



# Diversity, Equity & Inclusion

DE&I Report 2023

# Driving the creation of a better world, with DE&I as a code of conduct for all MS&AD officers and employees in their interactions with society

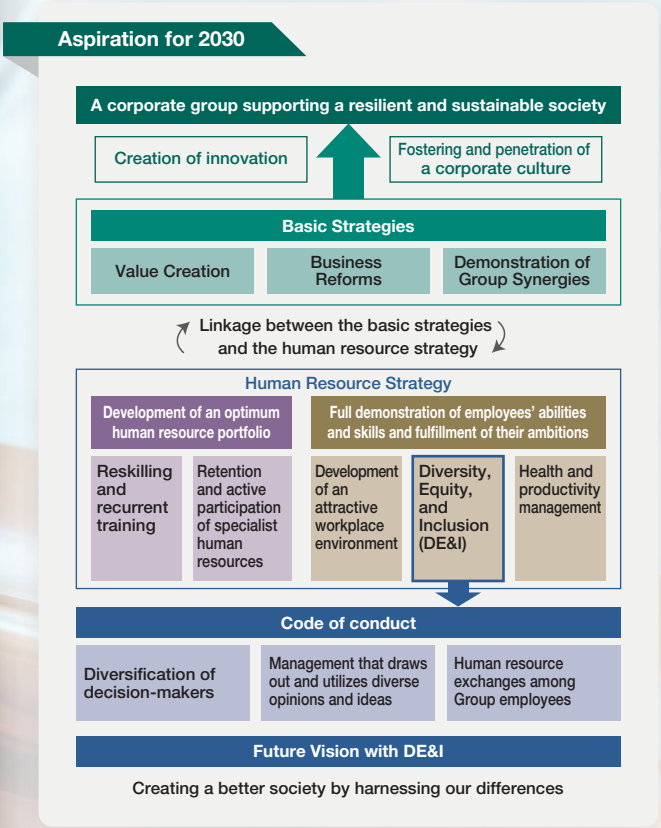


Noriyuki Hara

Representative Director  
President & Group CEO

The MS&AD Insurance Group (“MS&AD Group”) has established diversity, equity & inclusion (DE&I) as the foundation of its Medium-Term Management Plan, based on its management philosophy of “to contribute to the development of a vibrant society and help secure a sound future for the planet, by enabling safety and peace of mind through the global insurance and financial services business.”

For some time, the MS&AD Group has already been engaged in initiatives for diversity and inclusion (D&I). Within diversity, we strive to ensure diversity in the backgrounds, perspectives, and values of our officers and employees. We are



working to ensure diversity at decision-making levels and to enhance systems that support work-life balance, as well as to be mindful of people with disabilities and those who identify as LGBTQ.

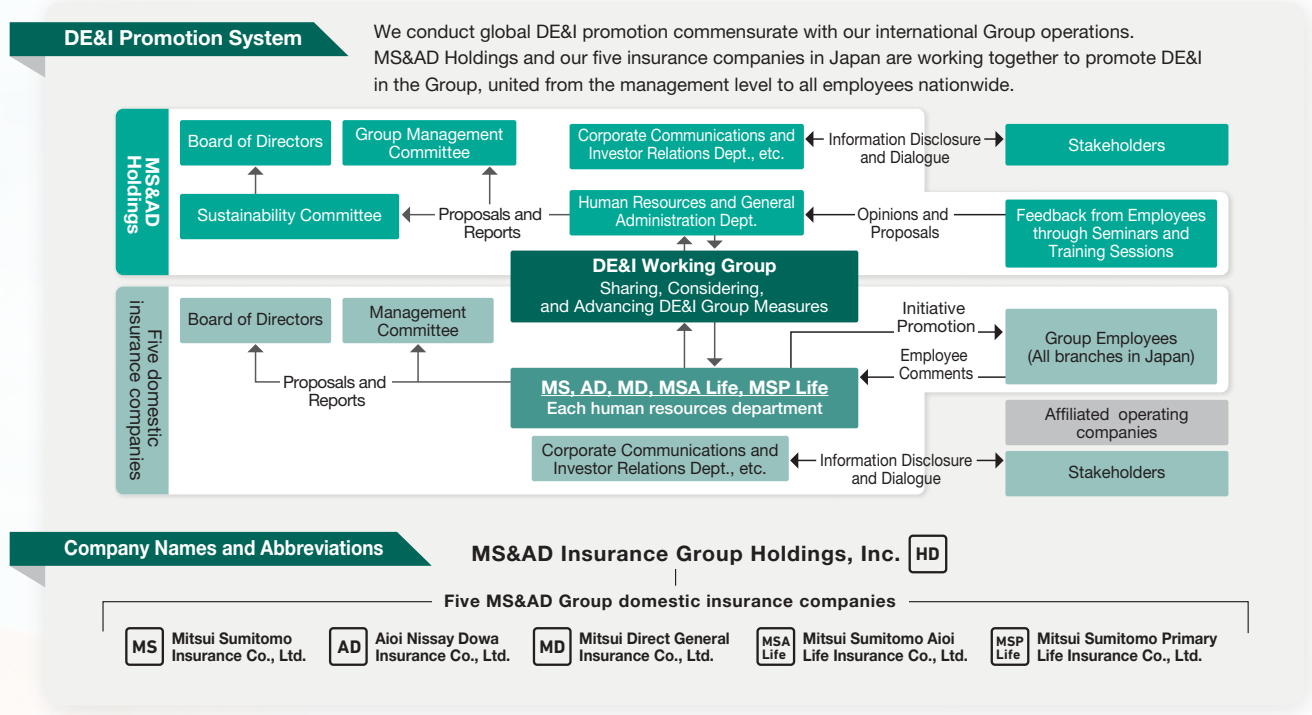
For us, inclusion is an environment where we have secured diversity of human resources, open and flat relationships have been built, and healthy clashes of arguments and dissent are welcomed. We also believe that inclusion is what elicits optimal solutions and generates innovation.

Adding the perspective of equity (E) to the existing D&I framework reflects our belief that in order to achieve inclusion, it is essential to ensure

that opportunities are provided to each individual in a truly equitable manner.

Questions asked here include if employees facing restrictions in terms of working place and time are given fair opportunities for growth. For employees like these, we may check for any inequities in personnel evaluations or other areas, and remove the barriers and unconscious bias behind them one by one.

