



Daiichi Life Group Employee Value Proposition

Open the door to a World of Opportunities



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What do you value in your work?

When do you feel fulfilled in your work?

At the Daiichi Life Group, we want to ensure that all our colleagues feel empowered to lead vibrant, positive and fulfilling lives as a part of our team.

We believe that the ideas and strengths of each of these individuals form the foundation on which our Purpose is built.

To achieve this, we are committed to providing a wide range of opportunities and experiences, ensuring our employees find it both attractive and rewarding to work for us.

This booklet highlights the efforts that the Daiichi Life Group is implementing across our different countries and companies globally to deliver diverse values, including:

- Embracing new challenges and fostering growth.
- Building meaningful connections we make through social contributions.
- Experiencing the joy of accomplishment alongside colleagues.
- Maintaining a healthy daily life, both mentally and physically to promote happiness.

We invite you to see how our colleagues find value in their work.

We encourage you to explore these insights and discover opportunities to apply them in your own workplace as well.

The Daiichi Life Group hopes this booklet inspires you to expand your own possibilities.

*These initiatives are called Employee Value Proposition (EVP). The Daiichi Life Group is promoting EVP with the aim of becoming a company where our diverse employees can continue to actively thrive and demonstrate their individuality.



Every employee of the Daiichi Life Group plays a crucial role in realizing our Purpose (The “reason” behind our existence in society) and Values (Values we uphold). We are committed to supporting our employees and strengthening the foundation of our Group by providing opportunities centered around the four pillars: Grow, Protect, Belong and Be Well.

The Daiichi Life Group has been sharing our Employee Philosophy Statement, to communicate our commitment to our Employee Value Proposition and the cherished values embodied in our brand message, “By your side, for life.” This statement outlines how we provide opportunities and challenges to our employees worldwide, regardless of country or company. It highlights how our employees’ growth enhances the value of the Group, fostering mutual growth and improvement for both the company and its employees.

Growth is not a solo endeavor.

As over 100 years of experience has taught us,
growth comes from belonging to something bigger than ourselves.

At Daiichi Life Group, we are by your side, growing with you.

Challenging you. Supporting you to prosper.

Protecting the well-being of all, now and for the future.

Wherever you are with us, and wherever you go in our group,
we work together to open up a world of opportunities.

Daiichi Life Group Employee Philosophy Statement

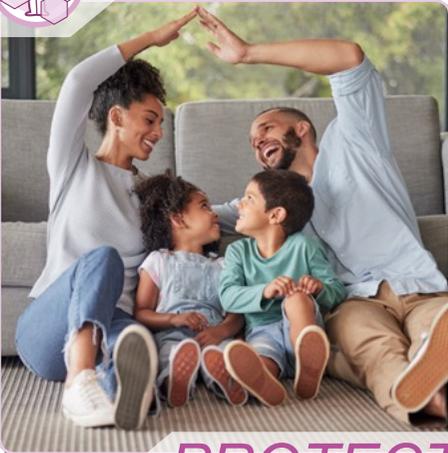
EVP Pillars

The Daiichi Life Group's EVP consists of 4 pillars: 'GROW', 'PROTECT', 'BELONG' and 'BE WELL'.



GROW

We create an environment where you are challenged to grow, prosper, and embrace new possibilities, as you continue to develop new skills and aspirations.



PROTECT

We protect you, our customers, communities, and each other, not simply now but also for the future.



BELONG

We value the diversity of our people and create an environment where you are respected, heard, and able to make a difference.



