

Tokio Marine Indonesia: HR Challenges Amid Digital Economic Shift and Global Pandemic

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ABSTRACT

In the context of the COVID-19 pandemic and the accelerating digitalization, Tokio Marine Indonesia (TMI) faces significant challenges in aligning its business strategies with its talent management practices. This study examines the current talent management strategies at TMI and evaluates their effectiveness in supporting the company's sustainability and growth. The analysis identifies a gap between TMI's traditional human resource approaches and the modern talent management practices necessary to thrive in today's dynamic environment. Key issues include the lack of strategic HR alignment, inconsistent training and development programs, and insufficient succession planning. The study proposes a comprehensive talent management framework that emphasizes global HR directives, robust succession plans, and consistent training programs. The framework aims to enhance TMI's organizational readiness to address digital economic shifts, business disruptions, and global pandemics by fostering an agile and engaged workforce. Implementing these recommendations is expected to align TMI's talent management with its broader business strategies, ensuring long-term sustainability and competitiveness.

Keywords: Talent Management, Digital Transformation, Succession Planning, Human Resources Strategy, Insurance Industry.



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INTRODUCTION

Current Condition

Insurers that succeed in the coming years will be those that recognize talent strategy has the same importance as core business strategy. ([https://](https://www.mckinsey.com)

www.mckinsey.com; July 6, 2020 article)

In pandemic era, in order to survive, organizations should adapt well and organize their resources with their best effort to ensure the business keeps

running and even going stronger from month-to-month and year-to year. No one can predict when the pandemic will end and whether digitalization can address the current issues that are facing by all organizations, including Tokio Marine Indonesia (TMI).

Tokio Marine Indonesia (TMI) is a general insurance company in Indonesia, a subsidiary company of Japanese largest non-life insurance company Tokio Marine & Nichido Fire Co Ltd (TMNF), which has been existing in Indonesia since 1975.

Despite their existence in Indonesia for about 46 years, yet they are not even close to tail the market leaders which are dominated by Indonesian local insurance companies, the conditions are pretty much similar with other foreign joint ventures company.

History in Japan

Established in the year 1879 as the first insurance company in Japan, TOKIO MARINE has grown over the decades, now offering an extensive selection of General, Life, and Takaful insurance products and solutions. With a presence in 37 countries and expanding, Tokio Marine ranks as one of the world's most globally diversified and financially secure insurance groups. Tokio Marine ranks 225 in latest Fortune 500 with global revenue reaches USD 50 Million and 41,000+ global employees and keep on counting and expanding rapidly.

Global Tokio Marine Group

Tokio Marine entered the Asian market and has been focusing on providing a comprehensive range of Life and General Insurance solutions in multiple Asian countries. In the global perspectives, Tokio Marine extended their reaches throughout the world by series of mergers and acquisitions (M&A) mostly in North America i.e. Philadelphia Insurance (2008), Delphi (2012), HCC (2015) and Pure (2020).

In addition to its core general insurance and life insurance, Tokio Marine also expanded their group business to Asset Management, Medical Service, and Medical Assistance in their Japan domestic market.

TM Group “To be a Good Company”

Tokio Marine Group believes that their over 100 years of existence is obtained by the combination of service commitment excellence and gaining trust from society, the new company culture which was firstly introduced by earlier Group CEO Tsuyoshi Nagano, is also believed as the combination of noble global business values with Japanese unique values that comprises of:

1. **Deliver On Commitments**
Achieve high quality results by enhancing stakeholder trust. Committed to continuously delivering results in the long term. These results are a consequence and a measure of the trust we have gained from our customers, business partners, shareholders and society.
2. **Look Beyond Profit**
Act with integrity for the benefit of our customers, business partners and society. As an insurance company, always seek what lies beyond profit; that is to say to always give the benefit to customers, business partners and society.
3. **Empower Our People**
Inspire engagement and passion in all of employees. As dealing with intangible products and services, the people and the credibility and trust they build with customers are the foundation of the business. Motivated and proactive people and a dynamic organization are the drivers of a Good Company.

Human Capital Strategy at Tokio Marine Holdings

Tokio Marine Holdings has been implementing global standard talent management which put

priorities on these important aspects as part of Sustainable Development Goals (SDG) by looking at to achieve in short term to the fulfillment of Gender Equality, Decent Work, Reduced Inequality. Areas that we found has been ongoing implemented as modern practice of Human Capital Strategy and Talent Management are Diversity, Women Empowerment, Young Leaders, Exciting Workplace and Technology Excellence.