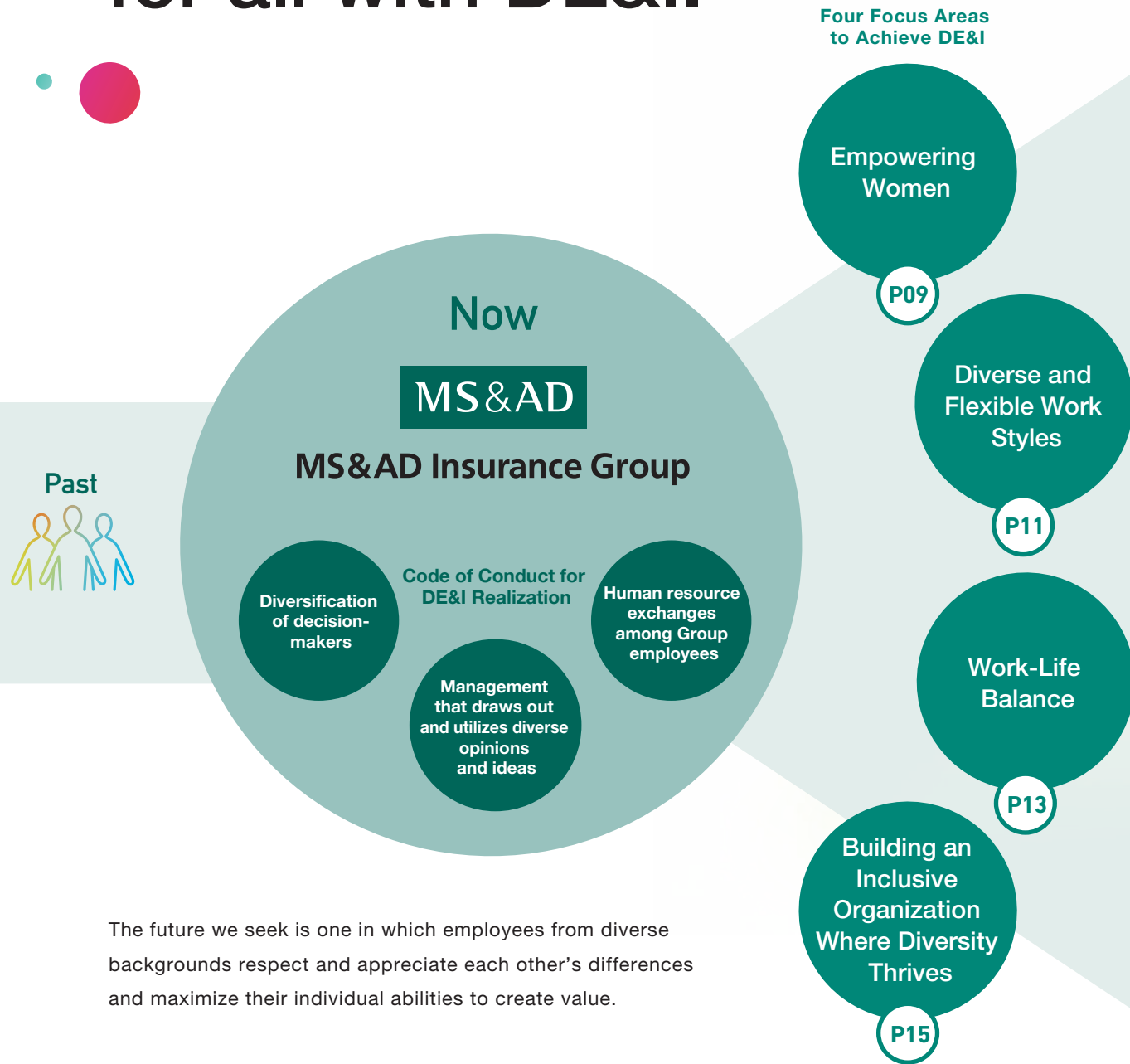
DE&I is not an initiative limited to a single domain, but instead serves as a code of conduct for all MS&AD officers and employees in their interactions with society, which will drive the creation of a better world.



About the Sustainability Committee .....A meeting to discuss the Group’s policies and plans for sustainability initiatives, DE&I promotion, and human resources development. Members include the Chairman, President, and Outside Directors of MS&AD Holdings.

About the DE&I Working Group .....A group consisting of the human resources departments of MS&AD Holdings and the Group’s five domestic insurance companies. This organization meets to share information and exchange opinions on DE&I-related issues, initiatives, and leading-edge case studies.

# Creating a happy future for all with DE&I.



## Our Future Vision Creating a better society by harnessing our differences

A story of DE&I for achieving our future vision



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# Evolving Diversity & Inclusion (D&I) with an Equity (E) perspective to create DE&I

To create an environment in which diverse employees can truly demonstrate their abilities, create new innovations, and enhance corporate value, we have incorporated a perspective of equity into diversity & inclusion (D&I), creating DE&I that we will advance going forward.

2018

Group D&I promotion system established

1

Appointed an Executive Officer in charge of D&I promotion

2

Established the intra-Group D&I Working Group

3

Designated ambassadors to collect opinions from the field

New system establishment accelerated processes and helped to implement measures to better utilize diversity

2019

Executed and enhanced D&I

1

Shared information on the current status and best practices of D&I at each company to strengthen inter-company collaboration

2

Accelerated D&I promotion by addressing common Group themes

2020-2022

Permeated and entrenched D&I

1

Diversification of decision-makers

- Established positions for female deputy general managers
- Appointed external human resources, strengthened mid-career recruitment

