

Diversity & Inclusion

D & I Promotion Report 2022





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Message from the Group CEO

Sustainability challenges, including climate change and human rights issues, are having a huge impact not only on society, but also on the continuity of corporate activities. Furthermore, the global economy is facing greater uncertainty due to the recent COVID-19 pandemic and rapid changes in the international order.

For companies to realize sustainable growth in this kind of environment, they require the creation of new value, improvements to productivity, and fundamental reforms to business models realized by DX (digital transformation), and will be expected to come up with many innovative ideas.

The MS&AD Group has been basing its management on the CSV model since its medium-term management plan "Vision 2021" started in 2018, helping to solve social issues in conjunction with its stakeholders while promoting efforts for our Group to grow. Since 2020, we have been augmenting CSV with DX, and we have launched a strategy combining CSV, DX and global initiatives (CSV×DX×Global) to promote this approach on a global scale. This CSV×DX×Global strategy is the cornerstone of the 2022-2025 medium-term management plan, which started this fiscal year, and we hope that pursuing CSV in all areas of our business will produce results that lead to long-term growth.

D&I (Diversity & Inclusion) is the engine and foundation that will drive this.

The core of D&I is to create an environment in which employees can continue to work and thrive. Growth of the company is achieved by each and every employee growing and demonstrating their full potential. Moreover, D&I is also a corporate culture that welcomes differences of opinion and healthy rivalry. Indeed, it is precisely this kind of corporate culture that creates innovation and produces the best solutions.

There is no magical solution to ensure that D&I is fully assimilated. We are working hard to make steady efforts to change the mindset of all our employees, to ensure diversity among our decision makers, and to have all our leaders study inclusive leadership, while fostering a corporate culture that encourages spontaneous ingenuity in all areas of business.

President-Director and Group CEO
MS&AD Insurance Group Holdings, Inc.

Noriyuki Hara

Noriyuki Hara



D&I Promotion by the MS&AD Group

• Our Aspirations

1. Diversification among decision makers
2. Management who can extract and optimize a diverse range of ideas and opinions
3. Human asset exchanges among Group employees

• Themes of Common Group Initiatives

At the MS&AD Group, we establish common themes for our Group initiatives, and continue enhancing our D&I initiatives.

Establishing Environments Which Enable Our Employees to Continue Working and Thrive

We will establish an environment where employees can work and thrive for a long time, where we do not lose employees to unwanted departures caused by life events and avoid loss of personnel.

Creating Workplaces Where Diverse Opinions Are Actively Expressed

In order to incorporate diverse values and opinions into our decision-making, we require an environment and management that let each individual worker feel free to express their opinions.

Overcoming Unconscious Biases on the Part of Members of Management

The unconscious biases of members of management create gaps in providing opportunity, as well as gaps in the experience and capabilities of their subordinates, and we must understand that these biases become factors that hinder the success of our employees, and learn to control them.

Deepening Understanding of People with Disabilities, LGBTQ Individuals, and Other Similar Peoples, and Promoting Efforts so They Can Work and Thrive in Harmony

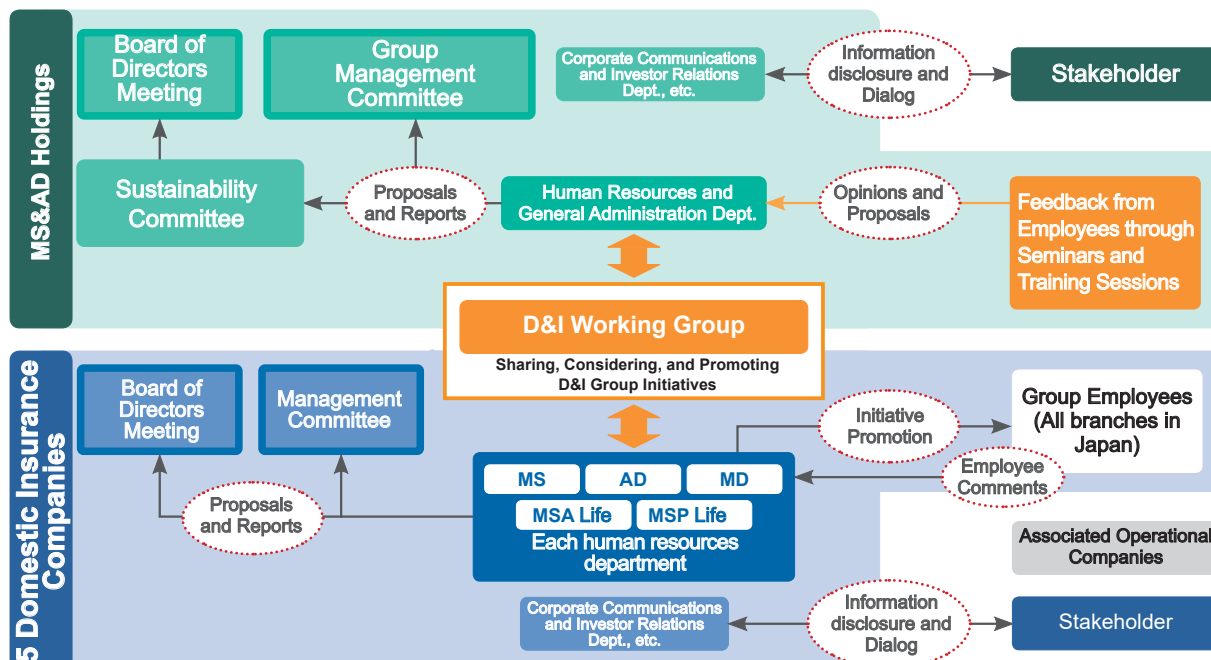
In order to sustainably expand the Group, we will work to establish a diverse workforce wherein all employees can work in harmony, regardless of gender, nationality, disability, or status as a member of the LGBTQ community.

Company Name		Abbreviation
MS&AD Insurance Group Holdings, Inc.		HD
MS&AD Group Five domestic insurance companies	Mitsui Sumitomo Insurance Co., Ltd.	MS
	Aioi Nissay Dowa Insurance Co., Ltd.	AD
	Mitsui Direct General Insurance Co., Ltd.	MD
	Mitsui Sumitomo Aioi Life Insurance Co., Ltd.	MSA Life
	Mitsui Sumitomo Primary Life Insurance Co., Ltd.	MSP Life

● D&I Promotion System

As a Group that will expand on both a domestic and international scale, we will expand our D&I initiatives with a global perspective.

