

Sompo Holdings

Sustainability Report 2024

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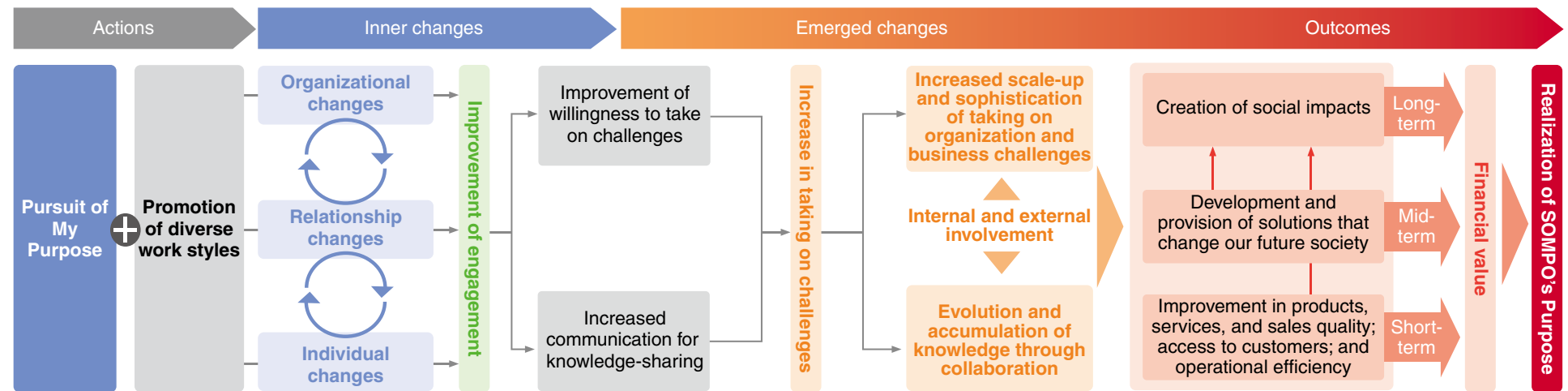
Value Creation Story to Realize SOMPO's Purpose

The Sompo Group is pushing forward with its initiatives while sharing the story of what changes it will make as it creates value to realize SOMPO's Purpose of creating "a future of health, wellbeing and financial protection" based on the pursuit of My Purpose, while illustrating this as the impact path of human capital.

This initiative has been ongoing since the previous Mid-Term Management Plan (FY2021-2023), but as seen in the series of issues regarding fraudulent automobile insurance claims and the premium adjustment practice, etc. there were challenges with the pace of implementing the initiative as well as its alignment with strategies and values, and we were unable to ensure that it permeated down to individual behavior across the Group.

During the new Mid-Term Management Plan period, we aim to enhance corporate value and realize SOMPO's Purpose by promoting corporate culture transformation initiatives, based on the pursuit of My Purpose, under a new Group Management Philosophy system built around the rephrased SOMPO's Purpose and SOMPO's Values.

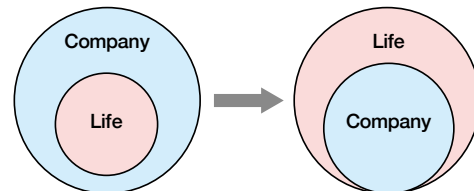
The Impact Path of Human Capital



*The impact path of human capital shows a roadmap of how actions related to pursuing My Purpose and promoting diverse work styles lead to changes that improve employee engagement within the organization (inner changes), and then to changes that encourage people to take on more challenges (emerged changes), which in turn leads to the achievement of short, medium, and long-term financial value (outcomes) and ultimately to the realization of our Purpose.

Paradigm shift in the way we work and live

For the Group to turn its value creation story into reality, we believe it is most important for all employee to face their lives with their own purpose (My Purpose) in this era when there is a paradigm shift in the way we work and live from "positioning one's life as a part of the company" to "positioning the company as a part of one's life".



What is My Purpose?

My Purpose refers to the "purpose of life" or "meaning of work," such as what kind of person you are, what happiness means to you, and what you want to accomplish in your life. My Purpose is something that each of us already has inside ourselves.

By expressing your purpose, you can use it as a guideline as well as a driving force for your own life and career. In the Sompo Group, we first look back at our own lives and careers from the three perspectives of "Want" (intrinsic motivation), "Must" (social responsibility), and "Can" (ability given to us by fate), and refer to the overlapping parts of these perspectives as "aspirations," which is what motivates us. This is what we mean when we say My Purpose.



In the following pages, we will focus on the changes that lead to improved engagement and promoting challenges through our initiative to drive inner changes.

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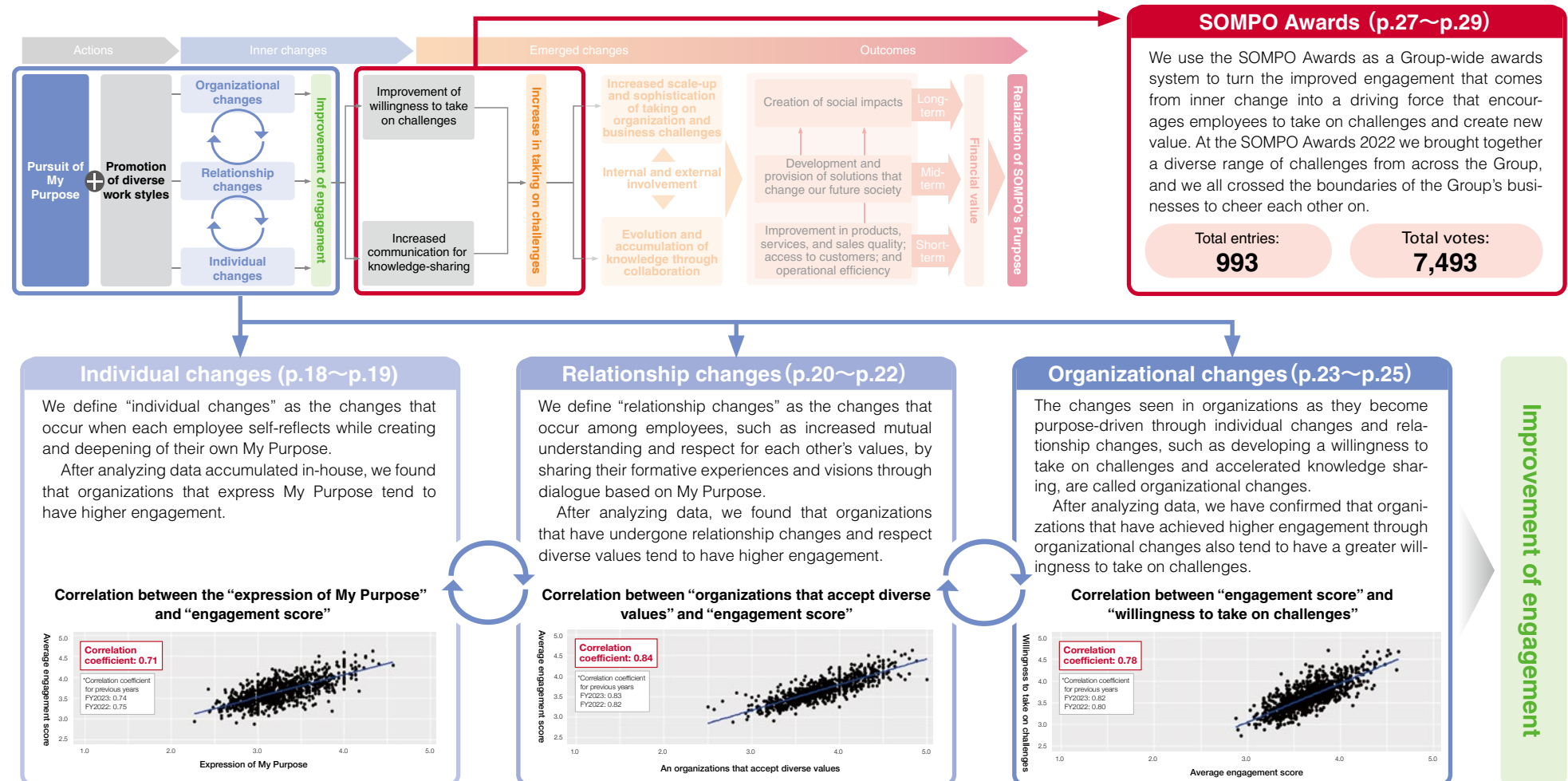
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Value Creation Story to Realize SOMPO's Purpose

