



Diversity, Equity & Inclusion

DE&I Report 2024

Creating a society where the essence of DE&I brings everyone a sense of well-being



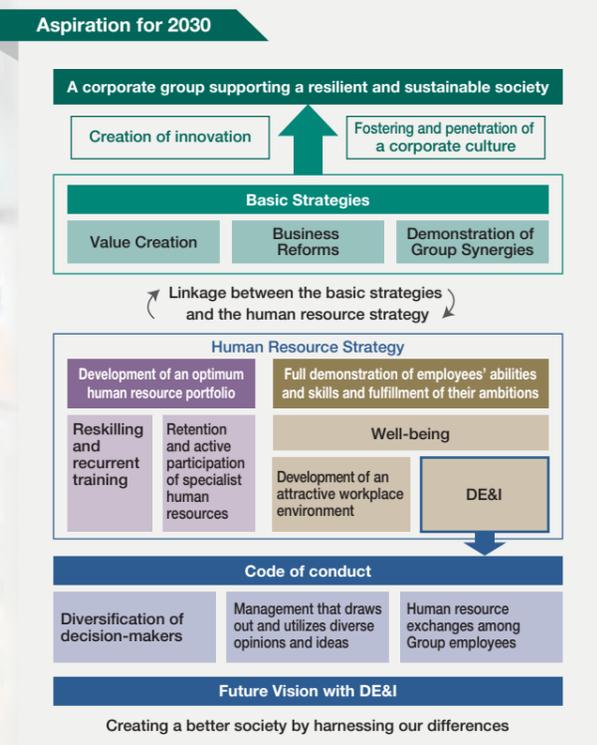
Shinichiro Funabiki
Representative Director
President & Group CEO

In June 2024, I was newly appointed as MS&AD Holdings' Representative Director, President, and Group CEO.

Amid the various challenges arising from business practices in the non-life insurance industry, including premium adjustment practices and inappropriate claims in Japan, we at MS&AD have reaffirmed our customer-oriented policy of pursuing the best interests of our customers by providing products and services that we believe are in their best interests, and in accordance with this, we have completely overhauled our business practices to date.

The insurance industry at large is also now at a major crossroads.

In Japan, traditional insurance markets are expected to shrink along with Japan's population, which is aging and has a declining birthrate, and along with a decrease in traffic accidents caused by the spread of advanced safety systems. Globally, we must deal with situations we have never experienced before, such as climate change, the increasing severity



To Achieve DE&I

Current Initiatives

Our Promise for the Future

and frequency of natural disasters, the social impact of the rapid evolution of AI, and threats in cyberspace.

For my part, I see this current situation as an excellent opportunity for us to create new value and transform our business models in ways that are not bound by preconceptions and past successes.

We must then ask, what kind of organization is capable of achieving this? Transformation cannot come from an organization that is made up of only like-minded people marching in lockstep. 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.

What will help us become stronger by harnessing our differences is at the very essence of DE&I.

