

## Employees

▶ **Health Promotion**

▶ **Building Resilient Organizations  
through Human Resources  
Development**

▶ **Diversity and Inclusion**

▶ **Respect for Human Dignity and Rights**

# Health Promotion

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## Initiatives to Maintain and Promote Employee Health

### Partnerships

Our Group Management Philosophy is “We will contribute to the security, health, and wellbeing of our customers by providing insurance and related services of the highest quality possible”. In order to implement it, we emphasize the importance of ensuring the health of our employees and their families, and implement various health maintenance and promotion initiatives at our Group companies.

In order to improve the quality of services, we believe that it is more important to maintain mental and physical health as the foundation of anything, as well as to improve abilities. We also believe that working lively and actively by keeping mental and physical health in addition to living a fulfilling life is fundamental to the health of the corporation. With this in mind, Sompo Japan Nipponkoa works on improving employees' awareness of health.

#### Mental Health

Sompo Japan Nipponkoa has industrial physicians specializing in mental health at the head office, with the cooperation of Sompo Risk Management & Health Care. The company offers a constant mental health checkup, consultation service and counseling by medical staff such as doctors and nurses. In order to catch the signs of mental sickness earlier and to prevent mental health problems, the company also provides stress level evaluation service as a form of self-care which promotes understanding and prevention of mental illness. The system which managers acknowledge as "Line Care", improves the workplace environment and offers consultation of their subordinates with regard to mental health, has been established.

#### Key Initiatives

- Telecommuting and sift work for work style innovations
- Issuing the report about health to recognize health conditions and problems of employees (Sompo Japan Nipponkoa)
- The Seminar for improving both work and health for the employees to value health (Sompo Japan Nipponkoa)
- Industrial physicans specializing in mental health at the head office and system for constant mental health checkups (Sompo Japan Nipponkoa)
- Stress level evaluation service as a form of self-care and Line Care system for managers (Sompo Japan Nipponkoa)
- Activating internal sports activities (Sompo Business Service)
- Stress checkup service offered twice a year (Sompo Systems)
- Prohibited smoking all day (Sompo Japan Nipponkosa Himawari Life Insurance)
- Program for improving lifestyle by using an application (Sompo Risk Management & Health Care)

### External Recognition

Six Group companies have been recognized as a 2018 Certified Health and Productivity Management Organization in the large enterprise category (White 500) by Japan's Ministry of Economy, Trade and Industry, and Nippon Kenko Kaigi:

- Sompo Holdings, Inc. (two consecutive years)
- Sompo Japan Nipponkoa Insurance Inc. (two consecutive years)
- Sompo Systems, Inc.
- Sompo Business Service, Inc. (two consecutive years)
- Sompo Japan Nipponkoa Himawari Life Insurance, Inc. (two consecutive years)
- Sompo Risk Management & Health Care Inc. (two consecutive years)

### Future Plans

We are making use of resources such as the support services for health and productivity management offered by Sompo Risk Management & Health Care to continually assess the results and verify the effectiveness of our initiatives. We use the findings of our reviews to address a variety of health-related issues of our Group companies, as well as to maintain and further advance the health of employees and their families.

# Building Resilient Organizations through Human Resources Development

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## Exchange Program for Group Employees Inside and Outside Japan

### Partnerships

We provide the Exchange Program for the Group employees to develop new skills and to leverage their diverse strengths for the Group's growth. This program began in fiscal year 2014; since then, a total of 45 Group employees from outside Japan have worked in various departments in Japan.



Exchange Program

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## Development of a Globally Competitive Workforce

### Partnerships

We are confronted with increasingly challenging international competition in global markets, including in emerging economies. It is therefore essential that we develop globally competitive personnel with the ability and motivation to carry out missions in the global arena, to understand and accept different cultures, and to communicate effectively in a multicultural work environment.

Sompo Japan Nipponkoa considers the increase in both the quantity and quality of globally competitive personnel as a priority issue. As such, in fiscal year 2012, the company established the Global Human Resources Development Group for the purpose of developing workforce that can compete effectively on a global basis.

