

MS&AD ESG Data Book 2024

ESG Data / Reference Material

The following are the materials and data about sustainability approaches of the MS&AD Insurance Group.

■ Subject period:

FY2023 (April 1, 2023 - March 31, 2024) For Overseas insurance subsidiaries, FY2023 (Jan 1, 2023 - Dec 31, 2023)

■ Subject organizations and data coverage:

Company name	abbreviation	Group Domestic (Domestic consolidated subsidiaries)		Consolidated (MS&AD Group total)	
		Subject	Employee-based coverage	Subject	Employee-based coverage
Mitsui Sumitomo Insurance Co., Ltd.	MSI	○	74.1%	○	100%
Aioi Nissay Dowa Insurance Co., Ltd.	ADI	○		○	
Mitsui Direct General Insurance Co., Ltd.	Mitsui Direct General	○		○	
Mitsui Sumitomo Aioi Life Insurance Co., Ltd.	MSI Aioi Life	○		○	
Mitsui Sumitomo Primary Life Insurance Co., Ltd.	MSI Primary Life	○		○	
MS&AD Holdings	MS&AD Holdings	○		○	
Overseas insurance subsidiaries	Overseas			○	
Other *	Other			○	

* Domestic group companies operating such as risk-related services

Third-Party Assurance

At MS&AD Insurance Group, we obtain third-party assurance for some of our environmental and social data to ensure the reliability of our reported figures.

For more details, please refer to the website below.

> Sustainability Website [ESG Data / Reference Material](#)

Targets (KPI) and Results

Key Performance Indicators (KPI) in the Medium-Term Management Plan to Promote Our Sustainability Initiatives

KPI

Materiality	Metrics	Group Targets	FY2022 Achievement	FY2023 Achievement
Planetary Health	GHG emissions reduction rate (Scope 1 + 2)	FY2030 ▲50% vs FY2019 FY2050 Net Zero	▲26.8%	▲35.3%
	GHG emissions reduction rate (Scope 3)	FY2030 ▲50% vs FY2019 Category: 1, 3, 5, 6, 7, 13 *1 FY2050 Net Zero Category: All Categories	▲26.9%	▲24.8%
		Underwriting/ Investments	FY2030 ● ▲37% (Base year: FY2019) (Key Japanese domestic corporate clients)*2	▲18.3%
			● We, through engagement with clients, share challenges they have in reducing GHG emissions. We work together with them towards reduction of GHG emissions with solution proposals.	204 clients *3
	Renewable energy usage rate	FY2030 60% FY2050 100%	21.1% *4	23.0%
Resilience	Premium growth rate of products which contribute to decarbonization and circular economy	FY2025 Annual average of 18 %	17.9%	24.5%
	Rate of increase in the number of underwritten policies for products which help improve the resilience of society	FY2025 Annual average of 20%	29.4%	17.6%
Well-being	Instances of support for the resolution of issues faced by regional companies (Consulting services, training/seminars)	FY2025 10,000 instances a year	12,349 instances	11,892 instances
	Number of policies in force for products which help solve health-related social issues	FY 2025 2.6 million	2.17 million	2.22 million
	Number of policies in force for asset-building products to support longevity	FY2025 0.1 million	0.05 million	0.07 million
	Instances of support for action by companies to address human rights (Consulting services, training/seminars)	FY2025 1,000 instances a year	1,111 instances	1,047 instances

*1: Category 1: Purchased products and services (Subject: Paper and mail), 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2, 5: Waste generated in operations, 6: Business travel, 7: Employee commuting, 13: Downstream leased

*2: The calculation targets are key Japanese domestic corporate clients selected based on insurance premiums (approximately 3,300 companies, which account for about 50% of the underwriting portfolio on a premium basis). Calculated based on the PCAF's (Partnership for Carbon Accounting Financials) GHG Measurement Standards for Financial Institutions (as of the end of March 2023). The measurement target categories for underwriting are automobile insurance, fire insurance, casualty insurance (excluding construction insurance), cargo insurance, marine insurance, and aviation insurance, with the GHG emissions of key Japanese domestic corporate clients calculated. The measurement target assets for investments and loans include domestic listed stocks, corporate bonds, and corporate loans, with the GHG emissions of all targets with investments and loans among key Japanese domestic corporate clients calculated.

*3: Total by end of October 2024

*4: Correction made on August, 2023 Before correctio: 24.1% After correction: 21.1%

Human Assets KPIs

KPI	Target Year	Target	FY2022 Achievement	FY2023 Achievement
Percentage of female managers	FY 2030	30%	19.5%	21.6%
Percentage of female line managers	FY 2030	15%	12.9%	18.4%
Digital human resources	FY 2025	7,000 people	3,601 people	5,814 people
Employees for international business	FY 2025	1,200 people	1,182 people	1,189 people
Percentage of productivity improvement personnel expenses (MSI, ADI)	FY 2025	8.50%	9.2%	9.2%
Percentage of people who exercise regularly	FY 2025	Current level or higher	26.5%	27.8%
Percentage of male employees taking childcare leave	FY 2025	100%	92.5%	89.9%
Duration of male employees taking childcare leave	FY 2025	4 weeks	8.1 days	12.1 days
Number of annual paid holidays taken	FY 2025	Equal to or greater than the previous year	16.4 days	16.5 days
Percentage of mid-career employees among managerial staff	FY 2025	Current level or higher	22.6%	23.0%
Percentage of employees hired locally overseas appointed as executives of overseas subsidiaries	FY 2025	Current level or higher	83.0%	83.2%
Employee Awareness Survey	• Sense of helping to create shared value (CSV)	Equal to or greater than the previous year	4.5 points	4.5 points
	• Constant awareness of MVV		4.6 points	4.6 points
	• Pride in work, job satisfaction		4.4 points	4.4 points
	• Active participation		4.6 points	4.7 points

ISO 26000 Core Subjects (Organizational Governance)

Corporate Governance

As a company with an Audit & Supervisory Board, the Company will endeavor to improve governance by ensuring that independently appointed Audit & Supervisory Board Members appropriately act in their auditing functions, in addition to ensuring that the Board of Directors appropriately acts in its oversight functions, while strengthening the functions of each and actively disclosing information.

