

## Priority Theme 2



## Provide Workplace Environments that Enable Diverse Human Resources to Participate Actively 3-3

We believe that in order to provide workplace environments that enable diverse people to participate actively, it is necessary to respect the personalities and diversity of all people, while realizing a healthy and safe work environment. In the T&D Insurance Group's CSR Charter and Human Rights Policy, we clearly state our respect for the human rights of all people and the personalities and diversity of all employees, as well as our commitment to nurturing human resources and creating a workplace environment that guarantees health and safety for all. Inadequate actions regarding respect for human rights in relation to business may result in the risk of losing the trust of society. We believe that in order to realize a sustainable society, it is necessary to support and show respect for the protection of human rights, and to promote the creation of a healthy and safe working environment where employees are able to respond to the needs of society. We also believe that such measures will serve as opportunities to further vitalize the Company, and are promoting various initiatives accordingly.

### Related social issues and group initiatives to solve them

Social Issues	Primary Stakeholders	Initiatives	Our Target										
Respect worker personalities and diversity Support human resources and skills development	Employees	Education and training centered on on-the-job training, group training, support for personal development, and reskilling/relearning	Achieving an employee engagement score that is equivalent or superior to the fiscal 2020 level by fiscal 2025										
		Respect and promote diversity by promoting employment for persons with disabilities, conducting training on LGBT (sexual minorities), and operating a consultation desk for harassment											
Promote active participation of women Create healthy and safe workplace environments	Employees	Establish and implement action plans for encouraging the active participation of women and targets for promoting female employees to management positions Establish systems for returning to the workplace from childrearing, including returning to work after childcare leave	<table><tr><th colspan="2">FY2023 results</th></tr><tr><td>T&amp;D Holdings</td><td>4.06 (3.84)</td></tr><tr><td>Taiyo Life</td><td>3.58 (3.61)</td></tr><tr><td>Daido Life</td><td>3.94 (3.75)</td></tr><tr><td>T&amp;D Financial Life</td><td>3.82 (3.55)</td></tr></table>	FY2023 results		T&D Holdings	4.06 (3.84)	Taiyo Life	3.58 (3.61)	Daido Life	3.94 (3.75)	T&D Financial Life	3.82 (3.55)
FY2023 results													
T&D Holdings	4.06 (3.84)												
Taiyo Life	3.58 (3.61)												
Daido Life	3.94 (3.75)												
T&D Financial Life	3.82 (3.55)												
			* Figures in parentheses indicate FY2020 results										

\* Figures in parentheses indicate FY2020 results

### Initiative results and plans

Policy	FY2023 Initiatives	Planned for FY2024
To respect the human rights of all people, respect the personalities and diversity of our employees, ensure a healthy and safe working environment, and develop our human resources	<ul style="list-style-type: none"> <li>Enhanced various support systems to achieve better work-life balance, including balancing work with childcare and nursing care</li> <li>Encouraged male employees to take childcare leave</li> <li>The three life insurance companies were recognized as Certified Health and Productivity Management Organizations "White 500"</li> <li>Promoted an internal structure enabling diverse work styles, including the utilization of a home-based work system and a satellite office work system</li> <li>Promoted human rights education to ensure psychological safety</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to create a flexible and dynamic workplace where diverse personnel can demonstrate their abilities with job satisfaction and a desire to grow</li> </ul>

# Human Capital Management

3-3

## Human Resources Development Policy

At the T&D Insurance Group, we believe that our human resources, working side-by-side, are the most important driving force behind our business activities to fulfill the T&D Insurance Group's corporate philosophy. Since its foundation, the Group has promoted the nurturing of a corporate culture where a diverse workforce can feel job satisfaction and reach its potential and has established the Basic Group Policy on Human Resources which aims to clarify the basic policy for human resource management within the Group. Under this policy, in which T&D Holdings and each Group company aim to improve their corporate value by leveraging the unique and specialized nature of their respective business strategies, each company formulates its own education and training plan and strives to develop and enhance the skills of its employees.

## Initiatives to Provide Opportunities for Growth

404-2

The three life insurance companies conduct education and training, primarily through OJT (on-the-job training), group training, support for personal development, and reskilling/relearning. Each Group company encourages autonomous career development by each employee, by actively helping them to acquire qualifications and offering a diverse curriculum, including correspondence education, online courses, and e-learning, according to their educational plans. In addition, each Group company has introduced systems such as management by objectives and a 360-degree evaluation system, to ensure that employees clearly understand their roles and objectives and can experience confidence and satisfaction by achieving their objectives. These initiatives lead to accelerate employees' career advancement and the development of human resources.

### Taiyo Life, Daido Life, T&D Financial Life

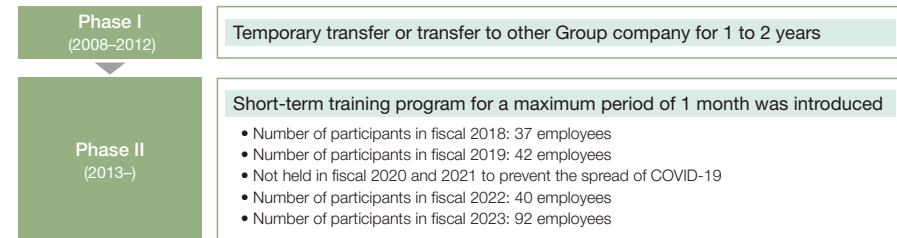
The three life insurance companies support employee career development by providing opportunities for them to actively refine their skills.

