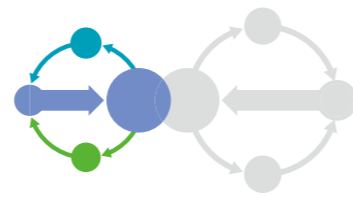


# Improving Unrealized Financial Value Evidence of Inner Changes



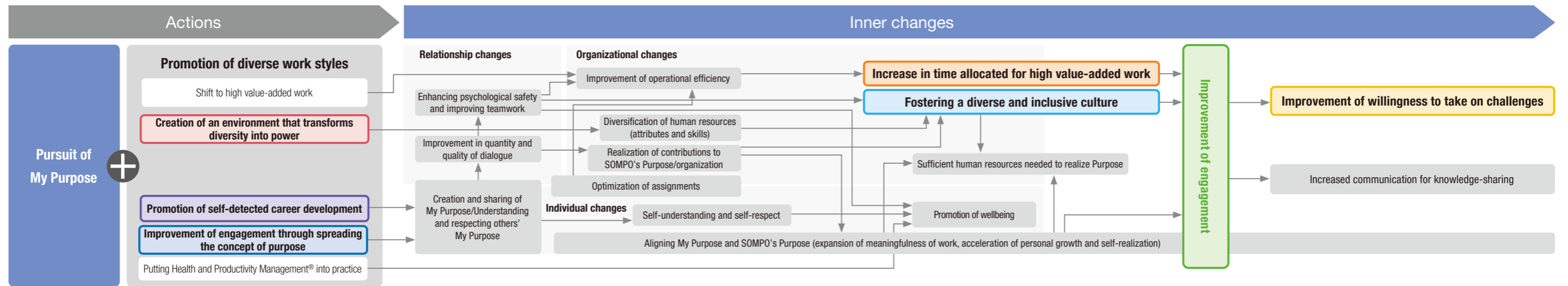
## Initiatives for sophisticate inner changes

We worked to clarify the mechanism of changes which we call inner changes, which entail various human capital improvement initiatives originating from the pursuit of My Purpose leading to changes in individuals, relationships among employees, and the organization, which in turn lead to increased engagement. We then analyzed the data we had accumulated in-house and actual case studies in the field to verify the probability of the mechanism of changes from both quantitative and qualitative perspectives. This part introduces some of our initiatives.

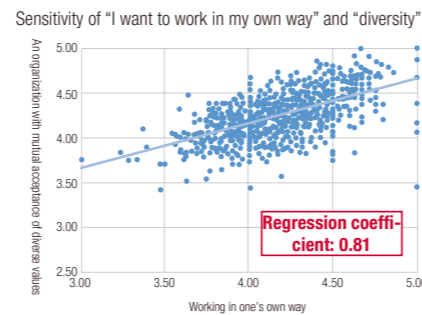
## Verification of the mechanism of inner changes

We identified from various data that measures and actions to promote diverse work styles, starting with the pursuit of My Purpose, converge with engagement through the mutual functioning of the three elements of individuals, relationships, and organizations, leading to an increase in taking on challenges. We will increase the certainty of achievement of initiatives to improve engagement in each organization of the entire Group by setting sub-KPIs related to changes in the process leading to improved engagement and actions that generate such changes.

\* With regard to inner changes that lead to improved engagement from actions, based on our internal multi-year human capital-related survey data, we have conducted regression analysis and quantitatively identified multiple forms of evidence that support the probability of a causal relationship between changes. (Excerpts from some of the verification case studies are shown below)



**Verification 1** Creation of an environment that transforms diversity into power → Fostering a diverse and inclusive culture  
**A one point increase in the sense of "I want to work in my own way" will yield a 0.81 point increase in the sensed value of "fostering an organizational culture with mutual acceptance of diversity"**



We have confirmed the strong tendency that by creating an environment that transforms diversity into strength through having employees decide on My Purpose and conducting dialogue and sharing within the organization based on My Purpose, there will be an increase in the sense of "Working in one's own way," which will thereby advance I&D and give people the sense of an "organization with mutual acceptance of diverse values."

