of innovations, effectively using our management resources, improving the productivity of our business, and maintaining and strengthening our financial base.

Structure

Group Management Promotion System

At the Dai-ichi Life Group, the Committee for Dai-ichi Group's Social Responsibility Promotion is established to promote initiatives across the Group that contribute to continuously creating value for the Dai-ichi Life Group and continuously developing local communities and society. Furthermore, The Committee meets twice a year, regarding matters discussed at the Committee, a reporting and instruction coordination system is established between the Board of Directors and the Executive Management Board as required.

By sharing and standardizing examples of initiatives among Group companies, we are aiming to further step up activities by demonstrating the synergistic effects of the Group.



Material Issues

Selection of Material Issues


The life insurance business that the Dai-ichi Life Group performs is the business with high levels of public and social responsibilities for playing a role of complementing the social security system. At the same time, it is expected to maintain stable growth with its flexible actions against various business-environmental changes. To meet these expectations and demands, we have now identified a number of priority issues that we need to tackle as a group. This process began by deriving 50 social issues based on the United Nations Sustainable Development Goals (SDGs), and analyzing aspects such as areas of interest to our stakeholders, and their relevance to the group's business activities. Our management team then discussed issues from the standpoint of management strategy, and engaged in dialogue with outside experts. We will continue to review issues as necessary in the future, based on changes in the surrounding environment, and areas of particular interest to our stakeholders.

> [View the details of the selection process for material issues](#)

Material Issues of the Dai-ichi Life Group

Having identified a number of priority issues, we have clearly set out issues to be tackled on a priority basis as a group, and sorted them into the following seven themes.

Theme		Related Material Issues			
①	> Promoting Health		Promote health for all		Development of cutting-edge technology
②	> Improving Products and Services		Stability through insurance		Sense of security in later life
③	> Resolving Community Issues		Revitalizing communities		Building a safe and secure community
④	> Responsibility as Institutional Investor		Contribute to society		
⑤	> Creating Friendly Work Environment		Empowerment of women		Protect rights of workers

Theme		Related Material Issues			
⑥	> Protecting the Global Environment		Tackling climate change		Improving energy efficiency Promoting clean energy
⑦	> Strengthening Governance		Improving corporate governance and risk management		

Process for Identifying Material Issues

Selection of Material Issues

Step 1: Ascertaining and organizing the social issues

We organized [the relevant issues into 50 categories](#) based on 169 targets linked to United Nations Sustainable Development Goals (SDGs).

SDG	Social Issue
SDG 1: No poverty	Low income
SDG 2: Zero hunger	Food security
SDG 3: Good health and well-being	Health and safety
SDG 4: Quality education	Education
SDG 5: Gender equality	Gender equality
SDG 6: Clean water and sanitation	Water and sanitation
SDG 7: Affordable and clean energy	Energy
SDG 8: Decent work and economic growth	Employment
SDG 9: Industry, innovation and infrastructure	Infrastructure
SDG 10: Reduced inequalities	Inequality
SDG 11: Sustainable cities and communities	Urbanization
SDG 12: Responsible consumption and production	Environment
SDG 13: Climate action	Climate change
SDG 14: Life below water	Oceans and marine resources
SDG 15: Life on land	Terrestrial ecosystems
SDG 16: Peace, justice and strong institutions	Peace and justice
SDG 17: Partnerships for the goals	Partnerships

> The 50 social issues (98KB)

PDF

Sustainable Development Goals



A set of international development goals to 2030, which was adopted by the UN Sustainable Development Summit held in September 2015. The SDGs consists of 17 goals and 169 targets to realize a sustainable world. SDGs are universal goals applicable, not only to developing countries but also developed countries, and pledge "No one will be left behind" through the implementation process.

Step 2: Analysis of degree of importance and examine draft

Regarding [the 50 social issues](#) above, we analyzed the importance of issues at the Corporate Planning Unit from the point of view of what stakeholders expect from the Dai-ichi Life Group, and how relevant issues are to the group's businesses activities. We then put together a draft list of priority issues as a group.

Step 3: Specify material issues

Management discussed issues based on the draft list, engaged in dialogue with outside experts, and identified priority issues.

