

# Contents

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## **06** Our Stance on Human Capital Management

Messages from the Group CEO, CHRO and CDIO

CFO, CHRO & CDIO Roundtable Discussion: Human Capital Management at Tokio Marine Group

Tokio Marine Group's View on Its Purpose and People

What Tokio Marine Group Values in Promoting Human Capital Management

Value Provided by Tokio Marine Group to Each Stakeholder through Our Human Capital Management

## **19** Tokio Marine Group's Human Capital Management

Link between Tokio Marine Group's Management and Our Human Resource Strategy

Human Resource Strategy toward the Realization of Our Group Strategy

Overview of Human Resource Strategy toward the Enhancement of Our Corporate Value

Synergy between "People" and "Corporate Culture" in Our Human Resource Strategy

Challenges in Human Capital Management



Every employee is as the driver for realizing  
our purpose





## Creating an Environment Where All are Active

Tokio Marine Group's approach to people is defined in Tokio Marine Group's "Our People". Based on this, we are working to hire and develop

# Diversity as an Organizational Strength

## Promoting D&I as a Key Success Factor for Growth

The most important facet for insurance companies as a “ People’s Business ” is people. We endeavor to create an environment in which all employees can achieve their potential in their own unique way. Having positioned D&I promotion as a key success factor for further growth in 2019, we are committed to achieving our goals.

Promoting Diversity and Inclusion (D&I) as a Key Success Factor for Growth. We are committed to creating an environment where all employees can achieve their potential in their own unique way. Having positioned D&I promotion as a key success factor for further growth in 2019, we are committed to achieving our goals.

Our commitment to D&I is a key success factor for further growth in 2019. We are committed to achieving our goals.

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The combination of these two factors will support the growth of every individual employee, which in turn will serve as a powerful engine for the growth of the Group.

Although various debates regarding human capital management are now underway, our investment in human capital goes beyond easy-to-understand proposals that directly involve labor costs and training expenses. In concert with these investments, we undertake initiatives regarding corporate



## Tokio Marine Group's View on Its Purpose and People

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## What Tokio Marine Group Values in Promoting Human Capital Management(2/2)

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For the Tokio Marine Group, people and the trust they create are a source of competitive advantage, and we therefore believe that empowering our people will lead to sustainable growth. This approach is also reflected in the HR systems of HD and TMNF.







## Human Resource Strategy toward the Realization of Our Group Strategy

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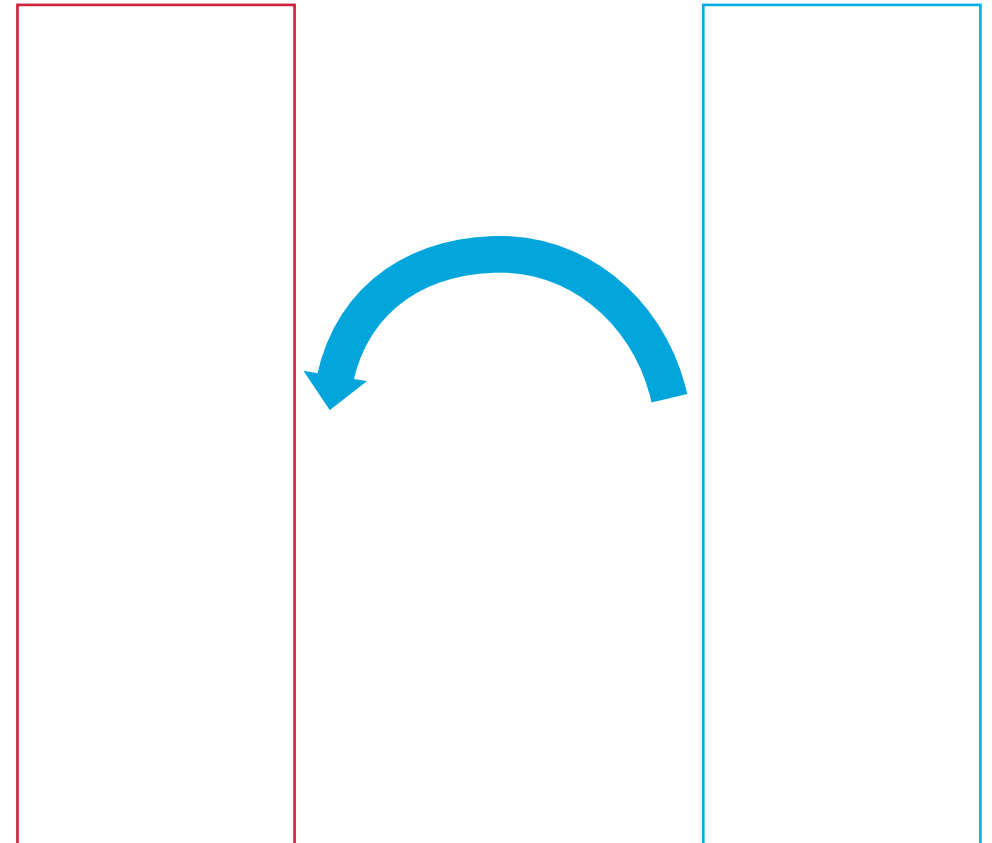
We believe that the following two components are essential for realizing the Group strategy through the human resource strategies: building a talent portfolio that support on corporate functions and creating an environment that enables the people to maximize their capabilities. To this end, the Group Human Resource Strategy consist of people and corporate culture supporting integrated group management.

Two elements of our human resource strategy are people and corp

## Synergy between “ People ” and “ Corporate Culture ” in Our Human Resource Strategy

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Build a strategically consistent talent portfolio, strengthen group management systems, foster a sense of unity in the Group, and increase engagement are four areas that are interrelated and synergistic. The basis of all our efforts is the shared sense of purpose among the employees.







## Measures to Promote Human Capital Management

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We are working to improve various human resource measures in order to empower our people and corporate culture supporting the integrated group management.

