

Develop of Human Resources

Human Value Improvement Project

Nippon Life began a Group-wide initiative in fiscal 2015 under the president’s leadership called the “Human Value Improvement Project.” The project is guided by the slogan “Develop human resources with a high sense of ‘responsibility’ and ‘pride’ overflowing with magnetism (as Nippon Life employees, corporate citizens and human beings).”

Through this initiative, we will promote further skill development by individual employees, enabling them to demonstrate their capabilities while working to improve the productivity and efficiency of the Company as a whole.

Develop Human Resources Who Contribute to Customers and Society As Well As to the Profitability of the Firm

Promoting Nippon Life’s Version of “Positive Action”

To develop human resources who contribute to customers and society as well as to the profitability of the firm, we will promote autonomous action on the part of all employees. Through this initiative, we will help employees to expand their skillset and demonstrate their capabilities to the maximum extent.

Moreover, specific action goals for all department members to tackle together have been established as departmental “Positive Action,” which will be put into practice at the individual employee level over the course of the year.

[Autonomous Actions for Current and Future Roles]

Current Role	<ul style="list-style-type: none"> ● Practice efficient ways of working focused on essentials ● Revise work processes from an overarching standpoint ● Learn by observing branches, offices, customers and the rest of society ● Actively communicate free-minded ideas and honest doubts
Future Role	<ul style="list-style-type: none"> ● Have a clear career vision ● Identify specific actions for realizing the career vision and work towards their achievement

■ Nurturing Sales Representatives

[Develop Human Resources Who Continually and Perpetually Maintain Close Contact with Customers]

We are reinforcing the branch support capacities of the Employee Development Promotion Department, which engages in human resources development across the entire organization, and working to train the Company’s next generation of core personnel. To develop employees who can perform a role consistently, specific issues pertaining to each individual employee are shared with branches and offices from a variety of perspectives, and the functions of the Employee Development Promotion Committee, which considers and confirms initiatives that contribute to solutions, are being strengthened.

We are also reinforcing practical training to develop employees capable of providing more advanced customer service. Specifically, we use training based on in-depth role-play to quickly provide employees with sales knowledge for Nippon Life products and services, social insurance systems, and other programs, and guide them through activities aimed to teach them skills in areas such as etiquette, compliance and administration. We also conduct case study training that utilizes actual customer scenarios. Instructors conducting the training receive instructor training texts and participate in regular group training at the headquarters in order to acquire know-how accumulated through Nissay Life Plaza and other contact points.



Sales employee training



Role-play training

■ Cultivating Non-Sales Personnel

[Developing Business Professionals]

To upgrade training for the next generation of employees who will “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.



Non-sales personnel training

For a Positive, Motivated Workplace Environment

Support for Working Parents and Caregivers

Introduced short-hours flextime program for childcare and nursing care

By allowing more flexible working hours, the program seeks to provide employees who have childcare or nursing care responsibilities with an environment where they can demonstrate their capabilities as before, as well as find expanded opportunities for growth.

Promoting Use of Paid Leave

Start of "Plus One Friday"

We will encourage employees to take paid leave days added onto weekends and to effectively utilize their paid leave. The goal is to enable them to create "Plus One" added value by focusing more clearly on their work.

Changing Awareness

100% of male employees take childcare leave

For the second straight year, 100% of eligible male employees have taken childcare leave. We will continue encouraging employees to take this leave, promoting deeper understanding of childcare, and changing the awareness of male employees and managers.

Organizational Culture That Inspires Pride

■ Junior Employees, Female Employees, and Others Share Views with the President

Opportunities are created for junior employees, female employees and managers to actively share their views with the president. Employees make proposals based on their own views of the future of Nippon Life and ask questions directly to the president, allowing thoughts for the future and other related information to be shared between employees and management.



Discussions with the president

■ Promoting Free-Thinking Proposals

We are conducting a project to actively solicit inspirational proposals from junior employees on a range of management issues as a part of efforts to foster a broad-minded corporate culture.

The *Wellness-dial f Service*, inaugurated in March 2014, is an example of an idea that originated from a female project team and was initiated by management.



A female project team

■ Iki-Iki Office Meetings

Opportunities for intradepartmental dialogue are being established led by department managers (section managers) to promote mutual understanding, strengthen relationships and foster unity by reinforcing vertical and horizontal ties through dialogue in an effort to solve communication issues in the workplace.