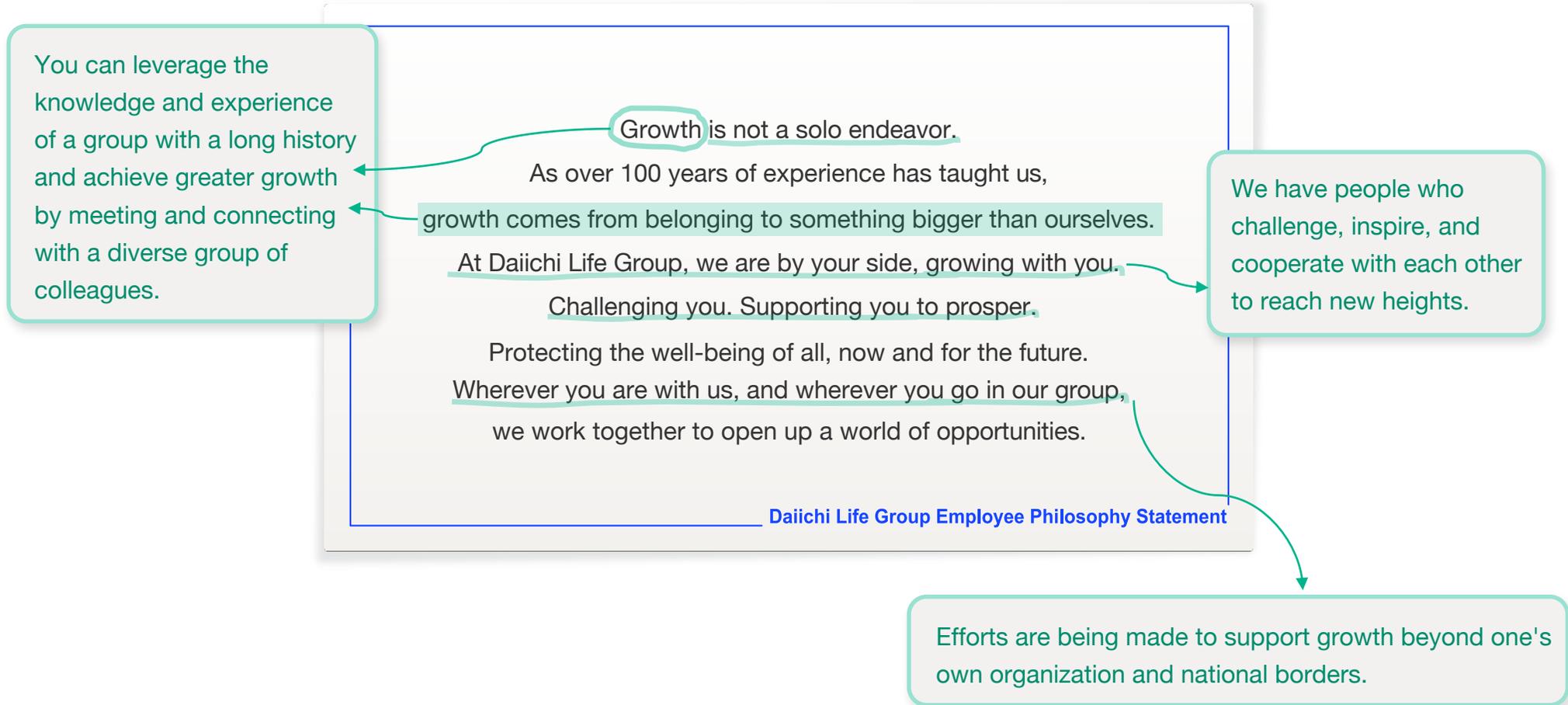
BE WELL

We believe that being safe, well and supported at work creates an environment where you feel energised, encouraged, and supported.



Grow together

Key points regarding support for “GROW” contained in the statement





Here are some testimonials from members who participated in the Global Job Posting, an initiative designed to support your growth beyond company and country boundaries.

Global Job Posting

TAL → Daiichi Life Group(HQ)

Experiences in the Job Posting Program have strengthened my ability to collaborate across diverse cultures and navigate different working styles.



Katie Tong
(TAL)

Participating in the Job Posting Program has been an invaluable experience. Coming from TAL, the opportunity to immerse myself in Japan has helped me understand not only the local culture, but also how Daiichi Life connects across the global group companies. Working within the Digital Innovation Group has given me various opportunities such as serving as a panellist at InsureInnovator Connect Asia in Singapore, and managing the global DINO (Daiichi Innovation) Programme for 26 participants across the global region. These experiences have strengthened my ability to collaborate across diverse cultures and navigate different working styles. I hope to also have contributed by bringing aspects of the Australian working style, such as clearer communication, openness, and proactive coordination. I am still working on the 4pm drinks on Fridays!

Outside of work, one of my favourite parts of living in Japan is watching the seasons change. The colours, atmosphere, produce and even Starbucks drink special are so distinct throughout the year.

Looking ahead, I hope to continue to help shape how our global teams work together and strengthen shared ways of working. I look to improve communication across borders, and build more connected innovation practices that support the entire Daiichi Life group.



Protective → Daiichi Life Asia Pacific
Virtual Assignment

Working at Daiichi Life Asia Pacific as an Assistant Manager in the Market Intelligence Group was an exceptional experience. Over a few months, I crafted detailed reports and forged meaningful relationships with incredible people. This role not only expanded my knowledge of the insurance industry on a global scale but also offered deep insights into how companies strategically research and navigate new regional markets.



Muhammad "Harris"
Hashmi (Protective)



This is a program in which employees raise their own hands, demonstrate their expertise across countries, learn about diversity and broaden their horizons. Held among the countries and companies in the group, it has led to the creation of a culture that supports growth, enhancement and success together.



Group companies are working to revolutionize the insurance industry by innovating and creating new businesses.

Digital Innovation Fund (DIF)

Global 



The Digital Innovation Fund (DIF) was launched in 2021 to drive innovation across Dai-ichi Life Group, with the aim of “Reimagining Insurance”. This initiative supports various proof-of-concepts (PoC) for new-age propositions that help our group companies develop new capabilities. In doing so, we are also able to harness synergies across markets through common solutions and best practices. Since inception, we've received 112 ideas from 15 group companies worldwide and have supported more than 60 of these initiatives. In 2025, as we mark the milestone of 5 years in operations, we will look to continuously championing change and innovation across the Group, future-proofing our business further.

Find out more: The Digital Innovation Fund

From ideation to implementation, a comprehensive suite of resources and support will be provided to ensure business viability and scale-ups of propositions into actual business implementations.

- Proposition Development & Refinement**
We offer pre-consultation at any stage, from ideation to application. We provide various forms of support and advice to help increase the chances of your idea being accepted for funding.
- Leveraging our Global Innovation Labs**
We can help you to tap on relevant expertise across our Labs in Silicon Valley and London, explore insightful case studies / use cases, and provide areas of value-add to your ideas.
- Implementation Support**
Be it project management support, or resourcing requests, we are here to help make the implementation phase smoother, and more manageable.





Tran Ba Duy
(Dai-ichi Life Vietnam)

DIF provided not only resources but also the assurance to refine, adjust, and improve throughout the process.

Dai-ichi Life Vietnam applied to the Innovation Fund to validate how digital bancassurance can reach the non-loan segment through locally relevant execution, contributing to DIF's effort to create practical models that other BUs across the Group can later adapt.

For us, innovation means transforming tested ideas into value-added practice — learning through doing; and doing with purpose. After the Fund, we will maintain our project library as a living, practical case to support future digital growth.



Kajal Singh
(Star Union Dai-ichi Life)

DIF allowed us to prototype rapidly, refine thoughtfully, and build features that are both empathetic and scalable.

I applied for the innovation seed fund because Dai-ichi has created a powerful platform that encourages employees to think beyond boundaries and experiment with bold ideas. This culture of openness and trust inspired me to pursue our project with the belief that even a small idea can create meaningful change when given the right support.

Personally, it has built my confidence and increased my appetite to take risks, also strengthened my resilience as I have been given a chance to experiment, even if there is a chance to fail. This platform has given an ecosystem to challenge assumptions/limitations and develop a mindset to thrive in new environments.



GROW

Initiatives for Young Employees

We offer a wide range of programs, including educational initiatives designed to cultivate the knowledge and skills essential for becoming a next-generation leader, as well as programs focused on collaboration.

TAL Graduate Program

TAL 

My highlight from the program was the Japan Study Tour. I appreciated the opportunity to learn about our parent organisation and meet my Daiichi colleagues in Japan.



Serena Lo

Having started my journey at TAL as an intern before joining the Graduate Program, I truly value TAL's commitment to investing in the next generation of talent. Choosing to join the Graduate Program is a decision I will never regret.

The program gave me the opportunity to explore different areas of the business, broaden my perspective, and build a strong network. I now have a deeper understanding of what a career in life insurance entails. I'm grateful for the diverse rotations, which allowed me to contribute meaningfully, develop new skills, and learn from experts across the organisation.