#### In-house recruiting

Under this system, employees can take up various challenges, such as application for dispatch to companies outside of the Group, positions of their choice, MBA programs, and application for dispatch to business schools.

#### Personnel exchange within the Group

Personnel exchange is promoted among Group companies for facilitating the sharing of the well-developed skills and knowledge possessed by each Group company.



#### Global human resources development

##### Taiyo Life

Taiyo Life is dispatching employees overseas in order to develop personnel capable of successfully working on a global level. In addition, it dispatches a number of employees to the asset management companies overseas to acquire high-level asset management knowledge.

##### Daido Life

In order to nurture global talent through diverse experiences, Daido Life is promoting the dispatch of employees to companies within the Group to engage in overseas business investments.

#### Provision of reskilling and relearning opportunities

##### Taiyo Life, Daido Life, T&D Financial Life, T&D Asset Management

We provide time- and location-independent online learning materials to encourage the acquisition of knowledge and skills by employees who wish to develop themselves.

#### Management training

##### Taiyo Life

For managers and managerial candidates, Taiyo Life offers in-house training and dispatches employees to business schools throughout the year to acquire management knowledge and skills. In addition, training on 1-on-1 meeting techniques is provided to managers to help them build positive relationships within their organizations. In order to develop human resources that will support the company's sustainable growth, Taiyo Life is enhancing training opportunities and strengthening efforts to develop managers.

##### Daido Life

At both the head office and branches, newly appointed managers are given training with the goal of improving managerial capabilities, and a select number of newly appointed managers are sent outside the company to graduate schools and business schools for further training. Furthermore, to help employees recognize their own unconscious biases and to assist in their autonomous career development, they are provided with skills training through guided learning, including training on ways to reduce biases related to age and gender. Daido Life is also working to develop managers who will create inclusive organizations where diverse human capital can actively participate and experience job satisfaction by clarifying the requirements as managers and strengthening initiatives to develop them.

## Human Capital Management

### T&D Financial Life

T&D Financial Life introduced 1-on-1 meetings this fiscal year for the purpose of improving employee engagement and motivation, encouraging employee growth, and building relationships of trust between managers and those they manage. Line managers and assistant managers are given training to teach them the necessary mindset and skills before they conduct 1-on-1 meetings. They are also given follow-up training to improve on the 1-on-1 meetings they have had.

### Daido Life

#### ■ Job definition documents (Provision of Job & Skill Maps)

The company has prepared “job definition documents” that describe the knowledge, experience, and so on, required for every job of the company, and are documenting the development status of individuals (the acquisition of the necessary skills) in relation to their roles. Based on this information, employees can clarify the position and career plan they are aiming for, and take specific actions such as skill development and self-improvement.

#### ■ Building a new training system

To help each employee realize his or her career goals based on his or her own experiences and values, the company is working to create a personalized learning environment that supports diverse and autonomous learning, including the expansion of training programs, both selective and open to all, that allow employees to independently acquire knowledge and gain experience. Moreover, the company and its managers offer assistance to each employee taking up the challenge of achieving an autonomous career path.

### Systematic Personnel Rotation

The T&D Insurance Group implements systematic rotation taking into account the career aspirations, ability, and suitability of each individual with respect to human resources deployment needs under the business strategies of the T&D Insurance Group and each Group company, to ensure that each employee can make maximum use of the skills they possess. Young employees are assigned to different parts of the organization and different job areas for a certain period after joining the company. By moving between the head office and branches, as well as sales and administration, these employees work to acquire basic knowledge and hone their skills. Similarly, with regard to management staff, employees who have experience as head office division managers are put into positions such as branch general managers, while branch managerial staff are assigned to the head office, with the aim of improving their managerial capabilities. In addition, employees are assigned to highly specialized departments in accordance with their own characteristics, experience, and career aspirations, and they are developed into staff possessing specialized knowledge based on their operational experience and the development plans created for each division. With the objective of the development and expansion of the population of the human resources responsible for managing the T&D Insurance Group, in which a variety of

companies exist, rotation from each company within the Group to T&D Holdings and personnel exchanges and dispatches within the Group are implemented, encouraging greater mobility of human resources within the Group.

### Promoting the Active Participation of the Elderly

3-3

404-2

The Group’s three life insurance companies have introduced a reemployment system for employees who are reaching the mandatory retirement age. Also, in order to promote work style reform, we are working to give elderly people the opportunity to actively participate, and each Group company has introduced various systems according to its particular situation. Also, Taiyo Life holds life planning seminars for employees before they reach the mandatory retirement age, to give them an opportunity to think about the way they want to work and live in the future.

### Taiyo Life

In responding to changing lifestyles and other factors, on April 1, 2017, Taiyo Life introduced a mandatory retirement age of 65 for administrative personnel, as well as a continuing employment system that extends employment up to the age of 70. At the same time, it abolished the mandatory retirement age of 57 for managerial personnel and rolled out a scheme under which company-approved employees can be appointed to the position of manager until the age of 65. In April 2020, Taiyo Life introduced a new personnel system so that it could better manage the mandatory retirement plan (65 years of age), and let employees of all ages, including senior employees, demonstrate their capabilities. The new system promotes a highly motivated work environment by revamping the evaluation criteria to make them clearer and adopting performance-based compensation.