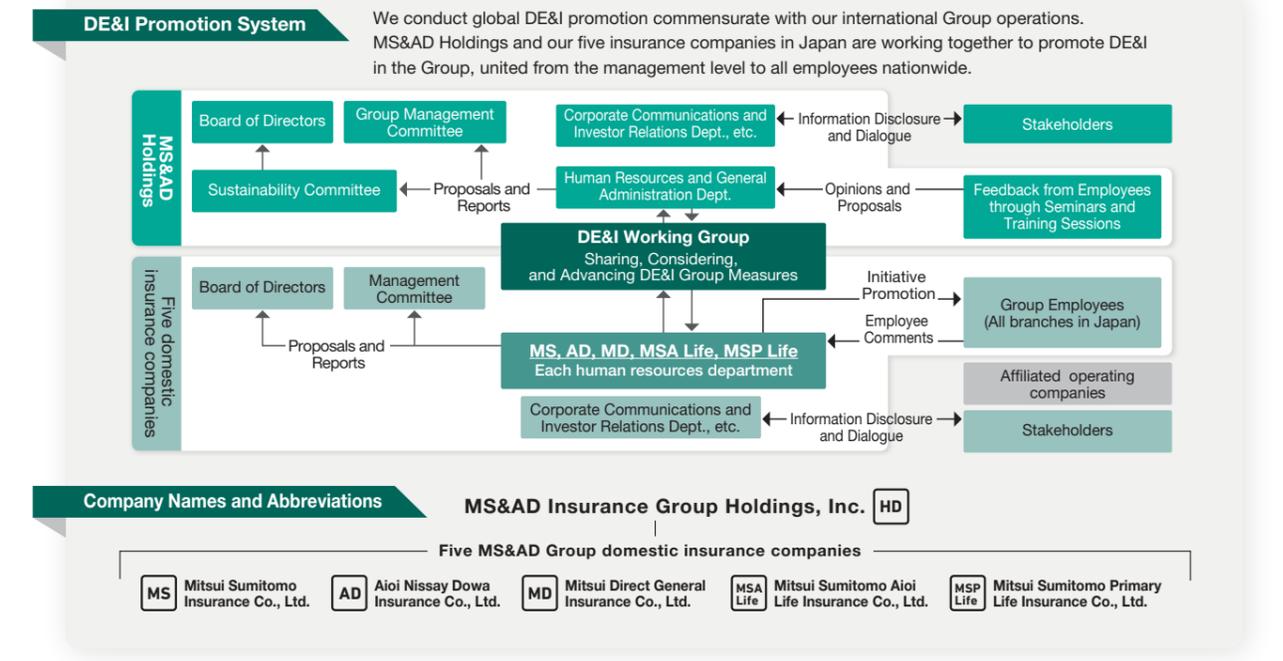
The most important aspect of harnessing differences is to foster a corporate culture in which employees respect each other and are not afraid to voice their mindsets, questions, and opinions. Ensuring fairness is also an essential element.

By eliminating long working hours and strengthening support during major life events, we will ensure an environment in which employees can compete on a truly even playing field. We are also considering the introduction of a new personnel system that will replace our seniority structure, allowing employees to choose the posts and job descriptions they want.

