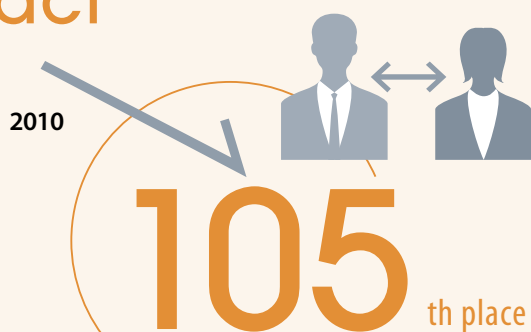


Material
Issue **5**

Respect Human Rights and Promoting the Development of Human Resource and Diversity

Diversity for Growth
—Integrating Diversity into Management Strategy

Fact



Position of Japan in the Global Gender Gap Index Ranking by Country 2013

According to the Global Gender Gap Report 2013, Japan was ranked 105th, with its position declining for the third consecutive year since 2010. The scores for political empowerment and economic participation and opportunity are both particularly low. The promotion of women's social and political advancement is imperative, and the government has set a goal of achieving "202030"—increasing the percentage of women in leadership positions to 30% by 2020.

Our Action

The corporate group image that the Sompo Japan Nipponkoa Group aims for is to be the most highly evaluated service company. In order to meet the diverse needs of customers in a social environment facing a declining birthrate, aging population, and women's social advancement, it is inevitable for the Group to develop a diverse talented human resources. Also, each employee must be enthusiastic to achieve our goals. The Sompo Japan Nipponkoa Group has established the Group Personnel Vision to develop a highly competitive workforce.

◆ Group Personnel Vision

Action and Achievement

- We value achievement, factual understanding and action in our work.
- We value prompt action in our people.

Impartiality and Fairness

- We value workplaces wherein all people are treated fairly and impartially and wherein everyone may have the opportunity to realize their potential.
- We value people who demonstrate initiative and take challenges, not those who rest only on past achievements.

Openness

- We value frank discussions and debate within transparent work environments based upon clear rules and procedures.

Diversity

- We value all our people as individuals, regardless of their gender, nationality, previous careers or other characteristics.

Sompo Japan Nipponkoa has been promoting diversity and established a dedicated unit for diversity promotion. Furthermore, in order to strengthen the initiative of the management, the Diversity Promotion Headquarters was founded within Sompo Japan Nipponkoa Holdings in October 2013. Under the slogan of "Diversity for Growth," headquarters are promoting the following four initiatives as important pillars.

- (1) developing products and services, as well as implementing measures, that reflect women's sensitivity;
- (2) increasing the percentage of women in managerial positions in the Group to over 10% by the end of fiscal year 2015 and over 30% by the end of fiscal year 2020;
- (3) introducing a mentoring system for female employees; and
- (4) allocating non-Japanese employees to the suitable workplace and facilitate interaction.

Sanae Suyama, Executive Officer, General Manager, Call Center Planning Department, Sampo Japan Nipponkoa, and Mariko Fujinaka, Manager, Human Resources Development Office, Sampo Japan Nipponkoa Holdings, had a discussion in May 2014 on the promotion of the Group's diversity.

They looked back at the history of the Group's actions toward promotion of diversity, and Suyama, Sampo Japan Nipponkoa's first female executive officer, talked about difficulties she experienced. The discussion provides hints as to what will be necessary for promotion in the future.

Establishment of the Diversity Promotion Headquarters

Fujinaka We established a dedicated unit for diversity promotion in 2003 for the first time among the major Japanese financial institutions. Furthermore, by establishing the Diversity Promotion Headquarters within Sampo Japan Nipponkoa Holdings in October 2013, the promotion activities were expanded throughout the Group under the slogan of "Diversity for Growth."

The members of the Diversity Promotion Headquarters consist of each Group companies' director in charge of human resources and female employees (promotion representatives) appointed from among Group companies. This enables the taking of both a top-down approach from the executives and a bottom-up approach from the promotion representatives. The promotion representatives are responsible for (1) sharing information on activities conducted at each Group company; and (2) planning and implementing promotion measures for the Group as a whole as well as for the individual Group companies.

Suyama I believe we can strengthen our initiatives by setting diversity under the Group Personnel Vision. By sharing issues on personnel exchange and human resource development among Group companies, we can ensure the continuity of the activities and mutually provide adequate support. Sharing best practices among Group companies will also facilitate our diversity promotion efforts. I expect that the vision will help us to develop diverse Group wide human



Sanae Suyama Executive Officer
General Manager, Call Center Planning Department
Sampo Japan Nipponkoa Insurance Inc.

resources and will act as a driving force to become the most highly evaluated service company.