One of the highlights was participating in the Japan Study Tour and visiting Daiichi Life Group (HQ) in Japan, a career milestone I'll always remember. This immersive experience provided valuable insights into cultural context, helping us strengthen our cross-cultural competencies and collaborate confidently with global colleagues.

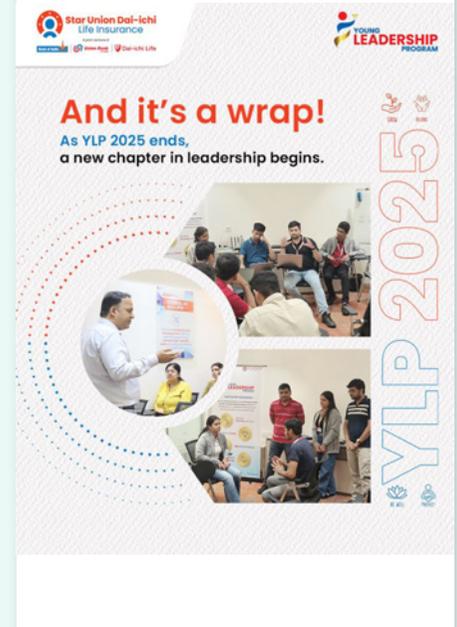
Recently, I transitioned into a permanent role at TAL, and I'm excited to make a positive impact across the organisation. I look forward to continuing my growth journey and building new connections along the way.



TAL's 2-year Graduate Program is focused on developing graduate technical knowledge, building networks, and gaining hand on experience through meaningful work. Graduates apply their skills over four diverse rotations where graduates integrate into projects and day to day work of their teams. To grow strong a technical foundation, three rotations are aligned to the graduate's area of study and one rotation is allocated to stretching their breadth of experience in an area outside of their academic and professional background.

SUD Young Leadership Program

Star Union Dai-ichi Life 



We believe leadership begins with curiosity and flourishes through experience. That is exactly what YLP offers to our young talent - the space to explore, engage, and evolve. Each year's program marks the beginning of a transformational journey for our trainees. The program is thoughtfully designed to nurture agile, value-driven, and future-ready leaders, and enables our trainees to gain a well-rounded understanding of the organization and a stronger sense of purpose.



There are Group-wide and locally organized leadership programs to help you improve your leadership skills, network with global colleagues and create synergies.

Global Leadership Program (GLP)

Global 

A great opportunity to learn about group management and enhance our knowledge and collaboration with our global peers.

I would like to play an active role as a global leader utilizing the learning from the program.



We gained new insights and built a network by working with leaders from diverse group companies.



We were able to think about business management as a global group through the action learning.



Since 2018, the Global Leadership Program (GLP) has been started for employees who are expected to be next-generation leaders of group companies with the aim of acquiring a global business management perspective. Participants from various countries learn together, cultivate practical business skills that drive company growth, and build a global network through addressing issues that contribute to group management.

Regional Strategic Leadership Program

Daiichi Life Asia Pacific 



Sokun Y
(Daiichi Life Cambodia)

The program significantly elevated my leadership skills and connected me with exceptional trainers, coaches, and Mekong Daiichi Life leaders who inspire and accelerate my growth.

The two leadership programs I attended in Ho Chi Minh City – last year’s Regional Leadership Development Program and this year’s Regional Strategic Leadership Program were truly transformative. They sparked a journey of self-discovery, deepening my understanding of leadership, and strengthen my ability to apply these principles in practice. Through dynamic sessions with exceptional trainers and fellow Mekong leaders, both before and during the program, I gained actionable strategies to lead with confidence. Post-training coaching further reinforced these insights. Beyond personal growth, these programs expanded my network across Mekong leadership teams – an essential foundation for success and for fostering strong cross-border collaboration.



The program was designed to strengthen leadership capability and strategic thinking among leaders from the Mekong region. Beyond the formal learning sessions, it also created valuable opportunities for networking and offered a supportive environment for knowledge exchange, enabling leaders to share insights, learn from one another and build a stronger, more connected leadership community.



GROW

Unique Growth Opportunities at Group Companies

We create an environment where each individual can grow by improving their knowledge and skills through workshops and discussions with their group members, and by facing their work with pride.

InsightX Series

Dai-ichi Life Vietnam

The InsightX Series on the e-learning platform is a well-designed initiative that supports seamless and self-directed learning. It truly maximizes the value of this internal content by extending its reach to the entire network. Its insights directly address the current needs.



Mai Nguyen

InsightX

Expertise - Engage - Empower

The InsightX Series with internal speakers' sharing has become a favorite learning hub for many of us at Dai-ichi Life Vietnam. Inspired by the LOMA approach and DLVN culture of growth, it answers our real need for functional capabilities supporting cross-functional cooperation more effectively. Each expert-led podcast, under five minutes, delivers practical insights that we can easily apply to optimize productivity, spark innovation, and strengthen our lifelong learning habit. By November 2025, more than 520 colleagues had completed the modules with a 96% usefulness rating. InsightX helps us learn fast, act smart, and grow together — turning daily learning into a shared journey of innovative progress and development.



The InsightX Series is the strategic learning initiative designed to leverage professional capabilities across company. Through expert-led videos, the program strengthens both core and functional competencies, fostering a culture of growth and staff engagement. We published diverse channels empowering employees to learn, apply, and evolve anywhere, anytime.

FlashLearn

Dai-ichi Life Cambodia

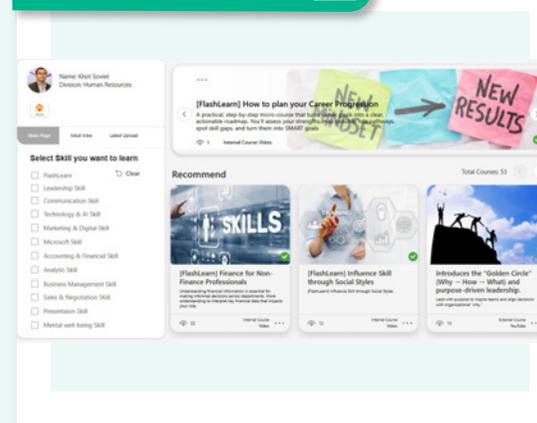


FlashLearn focuses on bite size learning session and connecting learners to resources, skills, and experiences which happens once per month.