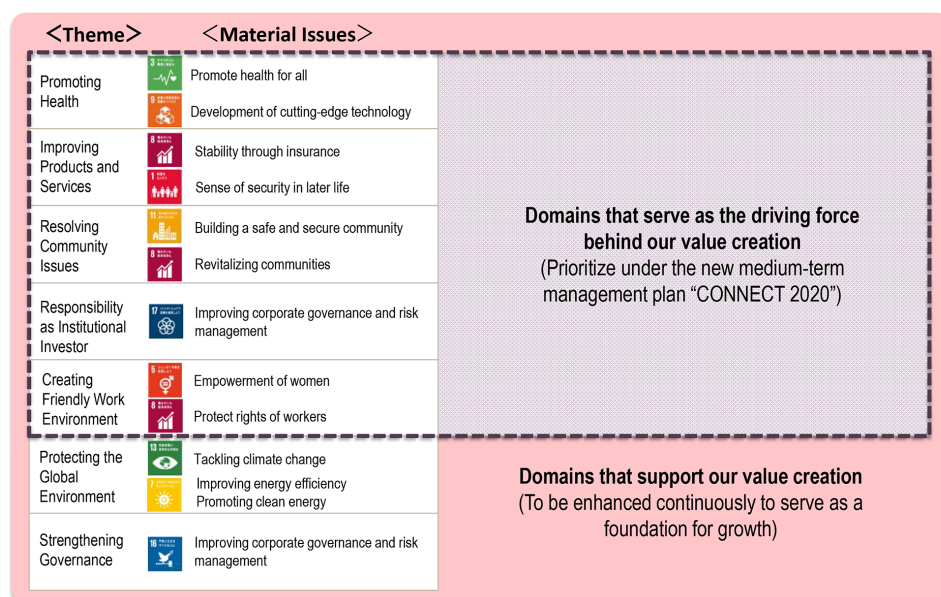
Mapping of Material Issues



Those deemed to be particularly high priority from a management strategy perspective were then reflected in the group's medium-term management plan.

> The medium-term management plan "CONNECT 2020" (3,836KB) [PDF](#)

Reflecting on the medium-term management plan "CONNECT 2020"





Step 4: Dialogue and review of the Issues

We continuously engage in dialogue with stakeholders on specific material issues and also promote dialogue across the Group through the Committee for Dai-ichi Life Group's Social Responsibility Promotion to increase the effectiveness of initiatives contributing to the Group's sustainable value creation and the sustainable development of local communities and society. In addition, we review material issues if needed, taking our Group's business status, influence of our business activities, and changes in stakeholder interest matters into account. Centering on such PDCA (Plan-Do-Check-Action), we strive to establish values for customers and society through our core business, and achieve sustainable growth as a group.