Moving toward improving engagement and taking on challenges: Going from inner changes to emerged changes

Engagement improves through the mutual functioning of three types of changes within individuals and organizations: "individual changes," "relationship changes," and "organizational changes." With My Purpose as the starting point, we work to improve engagement by triggering the "inner changes" consisting of these three changes by taking various actions, such as spreading the concept of Purpose and promoting diverse work styles. Furthermore, we transform the improved engagement resulting from these changes into our strength and tie it into "emerged changes" that lead to taking on challenges and innovations.

In this section, we will focus primarily on topics from inner changes to increase in taking on challenges, introducing Group-wide initiatives and examples of organizational initiatives to improve engagement through the three changes, while also presenting the SOMPO Awards, a Group-wide program designed to encourage employees to take on challenges.



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The driving force behind the Sompo Group's growth is each and every employee. The first step of the transformation of the entire Group is for each and every employee to engage with their own My Purpose and bring about "individual changes."

By having each employee create their own My Purpose, they will be able to face themselves and identify what is important to them, what makes them unique, what makes them happy, and what makes them fulfilled. Realizing this while working will improve engagement and lead to willingness to take on challenges and creation of innovation based on their own intrinsic motivation.

In this section, we will introduce some of the Group-wide measures we are taking to inspire "individual changes" along with their effectiveness.

Action 1-1Creation of My Purpose

Creation of My Purpose: Support the formulation of My Purpose

The formulation of My Purpose is not easy. However, My Purpose is something that already exists within each of us, and we support employees to help them discover and express the My Purpose inside them.

Dialogue between a lecturer and a panelist on the topic of My Purpose -

My Purpose discovery Training

To support each employee in formulating their own My Purpose, we provide a "My Purpose Discovery Training" across the Group, with a total of 6,600 employees participating in 29 sessions to date.

For the training, we invite external lecturers to explain the background of the need for My Purpose and how to create it. In addition, we have employees who have already created one in the past share their own My Purpose and their subsequent changes, so that participants can work on creating their own My Purpose with a positive attitude.

Through these efforts, we help each and every employee engage with My Purpose by considering what kind of a person they are and what happiness means to them.

Action 1-2Deepening of My Purpose

Deepening of My Purpose: [For management layer] My Purpose 1-on-1 Training

At each workplace, managers and team members engage in dialogue centered around My Purpose, and work to formulate and deepen their My Purpose.

To support team members in this effort through dialogue with managers, we have developed a Group-wide My Purpose 1-on-1 Training for all domestic managers.

The training is comprehensive and divided into multiple programs, covering everything from having managers create their own My Purpose to showing techniques on how to engage in My Purpose-based dialogue with team members.

In addition, we always include a workplace implementation period in between programs to ensure that the skills are retained through repeated input and output, while also aiming to establish a self-driven way of working based on each employee's My Purpose.

[My Purpose 1-on-1] Dialogue on a regular basis with supervisors based on My Purpose

Supervisor

Team member

DAY 1

DAY 2

DAY 3

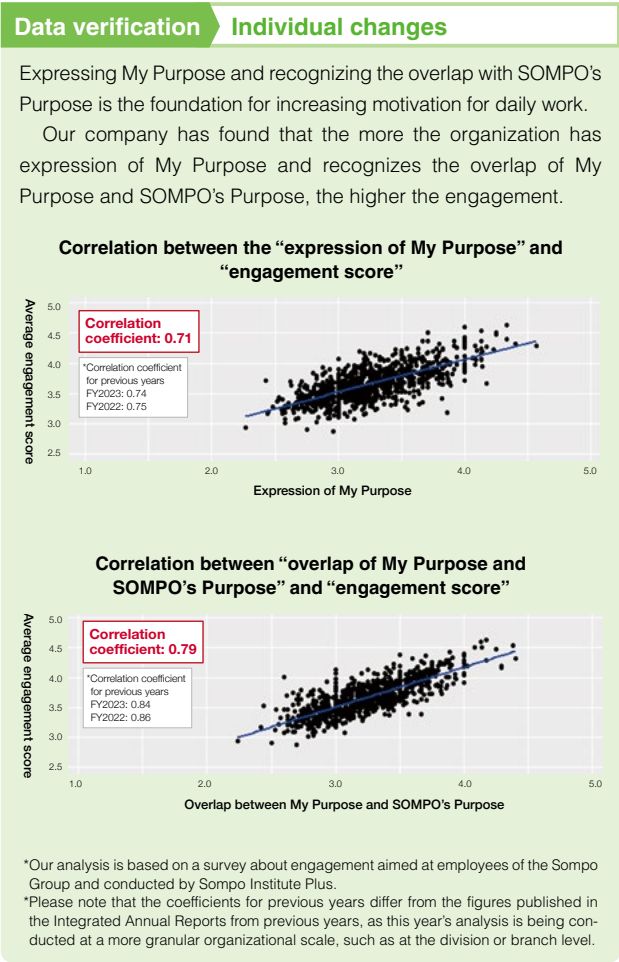
DAY 4

Repeated input and output to establish skills

Implementation in the workplace (1 month)

Implementation in the workplace (1 month)

Implementation in the workplace (1 month)



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We will introduce a case in which individual changes are being created by each employee reflecting on their My Purpose.

Kariya Production Division, Nagoya Automobile Business Promotion Department, Sompo Japan Insurance Inc.

Toward taking on challenges based on each person's MY Purpose

Initiative introduction

In our division, we are engaged in purpose management with the aim of fulfilling our vision of becoming “a group of individuals who are loved by others as people, where each individual implements their purpose and feels their growth every day.” Specifically, we all create and share our own My Purpose, and we follow up on the implementation of our purpose through monthly My Purpose 1-on-1 meetings. In addition, the general manager also supports the growth and learning of all team members through My Purpose 1-on-1 meetings twice a year. When I first took the position two years ago, engagement among team members was low and there was a shortfall in mutual understanding, but now we have become a workplace where we respect and recognize each other's MY Purpose. Furthermore, over the past year, we have continued to face challenging circumstances resulting from issues in our industry and our company, but I feel that each team member's My Purpose is supporting them as they work earnestly to regain trust of our customers and society.