I firmly believe that creating an environment in which all Group employees can maximize their individuality and abilities will lead to the provision of customer-oriented value.

Through DE&I, we will help bring about a society where each person's strengths and individuality are maximized and everyone can experience well-being. I imagine there are not so many who would object to this goal.

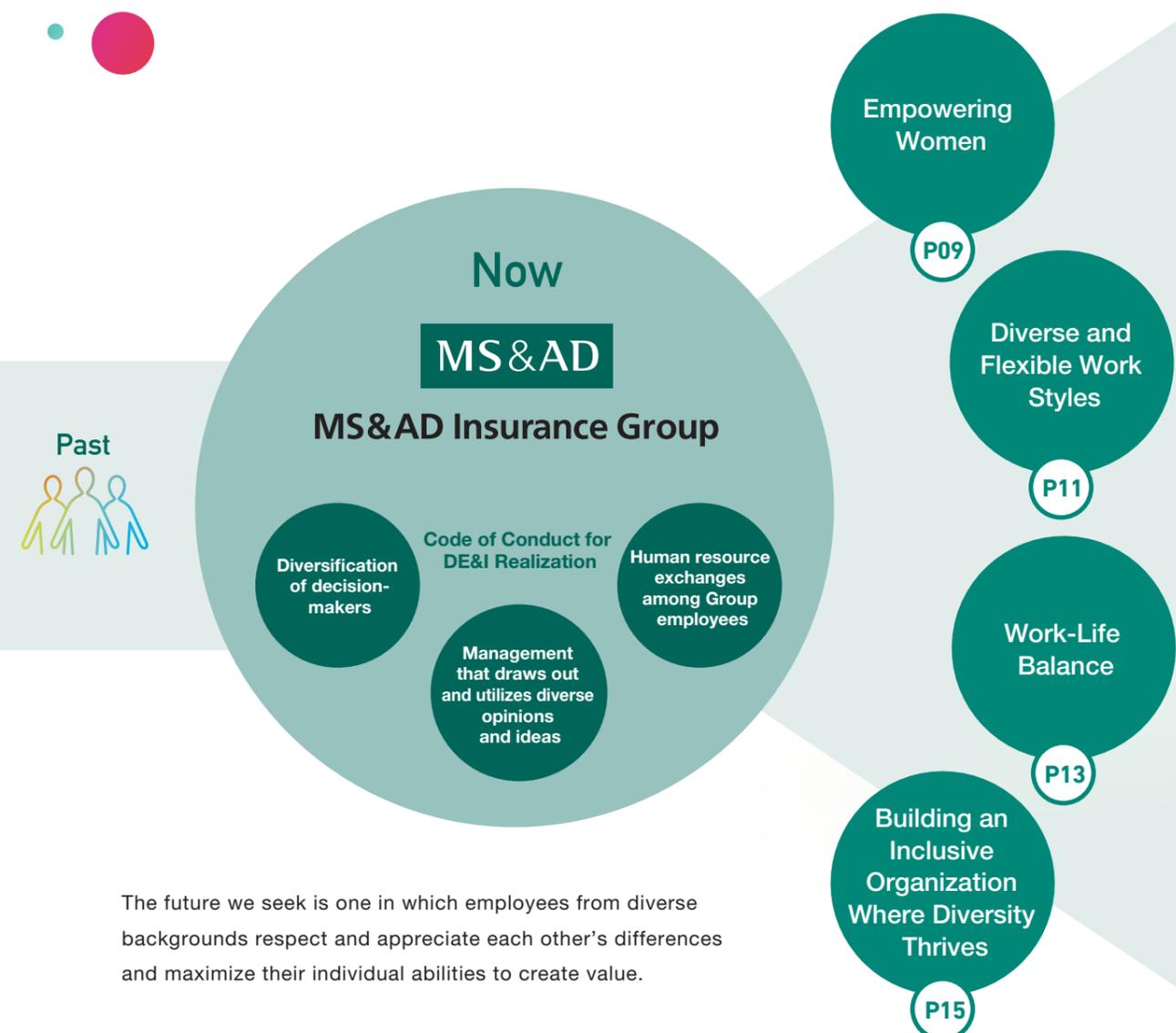
We will share this vision of the future with our various stakeholders and work together to resolve issues.