Committee for Dai-ichi Life Group's Social Responsibility Promotion

> Group Management Promotion System



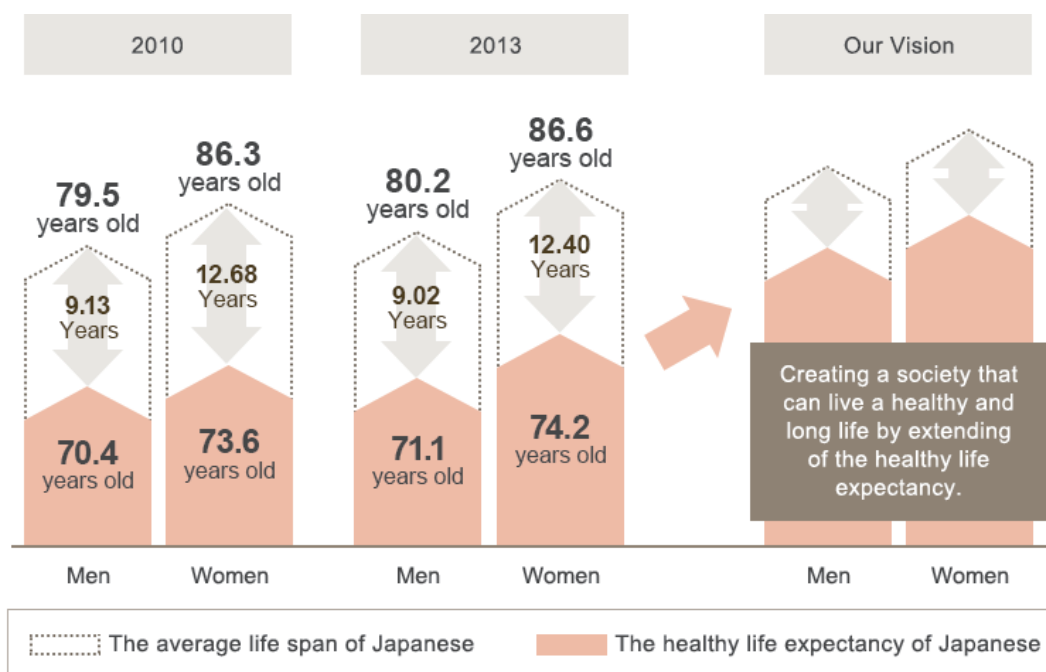
Theme① Promoting Health

Recognizing Social Issues

A healthy lifespan refers to the period during which a person can lead an independent and healthy life both in mind and body. In Japan, where the aging of the population is advancing even by the standards of developed countries, in order for each person to lead a fulfilling lifestyle with QOL*, it has become increasingly important not only to extend average lifespan, but healthy lifespan as well.

Moreover, if the gap between average lifespan and healthy lifespan widens, it could become an issue of national concern due to the significant impact it would place on continuity of social security systems due to ballooning medical expenses.

* QOL: Quality of Life is a concept that refers not only to physical comfort and the ability of an individual to care for oneself, but also overall lifestyle fulfillment and self-actualization, which includes mental aspects.



* Reference: The Committee on Regional Public Health Services and Health Promotion, Health Science Council of Ministry of Health, Labour and Welfare (October 1, 2014)

Related Material Issues > [Learn more](#)



Promote health for all



Development of cutting-edge technology

Our Vision

By offering a safe supply through life insurance which is the main business of the Dai-ichi Life Group, as well as providing a variety of initiatives to support customers and people health promotion widely as a position complementing the social security system, and We will contribute to the improvement of people's quality of life of people.

Our Approach

Material Issues deemed to be particularly high priority from management strategy perspective were reflected in the group's medium-term management plan.



> The medium-term management plan "CONNECT 2020", covering fiscal years 2018 to 2020 (3,836KB) [PDF](#)

- Implement product strategy to drive improvement in quality of life
- Take on social challenges such as "extending healthy life expectancy" through promoting health
- Review our underwriting standards using internal and external medical big data analysis to check possibility of insurance coverage and offer new products and services

Progress

Measure	Definition	Total
Number of downloads "KENKO-DAIICHI App"	As a result of promoting the use of the "KENKO-DAIICHI App" through various customer contacts, the number of applications downloaded since the service started	Approximately 810,000 Downloads

* As of the end of March 2018

Specific Activities

- > Delivering Products and Services that Promote Health
- > InsTech Initiatives
- > Network with Professional Medical Organizations
- > Cooperation with Local Governments
- > Collaboration with diverse partners