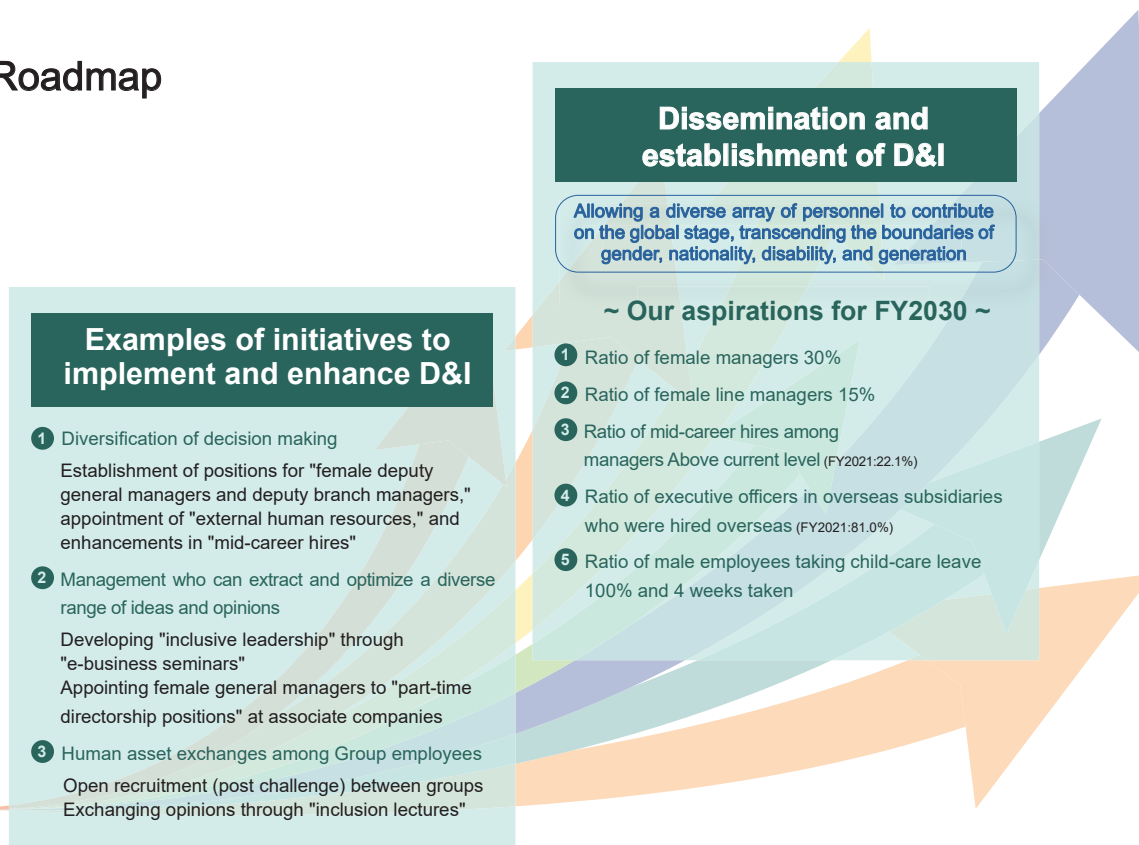
In collaboration with MS&AD Holdings and 5 domestic insurance companies, everyone, from members of management to employees across Japan, is working together to advance D&I in the Group.



Sustainability Committee: A meeting body that deliberates on initiative policies and plans for Group sustainability, D&I promotion, policies and plans to improve the capabilities of our human resources, and other matters. Membership comprised of Chairman, President, and outside directors of MS&AD Holdings, among others.

D&I Working Group: This group is comprised of the human resource departments of MS&AD Holdings and the 5 Domestic Insurance Companies, and shares information and exchanges opinions regarding D&I issues, initiatives and advanced cases, etc.

● Roadmap



Current Group Figures ^{*1}

Ratio of Female Officers
(directors/corporate auditors)

14.6%

As of July 2022

Ratio of Female Employees

53.8%

As of March 2022

HD only
Ratio of Female Officers
(directors/corporate auditors)

33.3%

As of July 2022

Ratio of Female Deputy Managers

52.3%

As of April 2022

Female Employee Hiring Rate
(New graduates and mid-career hires)

62.7%

As of April 2022

Ratio of Global Employees

22.4%

Employees of Overseas Consolidated Subsidiaries
As of December 2021

Number of Employees with Disabilities

716

As of June 2022

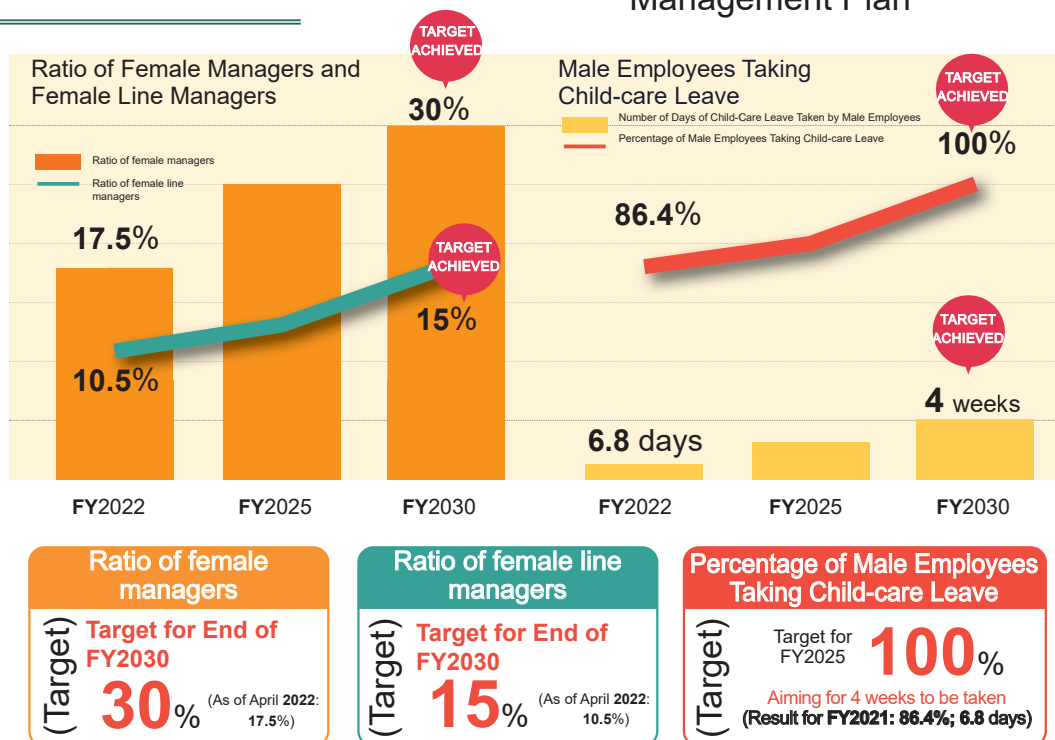
*1 MS&AD Holdings + 5 Group insurance companies in Japan