It is also emphasizing “piece of knowledge” or “tips” to do things, appealing to diverse employees.

E-Learning Portal

Dai-ichi Life Cambodia



As a part of our commitment to employee learning and growth, we have launched the Learning Hub (an e-learning portal) to all our employees.

Employees can now access a wide range of self-learning resources online, anytime and anywhere. This feature also allows them to learn and update their learning achievements, helping them take ownership of their professional development.



Protect together

Key points regarding support for “PROTECT” contained in the statement

We are promoting initiatives to protect all stakeholders, including customers, local communities, and employees, now and for the future.

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As over 100 years of experience has taught us,
growth comes from belonging to something bigger than ourselves.
At Daiichi Life Group, we are by your side, growing with you.
Challenging you. Supporting you to prosper.
Protecting the well-being of all, now and for the future.
Wherever you are with us, and wherever you go in our group,
we work together to open up a world of opportunities.

[Daiichi Life Group Employee Philosophy Statement](#)



PROTECT

Contribution to Local Communities

We contribute to local communities through support activities and charity events that respond to local issues such as education, welfare, culture, the environment or other areas.

Protective Foundation Community Service

Protective 



Melissa Croak

Mental health is something that everyone will experience. It is very important to continue to have service opportunities related to mental health to help others facing challenges and to ensure our own health as Protectors.



This year, the Protective Foundation focused on mental health concerns during the Week of Service. Mental health is something that everyone will experience. It is very important to continue to have service opportunities related to mental health to help others facing challenges and to ensure our own health as Protectors. Through this focus, we worked with organizations that provide mental health resources, volunteered to support individuals in need, and helped raise awareness about the importance of emotional well-being. These efforts show our commitment to caring for our communities and for each other. Supporting mental health is not just something we do during the Week of Service, it is part of how we live out our values every day.

Protective's Foundation supports local communities by addressing issues like human welfare, environmental enhancement, and cultural enrichment. In addition to providing financial support, the Foundation organizes community service activities employees can participate in.

Run By Heart charity run

Daiichi Life Cambodia 



Hak Kihong

Through this collaboration, we are not only raising vital funds for Rabbit School but also creating a lasting social impact by empowering children with autism and fostering a society that is both supportive and inclusive.

Run By Heart goes beyond just a race—it is a social campaign that champions inclusivity, raises awareness, and strengthens the spirit of community across Cambodia. Through this collaboration, we are not only raising vital funds for Rabbit School but also creating a lasting social impact by empowering children with autism and fostering a society that is both supportive and inclusive.

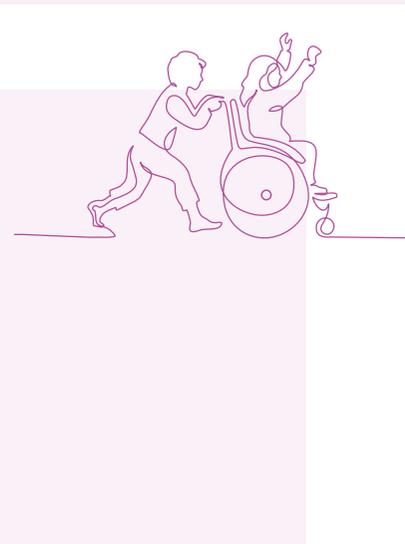
Daiichi Life Cambodia is excited to partner with "Run With Sai" as the exclusive sponsor of the "Run By Heart" charity run – a meaningful initiative dedicated to supporting children with autism at The Rabbit School.



We provide support to those who do not have access to adequate medical care or nutrition for economic or social reasons through volunteering and donations.

Angkor Hospital for Children (AHC) donation

Daiichi Life Cambodia



At Daiichi Life Cambodia, WE CARE deeply about creating positive change and giving back to the communities we serve. With that, we are proud for further supporting their mission to provide free, high-quality, life-saving care to over 100,000 children annually.



Sophat Sreypheak

Daiichi Life Cambodia is proud to announce a \$15,000 donation to the Angkor Hospital for Children (AHC), further supporting their mission to provide free, high-quality, life-saving care to over 100,000 children annually. This contribution strengthens our long-standing partnership with AHC, which includes previous donations, playground construction, and COVID-19 relief efforts.

Voluntary Blood Donation Camp

Star Union Dai-ichi Life



A blood donation camp for indigent patients is held on the SUD Life office premises. Employees donate blood voluntarily.

These camps help to aid to life-saving interventions for the society, and one of the highest forms of impact directly on the life of individuals in our country. The response from employees is extremely encouraging.



PROTECT

Support for Education and Health

We provide financial support, education and programs to enrich the mind and body, so that people, especially children leading the future can receive better education and improve their standard of living.

Money Month Challenge

Partners Life 

This August join the
**Money Month
Challenge**

12 - 25 August

brought to you by
partners life **BANQER**

Register now:
<https://banqer.co/nz/money-month>



Gave people confidence in their personal financial management through financial education and encouraged them to take financial actions.



Monique Leonard

For the third year running Partners Life and Banqer delivered a virtual financial education experience for New Zealanders during Money Month (August 2025) utilising the Banqer Beyond platform. The Challenge ran for 2 weeks and saw adults engaging with financial concepts such as banking, credit management, budgeting, investing, and saving through quizzes, videos and webinars. There were prizes awarded for the participants with the top net worth, highest investment portfolio, and most savings. Feedback from the challenge indicates that over 70% of adults felt more confident managing their personal finances after using the platform and are intending to take real life financial action.

Partners Life has partnered with Banqer – a virtual financial education platform – to close the underinsurance gap in New Zealand by raising the level of financial understanding and literacy of New Zealand.

Cleft Lip and Cleft Palate (CLCP) Projects

Daiichi Life Myanmar 

Life is truly meaningful when you help children smile again and fill their parents with hope. I am proud to lead this initiative, making a difference across the nation by providing support when it is needed most.