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.



The future we seek is one in which employees from diverse backgrounds respect and appreciate each other's differences and maximize their individual abilities to create value.

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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*The MS&AD Group will bring about its future vision by advancing DE&I and cultivating human resources that leverage their individual strengths and characteristics to create new value that leads to solutions to social issues.

Creating an environment where each individual can make the most of their differences to create new innovations and increase corporate value

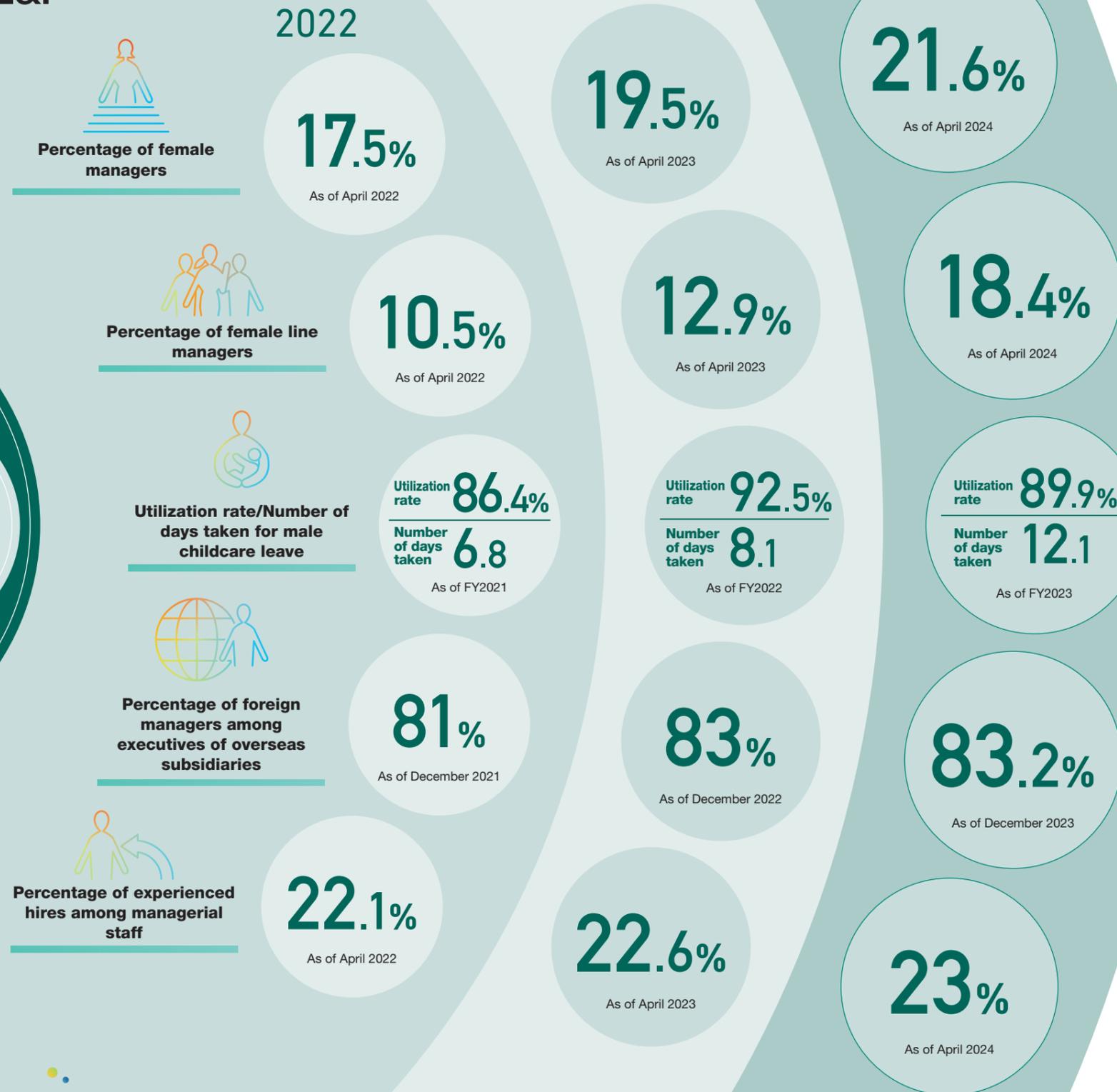
Our march toward DE&I

Four Focus Areas to Achieve DE&I

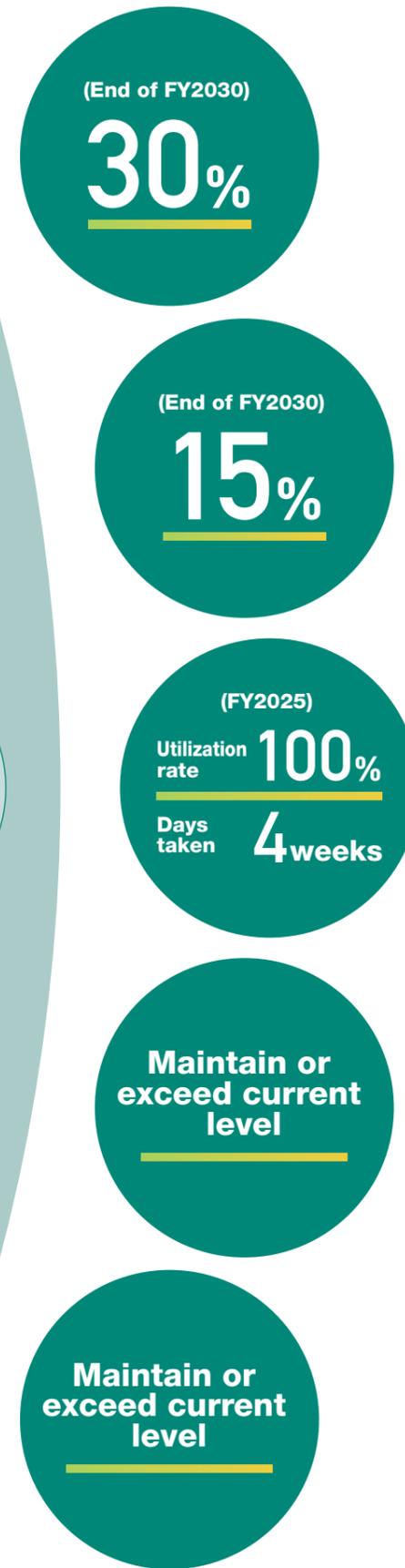


» Promoting DE&I measures based on four focus areas

[Group figures]



[Target level]





Numerous efforts to create DE&I

Empowering Women

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Nursery matching service

Pediatrics Online

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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 2024, 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 including executive officers was 25.9% as of July 2024. 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 of Directly Held Affiliated Operating 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, 32 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

Female deputy general, deputy branch, and deputy line managers gain practical experience in preparation for their appointment to the general, branch, or line manager position by participating in meetings attended by the head of their organization, taking part in some duties of their next position, and being involved in the organizational management of their departments, branches, and insurance claim payment units.