Changes that took place among section team members

In terms of quantitative results, our employee engagement, which was in the bottom 5% of the company two years ago, has risen to within the top 20%. In terms of qualitative results, we have team members who are attending school to further their own growth and others who are improving their office automation skills to help boost our section's productivity, as well as those who are implementing their My Purpose to help improve insurance-related results. We have also seen cases where team members have combined their own purpose with SOMPO's Purpose, and have gone beyond corporate boundaries to take on the challenge of addressing social issues together with partner companies.


Examples of initiatives by team members

As the leader of the division's social issue resolution project, I held a series of discussions with Aisin Corporation, which I had connected with through our shared desire “to eliminate traffic accidents involving children,” and we co-hosted an event for children in July 2024 driven by My Purpose of “creating a society that brings excitement and enjoyment to everyone.” Over 600 people from the local community and employee families visited the com-center (the Aisin Group's exhibition hall), where all the Kariya team members took part in traffic safety awareness activities, including running a quiz rally and handing out children's driver's licenses. Seeing the smiles on the children's faces, I was grateful to Aisin Corporation for co-hosting the event, and at the same time I keenly felt the significance of our initiative, which inspired me to want to become a truly indispensable presence in society.

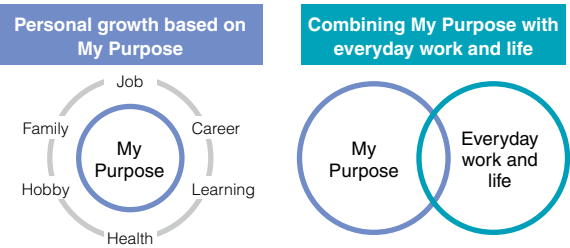


Kazuki Umemura

Initiative narrator



Katsuaki Namba
Manager, Kariya Production Division, Nagoya Automobile Business Promotion Department



Comments from team members

From my experience of short-time work, I have been honing my office automation skills in order to carry out my work in the limited time I have. Then, I wanted to use this expertise not only for myself but also to improve the productivity of the organization, so I started offering office automation training and consulting on system issues. The underlying driver is My Purpose, which is to “create an environment where people are always happy.” I want to help create an environment that enables the organization to maximize its potential and bring more smiles to people.



Emiko Nakamura

Comments from team members

By sharing My Purpose at workplace, I feel that we can create a relationship where we can all work together to solve any problems or issues that arise, while also respecting each other's thoughts and feelings. My Purpose is to “create a better society and company by mutual improvement with my team members.” I believe that by capturing the essence of issues as the administrative chief while combining individual strengths by bringing together the thoughts of everyone to overcome challenges as a team, we can help contribute to our agencies and customers.



Akiko Kanzaki



Value Creation Story to Realize SOMPO's Purpose



When individuals who have engaged with their My Purpose share it with their managers and team members and participate in dialogue based on their My Purpose, it can lead to changes in the relationships among them. In this way, “individual changes” and “relationship changes” are mutually reinforcing, and new value is created by accelerating both types of change.

In this section, we will introduce some of the Group-wide initiatives we are working on to generate “relationship changes” along with their effectiveness.

Action 2-1

Implementation of My Purpose-based Dialogue

Relationship changes between managers and team members: Daily dialogue through My Purpose

Once employees have formulated their own My Purpose, managers and team members in the workplace will engage in dialogue centered on My Purpose. This My Purpose 1-on-1 meeting is not a conventional 1-on-1 centered on work-related topics, but a “human-centric” 1-on-1 meeting focused on My Purpose, where employees reflect on their past experiences and are encouraged to take on the challenge of achieving their vision to realize their My Purpose.

By implementing and making a habit of engaging in “human-centric” dialogue in each organization, we are bringing about change that will create new opportunities to take on challenges and innovations.

Action 2-2

Sharing of My Purpose

Relationship changes with workplace team members: Implementation of My Purpose Disclosure and Meetings to Share My Purpose

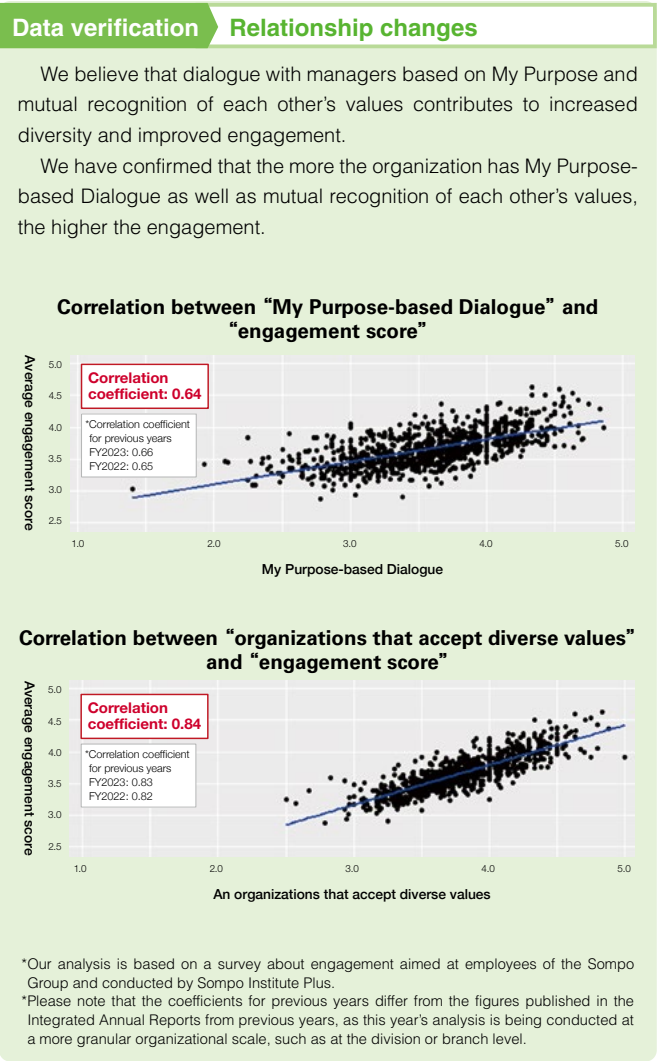
In addition to managers and team members engaging in dialogue centered on My Purpose, having team members share their formative experiences and values based on My Purpose can promote mutual understanding and respect for each other's values, and help build relationships that accept diversity.

Examples of effective efforts to create such relationship changes among team members in the workplace are “My Purpose Disclosure” and “Meetings to Share My Purpose.”

By encouraging “human-centric” dialogue within an organization, employees can not only talk about themselves, but also gain feedback from their team members, which leads to new insights and deeper self-reflection. This can also help with gaining a better understanding of each other's skills, knowledge, and passion, which in turn can be a source of inspiration for new value creation.