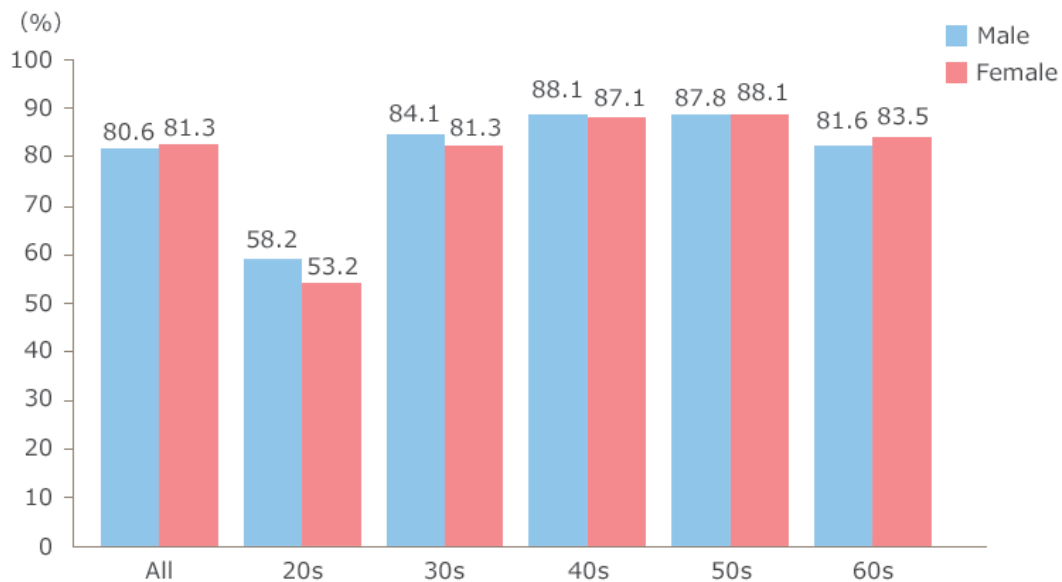
Theme② Improving Products and Services

Recognizing Social Issues

Although the life insurance policyholder rate in Japan is high even by global standards, the policyholder rate for younger generations such as those in their 20s is below 50% for both men and women.

In addition, there is currently a gap between the amount of security people feel is necessary and the actual amounts they have prepared. Not only in Japan but in each country where the Dai-ichi Life Group operates, we want to help eliminate this gap by having each customer recognize the security they require and providing the right products through the right channels.

■ The life insurance joining rate



Source: Japan Institute of Life Insurance "Survey on Life Security" FY2016

Related Material Issues > [Learn more](#)



Stability through insurance



Sense of security in later life

Our Vision

Leveraging the strengths of the Group, which maintains three companies in Japan as well as life insurance companies in the countries where it has expanded overseas, the Dai-ichi Life Group strives to deliver "dependable peace of mind" to all kinds of people by providing optimum products and services tailored to the diverse needs and values of customers.

Our Approach

Material Issues deemed to be particularly high priority from management strategy perspective were reflected in the group's medium-term management plan.



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- Take the 3 brands to a new dimension with more mutual distribution of products and services
- Improve the consulting capabilities of Total Life Plan Designers and accelerate multi-channel strategy by actively expanding agent channels
- Maintain sustainable growth model in developed markets (U.S. and Australia) as growth drivers of overseas life insurance business

Progress

Measure	Definition	FY2015	FY2016	FY2017
Customer satisfaction	Customer satisfaction survey result at Dai-ichi Life ^{*1}	└※1	54.1%	54.5%
No. of Policies in-force	No. of individual insurance and individual annuity holdings at Dai-ichi Life, Dai-ichi Frontier Life, Neo First Life	14,36 million	14,81 million	15,13 million
Surrender and lapse rates	Percentage of contracts surrender and lapse in the current fiscal year at Dai-ichi Life contracted to annualized premiums	3.57%	3.33%	3.26%

*1 Introduction of customer satisfaction survey conducted by external search agencies from fiscal 2017. Difference between positive answer occupation ratio and negative answer occupation ratio of overall satisfaction.

Specific Activities

- > Offering Products and Services Tailored to Diverse Needs
- > Provision of Microinsurance
- > Initiatives for Listening to Customer Feedback
- > Initiatives for Utilizing Customer Feedback

Sustainability Data

- > Sustainability Data (Lineup of Main Products and Services of the Dai-ichi Life Group in our Pursuit of a Sustainable Society)
- > Sustainability Data (Interactions with Customers)

Theme③ Resolving Community Issues

Recognizing Social Issues

Each region of the world has various problems and its severity varies. In Japan, local communities face a variety of issues from the dwindling birthrate and aging population to the revitalization of regional economies and healthcare improvements, each to differing degrees of seriousness. While issues such as depopulation are occurring in regional areas, urban areas face their own particular problems such as the waiting list for nursery schools.

These are not issues that should be tackled by local government alone; we believe there is a growing expectation that companies with the resources and know-how will also address them.

Related Material Issues > [Learn more](#)



Revitalizing
communities



Building a safe and
secure communities

Our Vision

By providing solutions to social issues through the life insurance business, we aim to develop a rich society in which people around the world can lead bright and healthy lives, and where all generations can live with vitality in an environment of lush greenery.