- Founding of SOMPO Global University

The SOMPO Global University is a program launched in fiscal year 2012 to develop future management personnel both in and outside Japan. The program consists of customized training provided in cooperation with the National University of Singapore's Business School and on-the-job training at Group companies outside Japan. Through this program, trainees gain sophisticated management knowledge and have hands-on experience to put it into practical use.

In total, 119 selected talents (including those from outside our Group) from 15 countries have participated in this program as of fiscal year 2017. The program produces a globally-competitive workforce with broad perspectives and experience regardless of nationality.

- Improvement of Language Skills

Language skills are essential in an international work environment. To help all Group employees improve their language skills, Sompo Japan Nipponkoa encourage them to take the TOEIC IP, an internal English language test. They also provide various programs to help all employees with language learning. These programs include an English skills contest in which teams of employees compete against each other to show how much they have improved, as well as an overseas work program for employees with a certain level of language skills to gain cross-national and multi-cultural experience. They encourage all employees to aim for a TOEIC score of 730 or higher.



SOMPO Global University

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## Reinforcement of Human Resources

### Partnerships

To be the most highly evaluated P&C insurance company in Japan, Sompo Japan Nipponkoa is promoting the development of human resources through the cycle of “work, evaluation, remuneration, relocation/transfer, and training” based on Group Personnel Vision and human resources sought, and provides employees various chances to perform to their full potential.

Of special mention, in addition to providing the environment in which individual workers could grow

spontaneously and stick at their duties continuously, it promotes human resource development and corporate culture to foster the workers who can create new value and think outside the box on their own initiative.

- Skill development support

In fiscal year 2018, the company is improving interactive and supporting managing style for managers and providing them with seminars to learn the method. It is promoting this managing style because it believes that it would be necessary not to manage uniformly but to understand individual diversity and extract their strength under in the greatly changing era.

The business academy, using video-based self-directed training systems has been provided for all employees to foster a culture of self-improvement. Lessons include sections such as problem solving and strategic thinking, marketing, communications, management, and leadership. Starting at an early stage, employees who are training to be future managers can also develop their own management skills.

They are also expanding grade-specific educational support and increasing internal opportunities for peer training.

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## Training for Management

### Partnerships

Reinforcing the management capabilities of managers is essential if they are to change the behavior of staff and maximize their efficiency and productivity in order to lead them to new heights. We have various programs in place to strengthen our managers' abilities, particularly the ability to develop personnel, enhance workplace communication, and improve the work environment.

Sompo Japan Nipponkoa's major training programs planned for fiscal year 2018

- Training for newly appointed general managers
- Support program for newly appointed managers
- National management dialogue
- Training program for department management (continuous peer training among departments)
- Dialogue-supported management training
- Vision training for section managers (selective peer training)
- Business academy (online video training system)
- Multi-dimensional observation

Sompo Japan Nipponkoa Himawari Life sees human resources capacity building as key management issue and is implementing grade-specific training programs. They hold "Management School (training)" for all section managers every year since 2015. In 2017, serious discussion about job assignment and evaluation (Personnel appraisal) was held in order to prepare for the new personnel system, while making a discussion on the universal theme "Improvement of management skills required for managerial personnel" and "Creating a dynamic workplace"



Support program for newly appointed managers

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## Establishment of Sampo Care University in Osaka

### Partnerships

On April 1 2018, Sampo Care and Sampo Care Next opened Sampo Care University Osaka as an institute that will take the lead in our human resource development strategies, centering on the concept of all employees being able to feel their growth based on our basic management policy of respecting human rights. More than 500 employees from Kyushu through to the Chubu region have already visited the institute to take part in training activities. In April 2016 they opened Sampo Care Next Step Center in Shibaura, Tokyo and in July 2017 they opened Sampo Care University. This time, they aim to further expand the scope of our activities to western Japan, as well as to develop and provide more advanced training programs in collaboration with universities and specialist educational institutions under the catchphrase "working together to create the future of long-term care!!"