Directors (as of 24 June 2024)

Chairperson of the Board	Chairman (except holding concurrent post of President)
Number of Directors	11 *1
Number of Outside Directors	5 *2
Number of independent Directors	5 *3
Number and ratio of women at the Board of Directors	3 / 27.3%

*1 Board members average tenure 4.1years

*2 Outside directors average tenure 4.0years

*3 The number of outside directors with relevant work experience in our company's sector: 1

Corporate Auditors (as of 24 June 2024)

Establishment of Board of Auditors	Established
Number of Audit and Supervisory Board Member	4
Number of Outside Audit and Supervisory Board Member	2
Number of independent Audit and Supervisory Board Member	2
Number and ratio of women in corporate auditors	2 / 50.0%

Nomination and Remuneration

> [Detailed Information](#)

Number of Meetings of Board of Directors etc.

Function		FY2023
Business Execution, Oversight	Board of Directors	12 *1
	Governance Committee	2
	Group Management Committee	12
	Task-Specific Committees	
	Sustainability Committee	4
	Quality Improvement and Compliance Committee	4
	Digitalization Committee	4
	Group Systems Committee	14
	Group International Business Committee	3
	Risk Management Committee	9
	Group standardization Committee	4
Auditing, Oversight	Board of Auditors	11 *2

*1: Outside Directors average attendance rate 100%. All directors average attendance rate 100% (We are operating to ensure an attendance rate of at least 75%)

*2: Outside Corporate Auditors average attendance rate 95.5%

[Detailed information of Corporate Governance](#)

Information Voting Right

Classification	Number of shares (shares)	Number of Voting Rights	Description
Non-Voting shares	—	—	—
Shares with Restricted Voting Right (treasury shares, etc)	—	—	—
Shares with Restricted Voting Right (others)	—	—	—
Shares with Full Voting Right (treasury shares, etc)	(Treasury Shares) Common Stock 5,968,600	—	Share Unit Number (100 shares)
Shares with Full Voting Right (others)	Common Stock 528,485,800	5,284,858	Same as above
Fractional Shares	Common Stock 1,617,000	—	Fractional Shares (Less than 100 shares)
Total number of Outstanding Shares	536,071,400	—	—
Total number of Vote	—	5,284,858	—

Political Donations *1

Name of Organization	Coverage	Unit	FY2021	FY2022	FY2023
The People's Political Association (Liberal Democratic Party)	Consolidated	thousand JPY	21,000	21,000 *2	21,000

*1 As a member of society, MS&AD Insurance Group believes that it is necessary to pay an appropriate share, and we make political donations to the extent permitted by law.

*2 The figures for the fiscal year 2022 have been corrected due to errors. (Correction made on July, 2024) Before correction: 21,000 After correction: 21,100

Amount of Contributions to Initiatives

MS&AD Insurance Group contributed to the following initiatives to achieve environmental conservation on a global scale and the realization of a sustainable society.

Name of Organization	Unit	FY2022	FY2023
UNEP Finance Initiative	thousand JPY	2,942	3,615
Global Compact Network Japan	thousand JPY	1,510	2,810
Total	—	4,452	6,425

Speak-up system (Whistleblowing system)

Items	Coverage	Units	FY2021	FY2022	FY2023
Number of cases reported *1	Consolidated	cases	254	298	333 *2

*1 Including Consultation *2 Of the cases received in FY 2023, 164 were related to harassment (including suspicious cases).

> [Speak-up system \(Whistleblowing system\)](#)

ISO 26000 Core Subjects (Consumer Issues)

Progress and KPI (key performance indicators) in relation to our customer-first policy in the business operations (in Japanese only)

The Group's five domestic insurance companies have disclosed their initiatives based on their Customer-first Policy in the Business Operations and KPI used to evaluate the result of their initiatives.

Indicators	FY2021 Achievement	FY2022 Achievement	FY2023 Achievement
Customer satisfaction survey about insurance contract procedures	97.6%	98.0%	98.0%
Customer satisfaction survey about payment of insurance claim	96.8%	95.7%	96.1%

For details of the questionnaire on customer satisfaction survey of each company, please visit their website.

ISO 26000 Core Subjects (Environment)

Greenhouse Gas (GHG) Emissions in Business Activities

With our support for the Paris Agreement adopted in 2015, we have signed the Paris Pledge for Action that calls on its signatories to address climate change and global warming. On May, 2021 we have set a goal of Net Zero GHG emissions by FY 2050. In order to achieve the goal, we also set 2030 interim targets for GHG emission reduction (Scope 1, 2 and part of 3) and renewable energy use (60% in 2030). For Net Zero it is essential to reduce GHG emission in supply chain as in our own business operation. We will promote initiatives together with our customers, agents and other stakeholders.