The Group strives to solve social challenges by providing its unique value mainly through the utilization of its unique know-how and resources under the three themes associated with the life insurance business.

The Three Action Themes



> [Learn about our approach to each theme here](#)

Our Approach

Material Issues deemed to be particularly high priority from management strategy perspective were reflected in the group's medium-term management plan.



> The medium-term management plan "CONNECT 2020", covering fiscal years 2018 to 2020 (3,836KB) [PDF](#)

- Strengthen ties with local communities and contribute to address local issues
- Create different points of contact for customers with various lifestyles

Specific Activities and Progress



Network with Professional Medical Organizations

We are carrying out seminars on health promotion, cancer awareness, life design, etc. based on collaboration with the National Center and collaboration agreements with local governments.

Measure	Definition	FY2015	FY2016	FY2017
Seminar conducted in each region	No. of sessions	317	249	363
	No. of attendees	22,003	18,065	22,095



Initiatives to Support Child-Rearing

Since 2011, the Dai-ichi Life Group has been working to attract daycare and nursing facilities to open in the real estate properties it owns for the purpose of expanding acceptance of children waiting for enrollment in daycare and nursing facilities.

We are aiming for the accommodation of 2,500 children equivalent to about 10% of the number of standby children entering nursery schools about 25,556 (released by the Ministry of Health, Labor and Welfare: April 2011).

Measure	Definition	FY2015	FY2016	FY2017
Result of attraction of nursery schools	Acceptable capacity	769	996	1,224

Activities

- > Cooperation with Local Governments
- > Network with Professional Medical Organizations
- > Collaboration with diverse partners
- > Initiatives to Support Child-Rearing
- > Support for the Education of Next-Generation Torchbearers
- > Continuous support activities at overseas group companies
- > Initiatives for Social Responsibility

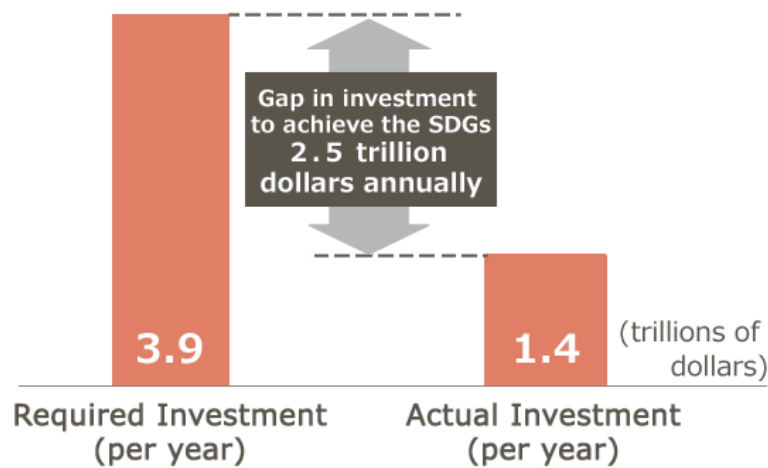
Sustainability Data

- > Sustainability Data (Engagement with Local Communities)

Theme④ Responsibility as Institutional Investor

Recognizing Social Issues

According to United Nations research, while investment funds of around 3.9 trillion dollars a year will be required to meet the Sustainable Development Goals by the year 2030, there is a shortfall of around 2.5 trillion dollars, and institutional investors are now expected to assume greater responsibilities and roles in this regard.



Created by Dai-ichi Life based on the World Investment Report 2014 published by the United Nations Conference on Trade and Development

Related Material Issues > [Learn more](#)



Contribute to society

Our Vision

Dai-ichi Life is focused on responsible investment as a responsible institutional investor. As part of these efforts, Dai-ichi Life has been promoting ESG investment that considers environmental, social, and governance (ESG) factors and stewardship activities that aim to support sustainable growth of the investee companies' value.

Our Approach

Material Issues deemed to be particularly high priority from management strategy perspective were reflected in the group's medium-term management plan.