Three-year trends (as of March in each fiscal year *Conditions change per each item)

● Indicators concerning directors, Audit & Supervisory Board Members, and executive officers	FY2019	FY2020	FY2021	Conditions
Number of Male and Female Directors (Number of Female Directors in Parentheses)	59 (4)	54 (6)	57 (9)	<ul style="list-style-type: none"> As of July of the following fiscal year From FY2021, executive officers include directors and executive officers
Number of Male and Female Inside Directors (Number of Female Inside Directors in Parentheses)	48 (0)	41 (1)	39 (1)	
Number of Male and Female Audit & Supervisory Board Members (Number of Female Audit & Supervisory Board Members in Parentheses)	25 (3)	25 (3)	25 (3)	
Number of Male and Female Executive Officers (Number of Female Executive Officers in Parentheses)	85 (3)	88 (5)	132 (8)	
Number of Male and Female Directors (Number of Female Directors in Parentheses)	12 (2)	10 (2)	11 (3)	<ul style="list-style-type: none"> HDOnly As of July of the following fiscal year From FY2021, executive officers include directors and executive officers
Number of Male and Female Inside Directors (Number of Female Inside Directors in Parentheses)	7 (0)	6 (0)	6 (0)	
Number of Male and Female Audit & Supervisory Board Members (Number of Female Audit & Supervisory Board Members in Parentheses)	4 (2)	4 (2)	4 (2)	
Number of Male and Female Executive Officers (Number of Female Executive Officers in Parentheses)	15 (1)	15 (2)	20 (2)	
● Indicators concerning promotions				
Numbers Promoted from Executive Officer to Inside Director (Number of Females in Parentheses)	-	-	4 (1)	Regular promotions in April 2021 + promotions during the fiscal year to March 31, 2022
Numbers Promoted from General Manager/Associate Director to Executive Officer (Number of Females in Parentheses)	-	-	20 (3)	
Numbers Promoted from Section Manager/Assistant General Manager to General Manager (Number of Females in Parentheses)	-	-	185 (17)	
Numbers Promoted from Deputy Manager to Section Manager (Number of Females in Parentheses)	-	-	378 (129)	
Numbers Promoted from Chief Clerk/Supervisor, Etc., to Deputy Manager (Number of Females in Parentheses)	-	-	729 (476)	
● Indicators Concerning Promotion to Management				
Number of Male and Female Members of Management (Number of Female Members of Management in Parentheses)	6,390 (944)	6,305 (1,017)	6,036 (1,054)	As of April in each following fiscal year
Number of Male and Female General Managers (Number of Female General Managers in Parentheses)	1,233 (53)	1,271 (63)	1,229 (64)	
Number of Male and Female Managers (Number of Female Managers in Parentheses)	5,157 (891)	5,034 (954)	4,807 (990)	
Number of Male and Female Line Managers (Number of Female Line Managers in Parentheses)	-	-	1,716 (180)	
● Indicators Concerning Promotions and Hiring				
Number of Male and Female Assistant Managers (Number of Female Assistant Managers in Parentheses)	5,232 (2,315)	5,555 (2,714)	5,782 (3,022)	As of April in each following fiscal year
Number of Male and Female Employees (Number of Female Employees in Parentheses)	32,091 (16,803)	32,002 (17,042)	30,724 (16,540)	

Target Numbers (Domestic)

KPIs in Group Medium-Term Management Plan



● Indicators concerning continued employment	FY2019	FY2020	FY2021	Conditions
Average Number of Years of Service (Male)	14.0 years	14.4 years	14.9 years	
Average Number of Years of Service (Female)	12.3 years	12.6 years	13.1 years	
Percentage of Employees Taking Child-care Leave (Male)	64.6%	69.0%	86.4%	
Percentage of Employees Taking Child-care Leave (Female)	98.7%	95.0%	96.1%	
Average Number of Days of Child-care Leave (Male)	3.1 days	3.0 days	6.8 days	
Ratio of Full Time Female Employees Returning to Work After Child-Care Leave	-	-	94.3%	
Number of Male and Female Employees Who Left Their Jobs (Number of Female Employees in Parentheses)	943 (697)	870 (620)	1,608 (741)	
Rate of Annual Paid Leave Taken	67.5%	68.1%	74.3%	
Average Number of Days of Annual Paid Leave Taken	15.7 days	15.0 days	16.3 days	
Average Number of Overtime Hours Worked in Excess of Legal Limits per Month	14.4 hours	15.5 hours	16.3 hours	
● Indicators concerning hiring				
Number of Male and Female Employees (New Graduates) Hired (Number of Female Employees Hired in Parentheses)	861 (570)	596 (388)	459 (295)	Joined company in April of each following fiscal year
Number of Male and Female Employees (Mid-Career) Hired (Number of Female Employees Hired in Parentheses)	407 (225)	350 (230)	190 (112)	Joined company between April through March of each fiscal year
Ratio of Mid-Career Hires Among Managers	-	-	22.1%	(Target) Higher than current level
● Global indicators				
Number of Employees	41,582	41,501	39,962	Group Consolidated
Ratio of Overseas Employees, etc.	22.2%	22.2%	22.4%	Employees of Overseas Consolidated Subsidiaries
Number of Overseas Employees	9,236	9,230	8,943	
Ratio of Executive Officers in Overseas Subsidiaries Who Were Hired Overseas	-	-	81.0%	(Target) Higher than current level
● Indicators concerning people with disabilities				
Hiring Rates of Employees with Disabilities	2.43%	2.49%	2.55%	As of June in each following fiscal year
Number of Employees with Disabilities	727	730	716	

Initiatives and Systems for Promoting the Career development of Women

Women make up more than half of all employees in the **MS&AD** Group. We believe that encouraging women to make the most of their strengths and characteristics by taking on challenges in their jobs and roles to enjoy active careers will lead to diversification among our decision makers and allow the company to grow. Each of our Group companies provides various systems and a rich array of training programs for women of all grades, which are used to support career development and encourage further success among our female employees.