2

Management that draws out and utilizes diverse opinions and ideas

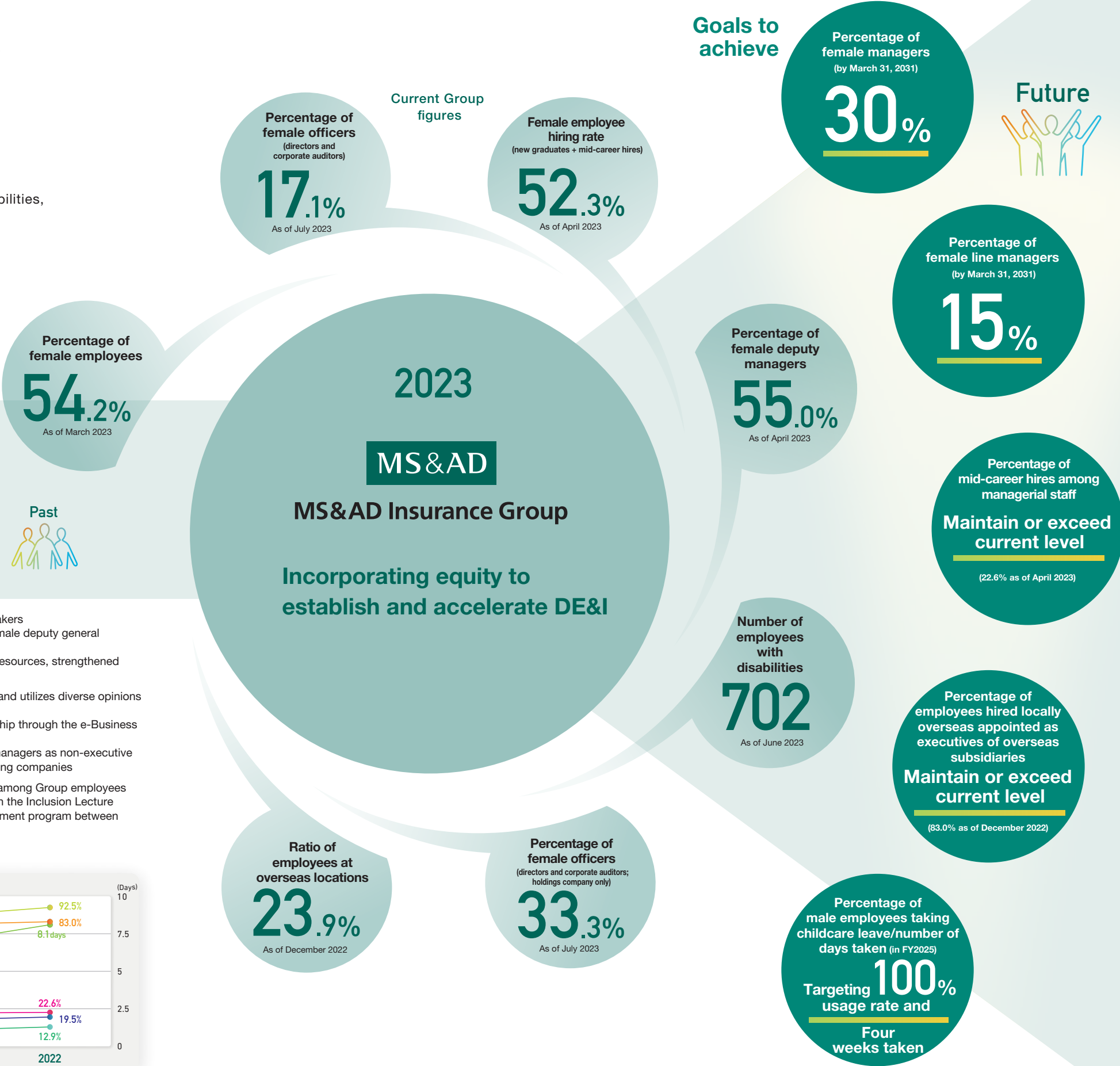
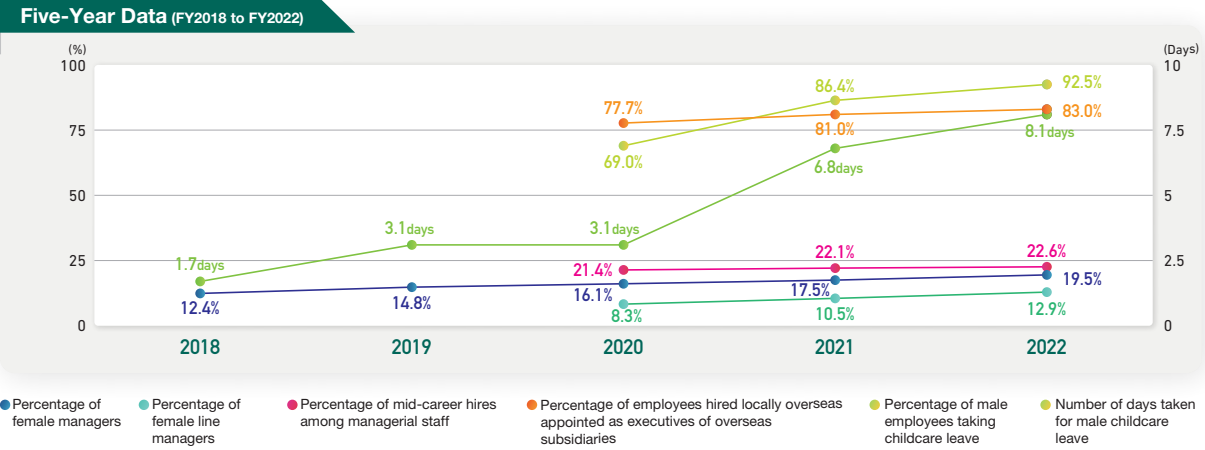
- Developed inclusive leadership through the e-Business Seminar
- Appointed female general managers as non-executive directors of affiliated operating companies

3

Human resource exchanges among Group employees

- Exchanged opinions through the Inclusion Lecture
- Post Challenge open recruitment program between Group companies

Past



# Numerous efforts to create DE&I

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Nursery matching service

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Inclusion Experience through the Inclusion Experience Lecture

Clover Salon



# Empowering Women

The MS&AD Group believes that it is important for both the growth of employees and their companies that female employees take on challenges in jobs and roles that offer them greater opportunities for success while utilizing their strengths and qualities. In order to realize diversity in the decision-making process, each Group company offers a variety of programs and extensive training programs for women at various levels, thereby supporting the career development of female employees and encouraging their further advancement.

## Creating an Environment for Empowering Women

### Cultivating Female Officers

Group-Wide

As of July 2023, the percentage of women at MS&AD Insurance Group Holdings, Inc. (directors and Audit & Supervisory Board members) was 33.3%, achieving our goal of 30% or more by the end of FY2025. In addition, this percentage when also including executive officers was 24.1% as of July 2023. To achieve our goal of 30% or more by the end of FY2030, the Group is implementing leadership development training for female managers and a mentor system.

In addition, we have joined the 30% Club Japan, a global campaign to encourage the appointment of female officers.



### Appointing Non-Executive directors to Directly Held Affiliated Companies

HD

We appoint female general managers as non-executive directors of directly held affiliated operating companies to provide them with opportunities to gain experience in decision making at the management level. The host affiliate companies also gain new insights from the female general managers, who come from a variety of backgrounds. To date, 28 such directors have been appointed.

### Newly Establishing Female Deputy General Manager and Deputy Line Manager Positions

MS AD

We have newly created the posts of female deputy general manager and deputy line manager. We will cultivate female managers with promise to become line managers through experiencing work where they are provided responsibility and authority, aiding diversification at the decision-making level.

#### Initiatives at Mitsui Sumitomo Insurance

Since April 2023, we have been offering the FB Advanced Program (FAP), a training program for female deputy branch managers and deputy general managers, with the aim of enhancing their perspectives and helping them become human assets capable of grasping the fundamental essence of whatever they are facing.

#### Initiatives at Aioi Nissay Dowa Insurance

In addition to the post of deputy general manager, the new post of deputy line manager was created in April 2023 to strengthen the appointment of women to the posts of section branch manager and service center manager (line manager positions). Since this new establishment, a total of 44 female employees were appointed to these posts. To support the success of new postings, we hold meetings where deputy general managers and deputy line managers can network and interact.

## Support Systems and Programs for Women's Career Advancement

### Manager Training System

AD

Our manager training system, which started in FY2022, is a training program that uses a sponsorship scheme approach based predominantly on on-the-job training (OJT), for the purpose of encouraging diversification among decision makers. Participants take on partial duties of a department/branch or line manager, fostering new mindsets as their deputies. In FY2023, more than 100 line manager candidates participated in the program. In addition to on-the-job training at the front line, they acquired management knowledge through training by external instructors and built interpersonal networks among colleagues at exchange meetings linked to the training. We have created a company-wide support system for these trainees, including holding kick-offs with participation from top management.

#### Participant Feedback

This program instilled in me the resolve to cherish the opportunity to challenge myself. I was truly encouraged when the President said, "there is no precedent for success or failure when you take on a new challenge; you simply travel the path you believe is best," and appreciated being able to share my thoughts with other participants.