My Purpose Disclosure: My Purpose Compilation

Meetings to Share My Purpose



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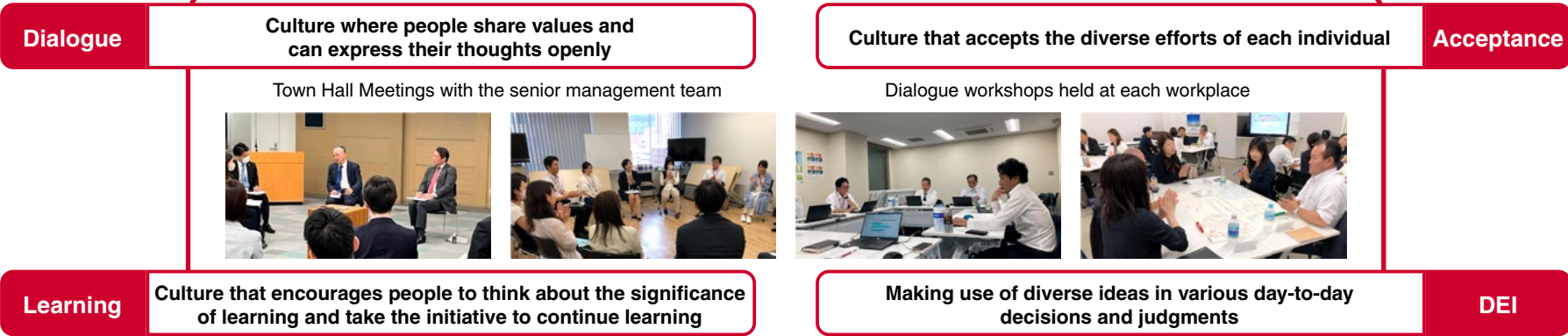
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Value Creation Story to Realize SOMPO's Purpose



Sompo Japan Insurance Inc. is implementing initiatives to promote mutual understanding and fostering a sense of unity through dialogue on a company-wide scale, so that each and every employee takes ownership of the company's vision as well as their own path forward.

Specifically, we aim to foster a sound organizational culture focused on compliance and customer protection and create a “new Sompo Japan Insurance” by deepening the understanding of the “new value standards” of Sompo Japan Insurance Inc. that are being discussed by all officers and employees, and advancing our thinking and behavioral patterns, starting with the changes brought about by promoting a culture of “dialogue,” “acceptance,” “learning,” and “DEI”.



Action 2-3Town Hall Meetings with the senior management team

Purpose of initiative and overview of implementation

By holding Town Hall Meetings with the senior management team, the senior management team can interact directly with employees, providing feedback and reducing the gap between management and employees, thereby building trust and fostering a culture of “dialogue” and “acceptance”. In addition, the senior management team quickly reflects the opinions and feedback of employees in managerial decisions.

The Town Hall Meetings are held with a small group of employees, rather than a large group as with training sessions, so that the employees who attend can speak honestly. We have also started holding Town Hall Meetings online. Going forward, we will explore holding open meetings where anyone who wants to participate can, and continue the dialogue between management and employees.

Implementation status by officers in charge of headquarters, sales, and claims supporting (as of the end of July 2024):

Dialogue with total of approximately 300 bases and approximately 3,500 employees

Comments from employees

We rarely have the opportunity to speak with the officers, so it would be nice to have more opportunities like this.

Learning about the company's approach and policies helped me change my mindset.

The series of issues is not just about management, and I want to take ownership and work on them.

Action 2-4Dialogue workshops held at each workplace

Purpose of initiative and overview of implementation

The “Dialogue Workshop” aims to deepen each employee’s understanding of the direction Sompo Japan Insurance Inc. is aiming for by engaging in dialogue at each workplace at the division or branch level where daily operations are carried out, and to shift to a culture of “dialogue” and “acceptance” by providing opportunities to promote communication through a two-way dialogue rather than a command hierarchy approach.

For the “Dialogue Workshop,” we use the “World Café” method* to enable participants to share their values and ways of thinking through “dialogue”, setting dialogue topics so that we can hold the workshop continuously throughout the year.

*The World Café method is a well-established and effective way of facilitating dialogue for large groups of people to exchange ideas on a particular topic.

Comments from employees

By narrowing down the topic and engaging in dialogue, we were able to realize many things and have a meaningful time.

When I think about the fact that these dialogues are taking place in each department, I realize that the company is working to change.

Even small actions for change can lead to big changes for the company if all employees take action.

Value Creation Story to Realize SOMPO's Purpose

Relationship
changes

Organizational example

Pursuit of My Purpose
+
Promotion of diverse
work styles

1 Individual
changes

2 Relationship
changes

3 Organizational
changes

Improvement of
engagement

On this page, we will introduce an organizational example that has created relationship changes that promote mutual understanding and respect for others, through human-centric dialogue based on My Purpose.

1st Division, Gunma Automobile Business Production Department
Sompo Japan Insurance Inc.

Toward creating an environment where we can respect each other through dialogue and acceptance

Initiative introduction

Becoming an organization with relationships based on mutual respect, acceptance, and support, through dialogue

Self-improvement and sharing

With the mindset that I should work on developing myself if I expect my members to grow, I have been continuing to study on my own for about 100 themes a year, mainly to improve my management skills and increase humanity. I regularly shared what I had learned, telling people why I found it valuable and why they might too. At first, I was sharing on my own, but eventually everyone started to participate, and we began to share what we had learned on a weekly basis.

Creating an environment where
we accept each other

During 1-on-1 meetings, I gathered comments of appreciation for other team members and provided them as feedback. Not only was I able to draw out comments from even the most reserved individuals, but I was also able to learn about the positive actions of my team members that I had not noticed before. I believed that as long as I continued to listen to my team members, this practice could be sustained, so I committed to it.

Building an organization that
makes both the organization and
individuals happy

We held a sharing session where we not only shared our strengths, but also presented our weaknesses, and I feel that our organization grew stronger as we learned to use our own strengths to cover for the weaknesses of other team members, which gave us a sense of contribution and built our confidence. In addition, we created opportunities to think about how to use our strengths to achieve our Purpose and tie this into achieving individual happiness.

Changes that came out within and outside the company

By accepting one another and respecting one another's My Purpose through dialogue, the organization has become healthier, even as the workload per person continued to increase, and the sales department has also started to produce positive results.

In addition, the atmosphere of the organization has become more people-oriented than task-oriented, with more forward-looking medium- to long-term actions being taken, and more people coming up with ideas for things they want to accomplish.

Furthermore, the format of the division's policy briefings held once every six months has changed from having the leader do all the talking to having team members explain things, so I feel that the department has shifted from being under the leader to belonging to the team members.

We have also set our division's management plan to align more with everybody's Purpose by formulating the organization's mission, vision and values to align with each individual's Purpose, in order to ensure happiness not only for the company but also for each individual.

Engagement score

Improved from
the bottom 5% to
the top **20**% in 5 years

Stress check score

Improved by
about **43**% in 4 years

Initiative narrator



Ryusuke Yanai
Manager (as of 2023)
1st Division, Gunma
Automobile Business
Production Department

Comments from team members

We spent the last few years digging deep into our "Purpose" and "strengths" together, and had many opportunities to share them within the division. Through this initiative, I discovered my own strengths as well as a sense of fulfillment I get from my work that I had previously been unaware of, and have been able to think and act more proactively. Of course, communication within the division has become more lively, and I feel that more people are speaking up in meetings, which has made the atmosphere more positive. It is a happy workplace where we can respect one another, as we help each other out by leveraging each other's strengths when challenges arise, which reminds us that we are working as a team.



Akiko Takechi

Comments from team members

Spending a lot of time thinking about and sharing our purposes and strengths with our team members gave me the opportunity to gain a better understanding of them, and I realized that each of their words and actions were based on their strengths. I think that I have grown as a person because I have learned to think that team members say and do certain things based on certain strengths, rather than just thinking that we are different. In addition, by paying close attention to the actions of team members and actively encouraging each other when we notice that someone is demonstrating their strengths, we were able to help each other recognize our own strengths in real time, and the whole division began to take on a positive atmosphere.