### Daido Life

From April 1, 2022, the mandatory retirement age was extended to 65 years old and a reemployment system enabling employees to work up to 70 years old was newly established. In order to meet the needs of diverse work styles, employees 61 years old or older are provided the option of working on alternate days in addition to the option of full-time work. To put in place a work environment in which employees can more easily achieve their life plans, Daido Life has introduced a Home Base system for personnel employed on a nationwide basis who are 55 years old or older that encourages assignment to positions at offices in the location they hope for, such as their homes.

## Diversity Promotion Initiatives 3-3

### Employment of Persons with Disabilities

As of the end of March 2024, a total of 402 employees with disabilities, including 50 new recruits for fiscal 2023, worked at the three life insurance companies, which account for 2.58% of the total number of employees. We have put in place several measures designed to create a comfortable workplace for employees with disabilities. As a pre-hire initiative, we encourage the attendance of a placement support worker at job interviews, so that job candidates can go through the screening process without worry. We also hold workplace tours for candidates to prevent assignment mismatches. After hiring, we strive to provide company-wide support, through measures such as preparing a comfortable working environment by introducing specialized computers and other equipment, and taking commuting routes into consideration. In addition, job coaches who specialize in support for employees with disabilities are dispatched to the company, and a placement support worker holds interviews together with the employee and his or her supervisor, and offers advice. We will continue working to create a workplace environment that encourages and supports persons with disabilities in working comfortably, and to expand employment opportunities for persons with various disabilities.

### Employment of people with disabilities at the three life insurance companies

★ indicates limited verification has been carried out by a third party. (P.70 "Independent Assurance Report")

	FY2021	FY2022	FY2023★
Employment rate of people with disabilities	2.54%	2.48%	2.58%

\* The organizations covered by the calculation of the employment rate of people with disabilities are Taiyo Life, Daido Life, and T&D Financial Life.

\* The employment rate of people with disabilities is calculated based on the Act to Facilitate the Employment of Persons with Disabilities, etc.

### Daido Life

With the aim of creating workplaces in which a highly diverse workforce can thrive, Daido Life continues to establish safe and comfortable working environments for people with disabilities. As part of this initiative, in February 2018 the company set up ACT\* at its head office. This administrative services team of employees with disabilities currently has 24 members (as of March 2024).

\* ACT is both an acronym for Advance Challenged Team, and a reference to persons with disabilities acting, or taking part, in society. The company has distributed communication boards and tablets installed with "UDTalk," an app that converts voice to text in real time, to the head office and branches where employees with hearing disabilities work.

### Initiatives to Support Active Participation of Women

The T&D Insurance Group has accelerated efforts to create a corporate culture where a diverse workforce can feel job satisfaction and reach their potential. The Group recognizes that enabling women to further reach their potential is an important driver of sustainable growth in corporate value, and that their active participation is a crucial management priority for the Group. With this in mind, the Group's three life insurance companies are working to revise their respective personnel and compensation systems, as well as introducing various support systems to enhance employees' work-life balance, including balancing work with childcare and nursing care. In addition, by fostering a Group-wide collaboration to reduce total working hours and encourage male employees to take childcare leave, we are making an effort to create rewarding workplace environments where everyone is motivated to play an active role. To steadily advance these initiatives

and promote the active participation of female employees, the Group's three life insurance companies have each set targets for promoting female employees to management positions (25% by 2027 and 30% by 2030), and are working to systematically nurture female employees for promotion to management positions.

### Promote active participation of women at the three life insurance companies

The T&D Insurance Group has disclosed action plans for promoting the active participation of women and targets for promoting female employees to management positions. The ratio of female managers has been steadily increasing.

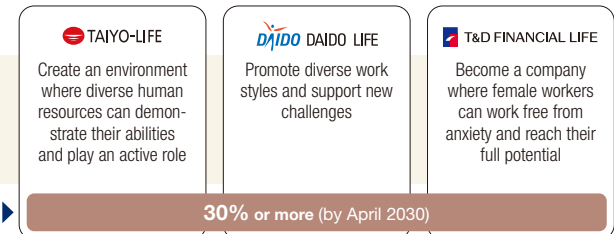
\* The figure including junior managers is calculated with a view toward the systematic and gradual development of female management executives.

#### Initiatives

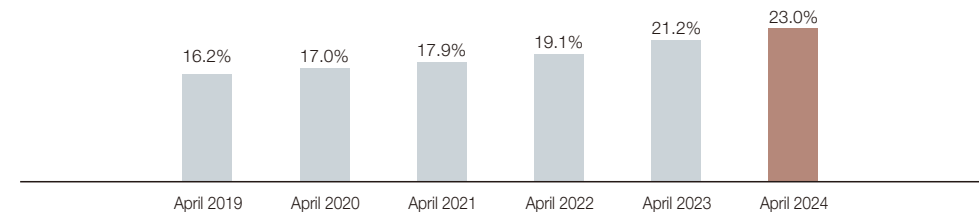
- Implement systematic cultivation and promotion of female employees to management positions
- Enhance career development and work-life balance support measures
- Transform the mindset of managers

Targets set for promoting female employees to management positions (Achievement deadline)

Ratio of female managers



### Ratio of female managers (Total of the three companies)



### Ratio of female managers in administrative personnel of the three life insurance companies 405-1

★ indicates limited verification has been carried out by a third party. (P.70 "Independent Assurance Report")

	FY2021	FY2022	FY2023★
The ratio of female managers	19.1%	21.2%	23.0%

\* The eligible persons for calculation of the ratio of female managers are administrative personnel of Taiyo Life, Daido Life and T&D Financial Life.