Group Directors and Supervisory Boards

All directors in Tokio Marine Holding as Group’s top management consists of all Japanese leaders (19 persons). Additionally, out of 24 Group Executive Leaders, 5 persons are non-Japanese expatriates.

Showing a small sign of diversity but still the Japanese leaders are dominating in the high management board.



Figure 1. Long-term and Short-term Vision

About Tokio Marine Indonesia

History in Indonesia

PT Asuransi Tokio Marine Indonesia (TMI) is a joint venture between Tokio Marine Asia Pte Ltd and PT Asuransi Jasa Indonesia, which has been operating since 1975 and currently have 8 branches and 4 representative offices with a total staff of 394 people. Despite carrying strong Japanese culture, TMI is known as the most moderate and modern Japanese insurance

company in the region, and in Indonesia, TMI is the first Japanese insurance company which appoints local or non Japanese person to lead the company as CEO or President Director, since 2013.

Organization Structure

- Board of Directors**
President Director Sancoyo Setiabudi, Managing Director (Hajime Jodal), Finance Director (Makoto terada) and HRD GA Director (Nastiti Evia Lutfi).
- Board of Commissioners**
President Commissioner (Diwe Novara), Commissioner (Philippe Vezio), Independent Commissioner (Agustino Tumpal) and Independent Commissioner (Linda Juliana).

Competitors and Market Position

Similarly to global market, from viewpoint of global Japanese insurers, their closest competitors are MSIG and Sampo, meanwhile for strong local competitors, they will be Sinar Mas, Askrindo and Astra Buana, and lastly for other global joint venture insurer competitors will be Zurich, Axa and Allianz.

In Indonesia, TMI ranks 12th from viewpoint of Gross Income from total insurers, ranks 3rd among JV Japanese insurers and ranks 3rd among Global Insurers in Indonesia.

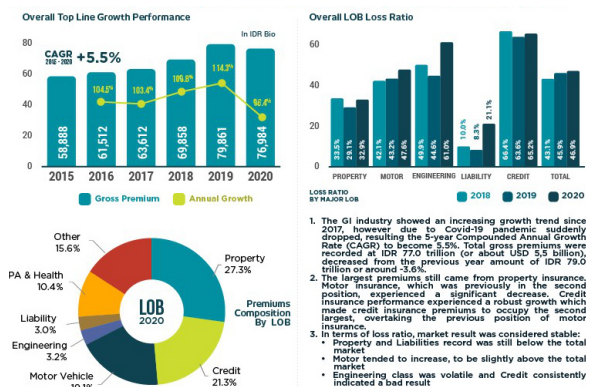


Figure 2. Snapshot of Indonesia General Insurance Market

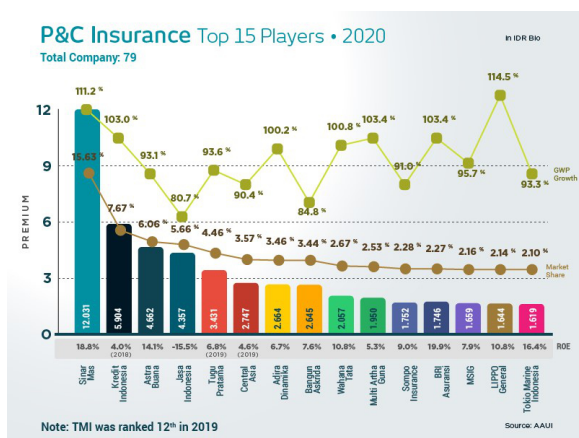


Figure 3. P&C Insurance Top 15 Players (2020)

Problem Identification

Based on above snapshot, in 2020 Covid-19 pandemic had given negative impact to the growth of General Insurance (GI) market in Indonesia.

TMI business strategy is to balance between the alignment of Global Business Strategy and taking into account of Indonesia’s domestic business landscape for general insurance company: to face the condition as follows:

1. Global Business Strategy:
 - Bigger, Bolder, Better: To ensure the growth of Income and Profitability, better Diversification and new market initiatives.
 - Global Expansion: M&A, Asia’s contribution boost from 2% to 20% by 2028.
 - Technology Excellence.
2. Domestic Business Landscape:
 - Slowing down of Japanese Investment in Indonesia.
 - Weakening Japanese Dominance in some industries impacted to business exit from Indonesia indirectly impacted to potential growth decrease from Japanese industry to TMI.
 - Direct B2B Business provide better business position and profitability for insurers but least market share, long time establishment and require more human resources.