**Verification 2**

Action	Regression coefficient
A Fostering a diverse and inclusive culture	0.38
B Promotion of self-detected career development	0.28
C Improvement of engagement through spreading the concept of purpose	0.14
D Increase in time allocated for high value-added work	0.03

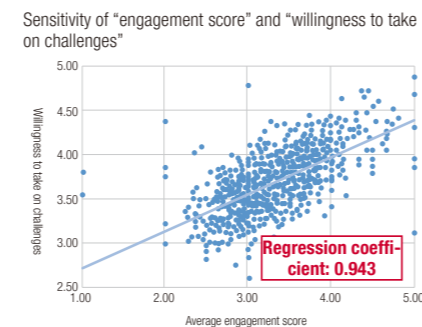
Improvement of engagement

### Engagement increases if there are increases in scores for various actions and changes, such as "fostering a diverse and inclusive culture"

- A A one point increase in the score representing the sense of "an organization with mutual acceptance of diversity" will increase the engagement score by 0.38 points
- B A one point increase in the score representing the sense of "self-detected career development" will increase the engagement score by 0.28 points
- C A one point increase in the score for My Purpose 1-on-1 meetings will increase the Engagement score by 0.14 points
- D A one point increase in the score for time allocated for high value-added work will increase the engagement score by 0.03 points

\* For the results of multiple regression analysis, there was omission of items and intercepts with small regression coefficients and small impact on the objective variable.

**Verification 3** Improvement of engagement → Improvement of willingness to take on challenges  
**A one point increase in the engagement score will yield a 0.943 point increase in the sensed value of "willingness to take on challenges"**



\* Our analysis is based on a survey about engagement aimed at employees of the Sampo Group and conducted by Sampo Institute Plus.  
 \* The regression coefficient expresses the "degree of influence (sensitivity) on the result," meaning how much the result will change if the factor used to predict that certain result changes by one. The verification results introduced in this report have been confirmed to be statistically significant. (A significance level of 5% or less is used.)

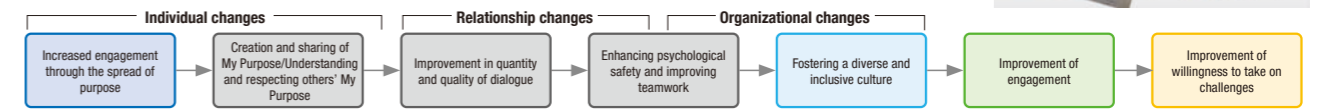
## Case studies of changes that have occurred in the field

### Motivated by My Purpose, we started to challenge ourselves

Motivated by the My Purpose to "help people around us envision a bright future and realize who they want to be," the several gathered team members developed the "Kita Support MIRAI Project" with the aim of learning about change, ourselves, and the people around us. In FY2022, we planned activities on the theme of "reconsideration" of My Purpose, created a video for team members struggling with My Purpose creation and reconsideration, and held a My Purpose roundtable discussion in collaboration with other departments. During times when the project is not going well, the team members remember My Purpose and gain the strength to continue activities through repeated introspection. We would like to continue our extensive activities in pursuit of new discoveries and positive influences on those around us.



#### Path image (selected representative items in the case study)



### Motivated by My Purpose, we have started to spread our vision and realize Purpose within our departments

We have established a cross-departmental Committee to Spread Vision and Purpose and are developing initiatives with the hope of spreading the vision of departments among all members of that department and making them aware of it in their daily work. Specifically, we have created tools that contribute to the spread of My Purpose throughout the organization, such as a vision video in which all members participate, an explanatory video for the creation of My Purpose, and a compilation of all team members' Purposes. Through a series of initiatives, a sense of ownership has been created among team members, and mutual understanding has increased. In addition, as each member now understands the organization's Purpose and align it and My Purposes, the department's mission, "protect customers at all costs," has become a commonplace part of the organization.



#### Path image (selected representative items in the case study)