Keiko Asuma  
Aioi Nissay Dowa Insurance  
Deputy Branch Manager,  
Saitama Branch,  
General Manager,  
Saitama 3rd Branch Office

### Mentor System

HD MS AD MSA Life

We have introduced a mentor system in order to help promote more women into positions of management and to reform the awareness of our officers and departmental general managers. This system supports the career development of female employees and newly appointed line managers by assigning them officers, general managers and female line managers to act as mentors and counselors. These mentors and counselors are not direct superiors to the female employee in question within their own departments. In addition, holding company officers are assigned as mentors to female general managers who are to be appointed as non-executive directors to directly held affiliated companies, offering advice to help them fulfill their role as a director on issues such as how to look at problems from a management perspective.

### Self-Development Leave System

MS

In order to help our employees realize their envisioned careers, in FY2020 we newly established the Self-Development Leave System, which grants leaves of absence to employees who seek to study abroad at or otherwise attend universities, graduate schools, and other similar institutions at their own expense.

### Women's Empowerment Training

MSP Life

We offer training to enhance the leadership skills of female employees. Until FY2022, this training was aimed at rapid promotion of female employees to management positions. This year, however, the program aims to help employees develop their future careers and bring out new possibilities in them by confronting their own characteristics, values, and lifestyle, and learning about the leadership style that suits them best.



A women's empowerment training session

### Association of Female General Managers

Group-Wide

In order to create a pipeline for the continuous development of female officer candidates, we have established the Association of Female General Managers consisting of more than 90 female general managers from Group companies. This association meets to exchange opinions with officers from other companies and for seminars by outside lecturers. The association also sends out encouragement to junior female employees through the Group's shared public relations website. Some members have been appointed as non-executive directors of directly held affiliated operating companies to learn management-level decision-making.

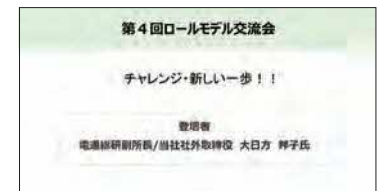


A meeting of the Association of Female General Managers

### Role Model Exchange

Group-Wide

Since FY2021, we have been holding Role Model Exchange sessions in order to allow employees with limited job transfer experience and young members of staff to broaden their horizons by interacting with role models and other participants, and to provide them with an opportunity to consider their careers in a positive light. Sessions are conducted jointly by the HR Department and front-line management departments in the form of online exchange sessions, which are presented by employees selected to speak on each topic.



Theme of the 4th Role Model Exchange

### Showa Women's University Career College

MS AD

This program allows employees to attend Showa Women's University's school for the cultivation of next-generation leaders, a program where they will learn about female leadership. The program aims not only to instill a managerial perspective, but also to cultivate the ability to take a broad view of one's own career and changes in society, and to utilize one's strengths as a female manager in order to be successful.

# Diverse and Flexible Work Styles

The MS&AD Group is creating a workplace environment in which employees can work with motivation and succeed, and one that links the diversity of the Group to the enhancement of corporate value. For example, we encourage diverse and flexible work styles through efficient business operations utilizing remote work, introduction of job-type employment, relaxation of restrictions on side and concurrent employment, and allowing employees to choose whether or not to relocate according to their career vision and life events.

## Transforming Mindsets

### Transforming Mindsets of Officers and Employees

Group-Wide

Since FY2021, we have been holding seminars led by Group officers and attended by Group company employees as a forum to practice and experience inclusive leadership, defined as expertise for inclusive workplace management that elicits and maximally utilizes diverse opinions. By ensuring psychological safety and exercising inclusive leadership, attending officers work to elicit various opinions based on the participants' diverse knowledge and experiences, creating new insights and value.

#### Feedback from Officers Practicing Inclusive Leadership

Many participants took the initiative in providing comments, bringing new insights and fresh realizations in a way that truly embodies the concept of DE&I.

#### Main Comments from Participating Employees

It was very helpful to have members from different companies with different cultures seriously discussing a single topic, which led to some opinions that were quite different from how we see things in my own company. The session gave me the sense that greater diversity would be beneficial to my company.

### Iku Boss (Work-Life Management Leader)/Department & Branch Diversity Promotion Conference

AD MSA Life

Line managers have taken the lead in making Iku Boss Declarations (declaring their intent to be work-life balance management leaders) and have been putting these into practice in their daily duties.

#### Initiatives at Aioi Nissay Dowa Insurance

Since FY2021, Aioi Nissay Dowa Insurance has been holding department/branch diversity promotion conferences and shared workplace meetings at its departments, branches and other workplaces across Japan, in conjunction with the Engagement Awareness Survey. At these sessions, issues are identified and discussed based on the results of the survey, and efforts are made to improve work fulfillment. Iku Boss Declarations are made at diversity promotion conferences to clarify the goals of departments, branches and workplaces.

#### Initiatives at Mitsui Sumitomo Aioi Life Insurance

In FY2022, MSA Life began having its officers and line general managers make Iku Boss Declarations. We are working to improve the work-life balance of our diverse employees by encouraging them to recognize each other's values and to take childcare leave and other measures.

## Flexible Work Environment

### Remote Work

Group-Wide

Remote work has taken hold as one of the most effective ways to improve productivity. This reduces commuting burdens on employees and provides more opportunities for employees with time constraints, such as those with childcare or nursing care needs.

### Satellite Spaces

AD MSA Life MSP Life

We are creating satellite spaces to diversify employee workspaces, improve time productivity, and make effective use of travel time when traveling on business or otherwise out of the office.

#### Satellite Spaces

- AD Sendai, Tokyo (3 locations), Osaka, Fukuoka
- MSA Life Tokyo
- MSP Life Areas without bases of operation: Sapporo, Kanazawa, Shizuoka, Hiroshima, Takamatsu, Okinawa

## Career Development Support

### Kakehashi (Bridge) Project

AD

This is an initiative that gives participants the challenge of experiencing the work of head office and affiliated companies. Participants can choose from a short-term option, lasting from around half a day to one full day, or a long-term option lasting 3-6 months.

### Remote Work by Head Office Employees (Living in Regional Areas)

AD MSA Life

Employees who live in areas where it is not possible to commute to the head office can work remotely (including at a nearby office) to take on head office duties in order to help advance their careers.

### Employee Classification Changes

Group-Wide

In order to respond to the lofty ambitions of many of our employees who wish to avoid limiting themselves to a career in a single department, and wish to grow by continually facing new experiences and applying themselves to challenging and advanced core work operations, we are developing mechanisms that help employees try out a range of work duties by turning regional employees into all-region employees, and turning contract employees into regional employees, among other similar transitions.

#### Initiatives at Aioi Nissay Dowa Insurance

From October 2023, the former regional and all-region employee classifications have been integrated. At the same time, we have introduced a system that allows employees the flexibility to choose whether or not to relocate in accordance with life events.

#### Initiatives at Mitsui Direct General Insurance

A female contract employee hired at the Customer Service Center Department (Matsuyama) who then switched to a regional and then all-region employee, is now an active member of the Claims Center Department (Tokyo).

### Post Challenge Remote Working

MS

In addition to the Post Challenge open recruitment program that allows employees to transfer to a post or department of their choice for their own career development, a new Post Challenge Remote Working program was established in FY2022 to allow employees to work in head office divisions remotely, without having to relocate.

### Career Design Training

MS AD

This training is designed to help participants reaffirm their own past experiences and values, and to proactively consider their future roles and values in their careers.