Realizing and Training Female Executive Officers

Group-Wide

In May of 2019, we enrolled in "30% Club Japan," a global campaign meant to help realize greater numbers of female executive officers. For the Holding Company, we have been able to achieve our target for female members of the Board of Directors (directors and corporate auditors) of "at least 30% by the end of FY2025" ahead of schedule, with a figure of 33.3% as of July 2022. Furthermore, 24.1% of all officers, including directors, corporate auditors and executive officers, were female as of July 2022, and we are promoting the appointment of female officers in a bid to achieve the target of "30% by then end of FY2030."



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, who are not direct superiors to the female employee in question within their own departments.

Share-holding executives become mentors to female general managers who are to be appointed as non-executive directors to directly owned associate companies, offering advice to enable them to fulfill their role as director on issues such as how to look at problems from a management perspective.

From this fiscal year, Aioi Nissay Dowa Insurance Co. will be expanding the scope of mentee eligibility to less senior levels in a bid to expand the pool of female candidates for managerial positions, and will also be working on a mentor system with female line managers as the mentees.

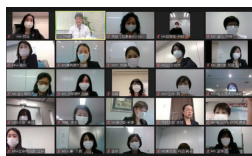
What is a "mentor?"

Mentors are members of management who work with employees one-on-one, listen to them, provide them with objective advice regarding how to move their career development forward and how best to think about their life plans, and otherwise provide guidance and advice so that the employees can progress in their lives and careers with optimism. The employees working with their mentors are called "mentees."

Association of Female Group General Managers

Group-Wide

We are working to train and produce female executives through our cross-Group network of female general managers, including offering joint training with other companies, as well as opportunities to meet with executive officers to exchange opinions, and promoting female employees to part-time directorship positions at our associate companies.



Meetings for exchanging opinions with Group domestic insurance company officers

Appointment of Non-Executive Directors to Directly Owned Associate Companies

HD

We dispatch female general managers to associate companies as non-executive directors to give them the opportunity to gain experience in decision-making at management level. The program started in FY2019 and to date we have dispatched 20 employees to seven associate companies. The associate companies to which the employees are dispatched also gain new insights from the female general managers, who have a variety of different backgrounds.

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. Taking on some of the duties of a department/branch or line manager and acting as a deputy responsible for overseeing the manager's workplace, helps to foster a sympathetic mindset. Furthermore, holding starter events and networking sessions etc., that include management participation, helps to deepen the bonds between members and provide support for the company as a whole.



Newly established posts for female deputy general managers, deputy branch managers and deputy line managers

MS

AD

In July 2021 Mitsui Sumitomo Insurance set up new posts for female deputy branch managers/deputy general managers. By training female members of management who can oversee line managers based on work experience couched in responsibility and authority, we will be able to further diversify our decision-making personnel.

Aioi Nissay Dowa Insurance Co., will set up new posts for deputy branch managers/deputy line managers from April 2023.

Role Model Exchange Sessions

AD

Since FY2021, we have been holding Role Model Exchange Sessions in order to allow regional employees and young members of staff with little job transfer experience to broaden their horizons by interacting with role models and participants, and to provide them with an opportunity to consider their careers in a positive light, moving forward. Sessions are conducted jointly by the HR Department and front-line management departments in the form of on-line exchange sessions, which are presented by employees chosen for their expertise in the topic in question. Questionnaires distributed after the sessions have shown a high level of satisfaction, with many positive comments.

Training for Promoting the Career Development of Women

MSP Life

In order to help develop female employees who will take on roles in management in the future, we offer training meant to enhance the leadership skills of participants. The program helps its participants understand the roles management members are expected to play, and what it is the company expects of them in such positions, and works to help participants contribute as leaders at an early stage.

Comments from Participants

I always had the impression that it was the job of a leader to pull their teams along, but I learned that it's perfectly fine to have many different ideas of what a leader should be, and even that there is no right answer to that question. Going forward, I want to work to be the type of leader I'm best suited to being.

Meetings for Female Employees to Exchange Experiences

MSA Life

We hold meetings where participating employees can interact with female employees (role models) who have experience in a variety of careers and work styles, such as "branch manager operations" and "balancing work and childcare," allowing them to think about broadening their horizons and developing their careers.

Career Design Training

MS

MSA Life

We offer career design training meant to help participants clarify who it is they want to be and how it is they want to work, and learn the ways of thinking and skills they need in order to individually develop their own careers.

Self-development Leave of Absence System

MS

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

across Japan, in conjunction with an Engagement Awareness Survey. The issues identified in the Awareness Survey are discussed and initiatives are implemented in departments, branches and workplaces to improve engagement and promote diversity. Iku Boss Declarations are made as part of this initiative, and are stated during diversity promotion conferences in order to clarify the goals of departments, branches and workplaces.

In FY2022, MSA Life had all its executive officers make Iku Boss Declarations.

Iku Boss (Inclusive Leaders)/ Department & Branch Diversity Promotion Conference

AD

MSA Life

In order to create work environments where diverse employees can play active roles, branch managers and line managers are personally taking the lead in making "Iku Boss Declarations," and putting them to practice in their day-to-day work duties.

Since FY2021, Aioi Nissay Dowa Insurance Co. has been holding department/branch diversity promotion conferences and shared workplace meetings at its departments, branches and workplaces

What is an "Iku Boss?"

Generally speaking, an "Iku Boss" is a leader who seeks to support their employees in achieving a work-life balance that properly balances their job needs with their home needs (childcare and nursing care), effectively using proper work-life management in order to improve the performance of the organization as a whole.

Initiatives and Systems for Promoting the Career development of Women

Employee Classification Transfers

Group-Wide

In order to respond to the lofty ambitions of many of our employees who don't want to limit 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 new work duties by turning regional employees into all-region employees, and turning contract employees into regional employees, among other similar transitions.