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2021	FY2022	FY2023
GHG emissions (Scope1,2,3)*	Consolidated	t-CO2	198,393 (▲11.7%)	189,989 (▲4.2%)	187,177 (▲1.5%)
GHG emissions (Scope 1)	Group Domestic + Other	t-CO2	14,915 (▲6.1%)	14,102 (▲5.5%)	12,439 (▲11.8%)
	Consolidated	t-CO2	17,584 (▲10.7%)	16,804 (▲4.4%)	15,589 (▲7.2%)
GHG emissions (Scope 2)	Group Domestic + Other	t-CO2	51,629 (▲5.8%)	45,263 (▲12.3%)	38,965 (▲13.9%)
	Consolidated	t-CO2	53,907 (▲6.4%)	47,956 (▲11.0%)	41,634 (▲13.2%)
GHG emissions (Scope 1 and Scope 2 combined)	Group Domestic + Other	t-CO2	66,544 (▲5.9%)	59,364 (▲10.8%)	51,404 (▲13.4%)
	Consolidated	t-CO2	71,491 (▲7.5%)	64,760 (▲9.4%)	57,222 (▲11.6%)
GHG emissions (Scope 3)*	Consolidated	t-CO2	126,902 (▲13.9%)	125,229 (▲1.3%)	129,955 (3.8%)

* We have revised the figures of the fiscal year 2021 and 2022 due to changes in the calculation method for Scope 3 Category 3.

GHG emissions (Scope 3)

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2021	FY2022	FY2023
Category 1: Purchased goods and services *1	Group Domestic + Other	t-CO2	43,881 (▲7.7%)	41,509 (▲5.4%)	39,607 (▲4.6%)
Category 2: Capital goods	Consolidated	t-CO2	50,784 (▲17.9%)	48,107 (▲5.3%)	48,766 (1.4%)
Category 3: Fuel- and energy-related activities (not included in Scope 1 or Scope 2) *2	Consolidated	t-CO2	14,028 (▲12.3%)	12,744 (▲9.2%)	11,760 (▲7.7%)
Category 5: Waste generated in operations	Consolidated	t-CO2	1,172 (▲9.5%)	1,568 (33.8%)	1,498 (▲4.5%)
Category 6: Business trip	Consolidated	t-CO2	4,232 (1.7%)	9,115 (115.4%)	15,232 (67.1%)
Category 7: Employee commuting	Group Domestic + Other	t-CO2	6,983 (▲29.9%)	6,712 (▲3.9%)	7,733 (15.2%)
Category 13: Downstream leased assets	Consolidated	t-CO2	5,821 (▲11.5%)	5,473 (▲6.0%)	5,360 (▲2.1%)
Category15: investments	Group Domestic	Please refer to [Underwriting • Investments] for details *3			

*1: Subject: Paper and mail

*2: We have retroactively adjusted the figures of fiscal year 2021 and 2022 by excluding renewable energy usage.

*3: Please refer HERE for the Underwriting Investment details.

Data on Environmental Burden

Scope 1 & 2 Coverage [the Group's consolidated figures (including overseas companies)]

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2021	FY2022	FY2023
Electricity	Consolidated	MWh	131,255 (▲1.6%)	124,892 (▲4.8%)	114,653 (▲8.2%)
Heat supply	Consolidated	GJ	64,867 (▲4.3%)	61,824 (▲4.7%)	58,699 (▲5.1%)
City gas	Consolidated	thousand m3	1,952 (0.8%)	1,955 (0.1%)	1,997 (2.2%)
Liquefied Petroleum Gas	Consolidated	t	47 (▲43.3%)	51 (10.5%)	11 (▲78.2%)
Heavy oil	Consolidated	kℓ	45 (12.8%)	40 (▲11.6%)	41 (3.5%)
Kerosene	Consolidated	kℓ	30 (▲47.4%)	24 (▲21.4%)	16 (▲31.9%)
Diesel oil	Consolidated	kℓ	0.6 (2.7%)	0.6 (7.4%)	0.5 (▲12.9%)
Gasoline	Consolidated	kℓ	5,574 (▲13.0%)	5,237 (▲6.0%)	4,938 (▲5.7%)
Total energy consumption *1	Consolidated	MWh	228,273 (▲4.8%)	217,863 (▲4.6%)	202,038 (▲7.3%)
		GJ	821,784 (▲4.8%)	784,307 (▲4.6%)	727,336 (▲7.3%)

*1: The calculation of the total energy consumption in MWh and GJ is based on unit heat values specified in Japan's Act on the Rational Use of Energy except for purchased electricity, for which 3.6GJ/MWh is used.

Scope 3 Coverage (major items)

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2021	FY2022	FY2023
Paper	Group Domestic + Other	t	9,090 (▲9.4%)	8,301 (▲8.7%)	7,646 (▲7.9%)
Proportion of paper with forest certification*	MSI, ADI, Mitsui Direct General, MSI Primary Life	%	28.3 (▲0.6%)	34.4 (21.7%)	32.6 (▲5.1%)
Total water use	Consolidated	thousand m3	707 (▲7.7%)	683 (▲3.4%)	690 (1.1%)
Disposed waste	Total	t	7,286 (▲6.8%)	8,760 (20.2%)	7,752 (▲11.5%)
	Recycled	t	4,226 (▲9.0%)	5,498 (30.1%)	4,558 (▲17.1%)
	Final disposal amount	t	3,060 (▲3.6%)	3,262 (6.6%)	3,193 (▲2.1%)
	Incinerated	t	2,988 (▲1.5%)	3,173 (6.2%)	3,153 (▲0.6%)
	Landfilled	t	72 (▲48.7%)	89 (23.6%)	41 (▲54.3%)
Business trip	Consolidated	thousand passenger -km	43,998 (▲1.1%)	108,917 (147.6%)	159,721 (46.6%)

*: We have revised the coverage to add Mitsui Direct General and MSI Primary Life to FY2022 figure. FY2021 coverage is MSI and ADI.