### Career & Life Design Training

MS AD

The training is designed to help participants reflect on their past, reaffirm their own experiences and values, and consider their roles and values in their second careers.

### Cross-Industry Interaction Training

MS AD MSA Life

This is a training program to deepen exchanges with people who are active in various industries while exchanging business-related information.

### MSA Business School

MSA Life

Participants are able to gain specialized knowledge and skills in management and business. This program aims to cultivate business professionals and leaders with advanced business and leadership skills.

### General Employee Classification Changes

MS

For regular employees, in the past we provided two different types of work transfers, the "standard type," which transfers employees to different areas within a set region at set intervals, and the "national type," which expands the scope of transfers to all of Japan. Starting in April 2022, we added the new "global type," which allows employees to partake in training and new appointments at overseas entities. By limiting, as a general rule, the relocation and transfer period to three years, and making it possible for employees to engage in bi-directional transfers with general (area) employees limited to their original work regions (areas), the program helps broaden the scope of employees' careers to include international opportunities and gain experience whether at home or abroad, while also allowing them to balance their work lives with life events like childcare and nursing care.

#### Feedback from Employees Changing to the Global Type

I changed my employee classification to experience new challenges overseas using the experience I had gained in Japan. Working overseas, I face constant surprise and questions because of the different cultures and values. Although the environment in both work and private life is very different from that in Japan, I have been able to spend a fulfilling training period, developing an international perspective and learning a wide variety of things.



Yayoi Fushimi  
Mitsui Sumitomo Insurance  
Human Resources Department Trainee  
(Hong Kong)

### Manager Training Course

MSA Life

This course is designed for participants to acquire and train the skills and knowledge required for management positions.

### Japan Institute for Women's Empowerment & Diversity Management Career Training

AD

We invite and dispatch participants to training programs sponsored by the Japan Institute for Women's Empowerment & Diversity Management so that they can increase motivation, build cross-industry networks, take on the challenge of personal growth, and interact with their peers.



Work-Life Balance

The MS&AD Group has established a system that enables employees to maintain a proper work-life balance, realize value and growth in their work, and learn to work in a vibrant and lively manner. Here, we introduce the Group’s major efforts to enhance the work-life balance of employees.



Life Stage	Main Systems		Support Measures	
Marriage				
Pregnancy to Birth	<ul style="list-style-type: none"><li>● System for changing work regions <span>Group-Wide</span></li><li>● System for rehiring after resignation <span>Group-Wide</span></li></ul> 	 <ul style="list-style-type: none"><li>● Maternity leave <span>Group-Wide</span></li><li>● Career continuation support leave <span>MSA Life</span> This system allows employees to mitigate skill loss by monitoring internal trends and participating in workplace meetings during childcare, nursing care, and medical leave.</li></ul>	<ul style="list-style-type: none"><li>● Working Mom Support Program <span>MS</span> In this program, we help instill an understanding of the importance of communicating with the workplace and maintaining and improving knowledge and skills during maternity leave, ensuring a smooth return to work.</li><li>● Self-learning and understanding of company trends <span>MS AD MSP Life</span> During leave, the company supports self-study through an internal system accessible from the employee's home, and regularly informs the employee of company developments by e-mail or postal mail. This is to help ensure the employee is not too close to or far from company developments and can prepare for their return to work.</li></ul>	<ul style="list-style-type: none"><li>● Childbirth and Childcare Handbook <span>Group-Wide</span></li></ul>
Childcare Leave	<ul style="list-style-type: none"><li>● Childcare leave <span>Group-Wide</span></li><li>● Childcare leave benefits <span>MS MSA Life</span> Separate from unemployment insurance, benefits are available from the seventh month of childcare leave.</li></ul>	<ul style="list-style-type: none"><li>● MS Crowdsourcing <span>MS</span> Temporary work from home during childcare leave (from the sixth month after childbirth) is available.</li></ul>		<ul style="list-style-type: none"><li>● Nursery Hunting (Childcare) Concierge <span>AD</span></li><li>● Kosodate (Parenting) Mirai Concierge <span>MS AD MD</span> Employees can receive childcare support, including providing information on nurseries in their area of choice during their nursery hunting.</li></ul>
Return to Work	  <ul style="list-style-type: none"><li>● Remote work system <span>Group-Wide</span></li><li>● System for changing work regions <span>Group-Wide</span></li><li>● System for rehiring after resignation <span>Group-Wide</span></li></ul>	<ul style="list-style-type: none"><li>● Shortened hours/flex and shift work <span>Group-Wide</span></li><li>● Exemptions and restrictions on overtime work <span>Group-Wide</span></li><li>● Leave for sick child care <span>Group-Wide</span></li><li>● Support benefits for balancing work and childcare <span>MS MSA Life</span> Benefits are available from the time the employee returns to work until the child in question turns three years old.</li></ul> 	<ul style="list-style-type: none"><li>● Roundtable discussions/seminars for those returning to work after childcare leave <span>MS AD MSP Life</span> Roundtable discussions and seminars are held for employees returning to work after maternity or childcare leave to help ease each others' concerns about balancing work and childcare.</li><li>● Company-operated and on-premises nurseries <span>AD</span> To address desires expressed by our employees about wanting to immediately return to work after childbirth or to have a place to leave their child so they can enjoy work with peace of mind, we have concluded contracts with NICHIIIGAKKAN CO., LTD. with respect to their company-operated nursery facilities (Nichii Kids), of which there are 90 locations across Japan. In addition, we have established on-premises nurseries at four locations throughout Japan.</li></ul> 	<ul style="list-style-type: none"><li>● Nursery matching service <span>MS MD</span> A service that allows our employees to use nurseries operated by other companies. We provide employees who are hunting nurseries a series of nursery options, helping them return to work when they wish and balance work and childcare.</li><li>● Pediatrics Online <span>MS</span> This is a remote medical consultation service that provides free consultations with pediatricians via LINE or video calls.</li><li>● Community for balancing childcare and work Kangaroo Café <span>AD</span> This is an internal social media service where employees can communicate with other employees who have concerns about balancing work and childcare.</li></ul> 
Nursing Care	 <ul style="list-style-type: none"><li>● Nursing care leave <span>Group-Wide</span></li><li>● Shortened working hour system <span>Group-Wide</span></li><li>● Flex work <span>MS AD MSA Life MSP Life</span> Only available in head office divisions for AD</li><li>● Shift work <span>MS AD MSA Life MSP Life</span></li><li>● Exemptions and restrictions on unscheduled work <span>MS MSA Life MSP Life</span></li></ul> 	<ul style="list-style-type: none"><li>● Support Handbook for Balancing Work and Nursing Care <span>Group-Wide</span></li><li>● Outside help desks for nursing care and health <span>Group-Wide</span></li><li>● Online seminars about nursing care <span>Group-Wide</span> Knowing that nursing care is something all of our employees will have to face eventually, we provide online seminars that allow employees to learn about nursing care insurance systems and how to achieve a good balance between nursing care obligations and work life, so that they may prepare themselves emotionally and acquire knowledge in advance.</li></ul> 	<ul style="list-style-type: none"><li>● Tomo-Care nursing care community <span>AD</span> This is an internal social media service for sharing information and exchanging opinions about nursing care. Approximately 200 employees participate in the community, including employees who are currently dealing with caregiving or want to prepare for the future.</li><li>● Interview tips <span>AD</span> We prepare and provide materials for supervisors to use when consulting with employees and during goal interviews.</li></ul>	

Promotion of work-life balance

### Encouraging Male Employees to Take One Month of Childcare Leave

Group-Wide

We aim to have male employees take four weeks of childcare leave, and through promotion of initiatives for childcare participation, we will foster diverse values and practice flexible work styles.