Suu Nwe Htun



At Daiichi Life Myanmar, caring for children’s health is a core part of our commitment to building a better future. We believe that every child deserves access to essential healthcare, regardless of location or family income. Through our support of the Cleft Lip and Cleft Palate (CLCP) program, we help provide free corrective surgeries for children from underprivileged families restoring not only their physical health, but also their confidence and quality of life.

Our support began in Naypyidaw and Mandalay and has since expanded to Taunggyi, Patheingyi, Bago, Mawlaikya, and Mawlamyine. We fully cover surgical costs, required medications, follow-up care, and meal support for patients and accompanying family members when needed. Between 2023 and 2025, our contributions to the CLCP program supported more than 260 children across seven cities. Through this initiative, we continue to ensure that children receive compassionate care with dignity—without financial burden on their families.

Cleft Lip and Cleft Palate (CLCP) projects provide free surgeries for children whose families cannot afford treatment. These surgeries not only restore a child’s health but also rebuild confidence and open the door to a brighter future.



To preserve irreplaceable natural environments and biodiversity, each group company is involved in a wide range of activities, including water conservation, tree planting and waste management, to respond to local environmental issues.

Project Dharti

Star Union Dai-ichi Life

The farm pond enabled farmers to cultivate tur dal (pigeon pea), earning a net profit of 57,000 INR, significantly boosting productivity and income.



Kacharu Mangdare



Project Dharti is a comprehensive initiative aimed at transforming agricultural practices through innovative irrigation and allied activities. The project focusses on increasing groundwater levels, enhancing productivity, and promoting water conservation, leading to a significant shift from conventional to integrated farming methods. Over the years, these efforts have collectively contributed to a rise in per capita income for the farming community.

(57,000 INR=Approx. 630 USD as of December 2025)

Under the project Dharti, nalla (drain) desilting, installation of drip irrigation system, construction of farm ponds, Jalkund (water recharge pit), shade nets, farmers training and agriculture financial management are promoted.

Green Journey

Dai-ichi Life Vietnam



The program offers diverse activities to raise environmental awareness, promote sustainable living, and inspire a green lifestyle to everyone.



Tran Thi Hoi



The Green Journey has become a meaningful experience for many of us at Dai-ichi Life Vietnam, inspiring a stronger sense of purpose and innovation in daily life. Guided by the 3R approach—Reduce, Reuse, Recycle—we have turned small actions into collective impact. Through the Green Journey app, over 180 green acts were recorded in just four months. The Planting Seeds, Blossoming Life activity united 350 colleagues to create new green spaces, while The Second Life of Books gave 500 books a new home with children in need. Together, we are

growing a culture of care, creativity & productivity, proving that sustainability starts with each of us and grows through every shared step.

Green Journey promotes Daiichi Group's Net Zero Transition Plan by encouraging employees to adopt eco-friendly habits through the Green Journey app, which records daily green activities and organizes events to promote a sustainable lifestyle.



Belong together

Key points regarding support for “BELONG” contained in the statement

New value is created in an environment where people with different personalities come together to enhance their individual skills.

We have a working environment and culture where everyone recognises and respects each other's differences and can work with confidence.

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we work together to open up a world of opportunities.

Daiichi Life Group Employee Philosophy Statement

We can draw on all backgrounds, experiences, and perspectives, beyond one's own organizations and national borders, to enhance each other.



BELONG

Social Gatherings and Celebration Events

Across various organizational levels, employees are encouraged to connect beyond their individual roles—sharing moments of joy and spending enjoyable time together. It fosters a strong sense of unity and belonging throughout the company.

Khmer New Year Celebration

Daiichi Life Cambodia 



We proudly celebrated Khmer New Year with a meaningful T.E.A.M. gathering, held both in Phnom Penh and across our provincial branches. From monk blessings and traditional games to cultural performances and fun bonding activities, the day was filled with joy, appreciation, and unforgettable memories.

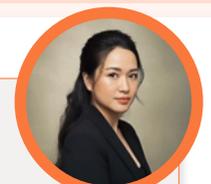


Peng Chanmony

The collaborative environment, teamwork spirit, and the diversity of thought are truly inspiring.

DLMM 6th Year Celebration

Daiichi Life Myanmar 



Mya Pyie Sone

The Townhall was not just a celebration of six years—it was a powerful reminder of our shared purpose, our alignment, and the passion we bring every day. Seeing colleagues from all teams come together reminded me how far we've grown and how strong we are when we move as "One DLMM".



Daiichi Life Myanmar convened a company-wide Townhall to commemorate six years of growth, strengthening alignment across teams and reaffirming our commitment to working together with purpose as "One DLMM".

Team Away Day

Daiichi Life Cambodia 



Our colleagues from various departments spent valuable time with their teams at different destinations. At Daiichi Life Cambodia, we give each department the opportunity to enjoy Away Days — taking breaks, recharging, and strengthening team bonds outside the office. It's wonderful to see everyone enjoying time with their teams, reflecting the inclusive and engaging culture we strive to build.

Our colleagues from various departments spent valuable time with their teams at different destinations. At Daiichi Life Cambodia, we give each department



BELONG

Employee Communities and Platforms

To help everyone find their place, connect with colleagues, and thrive with confidence, employee communities and platforms are actively used.

Growth Networks

Protective 



Wendy King

I'm proud of Protective for dedicating the time, energy and resources to support these networks!

One thing that makes me proud to be a Protector is my participation in Protective's Growth Networks. I serve as the Connect Co-chair of the Pride Growth Network and I'm also a member and ally for the Women's, Black and Caregiver Growth Networks. These networks provide resources, community, and professional development to members. I'm proud of these networks, but the moments that stand out most are when we have a particularly impactful meeting or receive feedback from a member saying we've added value to their life. Those reminders affirm that I'm exactly where I'm meant to be. I'm proud of Protective for dedicating the time, energy and resources to support these networks! As a Protector, it means a lot to know I'm helping make a difference.



Growth Networks are voluntary peer-led communities, open to all employees, that bring together individuals of like identities, shared life experiences and/or allies with the purpose of networking, raising awareness of relevant business topics and professional development.

Intranet Platform

Daiichi Life Myanmar 

Proud to be part of the DLMM Intranet Launch — a smart step forward in how we connect, collaborate, and get things done. Our new intranet brings people, information, and daily tools together in one place — making work simpler, faster, and more connected.