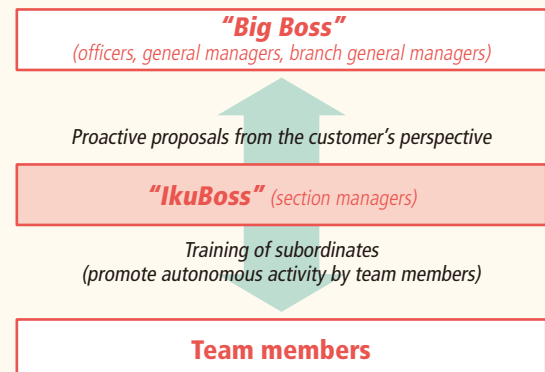
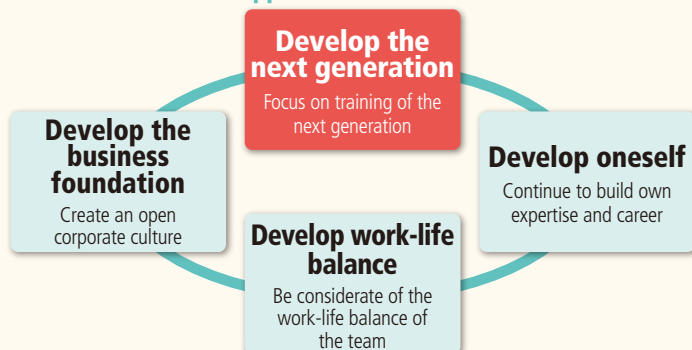
Iki-Iki Office Meetings

Nippon Life's Version of "IkuBoss"

In promoting the Human Value Improvement Project, we will train supervisors as "IkuBosses" ("bosses who understand and encourage the diversity of lifestyles, employees and ideas") who will take primary responsibility in developing human resources, the workplace environment and corporate culture.

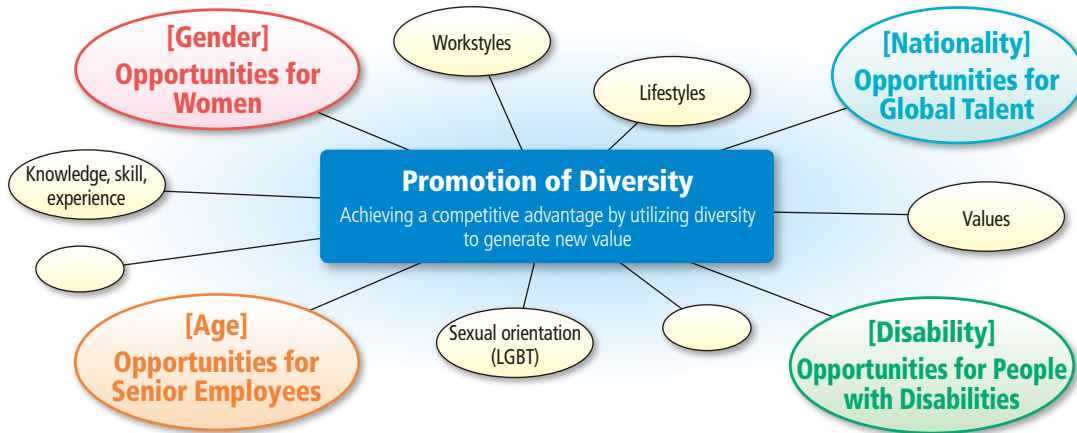
We will promote the following four "Ikuji" (training and development) initiatives for "IkuBosses" through training and sharing examples.

Ideal Departmental Manager (Section Manager Level) = Nippon Life's "IkuBoss"



Promotion of Diversity

Nippon Life conducts a variety of assistance programs and initiatives that allow each individual employee to demonstrate their determination and skills to the maximum extent throughout their entire career. In doing so, we seek to achieve a competitive advantage by utilizing diversity to generate new value.



■ Promoting Opportunities for Women

Nippon Life has a workforce in which approximately 90% are women, so utilizing women is a crucial issue.

In February 2013, on the Ministry of Health, Labor and Welfare's website we declared that we would take Positive Action* and in April of the same year, we signed the UN's Women's Empowerment Principles. We position women succeeding in the workplace as a management strategy, and we conduct many initiatives where women can succeed.