Feedback on Childcare Leave

I took one month of childcare leave, beginning the day my wife was admitted to the hospital. I got used to childcare and housework, and we still share responsibility for these even after I returned to work. When I informed my supervisor that we would have a baby, my supervisor didn't blink an eye, asked when I would start my leave, and conducted a smooth handoff to my colleagues without leaving it to the last minute.

Shingo Miyamoto  
Mitsui Sumitomo Insurance  
Financial Corporate 1st Division  
Sales 1st Section

For family understanding of the workplace

### Bring Your Child to Work Day

MD

On Bring Your Child to Work Day, employees' family members are invited to the workplace in order to deepen their understanding of the company and workplace, as well as to promote interaction with workplace members.

For better work-life balance for all employees

### Childcare Leave Workplace Support Allowance (Celebration Bonus)

MS

Though benefits are provided to people who take childcare leave, we also provide a childcare leave workplace support allowance (celebration bonus) to those employees remaining and supporting the workplace during that leave. This is designed to foster a corporate culture in which the entire workplace sincerely celebrates and cheerfully accepts and supports childbirth and childcare.



# Building an Inclusive Organization Where Diversity Thrives

To take advantage of the diversity that is the hallmark of the MS&AD Group, we practice inclusive leadership to operate an inclusive organization that elicits the knowledge, experience, and values of various human assets and utilizes them in organizational decision-making. We also provide opportunities for diversity and inclusive experiences by holding meetings where Group employees can exchange opinions across the Group.

## Empowering Global Human Assets

### Overseas Training System

MS AD

Tomohiro Koshikawa, currently working in Taiwan as an expatriate, has experienced our overseas training system. After joining the company, he worked in the Corporate Sales Department for four years, and then was posted to Taiwan for one year as an overseas trainee, after which he became an expatriate in Taiwan. About his experience, he says, “After joining the company, I wanted to have the opportunity to work overseas in order to acquire global knowledge and values, and I prepared for this by utilizing the global trainee system (see right) and the overseas training system. Although working as an expatriate in a foreign country has many difficulties, I have gained a wide range of experience.”



Tomohiro Koshikawa  
Mitsui Sumitomo Insurance  
Resident Employee, Taiwan

### Global Trainee System

MS

This is a program in which employees work as trainees to acquire adaptability in various business environments to deliver results. Trainees go through simulated experiences of global business in which they work with those from outside Japan and learn about the operations of overseas offices. Trainees are also accepted from overseas entities for mutual training programs. More than 50 employees are dispatched in each of these programs, with over 100 participants in total.



### Global Management Training

MS

This training program for executive management candidates from overseas entities was launched in FY2021. Several Japanese employees also participate, and the group-based interaction among participants with a wide range of nationalities allows everyone to share their expertise from around the world and also learn new leadership skills.

### Secondee System

MS

This is a system whereby employees hired at overseas entities are seconded to our headquarters in Japan for a certain period of time. Around 10 secondees work at the headquarters during a single year. Since the COVID-19-related restrictions on entry to Japan have been lifted, we have resumed acceptance of these secondees. While conducting normal business operations, we are helping to realize collaboration across organizational boundaries, improve the engagement of Group employees, and promote globalization among employees at our headquarters.



## Empowering People with Disabilities, LGBTQ Support, Empowering Seniors

### Hiring and Empowering People with Disabilities

Group-Wide

We endeavor to develop work environments where people with disabilities can find joy in their work, and exercise their capabilities to the fullest. As of June 2023, 2.59% of Group employees are people with disabilities. In June of 2018, we established MS&AD ABILITYWORKS CO., LTD., a Group company with the purpose of hiring and empowering people with disabilities. It primarily hires individuals with mental or intellectual disabilities. No one is perfect at everything, but everyone is good at something, and the company has reflected our corporate philosophy in its name: a company that seeks to help employees exercise their “ability” in their “works.” Through operations that harness the qualities of each employee, such as video production and distribution, digitizing paper documents, and developing office efficiency tools, Abilityworks aims to advance the careers of its employees and contribute to the MS&AD Group through operations that support the employment of people with disabilities at each Group company.

#### Employee Feedback

Since joining the company in 2020 as a new graduate, I have gradually expanded my responsibilities in a secure environment that is considerate of disability traits. I will continue to believe in my potential capabilities, challenge myself in a range of tasks, and continue to grow alongside my colleagues.



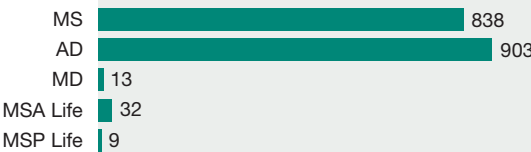
Employee K  
Abilityworks

### Empowering Seniors (Reemployment of Senior Citizens)

Group-Wide

We have established a system to re-employ individuals who have already retired at the legal age of retirement. This system is meant to help elderly employees fully utilize the experience, skills, and capabilities they have worked to build up over their long careers. Employees may continue to work after the legal retirement age, depending on business requirements and the nature of the individual’s work. The system offers various different work patterns with varied work types, working days, and working hours, and is designed to give employees a variety of work style options.

●Number of retired employees re-employed as of April 2023: 1,795 (Total of new and continued employment among the five domestic insurance companies)



### LGBTQ Support

Group-Wide

The MS&AD Group endeavors to create a welcoming work environment for LGBTQ employees that respects their human rights as sexual minorities. In FY2023, we established the Group-wide ALLY\* Community using the Teams collaboration service. This community allows employees to post and share useful information and tips to promote LGBTQ understanding and support. We also intend to hold an open seminar for all Group employees. Furthermore, we are working to deepen our employees’ understanding and foster more diverse perspectives, through exercises such as human rights training programs held throughout the Group.

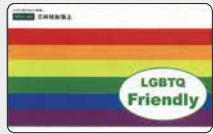
\*Ally: A person who supports those who identify as LGBTQ

A pamphlet distributed within the Group



#### Initiatives at Mitsui Sumitomo Insurance

We distribute ALLY Cards and stickers to LGBTQ seminar attendees and ALLY Community participants. Employees carry around cards and put the stickers on their ID card holders. In these and other ways, we strive to foster an LGBTQ-friendly corporate culture.



An ALLY Card

#### Initiatives at Aioi Nissay Dowa Insurance

Every year, June and November are designated as Rainbow Months, and we utilize the ALLY Community internal social network to exchange information and promote LGBTQ support and understanding.