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. Taking on partial duties of a department, branch, or line manager fosters new mindsets. In FY2024, more than 200 management position candidates participated in the program. In addition to on-the-job training, 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 and providing them with executive mentors.

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 employees 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 of directly held affiliated operating 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.

Pre-Management School MS

In this training program, participants acquire the necessary skills to take on the role of a leader (making the most of members' abilities, improving organizational performance, achieving goals, etc.). We provide opportunities for young and female employees to systematically learn the skills that form the basis of management, including associate management posts (group leaders, unit leaders) with a view to becoming the head of an organization, thereby expanding their options for future roles and careers.

DE&I Training MSP Life

Employees are provided with training on leadership development. This fiscal year, training was for all those in management positions regardless of gender, educating participants in a card game format that incorporates elements of DE&I to allow participants to experience being a team leader, with the aim of raising awareness and interest in management.



A training session

Association of Female General Managers Group-Wide

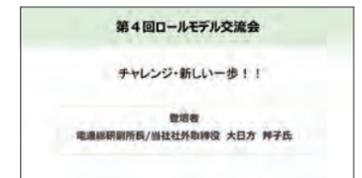
In order to create a pipeline for the continuous development of female officer candidates, we have established the Association of Female General Managers consisting of more than 110 female general managers from Group companies. This association meets to exchange opinions with directors from other companies 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, relaxations on employee classification changes, 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 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

MS 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

- MS Sapporo, Tokyo (2 locations), Yokohama, Kanazawa, Nagoya, Osaka, Takamatsu, Fukuoka
- 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 MD MSA Life

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 MD

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 MD MSA Life

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

Next-Generation Leader Training

MSA Life

In this cross-industry interaction training held outside the Company, participants are expected to acquire the knowledge and skills necessary for next-generation leaders and strengthen leadership skills to lead organizations.

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.

Pre-Management School

MSA Life

This training program 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	<ul style="list-style-type: none"> System for changing work regions Group-Wide System for rehiring after resignation Group-Wide 	
Pregnancy to Birth	<ul style="list-style-type: none"> Maternity leave Group-Wide Career continuation support leave MSA Life This system allows employees to work only during the time they are not involved in childcare, nursing care, or infertility treatment, and to participate in meetings, etc., in order to reduce skill loss and maintain ties with the workplace during their leave of absence. 	<ul style="list-style-type: none"> Working Mom Support Program MS 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. Self-learning and understanding of company trends MS AD MSP Life 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.
Childcare Leave	<ul style="list-style-type: none"> Childcare leave Group-Wide Childcare leave benefits MS MSA Life Separate from unemployment insurance, benefits are available from the seventh month of childcare leave. MS Crowdsourcing MS Temporary work from home during childcare leave (from the eighth week after childbirth) is available. 	<ul style="list-style-type: none"> Nursery Hunting (Childcare) Concierge AD Kosodate (Parenting) Mirai Concierge MS AD MD Employees can receive childcare support, including providing information on nurseries in their area of choice during their nursery hunting. Childbirth and Childcare Handbook Group-Wide Obstetrics and Gynecology Online MS Using tools like LINE, the free smartphone chat application, employees can speak with obstetricians and midwives about maternal health and physical conditions during and after pregnancy, and how to prepare to return to work once they have finished their childcare leave.
Return to Work	<ul style="list-style-type: none"> Shortened hours/flex and shift work Group-Wide Exemptions and restrictions on overtime work Group-Wide Leave for sick child care Group-Wide Support benefits for balancing work and childcare MS MSA Life Benefits are available from the time the employee returns to work until the child in question turns three years old. 	<ul style="list-style-type: none"> Roundtable discussions/seminars for those returning to work after childcare leave MS AD MSP Life 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. Company-operated and on-premises nurseries AD Based on employee feedback, we have entered into an agreement to use company-operated nursery facilities (Nichii Kids) and have opened on-premises nurseries at our businesses. Nursery matching service MS MD 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 family life. Pediatrics Online MS This is a remote medical consultation service that provides free consultations with pediatricians via LINE or video calls. Community for balancing childcare and work Kangaroo Café AD This is an internal social media service where employees who are struggling to balance work and family life to communicate with each other.
Nursing Care	<ul style="list-style-type: none"> Remote work system Group-Wide System for changing work regions Group-Wide System for rehiring after resignation Group-Wide Nursing care leave Group-Wide Shortened working hour system Group-Wide Flex work MS AD MSA Life MSP Life Only available in head office divisions for AD Shift work MS AD MSA Life MSP Life Exemptions and restrictions on unscheduled work MS AD MSA Life MSP Life 	<ul style="list-style-type: none"> Support Handbook for Balancing Work and Nursing Care Group-Wide Outside help desks for nursing care and health Group-Wide Online seminars about nursing care Group-Wide 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. Tomo-Care nursing care community AD This is an internal social media service for sharing information and exchanging opinions about nursing care. Interview tips AD We prepare and provide materials for supervisors to use when consulting with employees and during goal interviews. Individual consultation points with care managers MS AD Interview Sheet MS Used for sharing employees' nursing care status with their superiors. MSA Care MSA Life We support our employees by providing a wide range of services, from early detection of dementia risk to meal delivery and lifestyle support, including monitoring.