Through these activities, they will offer the highest quality healthcare services that further contribute to "security, health, and wellbeing," and provide our employees with a satisfying and comfortable workplace, aiming to make Japan as a global pioneer in healthy longevity.



Facilities at Sompo Care University Osaka

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## Launch of Overseas Integrated HR Information System

### Partnerships

Through a group-wide talent assignment process that allocates “the right people to the right positions at the right time” we are promoting transformation into an organization that is capable of demonstrating its strengths in each country and business. To this end, we have introduced the Integrated Overseas HR Information System at nine major Group companies overseas with approximately 4,200 employees.

The implementation of the system enables us to (i) centrally manage information on personnel (e.g., competencies, skills and experiences) responsible for overseas business and (ii) strategically facilitate group-wide talent assignment and talent development.

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## Held “SOMPO internship” which can deepen understanding of the P&C Insurance industry and our company, feeling growth in the process of learning.

### Partnerships

Sompo Japan Nipponkoa held SOMPO internship that can touch the P&C insurance business and operations through workshops and exchanges with employees.

They conducted multiple types of internships according to the needs of the students, for example, “Comprehensive course” is to understand P&C insurance business by experiencing business such as insurance benefit service · risk consulting · product development. Also, there are “practical course” that can experience the challenges of work in the actual workplace and thinking about working, and the “international course” for global oriented students.

Students who finished the program stated “There are many awareness and learning experiencing the work and it has been extremely useful for future job hunting and career design” .



Comprehensive course

# Diversity and Inclusion

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## Initiatives to Boost Human Resource Capacity

### Partnerships

Sompo Japan Nipponkoa is striving to develop a working environment and personnel management programs that are instrumental in achieving the goal of building up the most motivated and skilled workforce based on the four principles of the Group Personnel Vision: Action and Achievement; Impartiality and Fairness; Openness; and Diversity.

#### ●Working Environment

Sompo Japan Nipponkoa respects the sense of values and work styles of employees, which may be as diverse as pursuing higher career goals, seeking further fulfilling work life, or working with pride while balancing their work and private life. To create a better working environment that allows each employee to work energetically and comfortably, the company offers a number of opportunities for both male and female employees to work on new challenges, and further improves supports for workers with childbirth, child rearing, or nursing care matters to work efficiently.

The company uses employee satisfaction surveys to monitor the current situation and problems of employees, and feedback the survey results to each work place. The each work place has meetings to review them and discuss how they improve and address the problems. The company also actively encourages non-regular employees to become regular employees as a way to further improve employee motivation and help stabilize employment.

#### ●Personnel Management Programs

Personnel system of Sompo Japan Nipponkoa focuses on the employees' performance only, regardless of their gender, nationality, or age, to ensure that remuneration and promotion are decided based on the level of performance in each role. In addition, for the employees who are outstandingly active companywide, the company has set up an "Express ticket" system that enables career advancement of 2 ranks or more, offering a place of further activity. since 2018. Personnel management programs of the company include the in-house job posting program, which makes it easy for employees to apply for transfers to their desired different departments. With this program, it is possible even for general area staff (a position for an employee in which the location of residence in principle does not change because of a job transfer) to apply for temporary work outside their designated area. To support the self-directed and autonomous career development of each employee, the company has also introduced another two programs: the Dream Ticket Program, under which employees who meet certain criteria can apply for transfer to a position of their choice; and the Job Exchange Program, which gives general area staff an opportunity to work at headquarters departments. These programs are aimed at encouraging employees to actively pursue their desired positions

by fully leveraging the knowledge and skills acquired in the course of their work and self-improvement activities.