Renewable Energy Generation

We have installed solar power generation systems in our domestic eight buildings, and are promoting to reduce GHG emissions by using these renewable energy.

(Percentage change from the previous year in parenthesis)

Items	Coverage	Units	FY2021	FY2022	FY2023
Energy Generation	8 Buildings *1	kWh	68,430 (25.7%)	91,134 (33.2%)	136,169 (49.4%)
Energy Consumption *2	Consolidated	kWh	18,136,730 (37.1%)	26,393,327 (45.5%)	26,426,580 (0.1%)
Renewable energy introduction rate	Consolidated	%	13.8 (▲39.4%)	21.1 *3 (52.9%)	23.0 (9.1%)

*1: MSI Surugadai bldg. & Surugadai Annex, Tamagawa Training Center, MSI Osaka Yodoyabashi bldg, MSI Kooriyama bldg, MSI Omiya Higashi-cho bldg, MSI Okayama bldg, ADI Tokyo Customer Center

*2: Includes power generation from renewable energy sources and use of renewable energy certificates. Note that 1,548,000 kWh of the certificates are issued under multi-countries.

*3: Correction made on August, 2023 Before correction: 24.1 After correction: 21.1

Carbon Credit

Items	Coverage	Units	FY2021	FY2022	FY2023
Voluntary Credit	1 entity* (Business travel off set)	t	0	150	106

*: MS Amlin

Cost Effect

Items	Coverage	Units	FY2021	FY2022	FY2023
Electricity*1	Consolidated	thousand JPY	▲64,468	▲247,086	▲373,343
Gasoline*2	Consolidated	thousand JPY	▲135,477	▲57,121	▲52,318
Copy Paper	Group Domestic + Other	thousand JPY	▲28,892	▲80,187	10,525

*1: Calculated from the average unit price at MS&AD Holdings.

*2: Calculated from the petroleum products price survey gasoline nationwide annual average unit price (Agency for Natural Resources and Energy).

Environmental Approaches through Supply Chain

Our efforts to reduce the environmental burden are also promoted in conjunction with key business partners. We are engaged in green purchasing, prioritizing eco-friendly products in procuring the materials used in our operations, and our entire value chain is working to establish a sustainable society. In addition, we are working with policyholders on Eco insurance certificates and web policy clauses that reduce the environmental burden of business activities and, at the same time, improve the convenience of policyholders.

Items	Coverage *2	Units	FY2021	FY2022	FY2023
Ratio of Web Policy Clause *1	MSI, ADI, MSI Aioi Life, MSI Primary Life	%	77.6	80.3	84.7
Number of trees corresponding to the reduced amount of paper	MSI, ADI, MSI Aioi Life, MSI Primary Life	tree	24,848	26,897	29,958

*1: Online "Terms & Conditions" in consideration of environment

*2: We have revised the coverage to add Mitsui Sumitomo Aioi Life Insurance and MSI Primary Life to FY2023 figure. FY2022 coverage is MSI and ADI.

ISO 26000 Core Subjects (Human Rights) (Labor Practices)

Breakdown of employees

Items	Coverage			Units	FY2021	FY2022	FY2023
Number of Group employees *1 Temporary employees are superscripted as the average number of annual temporary hires in the bracket.	Consolidated	male-female combined total		people	39,962	38,584	38,391
			male		(8,103)	(7,177)	(6,448)
			female		18,433	17,718	17,373
					21,529	20,866	21,018
	Group domestic	male-female combined total		people	30,724	29,030	28,456
			male		(7,321)	(6,414)	(5,706)
			female		14,184	13,298	12,692
					16,540	15,732	15,764
		companies	MSI	people	13,453	12,572	12,143
			ADI		13,503	12,741	12,502
			Mitsui Direct General		528	498	536
			MSI Aioi Life		2,436	2,391	2,410
			MSI Primary Life		403	410	415
		holding company	HD	people	401	418	450
		Domestic employees (including group companies) / Consolidated employees		%	76.9	75.2	74.1
	Overseas	male-female combined total		people	8,943	9,217	9,558
			male		(771)	(717)	(675)
			female		4,027	4,172	4,417
					4,916	5,045	5,141
		Overseas employees/ Consolidated employees		%	22.4	23.9	24.9
	Others *2	male-female combined total		people	295	337	377
			male		222	248	264
			female		73	89	113
		Other employees/ Consolidated employees		%	0.7	0.9	1.0

*1: The number of employees represents the number of persons in employment, and does not include executive officers and employees on leave.

*2: Digital and risk service businesses operated by the Group Companies other than those in the domestic insurance industry. From 2019, Leadenhall Capital Partners LLPUK is included in Overseas.