LGBTQ-ALLY (アライ) コミュニティ

#### Initiatives at Mitsui Sumitomo Aioi Life Insurance

We have established our own ALLY Mind scheme and we give ALLY Cards to consenting employees, encouraging them to carry these cards with their employee ID cards at all times.



An ALLY Card



Empowerment and Inclusion of Diverse Human Assets

Post Challenge Open Recruitment Program between Group Companies

Group-Wide

From FY2023, we have launched the Post Challenge open recruitment program within the Group, in order to expand effective opportunities for employees to experience a diversity of values and perspectives and develop their careers through contact with employees outside their own company. This will also lead to a sense of unity for the Group and the exchange of human assets within the Group.

Appointing External Human Resources, Strengthening Mid-Career Recruitment

Group-Wide

We are working to create an environment that promotes the career development of specialist human assets, including developing a job-type employment system for specialist human assets in areas such as data science and permitting them to take side jobs and concurrent jobs outside their company. To secure specialized human assets, we are not only conducting more mid-career recruitment from among external human assets, but we are also promoting the development of internal human assets who have a good understanding of our Group business.

Permeating Inclusive Leadership through the e-Business Seminar

Group-Wide

A number of Group employees participate in online seminars hosted by officers, where a single theme is discussed for about six months. Through the discussions, the officers learn inclusive leadership and employees experience inclusion. Each seminar involves lively discussion by the officers and employees, as we work to create the foundations of a corporate culture that provides psychological safety and allows for an equitable exchange of opinions. In FY2023, 56 Group employees participated in 10 seminars.



Participant Feedback

The seminar I participated in was themed on creating innovation. It was a forum with psychological safety where all participants could freely express their own identities, resulting in higher motivation and creativity. In the five-month program, I learned a lot through dialogue with the participants, including discovering new ways to innovate.



Hitoshi Ootawa  
Mitsui Direct General Insurance

I applied to join a seminar to learn about business models for online general insurance. Seminar participants had the opportunity to hear about future strategies from the officer leading this seminar and exchange opinions with him about direct customer communication, which broadened our perspectives and provided a good opportunity to interact with those from other Group companies.



Naoko Kaneda  
Mitsui Sumitomo Aioi Life Insurance



Inclusion Experience through the Inclusion Experience Lecture

Group-Wide

The Inclusion Experience Lecture includes sessions by foreign instructors and an online exchange of opinions among the lecture participants. The foreign instructors and diverse Group human assets share their knowledge and experience on a single theme, and frank discussions and exchange of ideas provide an opportunity for new insights and values to be created. FY2023's experience lectures are themed on "Equity."

Clover Salon

MS

This is an online salon where people can connect with others in the same situation, regardless of division, region, gender, or age, and encourage each other to come up with positive solutions and have the courage to take the first step forward. Clover Salons were held 15 times over the course of a year with approximately 280 Group employees participating. Salon themes included childcare, caregiving, and well-being. Employees who had been struggling alone and looking for someone to talk to about them, despite difficulties in talking to those around them, left the salons happier and encouraged that they had found colleagues who faced the same struggles.



Clover Salon Slogan

Three-Year Trends

Officer Indicators	FY2020	FY2021	FY2022	Conditions
All Directors (Female Directors)	54 (6)	57 (9)	57 (9)	● As of July of the following fiscal year ● From FY2021, executive officers include those who concurrently serve as directors
All Inside Directors (Female Inside Directors)	41 (1)	39 (1)	39 (1)	
All Corporate Auditors (Female Corporate Auditors)	25 (3)	25 (3)	25 (5)	
All Executive Officers (Female Executive Officers)	88 (5)	132 (8)	136 (8)	
All Directors (Female Directors)	10 (2)	11 (3)	11 (3)	● Holdings company data (non-consolidated) ● As of July of the following fiscal year ● From FY2021, executive officers include those who concurrently serve as directors
All Inside Directors (Female Inside Directors)	6 (0)	6 (0)	6 (0)	
All Corporate Auditors (Female Corporate Auditors)	4 (2)	4 (2)	4 (2)	
All Executive Officers (Female Executive Officers)	15 (2)	20 (2)	20 (2)	
Employee Indicators	FY2020	FY2021	FY2022	Conditions
All Managers (Female Managers)	6,305 (1,017)	6,036 (1,054)	5,832 (1,138)	● As of April of the following fiscal year
All General Managers (Female General Managers)	1,271 (63)	1,229 (64)	1,200 (78)	
All Section Managers (Female Section Managers)	5,034 (954)	4,807 (990)	4,632 (1,060)	
All Line Managers (Female Line Managers)	1,827 (151)	1,716 (180)	1,634 (211)	
All Deputy Managers (Female Deputy Managers)	5,555 (2,714)	5,782 (3,022)	5,897 (3,245)	● As of March of the fiscal year
All Employees (Female Employees)	32,002 (17,042)	30,724 (16,540)	29,030 (15,732)	
Promotion Indicators	FY2020	FY2021	FY2022	Conditions
Promotions from Executive Officer to Inside Director (Of which, Promotions for Women)	—	4 (1)	7 (0)	● Promotions during the fiscal year (April to March)
Promotions from General Manager/Associate Director to Executive Officer (Of which, Promotions for Women)	—	20 (3)	24 (1)	
Promotions from Section Manager/Assistant General Manager to General Manager (Of which, Promotions for Women)	—	185 (17)	165 (11)	
Promotions from Deputy Manager to Section Manager (Of which, Promotions for Women)	—	378 (129)	372 (129)	
Promotions from Chief Clerk/Supervisor, etc., to Deputy Manager (Of which, Promotions for Women)	—	729 (476)	766 (541)	
Continuous Service Indicators	FY2020	FY2021	FY2022	Conditions
Average Years of Continuous Service (Male)	14.4 years	14.9 years	15.0 years	● As of March of the fiscal year
Average Years of Continuous Service (Female)	12.6 years	13.1 years	13.5 years	
Percentage of Employees Taking Childcare Leave (Male)	69.0%	86.4%	92.5%	
Percentage of Employees Taking Childcare Leave (Female)	95.0%	96.1%	99.5%	● Average during the fiscal year (April to March)
Average Number of Days Taken for Childcare Leave (Male)	3.0 days	6.8 days	8.1 days	
Percentage of Female Regular Employees Returning from Childcare Leave	—	94.3%	94.1%	
Total Employee Turnover (Female Turnover)	870 (620)	1,068 (741)	1,107 (778)	● As of March of the fiscal year
Percentage of Annual Paid Leave Taken	68.1%	74.3%	74.6%	● Average during the fiscal year (April to March)
Average Number of Days of Annual Paid Leave Taken	15.0 days	16.3 days	16.4 days	
Average Number of Overtime Hours Worked in Excess of Legal Limits per Month	15.5 hours	16.3 hours	21.6 hours	
Recruitment Indicators	FY2020	FY2021	FY2022	Conditions
All New Graduate Hires (Female Hires)	596 (388)	459 (295)	460 (266)	● New joiners in April of each following fiscal year
All Mid-Career Hires (Female Hires)	350 (230)	190 (112)	309 (136)	● New joiners during the fiscal year (April to March)
Percentage of Mid-Career Hires among Managerial Staff	21.4%	22.1%	22.6%	● As of April of the following fiscal year
Global Indicators	FY2020	FY2021	FY2022	Conditions
Number of Consolidated Group Employees	41,501	39,962	38,584	● Domestic: As of March of the fiscal year ● Overseas: As of December of the fiscal year
Ratio of Employees at Overseas Locations	22.2%	22.4%	23.9%	● As of December of the fiscal year ● Employees of overseas consolidated subsidiaries
Number of Employees at Overseas Locations	9,230	8,943	9,217	
Percentage of Employees Hired Locally Overseas Appointed as Officers of Overseas Subsidiaries	77.7%	81.0%	83.0%	
Indicators for People with Disabilities	FY2020	FY2021	FY2022	Conditions
Percentage of Employees with Disabilities	2.49%	2.55%	2.59%	● As of June of the following fiscal year
Number of Employees with Disabilities	730	716	702	