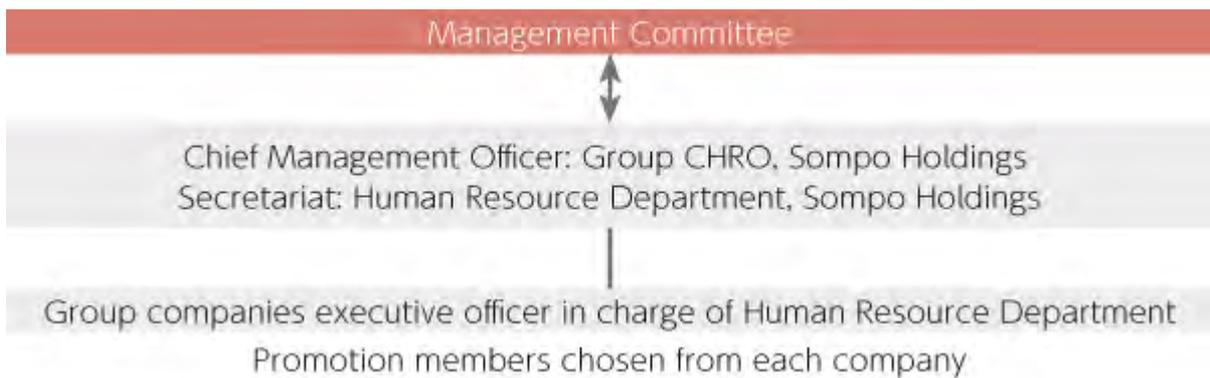
## Establishment of Group Diversity Promotion Headquarters

### Partnerships

Sompo Holdings regards diversity as an important part of its management strategy, and established the Diversity Promotion Headquarters in October 2013.

By making diversity a group-wide issue through the establishment of the dedicated department, we aim to incorporate the views of diverse employees into our various services to offer the highest possible quality products for the security, health and wellbeing of our customers to meet their wide-ranging needs.

Our slogan is “Diversity for Growth”, which expresses our intention to translate diversity into a drive for growth, and we are tackling to improve working styles across the Group to achieve highly productive working styles among our diverse employees.



Members at the time of founding of the Diversity Promotion Headquarters



“Diversity for Growth” logo

# Female Employee Engagement

## Partnerships

Our Group has set a goal of increasing the percentage of women in managerial positions to 30% by the end of fiscal year 2020, and is actively recruiting women to managerial positions. Specific measures to produce more female managers include the implementation of various training programs to create a pipeline for women in a range of positions from junior level to management: Management classes; preparatory management classes; and career development training. We have also introduced a mentor program in which a manager other than a female employee’s own supervisor provides support as a mentor (adviser) to the employee to create a work culture and environment that supports female employees in their careers. The number of female managers in the Group when the target was set in July 2013 was 305, a mere 5% of all managers. Thanks to the above-stated initiatives, as of April 2018 there were 931 female managers, 20.7% of the total. At Sompo Japan Nipponkoa, the largest Group company, “graduates” of such training programs include one director, one executive officer, and eleven general managers.

As women are empowered, there are more working mothers, and more fathers taking an active role in raising their children, we decided to join the “Ikuboss Alliance” established by NPO Fathering Japan in April 2015, in the belief that it is important to create a workplace where men and women can continue to work while harmonizing their work-life balance.

●External Recognition

- March, 2014      Awarded “Diversity Management Selection 100” by Ministry of Economy, Trade and Industry
- January, 2015    Awarded “Corporate Activity Award” by the Tokyo Stock Exchange
- December, 2016   Awarded “the Prime Minister’s Award” at Commend Leading Companies Where Empowering Women”
- March, 2018      Selected “NADESHIKO BRAND 2018” by Ministry of Economy, Trade and Industry and Tokyo Stock Exchange
- April, 2018      Awarded “the Grand Prize” at the 3rd Working Women Empowerment Award by Japan Productivity Center (Working Women’s Empowerment Forum)

女性が輝く  
先進企業  
2016



## Opening of an On-Site Daycare Center

### Partnerships

On March 1 2018, Sompo Japan Nipponkoa opened an on-site daycare facility, SOMPO Kids Park, at the headquarters in Shinjuku, Tokyo. This facility enables employees whose children are waiting for daycare to continue working and fulfill their career potential. The company has introduced a contact system that allows parents and childcare workers to input and view daily communications on their smart phones, enabling them to maximize the effective use of their time. Parents can input and view messages exchanged daily with childcare workers using their smart phones when they have a free moment, which makes it possible to manage the details of communications as digital data. The company is aiming to make this facility unique to Sompo Japan Nipponkoa, the leading company for work style innovation.