> The medium-term management plan "CONNECT 2020", covering fiscal years 2018 to 2020 (3,836KB) [PDF](#)

- Expanding responsible investments (ESG investments, stewardship activities), in light of high social demand towards institutional investors

Progress

Measure	Definition	FY2014	FY2015	FY2016	FY2017
Stewardship	Consultations with constructive objectives	110	233	277	271

Activities

Dai-ichi Life has been an active promoter of ESG investing based on its social responsibility as an institutional investor.

Basic Policy

> Dai-ichi Life website (Our Role as an Institutional Investor: Basic Policy) [↗](#)

ESG Investment Policy

> Dai-ichi Life website (Our Role as an Institutional Investor: ESG Investment) [↗](#)

Stewardship Activities Policy

> Dai-ichi Life website (Our Role as an Institutional Investor: Our Initiatives under Japan's Stewardship Code) [↗](#)

Examples of Our ESG Investment Initiatives

■ Investment in Social Bonds Issued by Multilateral Development Banks

Dai-ichi Life actively invests in social bonds to provide financial support for the initiatives of multilateral development banks in order to improve investment returns and contribute to solving social challenges. In March 2017, Dai-ichi Life invested approximately JPY 11 billion in Health Bond*1 issued by the Asian Development Bank (ADB).

For details, please refer to the Dai-ichi Life website.

> Dai-ichi Life website (Our Role as an Institutional Investor: ESG Investment) [↗](#)



Image of project supported by Health Bond
(Photo credit: Asian Development Bank)

*1 Funds from Health Bond are used for the ADB's health projects to address health challenges in the Asia-Pacific region.

Sustainability Data

> Sustainability Data (Activities as an Institutional Investor)

Theme⑤ Creating Friendly Work Environment

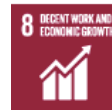
Recognizing Social Issues

Today, values about work have become increasingly diverse. Accordingly, we believe that promoting initiatives aimed at the development of a pleasant workplace, such as approaching "respect for human rights" which is a value pursuing human happiness, promoting diversity and attaining a healthy work-life balance, not only help to secure a workforce and improve employee satisfaction, but also serve as the driving force behind creating social value as a company.

Related Material Issues > [Learn more](#)



Empowerment of women



Protect rights of workers

Our Vision

The basis for creating new value is the active participation of various personalities. The Dai-ichi Life Group aims to create new value for the Group as a whole by "Inclusion" of the human resources of 70,000 people from seven countries around the world, rooted in the values of "respect for human rights."

Our Approach

Material Issues deemed to be particularly high priority from management strategy perspective were reflected in the group's medium-term management plan.



> The medium-term management plan "CONNECT 2020", covering fiscal years 2018 to 2020 (3,836KB) [PDF](#)

- Innovate and create new value with diversity & inclusion of talent as the driving force for sustainable growth

Targets and Progress

The targets and progress of the Dai-ichi Life Holdings and the domestic life insurance group (Dai-ichi Life, Dai-ichi Frontier Life, Neo First Life) are as follows.

Effort Index	Explanation of the Index	Fiscal 2016	Fiscal 2017	Fiscal 2018	Target
Percentage of females in managerial posts	Percentage of females in managerial positions (department head or equivalent and section chief or equivalent) as of April 1 of each fiscal year	23.3%	24.2%	25.2%	April 2021 25% or more
Percentage of employees with disabilities	Percentage of employees as of June 1 in the following year	2.23%	2.22% *1	2.20% *1	- *2

*1 Includes Dai-ichi Life Holdings, Dai-ichi Life, Dai-ichi Life Challenged, Dai-ichi Life Business Services and Dai-ichi Life Information Systems.

*2 The percentage of employees with disabilities is one in compliance with the statutory rate of disability employment.

Specific Activities

- > Human Rights Awareness
- > Diversity and Inclusion
- > Training and Support Systems
- > Promoting Health for Employees
- > Developing an Accommodating Work Environment

Sustainability Data

- > Sustainability Data (Employees)

Theme⑥ Protecting the Global Environment

Recognizing Social Issues

Environmental issues facing the entire world are issues that have a major impact on people's lives and health. In particular, the response to climate change is being increasingly recognized as an issue to be tackled by the international community as a whole, and as a company engaged in business activities on a global scale, Dai-ichi Life also sees this as an important issue.