# Our Resolve Toward Greater DE&I



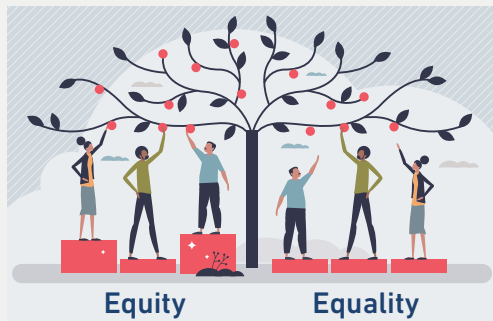
**Naomi Motojima**  
Managing Executive Officer  
Group Chief Sustainability Officer  
Group Officer in charge of DE&I

### DE&I also supports well-being

There are differences between every single one of us. The essence of DE&I is that we become stronger by harnessing these differences. This is why we have been working on DE&I as a foundation for innovation. Innovation cannot come from an organization of only like-minded people whose minds follow a single pattern. What is needed is an organization where different experiences, values, and ideas can clash in a healthy way to create something new and suited to the situation.

Meanwhile, when people's differences are accepted as they are, and when people are accepted as they are, everyone can feel that they are living in a way that is true to their feelings and values, which brings them closer to a state of well-being. In a situation where the organization is made up not of the same kind of people, but of a variety of people—such as those with different ideas and backgrounds—and of many people with

### Equity: The Key to Evolving D&I into DE&I



different circumstances limiting time and location, it will seem like a natural thing that each person is different and has their own circumstances. In these situations, everyone can be themselves without feeling guilty.

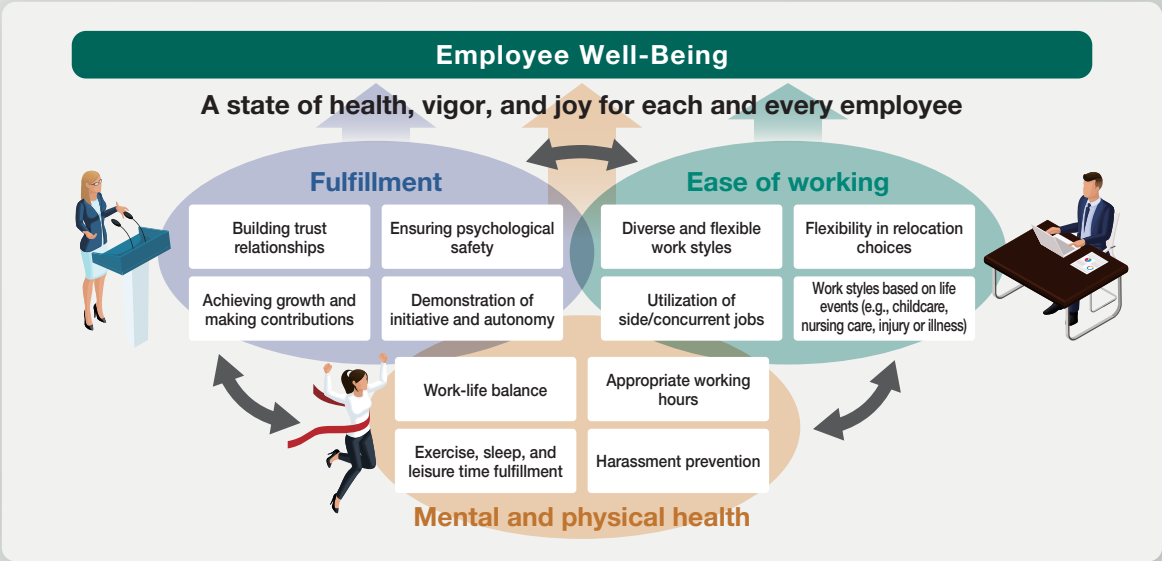
I believe that DE&I is a foundation that not only supports innovation, but also supports well-being.

### Incorporating Equity to Reach a New Stage

The MS&AD Group has employees with diverse experiences, backgrounds, values, and perspectives. In order to enable each individual to truly demonstrate their strengths and individuality, we have adopted equity as a new perspective, evolving our diversity and inclusion efforts into diversity, equity, and inclusion (DE&I). We will thoroughly explore

what barriers and unconscious biases create the various prejudices that arise in current systems and operations, and implement concrete measures one by one, such as changing attitudes and revising systems to overcome these barriers. Going forward, we will go beyond simply maintaining and improving existing initiatives, striving ahead with courage and perseverance.

We would like to apply the perspectives on resolving inequities built up through our series of processes, using this to improve the overall business operations of the MS&AD Group as well as our products and services. I am convinced that the accumulation of these efforts will bring about a society that embodies DE&I.



## MS&AD MS&AD Insurance Group Holdings, Inc.

### Key Awards from the Government and Public Offices

Ministry of Economy,  
Trade and Industry,  
Nippon Kenko Kaigi  
Certified Health & Productivity  
Management Outstanding  
Organization (White 500)

\*1, \*2, \*4, \*6



Ministry of Economy,  
Trade and Industry,  
Nippon Kenko Kaigi  
Certified Health & Productivity  
Management Outstanding  
Organization

\*3, \*5



Ministry of Health,  
Labour and Welfare  
Platinum Kurumin Certification

\*1, \*3, \*4



Ministry of Health,  
Labour and Welfare  
Grade 2 of the Eruboshi Certification  
based on the Act on Promotion of  
Women's Participation and  
Advancement in the Workplace

\*1, \*2, \*4



Ministry of Health,  
Labour and Welfare  
Kurumin

\*1, \*2, \*3, \*4

Cabinet Office  
Award for Leading Companies  
where Women Shine

\*1



Ministry of Internal Affairs and  
Communications  
Minister of Internal Affairs and  
Communications Award  
for the Top 100  
Telecommuting Pioneers

\*1



Ministry of Health,  
Labour and Welfare  
Grand Prize in the Excellent  
Workplace Award

\*1



Ministry of Economy,  
Trade and Industry  
Diversity Management  
Selection 100

MS (Certified 7 times)

AD (Certified 5 times)

MD (Certified 2 times)

MSA Life (Certified 3 times)



\*1 MS, \*2 AD, \*3 MD, \*4 MSA Life, \*5 MSP Life, \*6 Holdings