Mika Kurabayashi

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Organizational
changes

Group-wide initiatives

Pursuit of My Purpose
+
Promotion of diverse
work styles

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3 Organizational
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Improvement of
engagement

In an organization that accepts diverse values based on each individual's My Purpose, engagement increases, which in turn inspires employees to take on challenges and enhances communication, creating an environment that is more conducive to innovation.

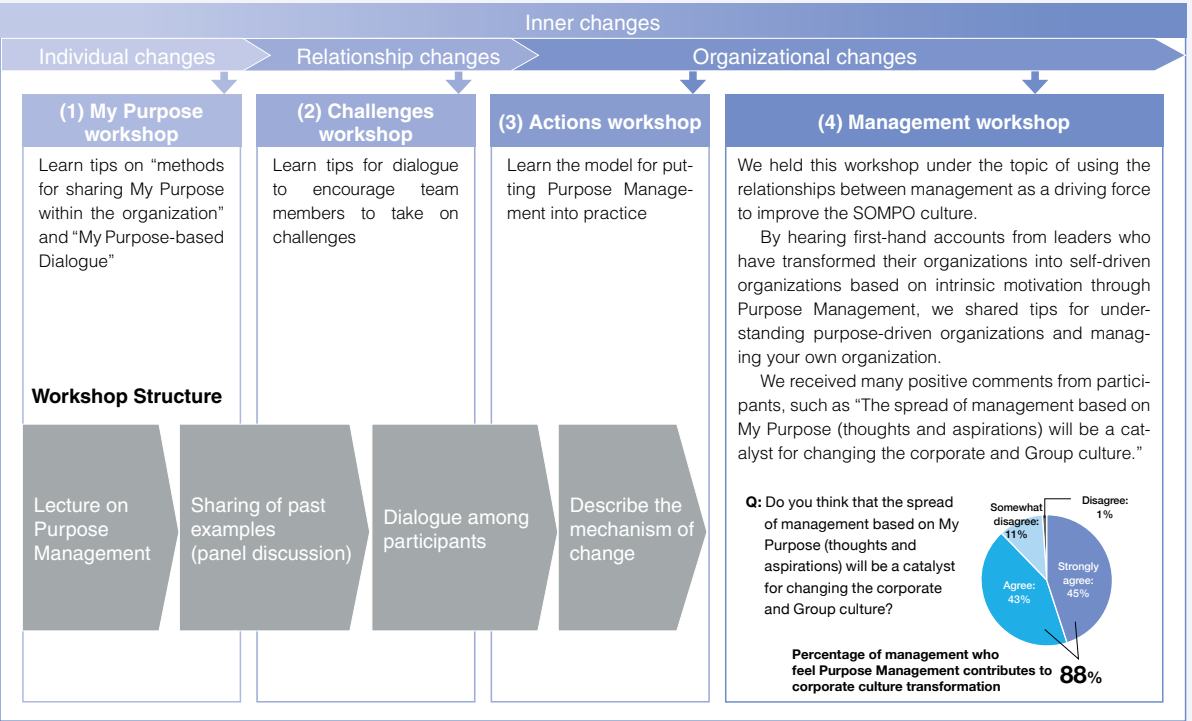
The key to implementing and establishing initiatives like this at the organizational level is the "management" of the organization. We implement a variety of measures in order to transform the management and bring about "organizational changes."

In this section, we will introduce some of the Group-wide initiatives aimed at driving "organizational changes" along with their effectiveness.

Action 3-1 Implementation of Purpose-driven Management

As one of the measures, we have taken involves conducting a field survey of organizations that lead the way in Purpose Management in order to clarify the mechanisms of organizational transformation based on My Purpose. We are also designing and developing "workshops for management" that puts this Purpose Management model into practice. We have conducted four types of workshops for a total of 13 sessions, in line with the transformation phase of each organization.

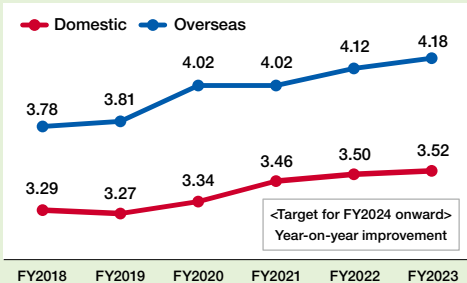
In the workshops, we set aside time for breakout sessions among participants, and gather feedback and information about what is happening in the field (tacit knowledge), and reflect this information in the Purpose Management model (explicit knowledge). By iterating through this cycle, we are working with the management in the field to promote management transformation.



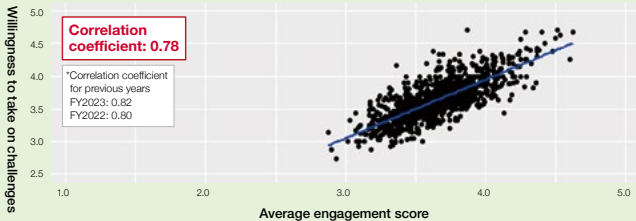
Data verification Improvement of engagement

Initiatives that focus on individual, relationship, and organizational changes have shown improvement in engagement survey results over the past few years (although latest domestic scores have remained at the same level). We have also confirmed that organizations with high engagement scores tend to have a greater willingness to take on challenges.

Gallup Engagement Survey Results: Actual score out of 5 points



Correlation between "engagement score" and "willingness to take on challenges"



*Our analysis is based on a survey about engagement aimed at employees of the Sompo Group and conducted by Sompo Institute Plus.

*Please note that the coefficients for previous years differ from the figures published in the Integrated Annual Reports from previous years, as this year's analysis is being conducted at a more granular organizational scale, such as at the division or branch level.

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Organizational changes

Group-wide initiatives

Pursuit of My Purpose + Promotion of diverse work styles

1 Individual changes

2 Relationship changes

3 Organizational changes

Improvement of engagement

Action 3-2 Purpose Management Community

December

January

February

March

April

May

Kickoff meeting

1st generation

First general meeting
Share pair activities and set individual goals.

Pair activities

Second general meeting
From changing your own organization to changing the company.

Pair activities

Third general meeting
Discuss future developments.

Pair activities

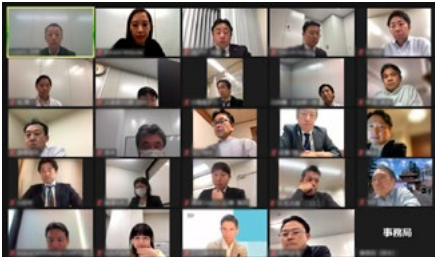
Fourth management workshop

2nd generation

3rd generation

Programs

The community is centered around learning together through pair activities, but we also get together once a month to share the knowledge we have gained through our respective pair activities, and we also invite guests to provide lectures.



Pair activities

Leaders who participate in the community are paired up in teams of two.

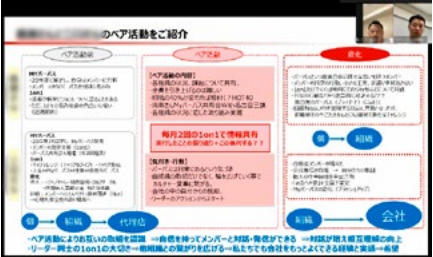
They share information about each other's management approaches, talk about the issues and concerns they face as they promote transformation, and learn from each other by working together to come up with solutions.