\* The ratio of female managers is calculated as of April 1 of the following fiscal year.

\* The ratio of female managers is calculated based on the following definitions.

- Taiyo Life: Senior Deputy Manager or higher position
- Daido Life: Assistant Manager or higher position
- T&D Financial Life: Assistant Manager or higher position

## Diversity Promotion Initiatives

### Gender wage gap at the three life insurance companies 405-2

★ indicates limited verification has been carried out by a third party. (P.70 “Independent Assurance Report”)

Gender wage gap (Wages for women/Wages for men)	FY2022	FY2023★
All employees	42.0%	42.0%
Full-time employees	42.3%	42.3%
Part-time and fixed-term employees	33.9%	34.9%

\* The eligible organizations for calculation of the gender wage gap are Taiyo Life, Daido Life and T&D Financial Life.

\* The gender wage gap is calculated in accordance with the provisions of the Act on the Promotion of Women’s Active Engagement in Professional Life.

\* The gender wage gap is largely attributable to the difference in the ratios of male and female regular employees in management positions.

#### Taiyo Life

##### ■ Establishment of Human Development Department

Taiyo Life established the Human Development Department in April 2024, strengthening systems for supporting the career development of female employees, with “recruitment,” “development,” “support for work-life balance” and “development of organizational culture” as the axes for promoting diversity and inclusion.

##### ■ Development of female managers

To nurture human resources capable of participating actively as managers, Taiyo Life deploys job rotation to give employees a wide range of professional experience and knowledge and also offers systematic training opportunities, including seniority-based and job-based training and selection-type training for female managers and female manager candidates. The company has introduced a “mentor system” through which newly appointed female managers are supported by more senior managers, and supports the “improvement of skills” after promotion and the “creation of comfortable workplace environments.” Taiyo Life also implements measures to encourage autonomous career development such as calling for applications from within the company or the Group to motivate employees to take on new challenges.

#### Daido Life

##### ■ Greater opportunities for participation

Daido Life is working to support the career development of female employees and improve managers’ capabilities in supporting them. For example, it has put in place a comfortable workplace environment by implementing numerous support measures that aim to boost career mindsets and expand horizons. It is also working to expand career options by introducing a “Dokodemo Honsya” remote work initiative that allows employees to work on the head office tasks even if they live in a rural area. In April 2024, the company appointed six women to senior management positions (department general manager).

##### ■ Career challenge system

The company provides opportunities for growth by enabling employees to gain a wide range of business experience, beyond the work they have previously engaged. These include in-house internships that allow locally based employees who have few transfer opportunities to leave their workplace for short periods to try a different job, free-agent style applications for in-house jobs, and work assignments at outside companies in Japan.

##### ■ Development of female managers

For the purpose of nurturing female managers and enhancing awareness about furthering their careers, Daido Life is endeavoring to improve the managerial capabilities of female managers with the use of a mentor system whereby officers or general managers offer their support to newly appointed female managers, in addition to dispatching female managers to universities and other institutions. And in an effort to expand opportunities for female employees to take on new responsibilities and bigger roles, the company has an all-star program that runs over a number of years, which aims to systematically nurture candidates for general/branch manager positions.

#### T&D Financial Life

##### ■ Training to support women’s active participation

Group training is held regularly on topics such as Communicating with the People around You, Demonstrating Leadership, and Guiding and Nurturing Subordinates and Juniors, with the aim of allowing female employees to envision the type of leader they should become, and to acquire the skills necessary to do so.

#### LGBT-friendly

##### Welcomed by the Group

Underpinned by its basic approach to respecting human rights expressed in the T&D Insurance Group’s Human Rights Policy, the Group strives to develop a workplace environment in which each and every employee can fully realize their own potential. From the viewpoint of diversity, each Group company is addressing LGBT (sexual minorities) issues by running training sessions.

Daido Life treats same-sex partners as spouses under its leave and benefit program and has also established an “LGBT Consultation Desk” that gives advice to and deals with a wide range of inquiries from sexual minority employees.

#### Customer-oriented

The T&D Insurance Group’s three life insurance companies have also started to allow policyholders to designate same-sex partners as beneficiaries of insurance benefits, just like for a spouse, by submitting documents showing that the two people are in a partnership, such as a partnership certificate issued by a local government.

Daido Life is expanding the areas in which same-sex partners living together are accorded the same treatment as spouses, including procedures for new policies, payments, and policy changes.