With regards to the government policy, the Abe administration, under the strong leadership of the Prime Minister, states women's social advancement as one of the most important keys for boosting the Japanese economy, and has set a goal of achieving "202030"—increasing the percentage of women in leadership positions to 30% by 2020. The average percentage of women in managerial positions at 1,150 Japanese listed companies in all 33 industries is 4.9%. Although the percentage is relatively high in insurance, air transport, and financial service industries, at more than 10%, the figure still lags behind that of Western developed countries. In order to secure a labor force population and vitalize Japan, it is an urgent task to build an environment that enables both men and women to balance work and child-rearing. The Sampo Japan Nipponkoa Group must also play its part to promote the change.

Increasing Women in Managerial Positions

Fujinaka The Group has set a goal of increasing the percentage of women in managerial positions to over 10% by the end of fiscal year 2015 and over 30% by the end of fiscal year 2020.

As specific measures to achieve these targets, Sampo Japan Nipponkoa has implemented various training programs including a women's management training course, a preparatory management training course, and career development training in order to provide a career pipeline for women in management, middle management, and junior level positions.

The women's management training course is a one-year program specifically for female employees who are selected as candidates for corporate management or department management positions. Some of the "graduates" of the training course have already been promoted to general managers and Group company executive officers. The women's management training course started being offered across the Group in fiscal year 2013.

A mentoring system was also introduced throughout the Group in October 2013. Under this system, a superior other than a reporting supervisor is appointed as a mentor for each female employee to regularly support them in solving problems in their career development. In fiscal year 2013, 50 Group companies' executives



Mariko Fujinaka Manager
Human Capital and General Affairs Department
Sampo Japan Nipponkoa Holdings, Inc.



and department managers became mentors of 94 female managers, and provided support to create a culture that helps develop women's career advancement and encourages them to face new challenges. The system has already proven to be effective in increasing their motivation to pursue career advancement.

Furthermore, a total of 40 female employees have participated in programs offered by the nonprofit organization Japan Women's Innovative Network (J-WIN)* which are aimed at strengthening leadership of women to become company executives. The J-Win programs have provided the participants with networking opportunities with other female employees from different industries and inspired each other for further career development.

Would you share with us your thoughts on the challenges toward achieving the Group's target percentages of women in managerial positions while various activities have been carried out across the Sampo Japan Nipponkoa Group?

Suyama The top management has a clear view and strives to promote diversity, but a corporate culture that naturally allows female employees access to management opportunities has not yet firmly taken root. There must be many female employees who are struggling in the unsteady work environment caught between the "tailwind" of the new wave of women's participation and the "headwind" of the traditional, male-dominated society. To overcome the conditions, we need to address three issues.

Firstly, we need to carefully plan long-term educational milestones and curriculums to accomplish the goals, rather than focusing merely on achieving the numerical targets. It is important to provide a career development program that fits each female employee based on their past careers and characteristics. We need to develop a working environment for the management candidate female employee that equally provides opportunities, authority and scope of job categories regardless of gender. We need to provide training programs that support female employees to achieve necessary skills and that compensate for a lack of experience in order to compete with men on equal terms, rather than being given special treatment compared to men.

Secondly, every employee needs to further increase their awareness about diversity. Particularly, the employees in leadership positions, who are at the core of company management, should cultivate their sensitivity to diversity.

Thirdly, each workplace needs to strengthen its system that enables the staff to inspire each other. Each regional head office and department have already arranged some assemblies to share good role model experiences, and we need to make sure that each employee has a deep understanding of diversity. In addition, women must be prepared to think, act, and try by themselves within each workplace to proactively promote diversity.

* Japan Women's Innovative Network (J-Win): A nonprofit organization that supports diversity and inclusion (D&I) of its member companies through various activities. There are 97 member companies including Sampo Japan Nipponkoa as of May 2013. J-Win focuses mainly on networking activities for about 250 women participants from their member companies and providing programs aimed at promoting D&I of member companies.

Work-Life Balance

Fujinaka Would you share your own experiences with us?

I heard that you joined the company initially as a General Area*1 staff. What made you decide to switch your career to the General Global*2 career path and pursue a managerial position?

Suyama I decided to switch to a General Global career in my late 30s. It was because my superior recommended me to do so, and I myself wanted to fully concentrate on career advancement since the busiest period of my child-rearing was over.

Furthermore, I liked the job and could achieve personal growth through work while pursuing my career dream.