Number of Employees by Age

Items	Coverage			Units	FY2021	FY2022	FY2023
Number of Employees by Age (Group Domestic)	Under 30	male-female combined total		people	6,416	5,491	4,984
			male		2,175	1,881	1,724
			female		4,241	3,610	3,260
	30~39	male-female combined total			6,852	6,682	6,742
			male		2,825	2,734	2,644
			female		4,027	3,948	4,098
	40~49	male-female combined total			7,276	6,772	6,576
			male		3,106	2,820	2,660
			female		4,170	3,952	3,916
	50~59	male-female combined total			7,989	7,730	7,655
			male		4,498	4,226	3,991
			female		3,491	3,504	3,664
	60 and above	male-female combined total			2,173	2,334	2,481
			male		1,566	1,621	1,659
			female		607	713	822
	Others *					18	21

*: No further classification due to privacy

Employment

Items		Coverage		Units	FY2021	FY2022	FY2023
Average age *1		Group domestic	male-female combined total	age	42.3	42.8	43.1
		Group domestic	male		44.9	45.3	45.5
		Group domestic	female		40.0	40.7	41.2
Average length of service		Group domestic	male-female combined total	year	13.9	14.2	14.4
		Group domestic	male		14.9	15.0	15.1
		Group domestic	female		13.1	13.5	13.8
New-graduate recruits *2		Group domestic	male-female combined total	people	459	460	675
		Group domestic	male		164	194	367
		Group domestic	female		295	266	308
Number of mid-career hires *3		Group domestic	male-female combined total	people	190	309	859
		Group domestic	male		78	173	348
		Group domestic	female		112	136	511
Total turnover rate		Group domestic	male-female combined total	%	4.7	5.4	4.4
Turnover Rate (Voluntary) *4		Group domestic	male-female combined total	%	3.2	3.5	3.3
The ratio between the total annual compensation of the Chief Executive Officer and the mean employee compensation	Total annual compensation of the Chief Executive Officer	HD	male-female combined total	million JPY	133	127	139
	Mean employee compensation			JPY	10,976,292	11,013,816	11,013,096
	Ratio			times	12.1	11.5	12.6

*1: The end of March of each year

*2: The number of new hires in April of each next year

*3: The number of new employees in fiscal year

*4: Exclude retirees and are calculated based on voluntary resignees.

Diversity

We are promoting diversity, equity and inclusion (DE&I) initiatives in order to create a working environment where all employees with different backgrounds, characteristics, and values can fully demonstrate their abilities and play active roles. The percentage of females in managerial positions has achieved 15% target in FY2020. We have set a new target, aiming for 30% in FY2030.

Items	Coverage		Units	FY2021	FY2022	FY2023
Employment rate and number of employees with disabilities	Group domestic		%	2.55	2.59	2.63
			people	716	702	702
Rehiring Program after retirement Number of users *1	Group domestic		people	1,650	1,795	1,947
Percentage and number of females among board members and corporate auditors *2	HD	Board members	%	27.3	27.3	27.3
			people	3	3	3
		Corporate Auditors	%	50.0	50.0	50.0
			people	2	2	2
Percentage and number of females in managerial positions*3	Consolidated	General Managers*4	%	18.9	17.1	20.1
			people	294	338	407
		Managers*5	%	23.7	26.2	28.7
			people	1,549	1,638	1,781
		Total managerial positions	%	22.7	24.7	26.6
			people	1,843	1,976	2,188
	Group domestic	General Managers	%	5.2	6.5	8.4
			people	64	78	100
		Managers	%	20.6	22.9	24.9
			people	990	1,060	1,178
		Total managerial positions	%	17.5	19.5	21.6
			people	1,054	1,138	1,278
		Division that contributes to sales: Total managerial positions*6	%	15.8	18.5	19.8
			people	593	651	693
Percentage and number of females in non-managerial positions	Group domestic		%	—	—	64.3
			people	—	—	14,486
Percentage of females in STEM-related departments*7	Group domestic		%	—	—	18.7
Percentage of women among employees who were promoted	Group domestic		%	—	—	65.9

*1: Number of people newly or consecutively re-employed on April 1st next fi scal year

*3: As of April 1st next fi scal year for Group Domestic. As of December 31st for Overseas insurance subsidiaries

*6: Number of sales and insurance payers

*2: Approved at shareholders meeting held each next fi scal year.

*4,*5: In July 2024, revised the FY2022 results (changed the counting method for General Managers and Managers)

*7: STEM (Science, Technology, Engineering, Mathematics) related departments

Wages of employees

Items	Coverage				Units	FY2021	FY2022	FY2023
Gender wage gap *1	Group domestic	companies	MSI *2	All employees	%	—	43.6	46.3
				Full-time employees	%	—	50.7	53.0
				Non-full-time employees	%	—	30.6	32.7
			ADI *3	All employees	%	—	52.8	55.2
				Full-time employees	%	—	56.7	58.6
				Non-full-time employees	%	—	65.5	64.4
			Mitsui Direct General *4	All employees	%	—	61.9	63.6
				Full-time employees	%	—	56.3	56.3
				Non-full-time employees	%	—	65.7	80.1
			MSI Aioi Life *5	All employees	%	—	56.0	58.8
				Full-time employees	%	—	56.1	58.8
				Non-full-time employees	%	—	44.0	45.8
			MSI Primary Life *6	All employees	%	—	64.9	69.1
				Full-time employees	%	—	64.3	68.3
				Non-full-time employees	%	—	84.9	72.5
		holding company	HD *7	All employees	%	—	65.1	64.7
				Full-time employees	%	—	65.7	63.0
				Non-full-time employees	%	—	84.1	91.2

*1: Female's wage / Male's wage (Wages do not include commuting expenses)

*2: Excludes seconded employees (But includes employees seconded from other companies whose wages are paid by MSI); Full-time: excludes executive officers and directors; Non-full-time: excludes temporary employees, but includes insurance consultants, directors and professional employees (industrial physicians, highly skilled professionals, etc.)