Me Me Myo Naing



To foster stronger connections across Daiichi Life Myanmar, our brand-new Intranet Platform is now live! This centralized hub keeps everyone informed, connected, and actively involved — making collaboration simpler and more engaging than ever.

Highlighted Events!

We're excited to announce our upcoming company events, including the celebration of our anniversary. These occasions are a great way to come together, honor our journey, and create memorable moments. Stay tuned for details and mark your calendars to be part of the celebration!





BELONG

Events to Foster Connections

Various events are held where employees, and sometimes their families, spend memorable time together, deepening bonds and enhancing their sense of belonging to the organization.

Office Opening Celebration

Daiichi Life Asia Pacific 



Ophillia Lai

Organizing this meaningful event was both a privilege and a pleasure. Heartfelt thanks to everyone who contributed and celebrated with us. Teamwork made it possible!

The new and expanded office reflects our refreshed brand identity, with our updated colors and logo infused throughout the space. The modern space is designed to enhance collaboration, comfort, and overall employee wellbeing. This move goes hand in hand with our rebranding journey as Daiichi Life, and our commitment to creating an inspiring environment where our teams can thrive and continue delivering excellence.



Office Opening Celebration

This event marked an exciting milestone with the opening of our new and larger office, a bright and vibrant space that embodies our rebranding as Daiichi Life. This joint celebration brought everyone together for a memorable afternoon of fun, connection and renewed energy as we step forward with our new identity.

SUD Life Family Day

Star Union Dai-ichi Life 



SUD Life Family Day is a heartfelt celebration that brings together employees and their loved ones to experience the warmth and camaraderie of the SUD Life family. This vibrant event is designed to strengthen bonds beyond the workplace, offering a day filled with joy, entertainment, and shared experiences. From engaging activities and cultural performances to fun games and interactive sessions, SUD Life Family Day creates lasting memories while reinforcing our belief that



every employee's family is an integral part of our journey. Being more than just an event, this initiative is a reflection of our inclusive culture and commitment to togetherness.



BELONG

Building an Inclusive Workplace

We are committed to creating an inclusive workplace where all people recognize and respect each other's individuality, support one another, and can play an active role as members of the organization.

Daiichi Life Challenged Business

Daiichi Life Challenged



This is an environment where you can work in cooperation with colleagues and gain a sense of accomplishment while building trust.



Shiina Ono

I am responsible for data entry work. I cooperate with the employees in the department to finish the work on time, and I deal with the work every day while deepening trust. I feel a sense of accomplishment when I finish the work on time, which makes me very

happy. At present, as a trainer, I am learning work procedures and emphasizing communication suitable for each employee. I feel joy when I can rely on everyone. Daiichi Life Challenged gave me time and space to practice when I participated in the Abilitympics* and obtained my Level 2 Building Cleaning Technician certification. This is a company where we can actively take on challenges with the support of our colleagues. To achieve my goal to become a manager, I want to complete each task one by one and become a trainer that employees trust first.

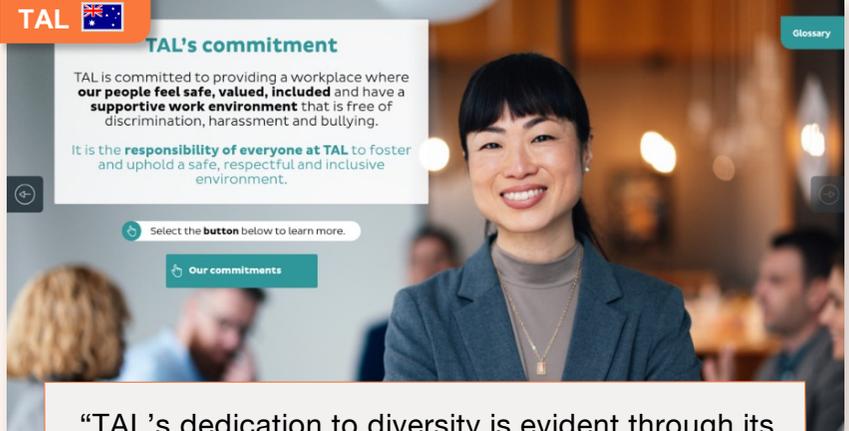
*Competitions in which people with disabilities compete in skills they have developed in the workplace and elsewhere.



Daiichi Life Challenged employs mainly people with intellectual and mental disabilities, and over 400 employees are engaged in their work with vigor and enthusiasm. The work includes a wide range of tasks such as administrative support, printing, cleaning and maintenance, and coffee shop operations.

Creating a Safe, Respectful and Inclusive Workplace

TAL



“TAL’s dedication to diversity is evident through its hiring practices, workplace policies, and initiatives designed to create an inclusive environment for all employees.”

TAL Employee Engagement Survey Quote

At TAL, inclusion is everyone’s responsibility. All employees complete mandatory e-learning that reinforces our shared role in creating a workplace free from discrimination, harassment, bullying and victimisation, and explains how to raise concerns and access support. This helps ensure our environment remains safe, respectful, and inclusive for all. For those who want to deepen their understanding, an additional module offers practical strategies to foster inclusion every day.

At TAL, we are committed to building a workplace where everyone can thrive. Diversity, equity and inclusion are central to our purpose of helping Australians live a life filled with choices, options and freedoms - no matter what happens. We know that when our people feel safe, valued and included, we unlock the full potential of our collective capabilities and deliver better outcomes for our customers, partners and communities.



We are committed to creating a workplace where all employees can actively participate and feel motivated to work.

Woman's Day Celebration

Daiichi Life Cambodia

I'm glad to have participated in such an inspiring session to hear from female leaders. Their compelling stories demonstrated that achieving a balance between career, family, and financial independence is not only possible but empowering.



Kak Layheang

On the International Women's Day, we celebrated the strength, resilience, and potential of women at our event, "Empowering Women Through Financial Independence." Our inspiring panelists shared insights on career navigation and financial security as working mothers. Their compelling stories demonstrated that achieving a balance between career, family, and financial independence is not only possible but empowering.



This is an event to promote diversity and inclusion, and to engage and motivate female employee in all level. Managements of the Company participate in celebrating Woman's Right Day by provide a woman scarf and motivative message.

