

Developing Human Resources and Fostering an Open Corporate Culture

Nippon Life is dedicated to giving employees the skills needed to help create a future free of worries for our customers. We have a job rotation program that covers our entire organization to give people experience in various work fields. In addition, our human resources development activities include measures to maintain an open corporate culture that encourages female employees and younger employees to take on new jobs and other challenges.

Nurturing Sales Representatives

Job Rotations by the Employee Development Promotion Department Allows Sharing Skills and Know-how

The Employee Development Promotion Department was formed in fiscal 2011 to cultivate the next generation of core personnel at Nippon Life by collecting information and conducting job rotations across the entire organization.

The *Hatsuratsu* Training Promotion Office functions as the secretariat for the Employee Development Promotion Department. This office has prepared a text-book for training corporate and worksite financial coordinators, Life Plaza service coordinators, and other specialists in the skills and know-how they require.

CS Managerial track personnel are assigned to the *Hatsuratsu* Training Promotion Office. These people create a more effective human resources development framework by providing group training based on their own sales experience or accompanied visit training for sales representatives who have been at Nippon Life for up to five years.



At a seminar

Training with Upgraded Hands-on Education for New Employees

In the fiscal year ended March 31, 2013, Nippon Life's Employee Development Promotion Department strengthened hands-on education starting with training programs for new employees. The objective is to focus even more on education for developing the next generation of executives and other key personnel.

One example is the addition of role playing education for the training of sales personnel hired within the past two years. This training creates various

situations that can occur as part of sales activities.

We also performed role playing evaluations in order to determine how sales representatives were improving their skills in relation to their time at Nippon Life. We want all of our sales representatives to improve their ability to serve customers, including know-how involving compliance and proper manners.

Cultivating Non-sales Personnel

Developing Business Professionals

To upgrade training for the next generation of employees to "create the future," Nippon Life aims to cultivate non-sales personnel as business professionals. The basis for these activities are Nippon Life's three precepts of "conviction," "sincerity" and "endeavor." We want non-sales personnel to

have a wide range of knowledge and perspectives as well as specialized skills along with the initiative needed to apply these capabilities to produce results. Furthermore, on-the-job training is the core of human resources development at each workplace.

Developing an Environment Where Female Employees Can Continue to Tackle New Challenges

To promote activities of women in the workplace, the Positive Action Information Portal Site, part of the website of Japan's Ministry of Health, Labour and Welfare, includes the following declaration.

- Expanding work for female employees
- Developing abilities of female employees
- Supporting female employees in continuing to work
- Improving the workplace culture

[Concrete initiatives]

- Reinforce measures to support the utilization and advancement of women as part of management strategies
- Adopt a positive stance for assigning female employees new jobs and duties
- Planned and continuous career advancement assistance for women to become managers
- Establishment of workplace environments that enable women to continue working while dealing with various events in their lives
- Measures to improve the mindset of managers concerning the training and advancement of female employees

Initiatives to Expand Work and Develop Abilities

Training of Non-sales Personnel to Support Our New Administrative and Service Systems

Nippon Life is giving employees the training to extend their skills to more fields in order to meet a broader range of customers' needs. For example, higher efficiency of administrative operations resulting from the New Integration Plan is creating opportunities to allow non-sales personnel with outstanding administrative knowledge and skills to visit policyholders and perform other jobs.

(to December 2012)
Conducted insurance administrative operations and other tasks at sales offices

(from January 2013)

Tasks were consolidated at branches and Nissay Life Plazas, and non-sales personnel perform the following activities.

- Policyholder visits and provision of policyholder services—Confirmations of policy terms, consultations, and other services
- Support activities of sales personnel and profit administrative training—Accompany sales personnel on sales calls, perform administrative training, and other activities
- Insurance administrative operations and responses to inquiries from sales offices

Projects Performed by Women and Young Employees Help Create an Open Corporate Culture

Nippon Life is dedicated to fostering an open corporate culture in which everyone can submit solutions and other ideas concerning a variety of management themes.

One example is the promotional strategy for the Future Creation Project. To create this strategy, we formed a project team overseen directly by the company president. The team consists of men and women up to the age of about 35, but mainly in their 20s, from many sections of the company who applied to join the team.

We extended promotional activities to cover the entire company starting in the fiscal year ended March 31, 2013, calling this the Future Creation Proposal Campaign. This campaign resulted in the establishment of more than 40 project teams with over 500 members.

The project teams produced many innovative ideas that were not limited to the jobs of team members. Some of these ideas were subsequently incorporated in the operations of Nippon Life.

The *Childraising Advice Hotline*, which started in March 2013, is an idea that originated from a project team with 11 women, including seven with experience caring for children. This is a prime example of a project team proposal that has become part of Nippon Life's operations.

Developing Our Global Human Resources

Nippon Life gives employees skills as global businesspeople in many ways. We send employees to overseas financial institutions that are alliance partners, enroll employees in overseas graduate schools and other schools, and offer other learning opportunities. In addition, we have started to host employees of these alliance partners for training in Japan.

We remain firmly committed to giving our employees highly advanced skills and the ability to refine their specialized knowledge. These activities will continue to include extensive internal personnel exchanges for staff members of international operations as well as all other sections of Nippon Life.