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## Mentor Program

### Partnerships

Sompo Holdings introduced a mentor program throughout the Group from October 2013. Under this program, a manager other than a female employee's own supervisor is appointed as a mentor to regularly support in solving issues regarding mentee's career development on an ongoing basis.

In four years until fiscal year 2017, 203 executives and general managers became mentors to 417 female managers. Mentoring aims to create a culture that helps develop women's careers and to encourage them to raise their aspirations and take on new challenges. The program has proved effective — not only in motivating mentees to pursue a career — but also for mentors in realizing what they need to improve employee engagement.

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## Support for Non-Japanese Employees

### Partnerships

To maintain successful global operations, it is important for our Group to support non- Japanese employees and foster an international corporate culture.

Sompo Japan Nipponkoa is developing an international work environment by actively hiring non-Japanese employees both in Japan and for its operations outside Japan. Through such efforts, we aim to transform into an organization that the diversity of personnel serves as a driving force for our business.

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## Employment of People with Disabilities

### Partnerships

An increasing number of companies as a matter of course are employing people with disabilities and value their individual contributions. Sompo Japan Nipponkoa also places a high priority to creating an inclusive work environment for people with disabilities, and organizes recruitment activities throughout Japan.

The company interviewed about 30 supervisors of employees with disabilities in their team and reported their best practices in Diversity News, a monthly newsletter, to share information on how to work with physically challenged employees. The company has also prepared a guide book for managers, while making sure that an assistant for employees with disabilities is appointed at each workplace to provide necessary support.

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## Incorporation of SOMPO Challenged Inc. to Boost Jobs for People with Disabilities

### Partnerships

Based on an idea that diversity is the driving force of our business growth, the Group are striving to promote personnel diversity, with a catchphrase "Diversity for Growth" and aiming to become the group where diversified workers can demonstrate their strengths through active participation.

As part of this effort, we have established SOMPO Challenged Inc. (SOMPO Challenged) to create an environment in which people with disabilities can work by capitalizing on their strengths. The new company will not only provide more job opportunities but also facilitate growth and job satisfaction for a greater number of disabilities.

SOMPO Challenged is certified as a special-purpose subsidiary\* in line with the Act on Employment Promotion, etc. of Persons with Disabilities.

\* A company approved by the Japanese Minister of Health, Labor and Welfare as satisfying certain conditions, that gives special consideration to the employment of people with disabilities.

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## Work-Life Balance

### Partnerships

To improve the quality of employee output, it is essential to focus not only on skill development but also on the physical and mental health of each employee. Good physical and mental health and a fulfilling private life are the foundation of a dynamic workforce. A dynamic workforce means a vitalized company, which is why we make the flexibility to balance work and private life a high priority.

#### ●Career Transfer Program

General area staff (a position for an employee in which the location of residence in principle does not change because of a job transfer) can apply for a job for Group companies in other area, if certain conditions are met, to continue work in the case they have to move for a personal reason such as job transfer of their spouse.

#### ●System Supporting Employees during Pregnancy, Post-childbirth and Childcare

We provide various types of leave and flexible work style options, such as maternity leave, childcare leave, and reduced working hours for parents in order to support employee efforts to balance their work and family life. Parents can take advantage of shorter working hours, for example, in several shift patterns until the child completes the third grade of elementary school. In addition, if inevitable or approved by the company due to their child's illness or disability, employees are entitled to select short-time work within the range until the end of the year in which their child reaches 18 years old. Short-term childcare leave has also been turned into a form of paid leave, and delayed the application deadline to the day before, making childcare leave easy to take for both male and female employees.