I also would like to mention about the enactment of the Equal Employment Opportunity Act for Men and Women and other movements that provided women with opportunities to work proactively and this change in social consciousness made me realize that I can change the company by taking responsibility for the outcome in decision-making positions. I knew my ability was limited, but I decided to take a first step to do my best.

Of course, everything did not always go well. There were some instances in which I was not invited to join a meeting or information sharing was delayed, but I realized that it happened not because I'm a woman, but because I was considered not important enough among managers due to my lack of effort. Therefore I decided to work much

harder to become an indispensable staff member in the company.

Fujinaka I see, to promote women's participation, it is important for the female employees to feel their personal growth and feel rewarded in pursuit of their dream.

Would you elaborate on other difficulties you have experienced?

Suyama When I started a General Global career, there was no special training for women's management such as those that are currently provided. So I learned the skills of the General Global career through on-the-job training provided by my General Global career superior, and accumulated hands-on experiences as I struggled with a number of difficulties. I would be lying if I said I felt no gender gap. However, it was not always because of gender differences, but rather it was often due to the difference in social standing.

When it comes to work-life balance, I believe the most important thing is that we ourselves need to be in good health, both physically and mentally.

I also tried not to think about business matters when spending time with my family, and before returning back home, I tried to switch myself from businessperson to mother by having a 20-minute coffee break. I tried to use time as efficiently as possible every day and made the most of the time during commuting and housekeeping to consider my business and check my schedule so that I could achieve 120% performance while working at the office.

Fujinaka I was impressed to know that you have tried various measures to maintain work-life balance. Would you comment on the things that you kept in mind in your career to date?

Suyama This may sound a little abstract, but I always tried to have a dream for my work irrespective of my role or career position. I believe a dream is something that you must realize for yourself based on your autonomy and self-realization, rather than simply waiting for someone's help. Work will look more "real" to you when exciting challenges are combined with responsibility for your own actions.

*1 General Area: A position for an employee in which the location of residence in principle does not change because of a job transfer

*2 General Global: A position for an employee who pursues an assignment either in Japan or abroad, without specifying the location to be transferred

Toward the Future

Suyama The Sampo Japan Nipponkoa Group is ahead of other companies in terms of women's participation, but the efforts are still far from complete. We have systems in place, and employees are beginning to realize and utilize these systems, but we are still in a period of transition.

Some people say that setting numerical targets for women's participation is gender discrimination and I think we are approaching a critical stage. We are at a crucial point in deciding whether the Group will grow into an energetic, global corporate group. All employees must understand this situation and I firmly believe that our efforts to promote diversity will succeed.

Currently, we are promoting diversity by focusing on strategies and systems, but in order to achieve the numerical target, each employee needs to have an ideal vision of the future Group after those systems are entrenched. We need to develop a culture that will enable us to bring out the best of and fully take advantage of diversity.

Fujinaka I agree with you. We have to change the mindset of each employee to create an environment and culture that truly embraces diversity.

Do you have any views in mind about how you would promote diversity from now on?

Suyama I would like to give women a supportive push by promoting dialogue and by sharing how rewarding work can be and what the necessary preparations are. I believe that this will give back what I have experienced and learned to young people.

As a member of the J-Win Executive Network (JEN)*, I have been given opportunities to deepen the exchange with women from other companies. I feel strongly that it is my responsibility to share activities of other companies throughout the Group so that I can play my role in accelerating diversity not just from the viewpoint of the Group but also from broader aspects in supporting the Group to fulfill its corporate responsibility and mission.

* J-Win Executive Network (JEN): A network of female executives from various industries and types of business aimed at providing the members with an opportunity to inspire each other

VOICE

Diversity Is a Source of Innovation for Corporate Sustainable Development



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

In today's world where the economy is globalized and the market is constantly and rapidly changing, it is essential for a company to think outside the existing framework and keep transforming itself in order to pursue sustainable development, and diversity is a source of such innovation.

The Sampo Japan Nipponkoa Group is well aware that diversity is indispensable for its sustainable innovation and increased competitiveness, and has been promoting diversity consistently as part of its management strategies under the strong commitment of the top management. I truly admire the Group for its commitment to diversity. The Group also adopted a new structure to facilitate the promotion of Group wide diversity and has set numerical targets for women's participation. In order to achieve the goal, the Group has been steadily and promptly carrying out various measures to re-form staff consciousness toward diversity and to create career pipelines for female managers that are considered essential for the promotion of diversity within the organization. I look forward to seeing the Group further accelerate the promotion of diversity through strong leadership under Group wide collaboration while keeping the PDCA (plan-do-check-act) cycle in motion.