Daiichi Life Group Women's Day

Daiichi Life Group / Daiichi Life Insurance



We hold an annual event every year in conjunction with International Women's Day and Women's Health Week celebrated March. At the 2024 fiscal year event, Group CEO Mr. Kikuta delivered a message on the importance of diverse talent thriving within the organization, and guest speakers discussed how balancing diverse lifestyles with work commitments, and achieving work-life balance, contributes to organizational growth. During the talk session with male executives who had taken paternity leave, speakers exchanged views on "what they could do" from both supervisor and subordinate perspectives. Drawing insights from the two speakers' experiences, participants gained an opportunity to reflect on their own actions.

Forum for female employees – Urja

Star Union Dai-ichi Life



Urja (which translates to "energy" in English) is a powerful, women-led initiative that celebrates the strength, resilience, and potential of women across the organization. Designed to inspire and uplift, Urja brings together diverse forums focused on engagement, learning, and mentorship, thus creating a vibrant platform where women can share experiences, gain insights, and ignite their journey of personal and professional empowerment.



Be Well together

Key points regarding support for “BE WELL” contained in the statement

Growth is not a solo endeavor.
As over 100 years of experience has taught us,
growth comes from belonging to something bigger than ourselves.
At Daiichi Life Group, we are by your side, growing with you.
Challenging you. Supporting you to prosper.
Protecting the well-being of all, now and for the future.
Wherever you are with us, and wherever you go in our group,
we work together to open up a world of opportunities.

Daiichi Life Group Employee Philosophy Statement

We provide a safe and secure working environment where you can maintain your mental and physical health and live your daily work and life vibrantly.



BE WELL

Well-Being Facilities and Programs

For well-being through work, each company in the group is taking steps to improve mental and physical health, such as holding meditation sessions, providing health promotion facilities, refreshment rooms, and wellness apps.

Meditation Series

Protective 



Dimica Dutton

Each one brings me a sense of peace and relaxation for the day!

The monthly meditation sessions have truly been a blessing that the company offers and I'm very thankful that I can take the time to go to them each time. Each one brings me a sense of peace and relaxation for the day. Having the opportunity to go to the meditation sessions each month and using the Calm app every day, provided for by the company, is a treasure. I hope that both are offered to us again next year.



Meditation Series is monthly 30-minute in-person meditation sessions in the Quiet Room, a dedicated space available for prayer, meditation, and reflection. Team-led sessions devote time to relaxation and mindfulness to support mental wellness, and we partner with Calm to provide free 24/7 access to meditation, sleep-inducing stories, music, and other self-care resources.

Promoting Wellbeing

TAL 



Wellbeing Gateway App

Assure is a leading Employee Assistance Program (EAP) provider in Australia, offering services to TAL staff and family such as general counselling, well being coaching, financial counselling, legal advice and introductory dietary advice. Assure launched an app, Wellbeing Gateway, available for free to all TAL people. Wellbeing Gateway includes helpful articles on health, home and family, work and finances as well as videos for meditation and maintaining healthy relationships.



On-site Fitness and Wellness

TAL is dedicated to employee health and wellbeing, providing on-site gyms and wellness centres in Sydney and Melbourne. Employees can enjoy a wide range of gym equipment, complimentary fitness classes, and personal training sessions. Convenient amenities like lockers, filtered water, and shower facilities with toiletries are included. Additionally, changing rooms are equipped with hair dryers and ironing facilities, ensuring a comfortable fitness experience for all staff.

Partners Life 



Wellness Room

The wellness room at Partners Life is a dedicated private space for staff to engage in health and wellbeing practices. It serves as a prayer room for staff, a quiet meditation zone, and a space for nursing mothers to pump milk, with provided amenities for safe storage and cleaning.



BE WELL

Initiatives to Promote Employees' Mental and Physical Health

We hold health management lectures, campaigns, and health promotion programs so that our employees can always work in good health and happiness.

Flu Vaccination and World Mental Health Day

Daiichi Life Myanmar

Thank you to our Daiichi for arranging the flu vaccination program – your care for our health and well-being truly makes a difference.



Thiha Phyo Myint



Daiichi Life Myanmar organized an on-site Seasonal Flu Vaccination Drive this June to support the health and wellbeing of our employees. We are happy to share that participation was strong across the company,

helping us continue to build a healthier and more resilient workplace together. We also celebrated World Mental Health Day with a relaxing mindfulness activity, fun photo moments using Spreading Positive Energy props, and a refreshing yogurt treat – a small way to support everyone’s wellbeing and encourage us all to Be Well.



Sport and Wellness Programs and Mental Health Session

Daiichi Life Cambodia



Khot Soviet

I am thrilled to be part of the company's football team! It has been a wonderful way to relax, rejuvenate, and connect with colleagues. Thank you for offering such a fantastic wellness opportunity!

At Daiichi Life Cambodia, we believe staff wellbeing goes beyond the tangible—it includes daily care, mental support, and a culture that nurtures overall wellness.

With that, our sport and wellness programs are designed to support mental, physical, and emotional health, ensuring that everyone feels supported. Employees are offered opportunity to take part in the Football, Running, Badminton, and Yoga sessions. Additionally, to mark World Mental Health Day, our team joined an inspiring session under title "5 Small Habits for Big Mental Strength". Through this session, our team gained meaningful takeaways on spotting signs of mental distress, understanding emotional triggers, building protective habits, and developing consistent routines that support long-term mental resilience.





BE WELL

Initiatives to Promote Employees' Mental and Physical Health

In order to make working a happy experience, it is important to maintain good mental and physical health. Each company in the group holds events to think about bullying and sports competitions to improve well-being.

Pink Shirt Day

Partners Life

We do not tolerate workplace bullying and continue to create a better working environment for everyone.



Kate Dordahan



At Partners Life, Pink Shirt Day is an opportunity to remind ourselves how we work best together. To promote the initiative, we encourage our staff to wear pink clothing and take part in



company events such as a pink baking competition. We also speak about its importance during company-wide calls so we are all clear on what bullying is, and where we can get support if we experience or witness bullying.



Our staff take bullying seriously and love participating in the initiatives of Pink Shirt Day.



Pink Shirt Day raises awareness about bullying in schools, workplace, at home, and online. The initiative is observed on the third Friday of every May in New Zealand.

