

Employees

▶ Health Promotion

▶ Building Resilient Organizations
through Human Resources
Development

▶ Diversity and Inclusion

▶ Respect for Human Dignity and
Rights

Health Promotion

Initiatives to Maintain and Promote Employee Health

Partnerships

Our Group Management Philosophy commits us “to contribute to the security, health, and wellbeing of our customers and society as a whole by providing insurance and related services of the highest quality possible.” To that end we implement various health maintenance and promotion initiatives at our Group companies, in recognition of the importance of ensuring health of our employees and their families.

Key Initiatives

- Follow-up after medical checkups with persons who have identified risks (special health guidance, prevention of deterioration of diabetes conditions)
- Medical checkups for employees’ dependents
- Anti-smoking strategies (assistance with medical costs, stop-smoking classes, closure of some smoking areas)
- Workstyle innovations (telecommuting, shift work, etc.)
- Distribution of wearable activity-monitoring devices to all employees (Sompo Japan Nipponkoa Himawari Life)
- Regular provision of information to boost employee health awareness

External Recognition

Five Group companies have been recognized as a 2017 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.
- Sompo Japan Nipponkoa Insurance Inc.
- Sompo Japan Nipponkoa Himawari Life Insurance, Inc.
- Sompo Risk Management & Health Care Inc.
- Sompo Business Services, Inc.

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

Exchange Program for Group Employees Inside and Outside Japan

Partnerships

We offer the Exchange Program for Group employees to develop new skills and leverage their diverse strengths for Group growth. The program is helping to make the Japan headquarters more international, having begun in fiscal year 2014 with a total of 54 Group employees from outside Japan having worked in various departments in Japan to date.



Exchange Program

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, 97 selected talents (including those from outside our Group) from 14 countries have participated in this program as of fiscal year 2016. 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, we encourage them to take the TOEIC IP, an internal English language test. We 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. We encourage all employees to aim for a TOEIC score of 730 or higher.



SOMPO Global University

Reinforcement of Human Resources

Partnerships

To create a strong team made up of capable, trusted personnel and establish ourselves among customers as the most highly evaluated P&C insurance company, Sompo Japan Nipponkoa is promoting the development of human resources through the cycle of “work, evaluation, remuneration, relocation/transfer, and training” and provides employees various chances to perform to their full potential. Of special mention, the company promotes human development based on individual strengths and fosters the motivation of employees who can be resilient to change.

Furthermore, the company strives to enhance the system and corporate culture to develop

globally-competitive human resources that learn and think independently and continuously aim to create new value.

● Skill development support

In fiscal year 2017 we are working to strengthen management and foster a culture of self-improvement. Support strategies include a Management Academy for managers, and a Business Academy for all employees, using video-based self-directed training systems. 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.

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

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 2017

- 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)
- Training program for section managers (selective peer training)
- Management 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. In fiscal year 2016, all section managers and operations managers took management classes (training) where they discussed seriously how to improve management's capacity and how to create dynamic workplaces. Regular meetings are also held between executives and up-and-coming management candidates (for general managers) so that they could benefit from direct guidance from top management.



Support program for newly appointed managers

JAPAN-DA EXPO 2018 — Support for Students Seeking Job Opportunities

Partnerships

As a project to support students seeking job opportunities with Sampo Japan Nipponkoa, the company organized a special three-day, JAPAN-DA EXPO 2018 in March 2017, in which students were able to receive information on their area of interest. To respond to students' diverse needs, the venue was split into eight areas for various special programs to be offered, and about 4,400 students attended over the course of three days. The areas included a Special Area where our directors gave special lectures and we presented our product development projects and responses to large disasters; a Variety Area to communicate our global strategies, opportunities for women, digital strategies, and other initiatives; and a Session Area for discussions with employees working in each department, giving many students the opportunity to learn more about the company.



JAPAN-DA EXPO 2018

SJNK Business Academy — Support for Students Seeking Job Opportunities

Partnerships

SJNK Business Academy was offered an internship program aimed at supporting students seeking job opportunities and assisting their career development.

We implemented many types of internships designed to match student needs, including a General Course that helped them understand the business of property and casualty insurance by experiencing processes such as insurance payout services, risk consulting, and product development; a Practicum Course that let them experience the motivation and challenges of working in an actual workplace and think about the working life; and an International Course for globally-minded students. Students who completed the programs commented that they had experienced what it is actually like to work for a company and gained many insights, and that the experiences really helped them in later job searching and career development.



General course at the SJNK Business Academy

Diversity and Inclusion

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 our 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

We respect the sense of values and working 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 work environment that enhances employee engagement and allows each employee to work energetically and comfortably, we offer a greater number of opportunities for both male and female employees to work on new challenges, and further improve support for childbirth, child rearing, and nursing care among many other measures.

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

●Personnel Management Programs

Our personnel system 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.