Various new changes have been brought about by these pair activities, such as holding My Purpose sharing sessions between departments that don't usually interact with each other, and gaining a better understanding of what one's boss normally says by listening to a leader from another department explain things from a different perspective.

Expanding the circle of learning: Planning workshops

In order to share the insights gained through these activities with the Group, we held a Group-wide management workshop.

We will expand the circle of learning among leaders to broaden our group of like-minded people.



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Improvement of
engagement

On this page, we will introduce a case of "organizational changes" that have taken place through purpose-driven organizational management based on each individual's My Purpose.

3rd Division, Osaka Automobile Business Marketing Department II, Sompo Japan Insurance Inc. Creating a strong organization while valuing the individual

Initiative introduction

Developing the "individual"
in the organization

We started initiatives to value the individual and to always aim for taking "an active approach with a sense of purpose." In this respect, creating a My Purpose enables us to confirm each individual's past experiences, perceptions, strengths, and also their vision. Centered on each individual's My Purpose, we provided guidance and training that focused on long-term career development, rather than on day-to-day work, through 1-on-1 meetings and everyday communication.

Leveraging individual strengths
for the organization

We held a My Purpose sharing session by tier to improve empathy within the division, and this enabled each person to recognize their "past, lifestyle, and work" environment. By asking each person about the essence of each matter and the purpose of their actions, they were able to acquire the skills to confidently communicate within the organization, and by encouraging them to recognize that it is normal for people to have different opinions, the organization began to run itself.

Engaging outside of the company while
transforming own organization

We incorporated the Purpose Model into our business operations. For example, when dealing with customers, we start by proposing a "shared vision" with key personnel (top management), and then present a wide range of "visions" and "possible actions" to move towards a "world we want to create together" through repeated discussions rather than proposals.

Changes that came out within and outside the company

I think there were some team members who felt uncomfortable with the organization becoming less homogeneous under our initiatives to value individuality and DEI, and there was a temporary drop in efficiency and motivation, along with a weakening a sense of unity. On the other hand, familiarity with that state makes it easier to not go along with it, and a chain reaction was born in the organization, where individual potential expanded and strengths were leveraged to compensate for weaknesses.

I also realized that initiatives can be "accelerated and sustained" by interacting with team members and working together with them with a sense of empathy. In particular, it is easier to gain empathy when you share your understanding of the environment with team members and appeal to them with your vision. It is important to set a vision and reach this vision by gradually changing from your current state, rather simply aiming to change.

As a result, we have become an organization where, even when a problem arises, the person in charge knows what they need to do and speaks confidently, and customers sometimes comment that the personnel in charge at Sompo Japan Insurance Inc. work comfortably.

Perception scores of
"wellbeing improvement
driven by the company" in
the engagement survey

About **17%**
improvement from
2H FY2022

Perception scores of
"willingness to continue
working at this company"
in the engagement survey

the top **10%**

Initiative narrator



Shunji Takahashi

Manager
3rd Division, Osaka
Automobile Business
Marketing Department II

Comments from team members

Hisateru Kasagi, Satoshi Konno, Haruna Shiratani, Katsuki Kondo



Considering that the management at our partner agency is personally emphasizing the importance of "aspiration" to its employees, I feel that by accelerating initiatives like the purpose-driven business operations model we are currently exploring in our department, we can turn this into a strength for our company.

Some employees feel the need for certain numerical targets as an organization, and there are some things that have not been fully addressed, but I think changes are beginning to take place, with more team members beginning to see the importance of purpose-driven initiatives rather than placing too much emphasis on numerical targets, and taking action from a different perspective.



It is important to focus on your purpose and find what you want to do, but I also realized that valuing the true nature of each person is also a purpose, and that this is important.

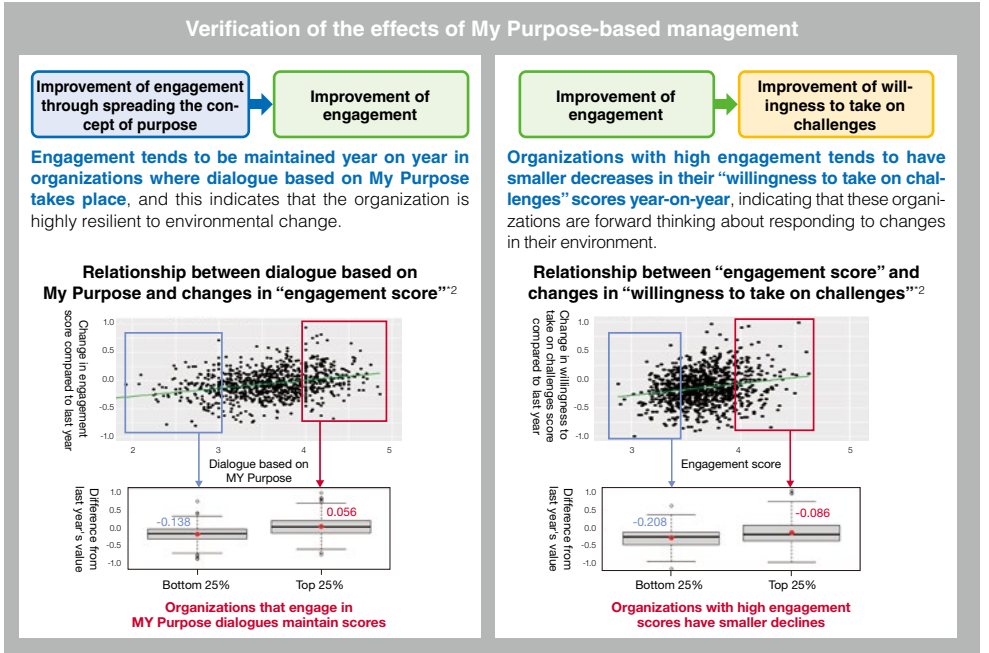
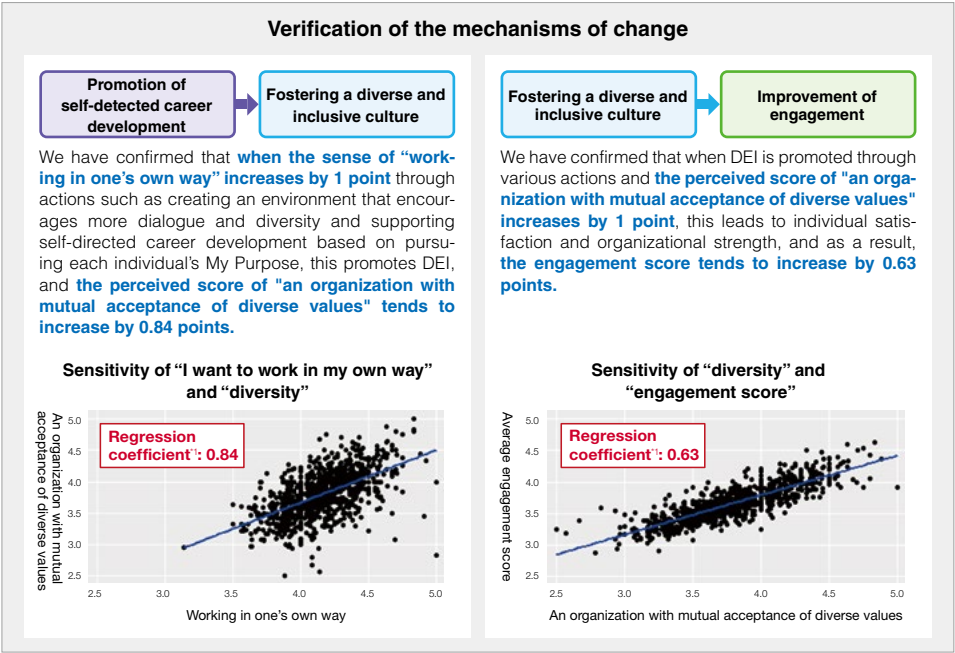
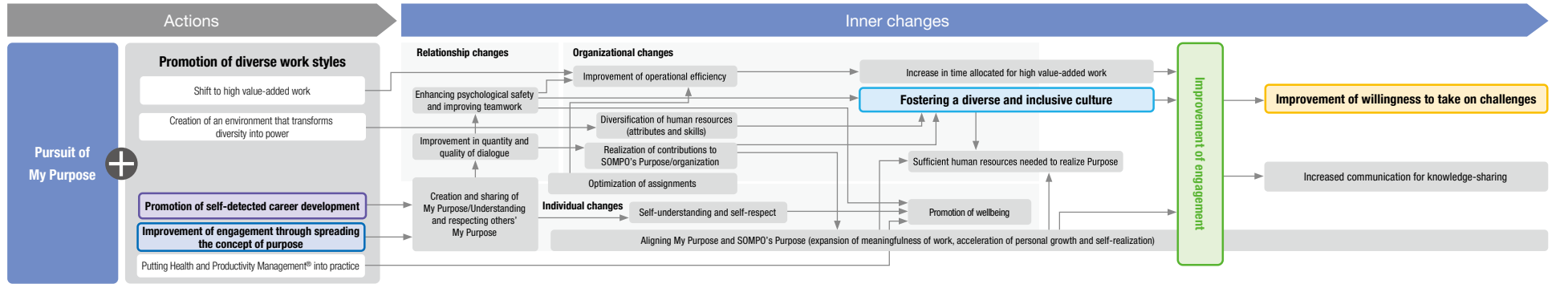
I have started to approach my work with a sense of purpose, and I have often been thanked by agencies for the large amount of information and proposals I provide.