Response	Date
Possible to designate as beneficiary for death benefits	November 2015
Possible to designate as registered family in the Family Registration Program	
Possible to sign on behalf of a partner for procedures such as new policies, payments when the partner is unable to do so for him/herself	December 2016
Possible to designate as a preregistered proxy	April 2018



## Worker-friendly Work Environment

403-1

403-2

403-3

403-4

403-5

### Work-Life Balance Initiatives

403-6

403-7

The T&D Insurance Group companies are strengthening various initiatives, including enhancement of child-care leave and other systems, reduction of total working hours, and introduction of the home-based work system and satellite office work system to enable diverse work styles. Accordingly, employees can make full use of their skills and increase their performance at work, while fulfilling their responsibilities at home, such as housework, childcare, and nursing care. Furthermore, we believe that in order to promote the active participation of women, it is essential to create a workplace where women can continue working long term, while experiencing life events such as marriage and childbirth. As part of these efforts, the Group as a whole is striving to realize work-life balance by encouraging men to participate in childrearing, and the percentage of male employees taking childcare leave has reached 100% at the three life insurance companies.

### Taiyo Life

Taiyo Life is taking steps to reduce overall working hours and encourage its employees to take paid leave. To enable diverse work styles, the company introduced a flextime system with no core hours, the home-based work system and satellite office work system. The company also has other systems to support employees to balance their jobs with life at home that go above and beyond what is required by law. For instance, a childcare leave system available to employees with children no older than three years, a shorter working hours system available to employees with children up until the end of elementary school, and a nursing care leave system that can be utilized for up to three years. Taiyo Life also encourages male employees to take childcare leave of one month (20 business days), with their salaries paid in full during that time. In addition, the company is implementing initiatives to achieve a work-life balance, including expanding the scope of application of hospital leave, which was previously limited to pre- and post-natal care, infertility treatment and cancer treatment, to include cerebrovascular disease and cardiovascular disease from October 2023.

### Daido Life

Daido Life has introduced a range of initiatives such as a flextime system with no core hours, “early finish” days, and a system of taking leave in units of one hour, and is working to achieve a work-life balance by encouraging all employees to reduce their working hours and take leave.

The company also encourages diverse work styles, reducing constraints on work locations by actively utilizing home-based work and also establishing satellite offices, introducing shared offices operated by private companies, and utilizing online communication tools. In recognition of its approach and initiatives, the company has received a great many awards relating to telework from government ministries and agencies and other organizations.

Meanwhile, Daido Life goes above and beyond what is required by law in supporting employees to balance their jobs with life at home, including expanding eligibility for the system of shorter working hours and childcare leave to the end of the 6th grade of elementary school, and awarding 10 days of paid leave for caring for sick family members/nursing care. The Company provides a wide range of other support systems according to the specific circumstances and provides a handbook explaining the support available to employees to encourage employees to use them.

### T&D Financial Life

The company is promoting initiatives to reduce working hours by implementing a “No Overtime Day” and a “Leave Work Early Day,” automatically shutting down computers used for work, and other measures, initiatives encouraging employees to take paid leave such as making it mandatory to take planned annual leave of five consecutive business days + three business days, and home-based work (telework) systems to realize more flexible work styles. In addition, it is advancing initiatives for the realization of work-life balance, such as the introduction of the system for short working hours which employees can utilize during the raising of children, nursing care, and convalescence from illness, recommending that employees take children’s birthday leave (until the child starts elementary school), and the introduction of a childcare leave system enhanced above the statutory requirements.

### Acquisition of maternity and childcare leave 401-3

	FY2021	FY2022	FY2023
Number of employees taking maternity leave	415	458	475
Number of employees eligible to take childcare leave	497	538	552
Men	82	80	77
Women	415	458	475
Number of employees taking childcare leave	463	485	512
Men	82	80	77
Women	381	405	435

\* The acquisition of maternity and childcare leave at the three life insurance companies.

\* The number of administrative personnel at the three life insurance companies who have returned to work after taking childcare leave is as follows.

Fiscal 2021 146 (95.4%) (Men 74 (100%), Women 72 (91.1%))

Fiscal 2022 162 (100%) (Men 78 (100%), Women 84 (100%))

Fiscal 2023 141 (92.8%) (Men 76 (100%), Women 65 (85.5%))

### Acquisition of nursing-care leave

	FY2021	FY2022	FY2023
Number of employees taking nursing care leave	3	1	3
Men	0	0	1
Women	3	1	2

\* Number of administrative personnel of the three life insurance companies taking nursing care leave.

### Average number of paid leave days taken by administrative personnel

	FY2021	FY2022	FY2023
Average number of paid leave days taken	16.5	16.7	18.7

\* Average number of paid leave days taken by administrative personnel of the three life insurance companies.

## Worker-friendly Work Environment

### Absenteeism among administrative personnel of the three life insurance companies

★ indicates limited verification has been carried out by a third party. (P.70 "Independent Assurance Report")

	FY2021	FY2022	FY2023★
Absence rate	0.55%	0.61%	0.79%

\* The eligible persons for calculation of the absence rate are administrative personnel of Taiyo Life, Daido Life and T&D Financial Life.

\* The absence rate is the total number of days of absence as a percentage of the total number of workdays in each fiscal year. The total number of days of absence includes absences for all kinds of reasons such as sickness absences and personal absences; however, the absence categories have different names depending on the subsidiary.