For example, at Mitsui Direct General Insurance, a female employee hired for a fixed period at the Customer Center (Matsuyama) who was then transferred to a regional employment type was then further transferred to an all-region type employment, and is now an active member of the Damage Support Department (Tokyo).

AD

Ai Challenge

In order to back up the "will to strive and challenger's spirit" of regional employees from a systemic perspective, and provide further support for step-ups, we have established a system that makes it possible for employees to work (1) nationwide, (2) in a "wide area", (3) within the same prefecture as their primary base of operations, or (4) their desired region (for 3 years as a general rule).

*The "wide area" option transfers and relocates workers within a specified region and a specified time.

General Employee Course Classification Transfers

MS

For general 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 3 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.

<Comments from an employee who made a global-type transfer>

I decided to challenge myself to undertake a "wide-area" (global type) transfer, as I wanted to have the opportunity to work overseas in order to acquire international expertise and perspectives on the one hand, while on the other hand I found it difficult to make the decision to step away from my hometown for what might be the rest of my life. The structure and environment of the insurance market overseas is more different from Japan than I had imagined and it has required a lot of responsibility and knowledge, but I really feel that I am growing as a global human asset, and this is also improving my self-confidence.



Mitsui Sumitomo Insurance HR Department/
Trainee (Overseas Loss Services - Belgium)
Mana Enomoto

Reforming Awareness of Executive Officers and Managers

Group-Wide

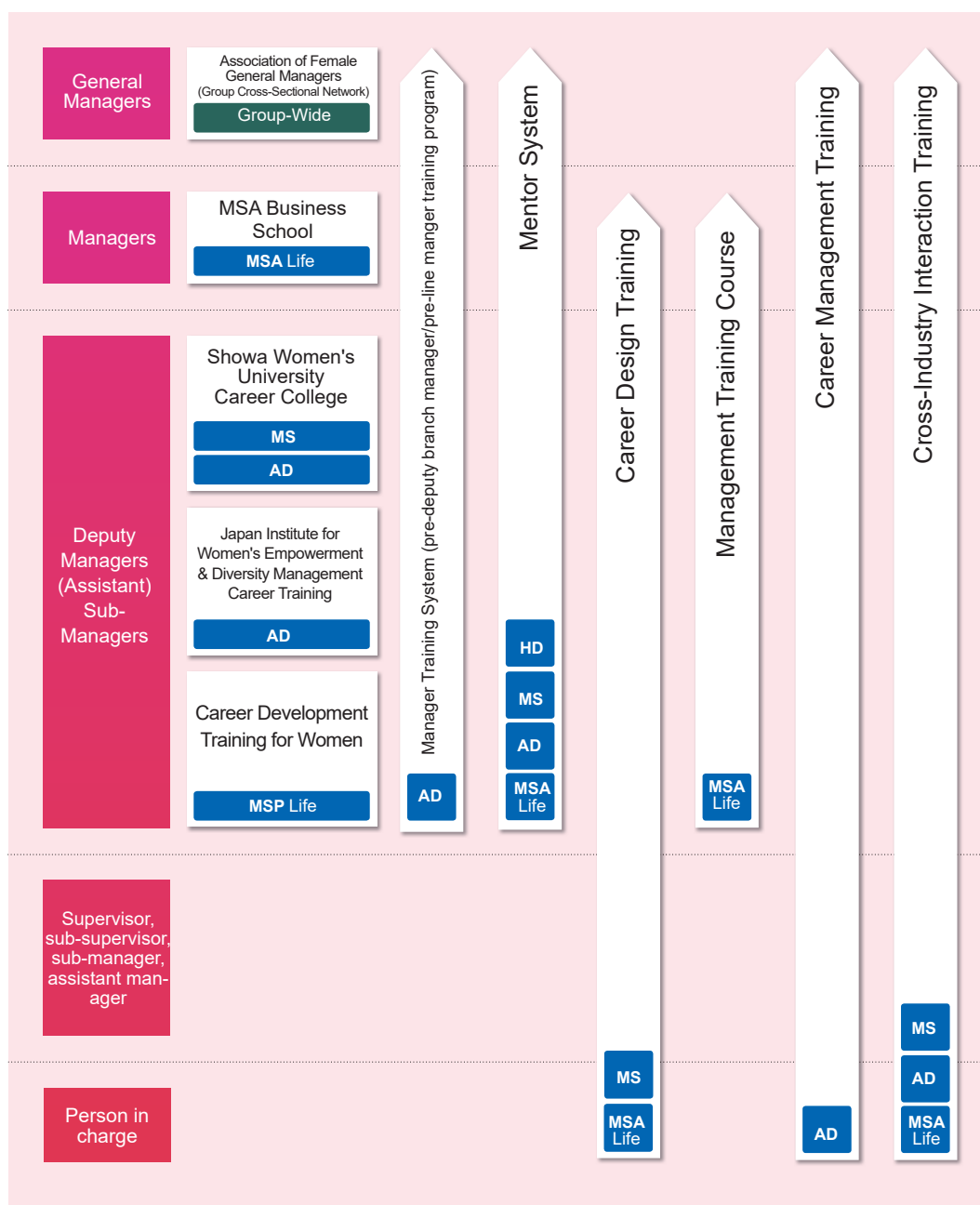
In addition to implementing officer training meant to help deepen understanding of unconscious biases, we are implementing management training to reform the awareness of managers, and learning methods to individually become aware of, and control, unconscious biases.

Furthermore, we are implementing seminars for officers and Group employees to draw out various opinions based on the knowledge and experiences of human assets of diverse genders, ages, and positions, and using these seminars as opportunities to develop and practice inclusive work site management know-how (inclusive leadership) that can be utilized in decision-making and organizational activities.

What is an "unconscious bias?"