Value Creation Story to Realize SOMPO's Purpose

Toward improving employee engagement: Evidence of inner change

We are working to identify the mechanisms of changes which we call “inner changes”, which entail various human capital improvement initiatives based on the pursuit of My Purpose that bring about changes in individuals, relationships among employees, and organizations to improve employee engagement, which in turn leads to people taking on more challenges. To this end, we are analyzing the data we have accumulated in-house as well as actual case studies from the field, and are taking an evidence-based approach to verifying hypotheses from a quantitative perspective.



* Please note that the coefficients for previous years differ from the figures published in the Integrated Annual Reports from previous years, as this year’s analysis is being conducted at a more granular organizational scale, such as at the division or branch level.

*1 The regression coefficient expresses the “degree of influence (sensitivity) on the result,” meaning how much the result will change if the factor used to predict that certain result changes by one. The verification results introduced in this report have been confirmed to be statistically significant (significance level of 5%).

*2 We selected the target organizations (top 25% and bottom 25%) and verified that there was a statistically significant difference in the difference in the scores for the relevant questions between this year and the previous year (significance level of 5%).

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Emerged changes: SOMPO Awards 2022

In fiscal 2022, the Sompo Group introduced the Group-wide SOMPO Awards to take the next step forward, moving on from the phase of building employee understanding and empathizing with My Purpose and DEI into the phase of turning these into power and actually taking action. We will use the SOMPO Awards as an opportunity to take on challenges and drive emerged changes that create value by harnessing the enhanced individual and organizational capabilities that came about through inner changes.

Overview of the SOMPO Awards

The SOMPO Awards are a group-wide internal award program that recognizes ideas and initiatives based on each employee's My Purpose which then lead to the realization of SOMPO's Purpose. In FY2022, the first year of the program, more than simply introducing a new awards program, we have also closely coordinated our efforts with such purpose dissemination strategies as holding town hall meetings and case study sessions to help spread the program, resulting in a total of 993 entries from Sompo Group companies in Japan and overseas.

We provided learning opportunities as incentives to encourage employees to take on further challenges through the following three initiatives that won the Hakken & Shinka Award, Jitsugen Award, and Kokorozashi Award, which are the top prizes given in each category, the Gutto Award, which is everyone's top choice for the initiative that resonated the most, and the SOMPO Award of the YEAR, which is the grand prize.

SOMPO Awards 2022 Winning Projects and Initiatives after Winning

Best Category
Award of
Learning from
Challenge
Category



A Society Where Everyone Can Fully Enjoy Their Life Regardless of Disability “Eyeco Support”

Description of Initiative

The driving force behind the initiative was the desire of the organizer and team members with visual impairments to “create a more exciting society for everyone, regardless of one's disability.” This led to the development of “Eyeco Support,” which fuses people and digital technology to deliver information about the surrounding environment to people with visual impairments or low vision, and helps users take on new challenges.

After winning the award: The circle of the initiative continues to expand

In May 2024, Eyeco Support was adopted in Tottori Prefecture. This was the first time in Japan that a local government adopted a service like Eyeco Support, which uses dedicated operators to provide support remotely.

With the aim of creating a society that excites everyone, the Eyeco Support team is working to leverage this adoption as an opportunity to gain recognition from other local governments and expand the scale of the initiative.

Best Category
Award of
Building a
Unified Culture
Category



Promotion Project of the SOMPO style Children's Cafeteria in the Chubu Region!

Description of Initiative

Inspired by the desire of team members to “get everyone understand that nursing care is a valuable and wonderful job,” the team carried out the initiative to operate the SOMPO style children's cafeterias, a place for intergenerational interaction, across the Chubu area. The team is helping to foster an aspiration for future nursing care providers and create a positive image that nursing care facilities are cheerful and open.

After winning the award: Inheriting on the spirit

Currently, new team members are leading the project and continuing to take on new challenges, such as using LINE to spread the word and putting on puppet shows at nursing homes.

In addition, as a result of winning the SOMPO Award, Sompo Care employees from all over the country have commented that it has been a source of inspiration and has helped to spark a movement within the company, and this has accelerated the spread of children's cafeterias nationwide, with a total of 24,008 children having participated as of the end of May 2024 (7,757 children at the time the award was received).

Best Category
Award of
Driving Sompo's
Purpose
Category



Okinawa Children's Future Work Experience Event

Description of Initiative

Inspired by the desire of team members to “contribute to the development of Okinawa and to help resolve its issues,” the team took on the challenge of resolving child poverty, which is one of Okinawa's issues.

As a result, the team organized “the Okinawa Children's Future Work Experience Event,” where children learn about work from professionals as an opportunity to inspire them to have high aspirations, in co-creation with 17 companies and organizations.

After winning the award: Further contributing to Okinawa and expanding the circle of support

The work experience event has expanded further, with prefecture-sponsored events being held on the main island, Ishigaki Island, and Miyako Island, as well as initiatives being carried out in three cities outside Okinawa Prefecture by employees sharing the inspiration.

In addition, the team is working together to find solutions to the problems that Okinawa faces, such as holding social gatherings to support women who take an active role in companies, and delivering ceremonial clothes to families in need of them for school entrance and graduation ceremonies.