*3: Excludes seconded employees; Full-time: excluding executive officers and including directors; Non-full-time: excluding temporary employees.

*4: Excludes seconded employees; Full-time: excluding executive officers and including directors; Non-full-time: excluding temporary employees.

*5: Excludes seconded employees; Full-time: excluding executive officers, directors and senior managers, including career LC employees; Non-full-time: excluding temporary employees, including directors, senior managers and LC employees.

*6: Excludes seconded employees (But includes employees seconded from other companies whose wages are paid by MSI Primary Life); Full-time: excluding executive officers and advisors; Non-full-time: excluding temporary employees.

*7: All employees are seconded from subsidiaries, etc.; Full-time: excluding executive officers, Non-full-time: excluding temporary employees

Human Rights

In February 2017, the Group established MS & AD Insurance Group Basic Policy on Human Rights and implemented the Group's human rights due diligence system. We provide our employees with human rights training every year in order for them to understand human rights better and to develop an organizational culture that respects human rights.

Items	Coverage	Units	FY2021	FY2022	FY2023
Trainings of Human rights*	Group domestic	%	100.0	100.0	100.0

*: Rate of departments that conducted human rights trainings that required all employees to participate

Items	Coverage	Units	FY2021	FY2022	FY2023
Labor union membership rate	Group domestic	%	93.4	93.8	93.7

Human Asset Development

Items	Coverage		Units	FY2021	FY2022	FY2023
Total training hours	Group domestic		hours	954,523	1,402,280	1,524,914
Average training hours per person	Group domestic		hours	31.1	48.3	53.6
Total training cost	Group domestic		thousand JPY	1,630,995	2,575,357	1,279,462 *1
Average training cost per person	Group domestic		JPY	53,085	88,714	44,963 *2
Number of participants of the Trainee System *3	Group domestic		people	1,258	539	645
Number of participants of the Global Trainee System *4	Consolidated	Total	people	195	190	129
		Domestic employee		82	90	60
		Local employee		113	100	69
Number of participants of the overseas career training program *5	Group domestic		people	7	30	40
Number of participants of the Temporary Transfer System to Headquarters from Overseas Branches *6	Consolidated		people	0 *7	4	9
Number of actuaries *8	Group domestic	male-female combined total	people	127	135	145
		male		123	130	138
		female		4	5	7
Digital human resources *9	Group domestic		people	2,179	3,601	5,814
Global human resources *10	Group domestic		people	1,129	1,182	1,189
Human Capital ROI (Return on Investment)*11	Group domestic	Total Revenue	million yen	5,132,042	5,250,794	6,572,889
		Total Operating Expenses	million yen	1,620,664	1,727,500	1,873,694
		Total employee-related expenses (salaries + benefits)	million yen	324,093	313,148	316,918
		Human Capital ROI *12	times	11.8	12.3	15.8

*1/*2: The calculation method has been changed from FY2023

*3: Short-term program which allows employees to experience work they have never done before, at the request of the employee.

*4: Short-term program which allows employees at the head office in Japan to experience working at overseas subsidiaries, as well as local employees at overseas subsidiaries to experience working at the head office.

*5: MBA dispatch program, and training program which allows employees to experience working for a year at overseas subsidiaries or insurance companies.

*6: Transfer system for which allows the local employees from overseas experience the jobs at the head office for 6 months to 1 year in Japan.

*7: Number decreased due to immigration restrictions by COVID-19

*8: Number of professional actuaries employed by the MS&AD Group with specialized skills for making full use of probability, statistical and other mathematical techniques used in product development, risk management and other processes (as of April 1 of the subsequent fiscal year).

*9: Employees who can utilize the latest digital technology and data (as of next April 1 of every fiscal year)

*10: Employees who have experienced expatriates and potential candidates (as of next April 1 of every fiscal year)

*11: Added this item in July 2024. The results of FY2020 are as follows; Total Revenue (million yen): 4,892,244 / Total Operating Expenses (million yen): 1,612,667 / Total employee-related expenses (million yen): 330,484 / Human Capital ROI (times): 10.9

*12: Total Revenue-(Total Operating Expenses-Total employee-related expenses)/Total employee-related expenses

Employee satisfaction *1

Items	Coverage	Units	FY2021	FY2022	FY2023
Employee satisfaction (questionnaire results), "Pride, Job satisfaction" *2	Group domestic	point	4.4	4.4	4.4
Employee satisfaction (questionnaire results), "Working Vigorously" *3		point	4.6	4.6	4.7

*1: The results of the opinion poll asking all Group employees (all-employee average on a 6-point scale, Scope: 42,518 all domestic employees including temporary employees at the time of survey, Response rate: 96.1%).

*2: Ratio of employees feeling pride or job satisfaction

*3: Ratio of employees, regardless of sex and age, feeling free and lively at workplaces.

Programs for Promoting Work-life Balance

We have been developing an effective system that helps employees actively work with satisfaction and with the feeling of growth by balancing their work and personal life. In particular, we have set KPI for the rate of male employees taking childcare leave, and encouraged them to take part in the program.