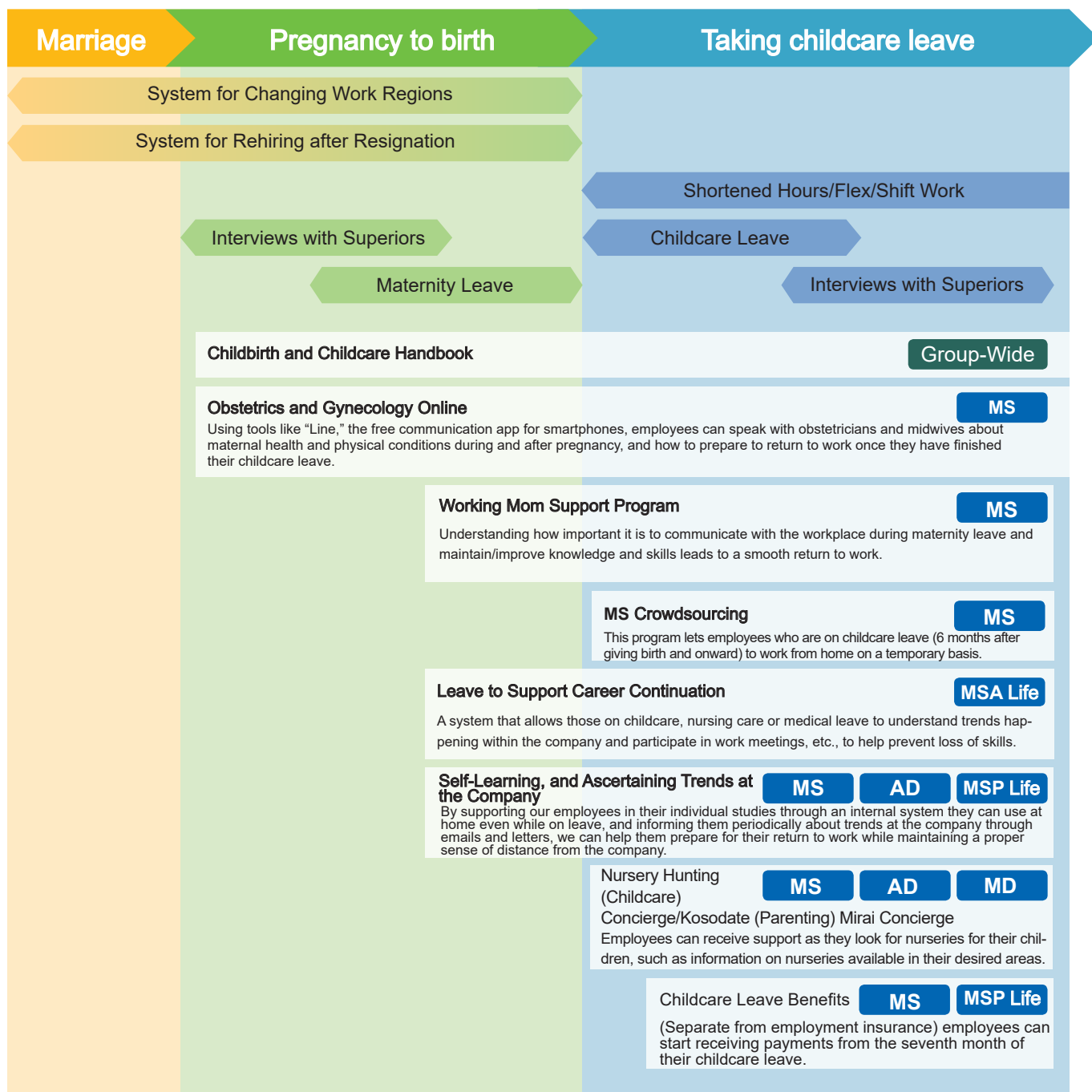
Examples of unconscious biases are preconceptions based on factors like age and gender, such as "men should take lead, women should act as support," "giving women work with a lot of responsibility is asking too much of them," and "business trips are too difficult for women with little children."

Career Development for Women Support System



Work-life Balance

(Systems and Initiatives to Help Employees Keep Working)



Family Days

AD MSP Life

We invite our employees and their families to the workplace on "Family Days," so that the families supporting our employees can gain a deeper understanding of the company and the workplace, while also providing opportunities for employees to interact with their coworkers.

Due to our efforts to help contain the COVID-19 pandemic in recent years, our companies were not able to let families visit our work sites for Family Days, but Mitsui Sumitomo Primary Life Insurance launched an initiative to send the families of our employees a DVD depicting the conditions at our work sites and filled with messages of gratitude from our companies and employees to their families. Some employees shared their families' opinion with us: "My family told me that they were happy my company thought about them too." These were just some of the opinions we received, indicating that the Family Days are improving employee satisfaction.

The **MS&AD** Group has a variety of programs that help employees maintain a proper work-life balance, realize value and growth in their work, and learn to work in a vibrant and lively manner. Going forward, the Group will continue to work as one to establish an environment and expand support measures that enable employees to continue to work. Here, we will discuss the key initiatives of the Group



Promoting one-month childcare leave for male employees

We have been promoting initiatives aimed at encouraging male employees to take at least one month of childcare leave and participate in the care of their children. This will help to cultivate diverse values and lead to the implementation of flexible work styles.

Comment from an employee who has taken the leave


I have been able to give my child a bath, put him to bed, and really build up my childcare experience. This has helped to encourage a good balance with work. My values and perspectives have expanded and the way I look at news about men helping with childcare has changed.

Company-operated childcare (Nichii Kids) Day Care Facilities within Offices (Kids' Club)

In order to respond to the opinions of employees who say they "want to go right back to work once their child is born," or that they "want to have a place where they can drop their kids off so they can work without worry," we have formed use agreements with NICHIIIGAKKAN CO., LTD, with respect to their company-operated nursery facilities (Nichii Kids), which have 91 locations nationwide. They also have day care facilities inside offices opened in 4 locations throughout the country.

What is a company-operated nursery?

This is the designation for unlicensed nursery facilities. This new type of business was started in FY2016 in order to help establish and operate flexible nursery care facilities that can accommodate the needs of a company. The business was started for the purpose of expanding nursery services that accommodate various work styles, eliminate children's waiting lists for nursing care, and help employees achieve a work and childcare balance.



Career Development for Global Human Assets

The **MS&AD** Group has networks in **48** nations and regions around the world, and we have approximately **9,000** employees at our overseas entities. In order to train specialists who have international sensibilities and expertise, we have established programs where our employees across the globe and in Japan can interact with each other and inspire each other to work even harder.