Related Material Issues > [Learn more](#)



Tackling climate change



Improving energy efficiency

Promoting clean energy

Our Vision

The Dai-ichi Life Group regards protection of the environment and the development of a recycling-oriented society as part of a company's social responsibility as a member of society. The Group makes a united effort to protect and preserve the environment, and to reduce our environmental impact.

Group Action Principles for Environmental Initiatives

Basic Concept

As a member of society, Dai-ichi Life Group considers protection of the local and global environment and building of a recycling-oriented society, to be part of the Company's social responsibility, and constantly conducts environmental conservation activities according to the Action Guidelines below, and by trying to improve the related activities we contribute the sustainable development of the society.

Action Guidelines

1	Implementation of environmentally conscious activities in businesses We will always make efforts to being environmentally conscious in our business activities, following laws and regulations related to environmental conservation.
2	Reduction of environmental impact from business activities We make efforts to promoting resource conservation, energy conservation, and resource recycling to reduce environmental impacts arising from resources and energy consumed, and waste generated in our business activities.
3	Promotion of activities that raise environmental awareness We will help our officers and employees raise awareness of environmental issues. In addition we will make efforts to raise environmental awareness including donations and support for environmental conservation activities.

Targets and Progress

Measure	Definition	FY2015	FY2016	FY2017	Targets
CO2 emissions	Total CO2 emissions from The Dai-ichi Life Group (Scope 1+Scope 2)	178,100 t-CO2	171,900 t-CO2	166,000 t-CO2	Year-on-year comparison 1% reduction

The table below lists the targets set by Dai-ichi Life and the progress it has made toward achieving them.

Measure	Definition	FY2015	FY2016	FY2017	Targets
CO2 emissions	Total CO2 emissions from the Company's investment property, business-use property, and welfare property ^{*1}	159,500 t-CO2	156,000 t-CO2	149,000 t-CO2	Fiscal 2030 40% reduction Fiscal 2050 70% reduction (compared to Fiscal 2013 level)
Energy Usage	Total energy usage from the Company's investment property, business-use property, and welfare property	259,414 MWh	259,392 MWh	253,887 MWh	Fiscal 2020 Average 1% reduction annually (compared to Fiscal 2009 level)
Total paper usage	Total amount of paper used at the Group companies (photocopy paper, pamphlets, policy illustration (policy overview), etc.)	6,291t	6,726t	6,231t	Reduction by 10-year moving average over the previous year

^{*1} Calculated based on the provisions of Article 7, paragraph 3 of the Act on the Rational Use of Energy ("Energy-saving Act").

Since the coefficients in FY2009 were applied until FY 2016 results, we have calculated the previous year's results as well as the results for FY 2017.

Specific Activities

- > Reducing CO2 Emissions
- > Effort to Reduce Distribution Energy
- > Use of Renewable Energy
- > External Evaluation of Environmental Data
- > Revise of Documents for Customers
- > Environmentally Conscious Real Estate Investing
- > Hosting of environment learning events using real estate properties owned by the Dai-ichi Life Group
- > Actions to address the risks and opportunities of climate change

Sustainability Data

- > Sustainability Data (Environmental performance data)

Theme⑦ Strengthening Governance

Recognizing Social Issues

Companies running global businesses are required to enhance the transparency and fairness of their management to minimize the adverse effects on society through their business activities, and Dai-ichi Life also recognizes the importance of this.

Related Material Issues > [Learn more](#)



Improving corporate governance and risk management

Our Vision

The Dai-ichi Life Group will achieve sustained growth and enhance medium-to-long-term corporate value by responding to its mandate from multi-stakeholders and working to strengthen and enhance its corporate governance.

Introduces the basic policies and promotion systems required for the sustainable creation of corporate value for the Dai-ichi Life Group.

> Corporate Governance



Find out about the Dai-ichi Life Group's initiatives related to corporate governance.

> Internal Control



Find out about the Dai-ichi Life Group's initiatives related to internal control.

> Human Rights Awareness



Find out about the Dai-ichi Life Group's initiatives related to human rights awareness.

Sustainability Data

> Sustainability Data (Corporate Governance)