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Emerged changes: Summary of SOMPO Awards 2022 Initiatives

We attracted a diverse range of initiatives,
both large and small!

Isn't this initiative by
XX a challenge?



SOMPO Awards 2022

Total entries:
993

The SOMPO Awards gave us
the opportunity to cheer our colleagues on!

This initiative by XX is
always a great help!



SOMPO Awards 2022

Total votes:
7,493

SOMPO
Awards 2022
Comments from
participants



I felt that this was a good initiative that highlighted the work and daily challenges that people around us are working hard on.



I realized the importance of my initiative and gained confidence after receiving comments from employee votes, even for an initiative that I thought was completely normal.

We shared the passion behind the initiatives with Group employees and stakeholders around the world!

Our jobs are different,
but we share the same
passion.



Maybe we can create new
value by combining these
with our own company's
initiatives.



SOMPO Awards 2022
Openly shared the
My Purpose-based initiatives of
around **300** employees
both within and outside the company



SOMPO
Awards 2022
Comments from
participants



I could really see how much thought the employees of each Group company were putting into the initiatives. After learning about the initiatives undertaken by Group companies, I felt that further strengthening the cooperation between our companies would be important for the future development of the entire Group.



I was inspired by seeing the diversity, sense of oneness of the Sampo Group, as well as the wide range of initiatives based on each person's My Purpose, while also feeling motivated to take on the challenge of achieving my own vision once again.

Value Creation Story to Realize SOMPO’s Purpose

Emerged changes: Vision for the SOMPO Awards 2024

The SOMPO Awards aims to create opportunities for Group members to get to know each other and experience a sense of oneness and diversity by sharing their aspirations and initiatives with their team members, offering mutual encouragement to each other's efforts, and learning about their team members' initiatives, based on the concept message of “Our Purpose begins with you.”



We will be carrying out various initiatives across the Group this fiscal year too!

Taking advantage of the SOMPO Award to interact with Group employees!

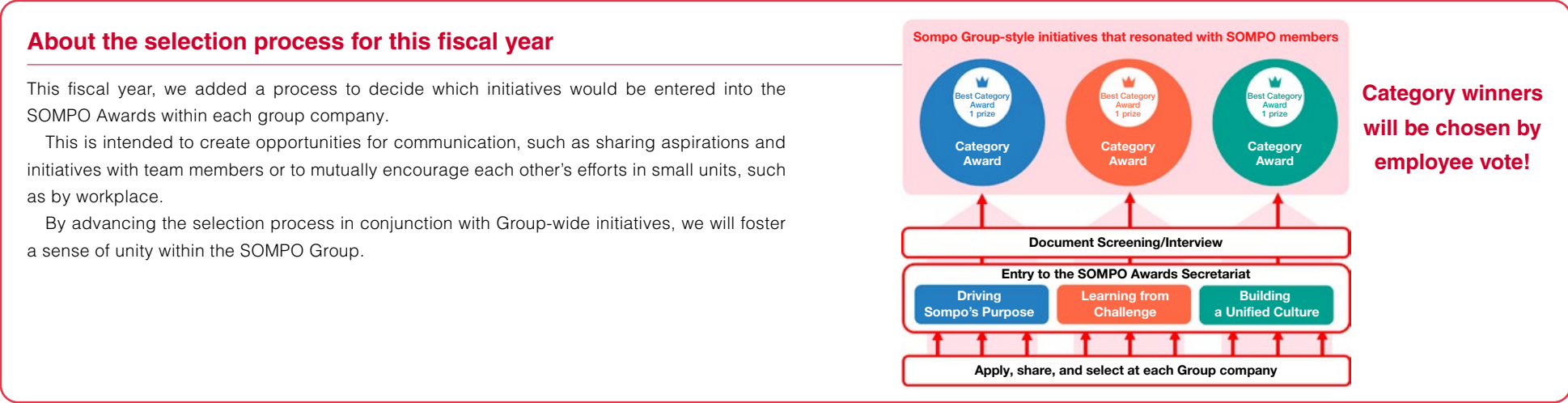
We will hold events to encourage employees to take on new challenges across the Group.

Employee voting event to mutually encourage each other!

We will be holding a vote among employees to show their support for the initiative that most resonates with them.

Group awards ceremony to celebrate all the challenges taken on by Group employees!

We are planning to hold a Group awards ceremony as a place for all Sompo Group employees to celebrate the challenges they took on.



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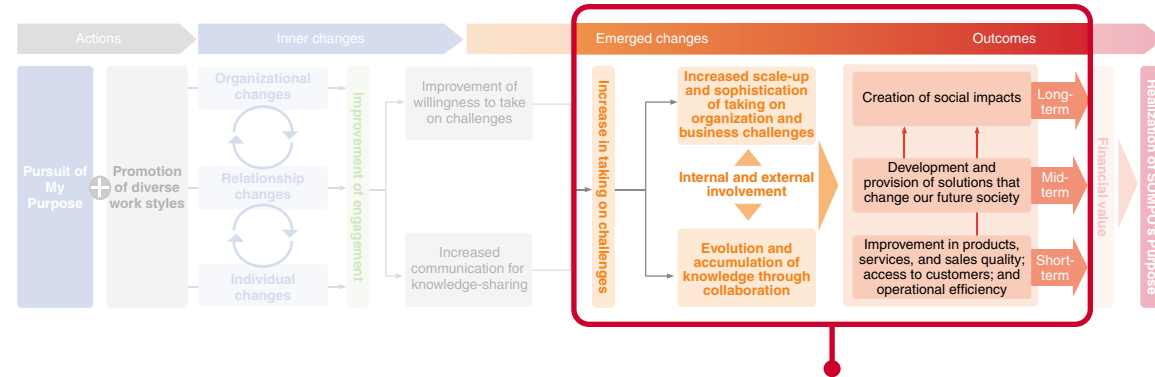
Value Creation Story to Realize SOMPO's Purpose

Emerged changes: Examples of emerged changes leading to value creation

Individuals and organizations that have increased their engagement as a result of "inner changes" will take specific actions, such as taking on challenges and communicating in order to realize their Purpose.

They then create outcomes by advancing and accumulating knowledge through collaboration as well as scaling up and enhancing these actions into organizational and business activities, while involving internal and external stakeholders.

We refer to this series of processes as "emerged changes," and through these changes we aim to achieve outcomes such as improving the quality of products and services and developing and providing solutions. By continuing to create value through these business activities, we aim to create social impacts and in turn lead to financial value and realization of SOMPO's Purpose.



Examples of outcomes

Improvement in products, services, and sales quality; access to customers; and operational efficiency

Quality improvement

System to utilize Voice of Customer (VOC) in management
[>P.95](#)

Quality improvement

Training of "HL Advisors[®]"
[>P.96](#)

Operational efficiency

Digital transformation for wide-area disaster response (fire and allied insurance)
[>P.84](#)

Quality improvement

Sompo Care University: Learning in the same environment as in the nursing home
[>P.97](#)

Development and provision of solutions that change our future society

Solution development

ONE SOMPO WIND Service
[>P.51](#)

Solution development

Insurhealth[®] products
[>P.88](#)

Solution development

SORA Resilience: Disaster prevention and mitigation platform-based solution
[>P.83](#)

Solution development

Future Care Lab in Japan, a research center for technology related to nursing care
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Solution development

Developing telematics insurance and services solution
[>P.85](#)

Solution development

Online cancellation insurance covering travel reservations
[>P.82](#)