Our personnel management programs 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, we have 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.

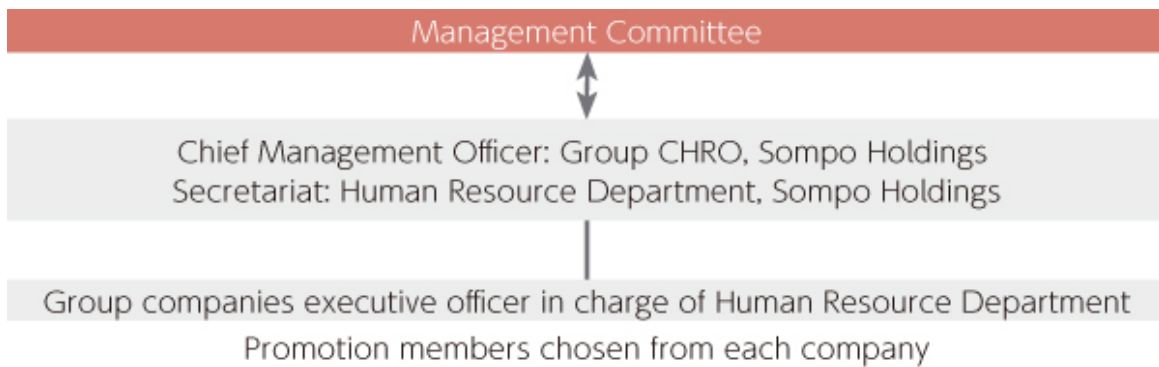
Establishment of Group Diversity Promotion Headquarters

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 2017 there were 794 female managers, 18.7% of the total. At Sompo Japan Nipponkoa, the largest Group company, "graduates" of such training programs include one director, one executive officer, and five general managers.

Such active efforts to empower women in the workplace were awarded a Corporate Activity Award in January 2015 by the Tokyo Stock Exchange. Sompo Japan Nipponkoa was selected to receive the Prime Ministers Award and the Tokyo Metropolitan Government's Women's Empowerment Award in December 2016, as well as the Second Prize in the Advanced Category of the 2017 J-Win Diversity Award in March 2017, indicating that our initiatives continue to receive external recognition.

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.



Received the Prime Minister's Award

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 three years until fiscal year 2016, 181 executives and general managers became mentors to 367 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.

Support for Non-Japanese Employees

Partnerships

To maintain successful global operations, it is important for our Group to support non-Japanese employees and create 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. The number of international recruits is increasing, and they are working enthusiastically in their respective workplaces.

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.

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.

●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. 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 2016, the forum was attended by a total of 560 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.

●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 300 employees in fiscal year 2016.

●Telecommuting

A home-based telecommuting program is in place to increase productivity and efficiency of employees. Employees are not restricted to working at home but are also allowed to work

outside the home or to telecommute for all or a part of their working day. In an effort to boost diverse working styles among employees working shorter hours to provide family care, we arranged for additional company devices to be available to those who want them so that employees can work away from the office in sudden unexpected situations.

●Shift working

We introduced a kind of flextime program that promotes diverse work styles. Employees can choose what time they start their work from nine patterns between 7am and 1pm.

●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.

●Planned Long Vacations and "No Overtime Days"

To increase productivity and efficiency of employees, employees are encouraged to both take planned long vacations and to leave work on time on company-wide "No Overtime Days." Managers of each workplace are also requested to urge their staff to take holidays as well as to submit an annual plan for increasing the operational efficiency of their respective workplaces.

●Mental Health

A mental health industrial physician is stationed at our Headquarters Building under a partnership agreement with Sompo Risk Management & Health Care. The physician works together with nurses and other dedicated staff to provide mental health checkups, counseling, and other services.

Self-tests for stress have also been introduced to have individual employees discover any signs of mental health issues at an early stage in order to prevent, alleviate, and treat them. We also established a system that helps our managers to manage and support their staff who are experiencing stress, distress and mental health issues and create a healthier workplace environment.

Work Style Innovation

Partnerships

In fiscal year 2015, Sompo Japan Nipponkoa embarked on a series of work style innovations in order to increase productivity and create a more flexible work environment that taps into the wide-ranging talents of its diverse workforce.

Specifically, the company introduced a kind of flextime program that provides nine different patterns to start working, helping employees responsible for childcare or family care, or who communicate regularly with stakeholders outside Japan.

Leveraging improvements in its ICT infrastructure, the company also instituted a telecommuting work policy to provide even more flexibility and boost productivity. These work style innovations are also aimed at maximizing created value and making fundamental improvements to overwork conditions, with specific goals set by each workplace.



Office in the early morning

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

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.

We have 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, we deploy a cross-functional and systematic measures aimed at promoting basic code of conduct on human rights issues at each workplace. We 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](#)