* Autonomous and proactive initiatives conducted by each company to eliminate the awareness gap regarding the tendency to assign different roles to men and women at work

[Support for Women's Career Development]

- We actively conduct various forms of assistance to enable women to develop a career vision from medium- and long-term perspectives
 - Seminars to promote opportunities for women
 - We hold seminars to foster career awareness among female employees.
 - Education and training for management of frontline sales staff (*Kirameki* Training School)
 - We have been conducting training to enhance skills aimed at raising sales staff into management positions.
 - Seminars on returning to the workplace
 - We hold seminars for female employees on maternity leave to enable their smooth return to the workplace.
 - In-house internship program and dispatch program
 - We implement a system that dispatches employees to other departments for training to enable them to develop concrete ideas about their career development.
 - Women's career role models introduced on our internal website and newsletter, etc.
- We are expanding areas where women can play a role and developing management utilizing perspectives only women can provide.
 - Activities of the Financial Planning Consulting Team made up of female employees with advanced financial planning expertise
 - We started to provide services for women that had been proposed by female project teams



Education and training for management of frontline sales staff



Seminar on returning to the workplace



Financial Planning Consulting Team

[Employing Female Managers]

We are actively working to promote women to management positions and have set a goal in the New Three-Year Management Plan of increasing the number of female managers to 520 by the start of fiscal 2018, a 20% increase over fiscal 2014.

Women accounted for approximately 30% of employees newly appointed to managerial positions in fiscal 2015. Two women were also named executive officers as of this fiscal year. A total of 485 female managers are now active across the organization, including 4 division managers.

[Number of Female Managers]

Total Number of Female Managers	485
Headquarters	85
Branches, etc.	400

(As of April 1, 2015)

[Improving the Workplace Culture]

- To create a workplace environment where women also have opportunities to participate, we are taking steps to improve the mindset of male employees and management.
 - Management seminars
 - We hold seminars for managers to enable them to learn about workplace environment creation that provides opportunities for women and younger employees to play a role.
 - Women's Empowerment Promotion Handbook for Managers
 - We introduce mainly tips and knowledge about how to draw out to the maximum potential of female employees.
 - Promotion of paternity leave



Management seminars

■ Promoting Opportunities for Global Personnel

Many staff members of foreign nationality are currently working at overseas subsidiaries and offices, and in Japan as well, foreign trainees and other personnel are accepted from overseas partners.

In addition, in order to train personnel with a global outlook, we actively assign employees to overseas financial institutions and graduate schools to acquire the latest skills and to form personal networks.

We intend to continue promoting opportunities for global personnel to train personnel capable of performing roles in management positions overseas and to accept a wider range of human resources.



Overseas assignments

■ Promoting Opportunities for Senior Employees

Sales representatives have the option of extending their retirement age to 65, expanding opportunities for motivated and skilled senior employees. Many employees utilize this program. And, even after reaching the age of 65, they may continue working on temporary contracts, with approximately 3,000 employees nationwide electing to do so.

For non-sales personnel as well, there is a post-retirement re-employment program that employees may utilize to continue working while leveraging their accumulated experience and skills.

We will continue conducting initiatives to provide further opportunities for senior employees, including expanding job areas.

■ Promoting Opportunities for People with Disabilities

We continue to expand the fields in which people with disabilities have the opportunity to demonstrate their skills and abilities.

At NISSAY NEW CREATION CO., LTD., a special subsidiary employing people with disabilities, work is not classified according to disability; rather people with physical, mental and psychological disabilities all work together as a single team to generate results. Team members understand one another's disabilities and perform their roles while supporting one another.

The company also conducts workplace tours, accepts trainees and dispatches instructors outside the company. Efforts are made to maintain a working environment that facilitates teamwork through understanding of people with disabilities.

The company's efforts have earned outside recognition. In fiscal 2014, with regard to employment of people with mental disabilities, NISSAY NEW CREATION's exceptional initiatives and active social contributions gained it certification as an "Excellent Company for Employment of People with Mental Disabilities" as a company that conducts.



Ministry of Health, Labour and Welfare
Fiscal 2014 certification as an "Excellent Company for Employment of People with Mental Disabilities"
(NISSAY NEW CREATION CO., LTD.)

Company initiatives recognized and honored



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



Ministry of Health, Labour and Welfare
Ikumen Company Award
2014 Special Encouragement Award



Ministry of Health, Labour and Welfare
Osaka Labour Bureau Director's Excellence Award
at the Minister's Award for Equal Employment/
Work and Family Harmonization
(Equal Employment Company Division and
Family-Friendly Company Division)



Fiscal 2014
Excellence Award at the Osaka Mayor's
Awards for Leading Companies in
Women's Empowerment