Items	Coverage *1		Units	FY2021	FY2022	FY2023
Temporary leave before / after childbirth Number of acquirers	Group domestic		people	767	833	733
Number of employees taking childcare paid leave	Group domestic	male-female combined total	people	1,092	1,143	1,013
		male		355	383	311
		female		737	760	702
Acquisition rate of childcare paid leave	Group domestic	male-female combined total	%	92.7	97.0	96.4
		male		86.4	92.5	89.9
		female		96.1	99.5	99.6
Flexible working hours for childcare Number of acquirers	Group domestic	shorter hours	people	1,246	1,303	1,292
		flextime		101	112	140
		change of Starting / finishing time		99	191	157
Employee retention rate one year after taking childcare leave	Group domestic		%	–	–	64.5
Temporary retirement for nursing Number of acquirers	Group domestic	male-female combined total	people	19	23	22
		male		2	3	2
		female		17	20	20
Flexible working hours for nursing Number of acquirers	Group domestic	number of acquirers	people	21	43	24
Paid leave	Group domestic	ratio of days taken *2	%	74.3	74.6	75.1
		days taken	days	16.3	16.4	16.5

*1: Includes temporary employees

*2: Number of days acquired / granted

Occupational Health and Safety (OHS)

In accordance to the Occupational Safety and Health Act, a health committee has been established to research and discuss relevant topics to preventative measures for OHS-related concerns and initiatives to support employee's health. We strive to provide a workplace environment that considers employee's health and safety. In addition, we have a group-wide health checkup system, a health management center, and a consultation room for employees in order to ensure that our employees can maintain their good health even better.

Items	Coverage		Units	FY2021	FY2022	FY2023
Number of claims for work related injuries	Group domestic	Total	cases	189	208	204
		Work-related accident	cases	78	79	72
		Accident during commute	cases	111	128	132
		Fatality accident	cases	0	1	0
Consultation rate of Medical Checkup*1	Group domestic		%	100.0	100.0	100.0
Absentee rate*2	Group domestic		%	0.548	0.599	0.534

*1: Number of employees undergoing medical checkup consultation / number of employees

*2: Total days lost due to absenteeism / Total days scheduled to be worked

ISO 26000 Core Subjects (Community Involvement and Development)

MS&AD Group has been providing an environment that nurtures imagination, allows our employees to engage more deeply with their communities and society, and encourages their participation in and support for community development through our social contribution activities.

Through these activities, our employees have the opportunity to broaden their horizons, think from diverse perspectives, and build a strong network within the local community.

We are committed to supporting the growth of our employees by providing these activity opportunities, while simultaneously promoting contribution to local communities.

Items		Coverage	Units	FY2021	FY2022	FY2023
Number of acquirer of Volunteer leave		MSI, ADI, MSI Aioi Life	people	15	3	20
Number of acquirer of Volunteer suspension		MSI, ADI, MSI Aioi Life	people	0	0	0
Number of employees engaged in social contribution activities		Group Domestic	people	23,024	22,553	21,231
MS&AD Unison Smile Club Number of members		Group Domestic	people	13,971	13,191	12,539
Disaster Relief Donation Matching Gift Program	Donated amount *1	Consolidated	thousand yen	21,479	25,092	64,238
	Number of participants *2	Consolidated	people	7,979	9,213	19,006
Corporate philanthropic contributions		Group Domestic	thousand yen	1,103,218	1,287,754	1,387,288
(Breakdown) Purpose	Charitable Donations			142,813	41,146	62,848
	Community Investments			626,247	870,053	922,873
	Commercial Initiatives			334,158	376,555	401,567
(Breakdown) Money conversion	Cash contributions			979,210	1,227,540	1,321,214
	Employee volunteering during paid working hours			2,270	90	750
	In-kind donation, facility opening etc			23,860	13,180	13,210
	Management overheads			97,878	46,944	52,114

*1: Total amount of Donation Matching Gift and Donation from employees

*2: Total participants

Underwriting/Investments

Premium Income of Products that Contribute to a Decarbonized and Circular Economy and Products which Help Improve the Resilience of Society

Item	Scope	Unit	FY2023
Premiums of Products that contribute to a decarbonized and circular economy and products which help improve the resilience of society*	MSI, ADI	million yen (%)*	205,883 (4.8%)

*: Percentage of net premium written

Products that Contribute to a Decarbonized and Circular Economy

Item	Scope	FY2022	FY2023
Premium growth rate of products which contribute to decarbonization and circular economy	MSI, ADI	17.9%	24.5%

Products which Help Improve the Resilience of Society

Item	Scope	FY2022	FY2023
Rate of increase in the number of underwritten policies for products which help improve the resilience of society	MSI, ADI	29.4%	17.6%

Greenhouse gas emissions in investment portfolio (Scope3 Category15)

Our company is upgrading our methodologies in line with developments. Our group calculates the greenhouse gas (GHG) emissions from our investments and loans in accordance with the methodology developed by the Partnership for Carbon Accounting Financials (PCAF), which specializes in creating standards for financial institutions to measure GHG emissions.

The emissions in the table below are calculated using Trucost's analytical tools, which determine greenhouse gas (GHG) emissions based on disclosure information from the investee companies. In the absence of available disclosure information, proprietary modeling approaches are used. Additionally, the estimates provided by PCAF are utilized. The calculations are based of target Scope 1 and Scope 2 emissions of the investee companies.