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.

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.

"NARIKIRI" Program (Roleplay Program) AD MSA Life

In this hands-on training program, participants roleplay as a workplace member during childcare, nursing care, or injury treatment and perform their duties. The experience of dealing with time constraints and unexpected situations stimulates mutual understanding among employees and is used to review organizational operations and for other purposes.

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. In addition, we are building an organization where each and every employee can continue to work with vitality and enthusiasm, regardless of age or disability.



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."

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.



Initiatives at Aioi Nissay Dowa Insurance

To develop human assets with international perspectives and diverse values, we offer an overseas training program where employees are dispatched for one year to engage in practical work at overseas subsidiaries. In addition, we have resumed one-week short-term overseas training programs, providing a wide range of opportunities for employees to advance their careers and gain experience in global business at various levels.

Secondee System MS

This is a system whereby employees seconded from overseas entities work at our headquarters for six months as secondees. Since its launch in 2011, we have hosted a total of more than 100 participants as part of this program. This program helps to realize collaboration across organizational boundaries, improve the engagement of Group employees, and promote globalization among employees at our headquarters.



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.



Empowering People with Disabilities, LGBTQ Support, Empowering Seniors

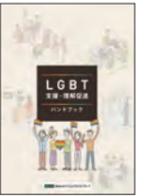
Hiring and Empowering People with Disabilities Group-Wide

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 2024, 2.63% 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, MS&AD 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.

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

Challenge for All AD

In this system, members of our Business Support Center, a workplace for concentration on specified duties and which consists of employees with disabilities, takes over for workplace duties where male employees are taking childcare or nursing care leave. This system was launched in FY2024 to reduce workload in workplaces where employees are taking leave and create a culture that makes it easier to take leave, and to empower employees with disabilities.

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 employees re-employed after retiring at the legal age of retirement as of April 2024 (Total of five domestic insurance companies for new and continued employment): 1,947



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 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 Recruitment of Experienced Hires

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 strengthening our recruitment of experienced personnel 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 FY2024, 61 Group employees participated in 10 seminars.



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 region, division, gender, or age, and encourage each other to come up with positive solutions and have the courage to take the first step forward. We hold seminars on various themes such as childcare, nursing care, and careers, encouraging people to be active in their own way. 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

Initiatives at Mitsui Sumitomo Primary Life Insurance

Approximately 80% of all employees join the company as experienced hires, with a diverse range of human resources making the most of their various experiences and expertise from previous jobs.