Dlympic

Dai-ichi Life Vietnam



Being part of the Dlympic organizing team this year was an invaluable learning experience that strengthened my confidence in building meaningful value networks. Every moment of collaboration with fellow team members inspired me to learn, grow, and continuously improve — making this journey a powerful step forward in my professional growth with Dai-ichi Life Vietnam.



Le Quoc Chien



Dlympic 2025 stood out as a key highlight of Cung Đường Yêu Thương (Virtual Run) – Dai-ichi Life Vietnam's annual sports program – celebrating the power of teamwork and unity. For the first time, this nationwide event became a vibrant platform connecting customers, partners, and employees through a spirit of collaboration and shared passion for sports. The event attracted more than 700 individuals came together to showcase not only athletic talent but also collective strength, with nearly 300 athletes proudly representing their teams in the national finals.



This annual nationwide event is a celebration of teamwork, passion and the spirit of competition, bringing customers, partners and employees together through exciting sporting activities.



BE WELL

Initiatives to Promote Employees' Mental and Physical Health

To create an environment where employees can work in good physical and mental, each group company holds events to promote well-being.

Well-being Day

Daiichi Life Insurance 



Ayumi Kurihara

It was an event that made me proud to work in the Daiichi Life Group.

I took part in the Well-being Day with my second-year elementary school daughter. At first, my daughter was surprised at the stately building, but everyone at work welcomed us by decorating the floor with balloons, and she was very happy to receive

a business card for children with her name on it.

She enjoyed exchanging business cards with my colleagues, superiors and executives, and even after she got home, she was still happily showing the cards and reporting to her father about the day's events.

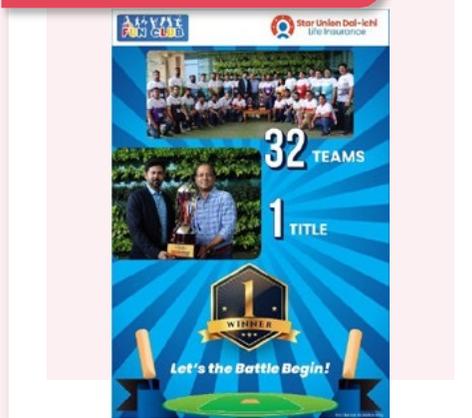


Conversations about family were increased at work, and conversations about the company were increased at home. I was so happy to hear my daughter say, "When I grow up, I'll be just like my mom.", and I was proud to be working in the Daiichi Life Group.

The Well-being Day is an annual workplace open day event designed to allow families to experience the office atmosphere and observe with their loved ones at work, thereby deepening their understanding of the company, their work, and colleagues they work with. It fosters mutual understanding not only among employees but also between workplace members and their families, cultivating the wellbeing of both staff and their families, and further invigorating communication across organizational boundaries.

SUD Life Sports Championships

Star Union Dai-ichi Life 



With a strong emphasis on physical fitness and mental agility, SUD Life champions a culture of sports and wellness through exciting Sports Championships featuring table tennis, badminton, football, and cricket. These events are celebrations of team spirit, energy, and camaraderie. Year after year, the overwhelming enthusiasm and active participation of employees have made these initiatives a hallmark of our vibrant workplace culture.

Football match between Daiichi Life Europe and Canyon Partners

Daiichi Life Europe 



Daiichi Life Europe held a football match with members from Canyon Partners Group in London. Wearing the uniform we prepared for this event, we both played a good game! Both teams complimented each other after the game, and we truly enjoyed enhancing the relationship among our Group companies.

More initiatives by Group Companies

Daiichi Life Group companies offer a wide range of EVP initiatives. Here is a selection of the unique programs offered by each company.



SUD Life Academy

SUD Life Academy, the cornerstone of our learning culture, offers development through Leadership, Technology, and Skilling schools. With 11,000+ hours of curated learning, it goes beyond traditional training with experiential learning and peer-to-peer sharing, empowering employees to enhance capabilities and prepare for future challenges



Star Union Dai-ichi Life



Flexible Work, Vibrant Workplace!

Company events held at the North American RHQ are also attended by members from Protective, Canyon Partners, Silicon Valley Lab, and employees studying at colleges in America, providing opportunities for interaction.



Daiichi Life North America



Bonus Point- Kaizen App

The Bonus Point- Kaizen App inspires a culture of growth and innovation at Dai-ichi Life Vietnam, where employees can proactively share ideas, enhance processes, and drive productivity, while ensuring every idea is heard, appreciated, and recognized. By recognizing and implementing improvement initiatives, we turn ideas into impactful changes across the organization.



Dai-ichi Life Vietnam



Introduction of Reusable Bags

Protective introduced reusable bags at the Birmingham headquarters, encouraging employees to reduce their reliance on single-use bags in the cafeteria and at local grocery stores.



Protective



Internship Batch 2

We welcomed our second batch of fresh graduates to our 6-month paid internship program, providing hands-on experience, skill development, and exposure to real business projects — supporting their growth and future career journeys.



Daiichi Life Myanmar



Daiichi Way events

The Daiichi Way team at AP office organized activities and events throughout the year. Through these events, employees can celebrate together, enhancing a sense of comradery.



Daiichi Life Asia Pacific



Empowering First Nations communities and employees

TAL contributes to a reconciled future with First Nations communities by implementing the Reconciliation Action Plan, volunteering in remote communities and partnering with Career Trackers and Supply Nation to support the economic empowerment of Aboriginal and Torres Strait Islander people.



TAL



Partners Life's Volunteering Programme

Partners Life provides all permanent employees with one paid volunteering day per year. Employees are encouraged to volunteer with their work team to strengthen relationships with the community and each other through meaningful contribution.



Partners Life

Our EVP initiatives including those described in this booklet, are actively promoted with the support and cooperation of group companies around the world.



The booklet was produced by a project team including members participated through Global Job Posting with the great support from global colleagues in group companies.



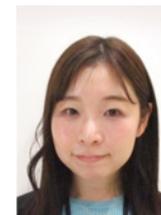
Liz Hartline
(Protective)



Connie Dolianitis
(TAL)



Midori Nagamachi
(Daiichi Life Group HQ)



Nao Hyodo
(Daiichi Life Group HQ)

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* Company name change as of April 2026