### Number of employees hired/number of employee turnover 401-1

Number of administrative personnel hired/turnover		Number hired						Number turnover					
		FY2021		FY2022		FY2023*		FY2021		FY2022		FY2023*	
		Number of persons	Percentage compared to number of employees at fiscal year-end	Number of persons	Percentage compared to number of employees at fiscal year-end	Number of persons	Percentage compared to number of employees at fiscal year-end	Number of persons	Percentage compared to number of employees at fiscal year-end	Number of persons	Percentage compared to number of employees at fiscal year-end	Number of persons	Percentage compared to number of employees at fiscal year-end
Total (men and women)	Total	270	4.71%	291	5.03%	310	5.30%	273	4.77%	261	4.52%	260	4.44%
	Under 30	234	4.08%	241	4.17%	217	3.71%	77	7.58%	78	7.34%	95	8.95%
	30-50	34	0.59%	47	0.81%	77	1.32%	65	2.22%	101	3.57%	84	2.98%
	Over 50	2	0.04%	3	0.05%	16	0.27%	131	7.36%	82	4.35%	81	4.10%
Men	Total	104	1.82%	133	2.30%	138	2.36%	138	4.50%	120	3.90%	119	3.84%
	Under 30	94	1.64%	114	1.97%	114	1.95%	38	9.09%	27	6.19%	42	9.33%
	30-50	10	0.18%	19	0.33%	16	0.27%	30	1.84%	56	3.56%	40	2.61%
	Over 50	0	—	0	—	8	0.14%	70	6.90%	37	3.47%	37	3.33%
Women	Total	166	2.90%	158	2.73%	172	2.94%	135	5.07%	141	5.21%	141	5.11%
	Under 30	140	2.44%	127	2.20%	103	1.76%	39	6.52%	51	8.13%	53	8.68%
	30-50	24	0.42%	28	0.49%	61	1.04%	35	2.69%	45	3.58%	44	3.44%
	Over 50	2	0.04%	3	0.05%	8	0.14%	61	7.96%	45	5.50%	44	5.08%

\* The number of administrative personnel hired and leaving employment at the three life insurance companies in fiscal 2023. All percentages are based on the number of employees at the end of fiscal 2023.

The percentage compared to number of employees at fiscal year-end is calculated using the total number of employees at fiscal year-end as the denominator in the "Number hired" section and using the number of employees at fiscal year-end in each category as the denominator in the "Number turnover" section.

\* The number of persons leaving employment includes those who have reached mandatory retirement age, those who have left to assume posts as officers, and those who have died.

\* Over 50 includes Fixed-term contract (*shokutaku*) employees.

### Measures to Support Raising the Next Generation

Since the enforcement of the Act on Advancement of Measures to Support Raising Next-Generation Children in April 2005, the Group has formulated a unified action plan every two years to enhance the child-care support system and promote work-life balance. The Group's three life insurance companies received certification as meeting the criteria of the Act on Advancement of Measures to Support Raising Next-Generation Children (Kurumin certification) for five consecutive biennial periods starting from the first period from April 1, 2005 to March 31, 2007. T&D Asset Management has obtained the Kurumin certification for four consecutive biennial periods starting from the fourth period from April 1, 2011 to March 31, 2013. Additionally, in April 2008, T&D Information System became the first company with 300 or fewer employees in the information services sector in Saitama Prefecture to acquire the same certification. The company received certification under the same initiative for four consecutive periods. Moreover, the Platinum Kurumin System was initiated on April 1, 2015. This certification is awarded only to Kurumin-certified companies that have satisfied certain requirements by undertaking even more advanced activities. All three of the Group's life insurance companies obtained the "Platinum Kurumin" mark in recognition of their proactive initiatives as enterprises that support child raising activities. T&D Information System and T&D Asset Management also obtained the "Platinum Kurumin" in August 2018 and June 2019, respectively.

### T&D Insurance Group companies have been certified as being companies that support the raising of children



### Workforce Composition

#### Information regarding employees and other workers 401-2

Category		Social insurance	Welfare system	Paid leave	Salary
Employment type/contract					
Full-time, indefinite-term	Administrative personnel	○	○	○	Fixed
	In-house sales representatives	○	△	○	Fixed + Proportionate
	Contract employees	○	△	○	Fixed
Full-time, fixed-term	Fixed-term contract	○	△	○	Fixed
Part-time, fixed-term	Part-time	○	△	○	Fixed

\* Exceptions are marked with a △.

## Worker-friendly Work Environment

### Employee composition by age group 405-1

Number of employees		Number of employees		
		March 31, 2022	March 31, 2023	March 31, 2024
Total (men and women)	Total	17,963	18,374	18,802
	Under 30	2,967	3,137	3,237
	30-50	7,854	7,999	8,159
	Over 50	7,142	7,238	7,406
Men	Total	3,356	3,350	3,362
	Under 30	438	452	466
	30-50	1,723	1,660	1,623
	Over 50	1,195	1,238	1,273
Women	Total	14,607	15,024	15,440
	Under 30	2,529	2,685	2,771
	30-50	6,131	6,339	6,536
	Over 50	5,947	6,000	6,133

\* Number of employees at the three life insurance companies (including in-house sales representatives)

### Officer composition by age group (as of July 31, 2024) 405-1

	Under 30	30-49	50 or over	Total
Men	0	5	71	76
Outside officers	0	1	11	12
Women	0	3	6	9
Outside officers	0	3	2	5