Three-Year Trends

Officer Indicators

	FY2021	FY2022	FY2023	Conditions
All Directors (Female Directors)	57 (9)	57 (9)	56 (9)	• As of July of the following fiscal year • Executive officers include those who concurrently serve as directors
All Inside Directors (Female Inside Directors)	39 (1)	39 (1)	38 (1)	
All Corporate Auditors (Female Corporate Auditors)	25 (3)	25 (5)	25 (5)	
All Executive Officers (Female Executive Officers)	132 (8)	136 (8)	136 (9)	• Holdings company data (non-consolidated) • As of July of the following fiscal year • Executive officers include those who concurrently serve as directors
All Directors (Female Directors)	11 (3)	11 (3)	11 (3)	
All Inside Directors (Female Inside Directors)	6 (0)	6 (0)	6 (0)	
All Corporate Auditors (Female Corporate Auditors)	4 (2)	4 (2)	4 (2)	• As of March of the fiscal year
All Executive Officers (Female Executive Officers)	20 (2)	20 (2)	18 (2)	

Employee Indicators

	FY2021	FY2022	FY2023	Conditions
All Managers (Female Managers)	6,036 (1,054)	5,832 (1,138)	5,920 (1,278)	• As of April of the following fiscal year
All General Managers (Female General Managers)	1,229 (64)	1,200 (78)	1,190 (100)	
All Section Managers (Female Section Managers)	4,807 (990)	4,632 (1,060)	4,730 (1,178)	
All Line Managers (Female Line Managers)	1,716 (180)	1,634 (211)	1,698 (312)	• As of March of the fiscal year
All Deputy Managers (Female Deputy Managers)	5,782 (3,022)	5,897 (3,245)	6,244 (3,631)	
All Employees (Female Employees)	30,724 (16,540)	29,030 (15,732)	28,456 (15,764)	

Promotion Indicators

	FY2021	FY2022	FY2023	Conditions
Promotions from Executive Officer to Inside Director (Of which, Promotions for Women)	4 (1)	7 (0)	6 (1)	• 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)	22 (2)	
Promotions from Section Manager/Assistant General Manager to General Manager (Of which, Promotions for Women)	185 (17)	165 (11)	174 (30)	
Promotions from Deputy Manager to Section Manager (Of which, Promotions for Women)	378 (129)	372 (129)	498 (211)	• As of March of the fiscal year
Promotions from Chief Clerk/Supervisor, etc., to Deputy Manager (Of which, Promotions for Women)	729 (476)	766 (541)	853 (608)	

Continuous Service Indicators

	FY2021	FY2022	FY2023	Conditions
Average Years of Continuous Service (Male)	14.9 years	15.0 years	15.1 years	• As of March of the fiscal year
Average Years of Continuous Service (Female)	13.1 years	13.5 years	13.8 years	
Percentage of Employees Taking Childcare Leave (Male)	86.4%	92.5%	89.9%	
Percentage of Employees Taking Childcare Leave (Female)	96.1%	99.5%	99.6%	• Average during the fiscal year (April to March)
Average Number of Days Taken for Childcare Leave (Male)	6.8 days	8.1 days	12.1 days	
Percentage of Female Regular Employees Returning from Childcare Leave	94.3%	94.1%	92.7%	
Total Employee Turnover (Female Turnover)	1,068 (741)	1,107 (778)	1,042 (684)	• As of March of the fiscal year
Percentage of Annual Paid Leave Taken	74.3%	74.6%	75.1%	
Average Number of Days of Annual Paid Leave Taken	16.3 days	16.4 days	16.5 days	
Average Number of Overtime Hours Worked in Excess of Legal Limits per Month	16.3 hours	21.6 hours	21.5 hours	• Average during the fiscal year (April to March)

Recruitment Indicators

	FY2021	FY2022	FY2023	Conditions
All New Graduate Hires (Female Hires)	459 (295)	460 (266)	675 (308)	• New joiners in April of each following fiscal year
All Experienced Hires (Female Hires)	190 (112)	309 (136)	859 (511)	• New joiners during the fiscal year (April to March)
Percentage of Experienced Hires among Managerial Staff	22.1%	22.6%	23.0%	• As of April of the following fiscal year

Global Indicators

	FY2021	FY2022	FY2023	Conditions
Number of Consolidated Group Employees	39,962	38,584	38,391	• Domestic: As of March of the fiscal year • Overseas: As of December of the fiscal year
Ratio of Employees at Overseas Locations	22.4%	23.9%	24.9%	
Number of Employees at Overseas Locations	8,943	9,217	9,558	• As of December of the fiscal year • Employees of overseas consolidated subsidiaries
Percentage of Foreign Managers among Executives of Overseas Subsidiaries*	81.0%	83.0%	83.2%	

*Changes from FY2023 are only in the indicator name

Indicators for People with Disabilities

	FY2021	FY2022	FY2023	Conditions
Percentage of Employees with Disabilities	2.55%	2.59%	2.63%	• As of June of the following fiscal year
Number of Employees with Disabilities	716	702	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

DE&I is considered the foundation for innovation.