Overseas Training System

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Shiho Hayasaki, who is currently assigned to the Thai Branch, is a former participant of this system. After joining the Company, she worked with the Commercial Sales and Promotion Department for 5 years, and worked for 1 year at our local subsidiary in Malaysia as an overseas trainee, after which she was newly assigned to the Thai Branch as a resident employee. She told us that, "I was interested in international business since I was hired, and have been preparing for that work by taking advantage of the Global Trainee System (explained later) and the MSBU System. Although being an overseas resident employee can be quite difficult, I am gaining a wide variety of experiences."

In order to develop human assets with international perspectives and diverse values, Aioi Nissay Dowa Insurance Co. offers overseas training programs that allow employees to take part in practical work operations at overseas subsidiaries, associates and similar (where they are dispatched for a period of one year.) In addition to the above, starting from this fiscal year we have resumed short-term overseas training programs that last roughly one week to make it easier for regional employees to participate and expand their horizons and fields of activity. We have also established overseas work programs involved in new projects overseas (both of these are open recruitment programs). Some regional employees have taken up posts as representatives stationed overseas after experiencing the overseas training.



Mitsui Sumitomo Insurance Thailand Branch
Ms. Shiho Hayasaki

Secondees System

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Secondees refer to employees hired overseas dispatched from overseas entities to our headquarters in Japan from between 6 months to 2 years, and around 10 secondees are always working at HQ. They participate in the day-to-day affairs of the departments they are accepted in to, and help support the globalization of employees who work in Japan.* These secondees engage in a variety of initiatives, such as "Let's Learn About Subsidiary Insurance Company Market in English," where participants can learn about the insurance markets of the secondees' countries of origin, interactions with young employees at "Secondees Meet-and-Greets," as well as the development of newsletters transmitted to Group companies around the world.

*In light of the COVID-19 pandemic, we have suspended accepting secondees for the time being (as of September 2022).

Global Trainee System

MS

Our "Global Trainee System" provides our domestic employees with opportunities to work with overseas entities, and our employees who have been hired at local companies for overseas entities opportunities to work at our headquarters in Japan. Since we began the program in FY2010, the number of participants has grown year after year, and, at present, more than 50 employees have been dispatched in both directions, meaning that over 100 employees in total are now participating in the program (held online in FY2021).

By holding discussions regarding globalization, and having employees compare and contrast their own work and the work done at their offices of origin with those of others, we are working to share knowhow and deepen mutual understanding.



Global Management Training

MS

This training program started in FY2021 and is for executive management candidates from overseas entities.

Several Japanese employees also participate, and the group-based interaction among participants with a wide range of nationalities allows everyone to share first-class expertise from around the world and also learn new leadership skills.

Career Development for People with Disabilities, LGBTQ Support, and Career Development for Seniors

The **MS&AD** Group strives to assertively hire, and develop the careers of, people with disabilities, and to develop environments where sexual minorities such as members of the **LGBTQ** community can feel supported and welcome, and where seniors can work in accordance with their own wants and capabilities without concern for their age, and thereby contribute to society.

Employment and Career Development for 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. 2.55% of Group employees are people with disabilities. (As of June 2022)

In June of 2018, we established "MS&AD ABILITYWORKS.CO., LTD." a Group company meant to hire, and develop the careers of, people with disabilities, and that primarily hires individuals with physical or mental 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." At present, Abilityworks is working to help each employee make the fullest use of their unique traits in their work, and is producing videos, digitizing paper materials, and developing fliers, among other efforts.

Comments from an Employee in the Workplace

Our company is a somewhat accommodating workplace to people with disabilities, and one of our major selling points is the fact that each employee can do work that best makes use of their unique skills. Moving forward, I'd like to develop my skills and be assigned even more duties in the future.

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 FY2022, the Group co-sponsored an LGBTQ seminar for HR managers. In February 2023, we plan to hold an open seminar for all Group employees. We are further working to deepen our employees' understanding and foster more diverse perspectives, through exercises such as human rights training programs held throughout the Group.

Mitsui Sumitomo Insurance supports ALLY MIND and strives to create an LGBTQ-friendly work environment by distributing cards to employees who have read the LGBT Understanding Handbook.

Aioi Nissay Dowa Insurance Co. has set up an in-house "ALLY" community social network site, holds a Rainbow Month, and distributes a "LGBT Support and Understanding Promotion Handbook" to each workplace.

MSALife has established its own "ALLY Mind" scheme and is promoting an initiative to give consenting employees an "ALLY Card" to be carried with their employee ID card at all times.



Career Development for 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 2022: 1,650 employees (this includes new hires and those continuing employment in the five insurance companies in Japan)

Initiatives to Ensure Successful Careers and Integration for a Diversity of Human Assets

To confront the various risks we face in these unpredictable and uncertain times, we will promote the practical application and dissemination of "inclusion" to pro-actively extract a wide variety of opinions and ideas from a diverse range of human assets and utilize them in the decision-making process, in order to help solve problems and, in so-doing, create shared value for the community.

"Post Challenge" (Open Recruitment) within the Group

From FY2023, we will be implementing "post challenges" (open recruitment) 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.

Appointment of "External Human Assets" and Enhancement of "Mid-Career Hires"

We are working to create an environment that promotes the career development of specialist human assets, including developing a job-based employment system for specialist human assets and accepting side jobs and concurrent jobs from outside the company.

To secure specialized human assets, we are not only conducting more mid-career hires 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.

Introducing "Inclusive Leadership" to Everyone through E-business Seminars

Several employees participate in the seminars, which are hosted by executive officers, and a single topic is discussed for an average of six months. Through the discussions, the executives learn inclusive leadership and employees experience inclusion.

In FY2022, the program has been expanded to include company presidents and executive officers, as well as participating employees from the five insurance companies in Japan. Each seminar involves lively discussion by the executives and the employees, as we work to create the foundations of a corporate culture that puts everyone at ease and allows for an equitable exchange of opinions.

Comments from Participants

- As well as taking on board the differences and good points of each company, I felt that bringing together highly skilled personnel trained in each individual company to exchange opinions, allowed me to draw better conclusions.
- Instead of thinking "I will teach you," by listening to employees I have come to adopt a style that makes me want to pay attention and learn too.

Learning About Inclusion Through "Hands-On Inclusion Courses"

We invite foreign instructors from outside the company to hold lectures that allow participants to interact with a diverse range of fellow employees from the Group and experience the feeling of inclusion, with the lectures covering various topics such as "local revitalization."