\* Outside officers refers to outside Audit & Supervisory Board members and outside directors

\* Number of officers including executive officers at T&D Holdings and the three life insurance companies

### Dialogue and Consultations with Labor Unions 2-30

Each of the three life insurance companies in the T&D Insurance Group has an independent labor union and a collective agreement. On this basis, the companies have proactively discussed with the unions on a wide range of issues including business management, corporate policies, wages, working hours, holidays, personnel management systems, fringe benefits and so forth. We believe that a truly meaningful cooperative relationship between employees and company, that is based on the spirit of trusting each other, can be built only through straightforward discussions based on their respective viewpoints, and that kind of relationship will motivate employees and bolster the competitiveness of the company.

#### Labor unionization of the administrative personnel of the three life insurance companies

	FY2021	FY2022	FY2023
Labor unionization rate	80.6%	81.9%	82.1%

### Initiatives Reflecting Employee Feedback 2-29

Each T&D insurance Group company conducts an employee engagement score survey every year to assess how motivated and engaged employees feel at work and how proud and aware they feel about being part of the company, and how voluntarily they are performing their duties. In addition, the Group Long-Term Vision uses the engagement score as a non-financial KPI to measure the effectiveness of various measures.

#### Employee Engagement Score

One of the most crucial driving forces that will allow each T&D Insurance Group company to maintain stable and sustainable growth is human resources. Improving satisfaction, loyalty and motivation among employees is indispensable for the realization of the Group's various measures. In particular, in today's world that is said to be in the era of VUCA, which stands for volatility, uncertainty, complexity, and ambiguity, the autonomous actions of employees are even more necessary, and taking into account the present situation that the independent actions of employees based on the creation of job satisfaction has become even more important than before, we implemented a survey of the employees of the directly owned subsidiaries, including the three life insurance companies, which focused on employee engagement, one of the non-financial KPIs.

### Employee Questionnaire on Sustainability and CSR 2-29

The T&D Insurance Group stresses the importance of communication within the Group and hopes to be able to grow with every employee—the key stakeholders of the Group—to fulfill the Group's public mission and social responsibilities. The T&D Insurance Group Sustainability Report helps raise awareness about sustainability and CSR throughout the Group as a mirror for self-reflection. Also, with the objective of enhancing the Group's initiatives on sustainability and CSR, the Group's corporate officers and employees were requested to answer a questionnaire after they had finished reading the report.



#### Questionnaire Respondents T&D Insurance Group corporate officers and employees

\* Questionnaires are completed anonymously.

#### About the Entire Report

##### ● Commendable Sections

- (1) Promote healthy and abundant lives for all people ..... 31.1%
- (2) Provide workplace environments that enable all people to participate actively ..... 30.2%
- (3) Social activities ..... 19.8%
- (4) Message from the President ..... 16.9%
- (5) Sustainability statement ..... 16.1%
- (6) Help mitigate and adapt to climate change ..... 15.2%
- (7) Employee dialogue ..... 14.0%





## Worker-friendly Work Environment

### Opinions and requests received

Questionnaire respondents rated the report's comprehensibility, amount of information, as well as their level of understanding of the Group's sustainability and CSR initiatives, to be roughly the same as the previous year. They would like to see the following topics be further expanded upon and improved going forward: initiatives for employees (initiatives for human resource development, promoting diversity, workplace environments, and the like); overall Group management (future vision of the Group, business outline of each Group company and the like); and initiatives for the global environment (CO<sub>2</sub> emission and electricity usage reductions, forest conservation, and the like). In response to the comments and requests, the Group will make an effort to improve the content of these topics going forward.

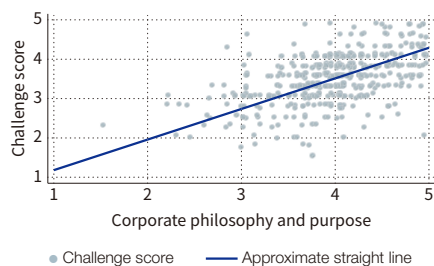
### Reflecting opinions and requests

To further raise the awareness of corporate officers and employees regarding sustainability and CSR issues, we will make efforts to clearly demonstrate the Group's approach and policies on implementing initiatives and edit the report to make it easier to read so that readers could become more familiar with sustainability and CSR.

#### Employee Engagement Score Survey (analyzed in collaboration with the Graduate School of Management, Kyoto University)

Based on the assumption that greater willingness to take on new challenges ("Try") on the part of individual employees will have a positive effect on improving company performance, we analyzed sensitivity between the challenge score (survey items related to "Try") and the human capital keyword score for different employee attributes. Results showed that the greater the understanding of corporate philosophy and purpose and the stronger corporate loyalty, the greater the willingness to take on new challenges ("Try") (there is a correlation between the two). We plan to carry out further analysis for the formulation of effective human resources strategies in the future.

Correlation between challenge score and corporate philosophy and purpose



Correlation between challenge score and corporate loyalty



## Health Promotion for Employees

3-3

403-1

403-2

403-3

403-4

403-5

403-6

403-7

### Health and Productivity Management Initiatives (1)

The T&D Insurance Group companies believe that the mental and physical health of the employees and their families is important in order to realize the Group Corporate Philosophy and continue the growth of the Group, so they aim to realize workplaces where all employees can participate in the operations with peace of mind and work enthusiastically.