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 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.

Tackling challenges with an equity perspective

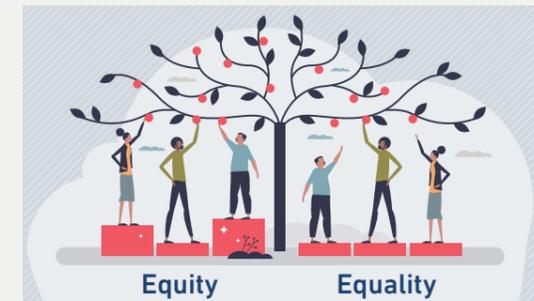
To ensure that each and every employee in the MS&AD Group, with their diverse experiences, backgrounds, values, and ways of thinking, can truly demonstrate their strengths and individuality, we are advancing initiatives that emphasize the perspective of equity.

Specifically, we 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.

We believe the challenges can be summarized in the following two goals.

These goals are to create an environment in which employees with restrictions on working

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



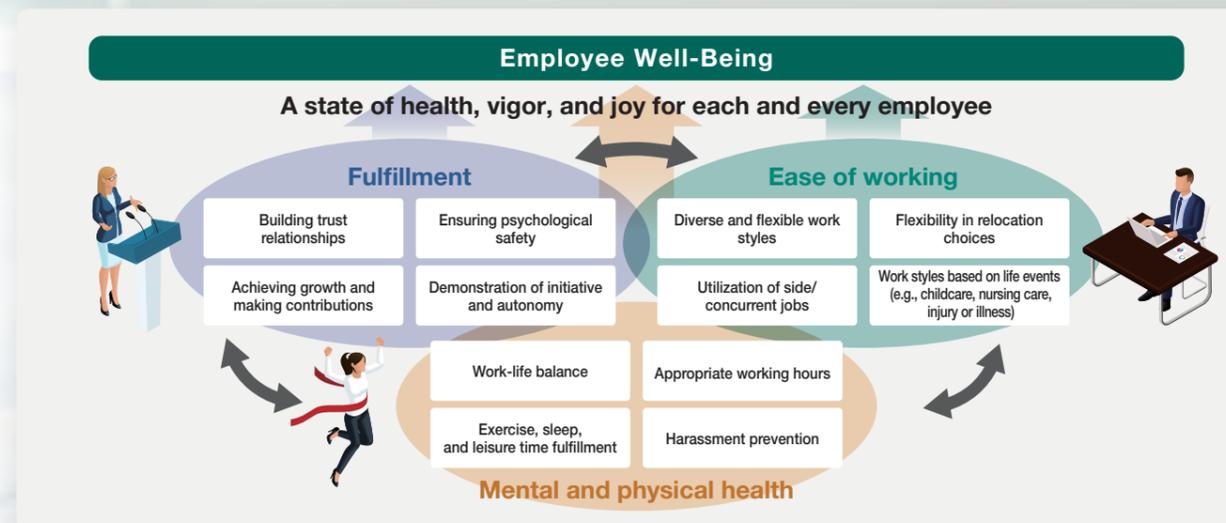
place and time can exercise their abilities fairly, and to create an environment in which everyone, regardless of gender, can participate in household duties, childcare, and nursing care with a sense of ownership.

In order to tackle these challenges, we are working to dispel the excessive awareness of roles among both evaluators and employees themselves through personnel management practices such as abolishing employee classifications founded in transfer scopes. We are also working to eliminate disparity in personnel evaluations based on working hours, and to strengthen support during major life events.

Seeking social change through equity

By going beyond our internal boundaries and working together with stakeholders in society, we can foster a common understanding throughout society and facilitate the Group's efforts to resolve issues.

I firmly believe that this will help bring about a society in which each person's strengths and individuality are maximized and everyone can experience well-being.





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