Each course is held several times so that participants can experience a real sense of inclusion, and the courses are also live streamed for Group employees. Watching the discussions provides a meaningful opportunity not only for the participants, but also for the viewers to hear various opinions.

Comments from Participants

- With each participant having a different background, it was really interesting to see how some people had similar ideas, while others had different ways of thinking and approaches in response to the same question. Everyone could accept and sympathize with each other and I felt motivated and thought how good the Group is, once again.
- Not showing us the materials until just before the seminar, and facilitating individual opinions to be requested on-the-spot, was a really good, fresh approach.

Establishing Environments for Promoting D&I

Group Work Style Reforms

The **MS&AD** Group has been assertively promoting work style reforms since FY2016, and, in addition to reducing working hours through ideas like "leaving the company before 7PM as a general rule," "encouraging employees to take paid leave," and "optimization of work duties," we are working to improve productivity by improving each employee's individual capabilities and realizing management that can make use of diverse capabilities. By disseminating work style reforms, we will eliminate work styles that presume the need for long hours and overtime, and standardize the perception that it is better to realize highly productive results during a limited span of time, making it possible to realize a work style that secures a proper work-life balance. Furthermore, we are developing work environments that disseminate flexible work styles that efficiently use time and location by working from home and using online meetings, thereby creating workspaces where diverse employees can work sustainably and build their careers.

Group-Wide

Work from Home

Utilizing thin client PCs and iPads, and other similar equipment, has allowed employees to work from home in the same type of environment they would have at their workplace. Employees can efficiently participate in meetings even from distant locations through the Internet. Employees who are providing childcare have been able to balance their work and home lives through their use of these flexible work systems. Furthermore, working from home hasn't just helped employees who are raising children, it has also helped optimize the work of other employees by reducing the time it takes to get to work, among other benefits.



Satellite Spaces

AD

MSA Life

MSP Life

We are developing satellite spaces by having employees efficiently utilize the unoccupied work time they have while outside the office, so that we can diversify employee workspaces and improve their time-based productivity.

Installation Locations

AD

Sendai, Tokyo (3 locations)
Osaka, Fukuoka

MSA Life

Tokyo

MSP Life

Areas without bases of operation: Sapporo, Kanazawa, Hiroshima, Takamatsu, and Okinawa

MS

Post Challenge Remote Working

We have established a new "post challenge (open recruitment) remote working" system, which began accepting applications in FY2022. The system lets employees use the "post challenge" open recruitment system to be able to transfer to their desired post/department in order to develop their careers without having to physically relocate, by allowing them to use remote methods to work in a head office department.

AD

Kakehashi Project

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

MSA Life

AD

Head Office Employees Working Remotely(Head Office Employees Working in Rural Areas)

Employees working in rural areas who want to advance their careers may do so without having to physically relocate, by working remotely as a member of head office personnel - usually from home.

Message from the Executive Officer

Diversification Among Decision Makers

The Group's medium-term management plan promotes D&I to achieve "Value" (value creation) and "Transformation" (business transformation), and we are working to optimize the values and ideas of a diverse range of human assets.

Since more than half of the employees at MS&AD are women, we consider it particularly important to promote the career development of women and we have set various targets, such as the percentage of female managers, with management checking the progress of these initiatives.

We are developing pipelines to ensure the sustainable creation of female leaders, with initiatives such as "meetings for the Group's female general managers" and the "appointment of female general managers as directors of

associate companies," and we are creating an environment where female employees are motivated to work and can continue to develop their careers as decision makers.

Furthermore, we are working to increase motivation among our employees and transform our corporate culture by showing everyone, both inside and outside the company, our current approach to female employees and our corporate environment that allows women to develop successful careers, while also demonstrating the significance of women taking an active role in business and our positive attitude to women in the workplace.

Moving forward, in addition to D&I, we intend to promote initiatives with a strong awareness of Equity and raise the stage for female career development, to ensure that our diverse range of employees can individually demonstrate their full abilities.

Inclusive Leadership

The words and actions of leaders are said to be the biggest factor in making the members of an organization feel psychologically secure. It is also important that we not only understand D&I as a theory, but that we are also familiar with it as a real experience and emphasize with it wholeheartedly.

Our "e-business seminars" are a representative initiative that allow leaders to experience inclusive leadership. By letting them engage in free debate and the unabashed exchange of opinions, our hope is that the employees

and officers will be able to learn from each other, make discoveries through each other, and partake in experiences that manifest unexpected reactions.

We intend to steadily expand the employees and executive officers participating in these seminars, to help create a culture that allows people to feel free to discuss matters.



Next Stage for D&I

D&I should not be a goal, but rather a corporate culture that acts as a code of conduct for all employees and is linked to future innovation. This means that D&I is not simply an issue for HR departments, but is also significant for all business divisions.

D&I is also a key element in supporting the happiness of our employees. Through D&I, employees are able to feel that they are being true to themselves and living according to their own preferences and feelings. It also helps them to feel that they are responsible for their own life choices.

D&I should lie at the core of corporate management and form the foundation of employees' well-being. By aiming for both of these things, we aim to make this company and our society better.

MS&AD Insurance Group Holdings, Inc.
Executive Officer in Charge of Diversity and Inclusion
Naomi Motojima

Ministry of Economy, Trade and Industry/Tokyo Stock Exchange
"Nadeshiko"

*1 through *5



Ministry of Economy, Trade and Industry, Nippon Kenko Kaigi, "Superior Health Management Corporations (White 500)"

*4



Ministry of Economy, Trade and Industry, Nippon Kenko Kaigi, "Superior Health Management Corporations"

*2 *3 *5



Ministry of Health, Labour and Welfare
"Platinum Kurumin"

*1, *3



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

*1 *2 *4



History of Key Awards Received from the Government and Public Offices

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

Ministry of Health, Labour and Welfare "Kurumin"

*1 *2 *3 *4

MS (Certified 7 times)

AD (Certified 4 times)

MD (Certified 2 times)

MSA Life (Certified 3 times)

Cabinet Office
"Award for Leading Companies where Women Shine"

*1

女性が輝く
先進企業 2019

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 "Award for Easiest-to-Work-at and Most Productive Business/Workplace" Grand Prize

*1



Ministry of Economy, Trade and Industry "Diversity Management Selection 100"



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