#### Taiyo Life

Taiyo Life has been promoting Taiyo's GENKI Project\*, an initiative for energizing employees, customers, and society since 2016. In initiatives to help employees work long with good health, the company offers all employees Kurort Health Walking sessions to improve their health, as well as MCI Screening Plus, *AminolIndex® Risk Screening*, and Cervical Cancer HPV Screening (PAPI'Qss), which are useful for the early detection of dementia and serious diseases. Taiyo Life also implements a range of other initiatives to promote health, including maintaining a complete ban on smoking within the company, increasing the guidance implementation rate for people eligible for specific health guidance, providing e-learning to help improve health and utilizing internal and external help desks.

\* Taiyo's GENKI Project is being promoted with the President at the helm and all executive officers as members.

#### Daido Life

Daido Life's "DAIDO COCO-KARA" is a variety of actively promoted initiatives for improving the health of employees under the "COCO-KARA Declaration," a declaration of health and productivity management and a commitment from top management. These include initiatives to reduce working hours by automatically shutting down computers used for work, as well as planned yearly leave and leave taken in conjunction with weekends or national holidays, early regular preventive health checkups for all employees, establishment of consultation desks to discuss second opinions and cancer, the arrangement of wearable devices (some of which are subsidized by the company), the holding of walking campaigns, talks on health topics, the prohibition of smoking during working hours, and the introduction of measures to help employees quit smoking (the online quit-smoking program). In addition, since fiscal 2020, Daido Life has been monitoring and disclosing "presenteeism" (University of Tokyo version of the one-item scale) as an indicator to confirm whether its health and productivity management initiatives are leading to improved productivity.

## Health Promotion for Employees

### T&D Financial Life

As part of its pledge to proactively promote the creation of workplace environments where employees can participate actively and enthusiastically in good health, T&D Financial Life has formulated the T&D Financial Life Health Declaration. In line with the Declaration, the company has implemented measures to improve employees' health, including initiatives to reduce working hours by implementing a "No Overtime Day" and a "Leave Work Early Day," automatically shutting down computers used for work, and other measures, promoting home-based work (telework), fully implementing regular health checkups, conducting stress checks aimed at preventing mental health issues, acquiring Mental Health Management certification for its management staff, establishing the T&D Medical Hotline, which employees can call to consult about mental and physical health problems, abolishing in-house smoking areas, prohibiting smoking during working hours, and subsidizing the costs of engaging in sports through in-house club activities and the like. It is also engaged in specified medical checkups and the provision of health guidance based on Data Health Plans in collaboration with the Health Insurance Association.

### Certified Health and Productivity Management Organization – White 500

The three initiatives of "Taiyo's GENKI Project" at Taiyo Life, "DAIDO COCO-KARA" at Daido Life, and "T&D Financial Life Health Declaration" at T&D Financial Life are being carried out to improve the health of employees through various measures, and they aim to realize workplaces where all employees can be both physically and mentally healthy and work in a spirited manner. The three life insurance companies were recognized as Certified Health and Productivity Management Organizations "White 500" in the large enterprise category under the Ministry of Economy, Trade and Industry (METI)'s Certified Health and Productivity Management Organization Recognition Program, which METI established with the aim of honoring organizations that engage in initiatives to improve the health of their employees.



## Health and Productivity Management Initiatives (2)

### Initiatives by the Human Resources Department

The T&D Insurance Group has a clinic at its head office, and promotes the health of its employees through periodic health committee meetings at each branch office in collaboration with industry physicians and the labor union. The Group companies also take care of the mental health of their employees and, by contracting external physicians, provide a system for consultation and medical service that employees can utilize free from anxiety.

### Stress check program

All employees at T&D Insurance Group companies are invited to undergo a stress check as part of the program's goal of preventing mental health disorders. The Group encourages self-care among its employees, and has also put in place a system for employees under particularly high stress to receive in-person advice from a physician, and when necessary, to introduce such employees to specialists the Group has contracted with on a part-time basis. Each company also conducts Group analysis, which is beneficial in improving the workplace environment.

### In-house non-smoking initiatives

In the interests of strengthening measures to prevent second-hand smoke and promoting mental and physical health, in July 2018, the T&D Insurance Group implemented an in-house non-smoking policy (eliminating smoking areas on company premises and prohibiting smoking during work hours) at all Group companies.

### Health Insurance Association

The three life insurance companies have their own independent Health Insurance Association, which work to prevent lifestyle diseases and otherwise promote the health of association members. In addition to covering medical costs, such as due to illness or injury in members and their dependents, the societies conduct campaigns to raise awareness regarding the use of health insurance, subsidize the cost of health checkups including annual physical examinations, and promote cancer screening. Since fiscal 2008, the associations have also carried out specified medical checkups and healthcare guidance aimed at preventing lifestyle diseases. In fiscal 2015, the health insurance associations began activities such as providing health guidance to insured members as part of their Data Health Plans. A Data Health Plan is an efficient and effective approach to health maintenance based on the PDCA cycle and analysis of data such as medical information (receipts for health insurance claims) and information about health examination results.