#### ●Support for Employees on Childcare Leave

A forum is organized in Tokyo, Nagoya, Osaka, and Fukuoka every year to support employees who have taken childcare leave to return to work smoothly. In fiscal year 2017, the forum was attended by a total of 600 employees nationwide. Not only employees on childcare leave, but also their supervisors and colleagues attend the forum to address their concerns about returning to work and create a more comfortable workplace for them. At the forum, the updated information about our important policies is communicated to employees on childcare leave.

Also, we are utilizing support tools such as guides for pregnancy, childbirth, childcare and the manual for bosses of child care workers to create a workable environment for all of them and workplace members.

## ●Support for Employees Engaging in Long-term Nursing Care

Long-term nursing care has become a common issue due to the rapid aging of Japan's population. To help employees balance their work and care responsibilities, we expanded the option to offer long-term family care leave (up to 365 days in total), nursing leave, shift work for nursing care and reduced working hours, and held a seminar for balancing work and care responsibilities that was attended by about 590 employees in fiscal year 2017.

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## Work Style Innovation

### Partnerships

Sompo Japan Nipponkoa has been promoting work style innovation since 2015, in order to keep easy-to-work places for diversified workers in the company to be efficiently and productively under their limited time.

## ●Telecommuting and Mobile Work

Sompo Japan Nipponkoa has been working on diversified work styles including unlimited work place and work time, and on development of infrastructure such as ICT, to do a job more productively. The company also has adopted telecommuting system to work everywhere, throughout the day or not. Short time worker for child-care or family-care is allowed to use two devices for their flexible work style.

Mobile work by using their own device (BYOD) or smart phone given by the company is also operated. Thus, workers are able to work efficiently in a short time such as on the move, on an outing.

## ●Shift Work System

Sompo Japan Nipponkoa has started shift work system that offers employees nine options to realize smooth job operation and diversified work style for better response to customers and employees' lives. They can decide when they will start to work between 7am and 1pm. Under this system, they would work for seven hours a day without working overtime basically and be required to become aware of their closing time and to plan to work more efficiently.

## ●Ji-Tan Fes

In order to promote work style innovation at each work place, "Ji-Tan fes" was held in 2017. This event was a form of contest to publish work places carrying out both reducing work time and improving performance or quality, which were introduced on in-house broadcasting or its information board.



Poster for "Ji-Tan fes"



Declaration of monthly overtime

## Thanks Day — Day for Improving Families’ Understanding of the Workplace

### Partnerships

We have been implementing a Thanks Day event from 2007 for the purpose of promoting understanding and communication between employees and their families and raising awareness of the need for work-life balance at each workplace. Children of employees at each Group company are invited to visit their parent’s workplace and perform simple work-related tasks such as sorting inter-office mail and receiving mock telephone calls. Other fun events are held such as exchanging business cards with the company President, children’s meals in the employee cafeteria, and various booths offering games and exhibitions. These always make the day a memorable one for both employees and their families.



Sompo Japan Nipponkoa Orchestra performing for children

# Respect for Human Dignity and Rights

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## Respecting Human Rights

### Partnerships

As is evident from the inclusion of human rights as one of the seven core issues cited in the ISO 26000 international standards on social responsibility (published November 2010), corporate activities relating to human rights promotion have become the global norm.

In October 2016, we amended our Group Policy for Human Rights to reflect current public concerns about diversity, persons with disabilities, and LGBT issues, where we declare our commitment to respect human rights of all stakeholders.

Sompo Japan Nipponkoa has also established the Human Rights Promotion Headquarters. This allows us to involve management in prompt, centralized decision-making on various issues, including human rights training for employees. Through this organization, they deploy a cross-functional and systematic measures aimed at promoting basic code of conduct on human rights issues at each workplace.

They have also introduced a hot line as a contact point for employees in all offices and accept inquiries by telephone, e-mail, or by letter. CSR seminars (environment, social contribution, human rights) are also implemented for all employees and workplaces every year with the aim of promoting employees' understanding of human rights and creating a motivating, comfortable, and dynamic work environment.

▶ [Group Policy for Human Rights](#)