(Absolute Unit: kt-CO₂e, Intensity Unit: t-CO₂e/US\$M)

Asset Class		FY2021 *1	FY2022 *2	FY2023 *3
Stocks	Absolute	2,501	2,302	2,111
	Intensity	131.5	114.5	100.1
Corporate bonds	Absolute	2,538	2,400	1,944
	Intensity	205.6	221.5	152.2
Business Loans	Absolute	273	286	225
	Intensity	256.5	273.2	184.3

(Absolute Unit: kt-CO2e, Intensity Unit: t-CO2e/US\$M)

Region			FY2021 *1	FY2022 *2	FY2023 *3
Japan	Stocks	Absolute	2,365	2,124	2,009
		Intensity	112.9	87.5	85.5
	Corporate bonds	Absolute	1,814	1,589	1,428
		Intensity	127.1	117.7	88.1
	Business Loans	Absolute	259.2	247.0	204.9
		Intensity	241.5	224.1	165.6
Americas	Stocks	Absolute	103	141	77
		Intensity	15.4	23.4	10.7
	Corporate bonds	Absolute	358	499	301
		Intensity	48.5	77.0	45.4
	Business Loans	Absolute	13.9	39.4	20.3
		Intensity	14.9	48.8	18.7
Asia	Stocks	Absolute	20	32	21
		Intensity	1.9	3.2	2.7
	Corporate bonds	Absolute	148	130	83
		Intensity	17.6	17.9	9.3
	Business Loans	Absolute	0.0	0.4	0.0
		Intensity	0.0	0.0	0.0
Europe	Stocks	Absolute	13	5	3
		Intensity	1.4	0.3	0.0
	Corporate bonds	Absolute	94	75	85
		Intensity	8.2	6.4	6.7
	Business Loans	Absolute	0.0	0.1	0.0
		Intensity	0.0	0.2	0.0
Other	Stocks	Absolute	0	1	0
		Intensity	0.0	0.0	0.0
	Corporate bonds	Absolute	124	108	47
		Intensity	4.2	2.4	4.0
	Business Loans	Absolute	0.0	0.0	0.0
		Intensity	0.0	0.0	0.0

(Absolute Unit: kt-CO2e, Intensity Unit:t-CO2e/US\$M)

Industry (GICS Code)			FY2021*1	FY2022 *2	FY2023 *3
Energy (10)	Stocks	Absolute	129	128	111
		Intensity	3.4	3.9	2.7
	Corporate bonds	Absolute	326	427	245
		Intensity	22.4	42.2	21.4
	Business Loans	Absolute	3	15	2
		Intensity	1.2	0.0	1.3
Materials (15)	Stocks	Absolute	1,066	981	838
		Intensity	48.5	36.7	36.1
	Corporate bonds	Absolute	811	738	598
		Intensity	42.6	38.7	30.7
	Business Loans	Absolute	81	80	58
		Intensity	50.1	0.0	29.4
Industrials (20)	Stocks	Absolute	626	562	564
		Intensity	37.5	29.6	28.0
	Corporate bonds	Absolute	226	177	194
		Intensity	23.2	21.6	18.7
	Business Loans	Absolute	44	40	37
		Intensity	25.5	0.0	21.4
Consumer Discretionary (25)	Stocks	Absolute	275	245	232
		Intensity	10.6	9.4	8.0
	Corporate bonds	Absolute	53	48	45
		Intensity	4.6	5.0	4.0
	Business Loans	Absolute	3	2	3
		Intensity	1.7	0.0	4.0
Consumer Staples (30)	Stocks	Absolute	102	83	146
		Intensity	3.6	3.0	4.0
	Corporate bonds	Absolute	82	82	87
		Intensity	5.9	6.8	5.3
	Business Loans	Absolute	4	7	5
		Intensity	1.9	0.0	4.0
Health Care (35)	Stocks	Absolute	10	12	8
		Intensity	1.5	2.1	1.3
	Corporate bonds	Absolute	7	11	5
		Intensity	1.0	2.3	1.3
	Business Loans	Absolute	2	2	1
		Intensity	3.3	0.0	1.3

Industry (GICS Code)			FY2021*1	FY2022 *2	FY2023 *3
Financials (40)	Stocks	Absolute	14	13	11
		Intensity	0.9	0.8	1.3
	Corporate bonds	Absolute	47	57	33
		Intensity	3.1	3.0	2.7
	Business Loans	Absolute	11	7	10
		Intensity	15.3	0.0	12.0
Information Technology (45)	Stocks	Absolute	55	49	46
		Intensity	4.0	3.9	4.0
	Corporate bonds	Absolute	26	31	30
		Intensity	2.8	3.3	4.0
	Business Loans	Absolute	1	1	1
		Intensity	1.6	0.0	0.0
Communication Services (50)	Stocks	Absolute	4	5	4
		Intensity	0.5	0.6	0.0
	Corporate bonds	Absolute	15	10	10
		Intensity	1.9	1.6	1.3
	Business Loans	Absolute	2	2	3
		Intensity	1.8	0.0	2.7
Utilities (55)	Stocks	Absolute	205	215	148
		Intensity	19.7	23.6	13.4
	Corporate bonds	Absolute	934	813	693
		Intensity	95.1	95.1	61.4
	Business Loans	Absolute	120	128	106
		Intensity	147.4	0.0	98.8
Real Estate (60)	Stocks	Absolute	14	9	4
		Intensity	1.3	0.8	0.0
	Corporate bonds	Absolute	12	7	5
		Intensity	2.9	1.9	1.3
	Business Loans	Absolute	3	2	3
		Intensity	6.6	0.0	9.3

*1: Calculated in FY2021 using portfolio as of end of March 2021. Coverage for Stock 99%, Corporate Bonds 69%, Total 98.6%.

*2: Calculated in FY2022 using portfolio as of end of March 2022. Coverage for Stock 99%, Corporate Bonds 67%, Business loans 48%, Total 98.4%.

*3: Calculated in FY2023 using portfolio as of end of March 2023. Coverage for Stock 99%, Corporate Bonds 97%, Business loans 95%. Total 97.6%.