- Meanwhile Intermediaries Business (Agents and Brokers) is more promising with larger potential income and largest market share but weak positioning, high pricing competition and potentially loss making business.
- Affinity Business (Bancassurance and Non Bancassurance) is a good alternative but specifically for bancassurance, initial investment for business cost of acquisition in partnership relatively high but require top management or high-level business network.
- D2C, Digital Marketing will be the promising future in growth, untapped market, sustainability but need to find right strategy to avoid costly marketing and promotion and should consider tech-enablement to get more efficiency. Not to mention, potential anti-selection that might cause business loss instead of profit.

Problem Statement

Based on the current market condition and the strategies has been built by management, there are some issues that needs to be analyzed:

1. Does current strategies has aligned with TM Group Vision and Mission?
2. Whether current strategies adequate to ensure the sustainability of the business?
3. Should Management consider Talent as important to integrate into core business process?
4. How Tokio Marine Indonesia construct their Talent Management to overcome these challenges?
5. Is modification in their Talent Management needed?

Objectives, Benefits And Solution Framework

Objectives

This research is performed in order to gain more understanding on how significant the involvement of Talent Management in developing the business,

especially in encountering challenges during pandemic era and yet to respond to global business shift in digitalization of commerce in many sectors.

Many insurance companies try to enter new markets and undergoing digital transformation, developing talent takes a back seat to business strategy. In addition, risks are being faced by insurance companies, including rapidly increasing of digitalization creates to Cyber risks and Customers are also becoming savvier and more demanding.

To manage risks and optimize the value of technologies, insurance company needs an infusion of technical skills, complemented by softer skills in areas such as customer engagement and empathy. The industry will need a new approach to talent-and to its core business-to gain value from cultivating these new capabilities.

Benefits

By having more understanding on how important the involvement of Talent Management on maintaining business in short term and growth of the company in long-term. Management creates on building better engagement between Customer and Company by having talented human resources, which solving issues not only from business and mathematical perspectives but also from human touch perspective.

Solution Framework

Many insurers' business strategies focus on modernization and digitization, but the industry faces significant hurdles in sourcing the necessary talent. Bridging these gaps means addressing Talent Management with the same intensity and rigor as business strategy: quantifying needs, translating these needs into targets, committing to investments, reallocating resources significantly, and instituting discipline around execution.

TMI Talent Management

Current TMI Talent Management Strategy

- Recruitment Strategy done in TMI through Incoming Applicants, Advertisement, Head Hunters, Online Jobs Portals and Market Scouting.
- Performance Appraisal is done by doing assessment from Competency viewpoint and KPI Quantitative viewpoint set in the beginning of the year and several review throughout the year.
- Succession Plan (Talent Guideline) in TMI will identify key positions to the company, identify the potential talents and leaders, develop and retain the talent pool and monitoring (review).
- Talent Identification is done from the annual performance appraisal, as well as coordination with respective head of business units to scout and place their own teams to define the career development plan and placing into quadrant of succession plan.
- Training Development Program in TMI consists of training of soft skill and technical skills for all employees. As for some specific talented employees or group of employees there will be a specific training or seminars provided by high reputation training and development vendors in Indonesia or overseas, not to mention specific training and development program held by other Tokio Marine Group in overseas.

Current TMI Challenges

Talent Management Breakthrough

In TMI, there has been no specific breakthrough in the talent management within TMI, nearly nothing new initiatives has been released as new direction of talent management to face the future business challenges specifically in the last 10 years.

Traditional Talent Management System

Despite the way of doing the process is adapting to the new ongoing trend, but the overall system

seems to be traditional yet showing towards modern talent management system.

Inconsistent Implementation of Training Development

Carry on what works best and improve is one of the simple approaches in HR, but apparently there has been indicators of inconsistent implementation even to the best practices, which might create disappointment and demotivation to some specific employees.

Leadership Gap

Facts sheets in TMI that succession plan fails which creates leadership gap that will cause incompetent regeneration or succession when the leader of respective business units leave the company. In addition, tendency to professional recruit for new market strategic position indicates the company is not preparing talent for future business.

No Global Strategic HR Alignment

There is no global standardized HR directive in TMI, which leaves the HR program in some level of uncertainty.

Balanced Skills and Know-hows for Japanese Business, Non Japanese Business and Digital Economic Shifts

At the end of the day, the outcome of talent management system should be able to answer the challenges to ensure availability of good talents required for maintaining the backbone of company's business in Japanese captive market, but as well as for rolling out talents to stand out in the non-Japanese business including to be able to capture business opportunities with the shift toward digitalization.

METHODS

The company will be analyzed using business frameworks such as: SWOT and TOWS analysis, Porter's Five Forces, Business Model Canvas, and also using the method of comparing between

traditional and modern HR approach.

RESULTS AND DISCUSSION

Business Framework

In this section all the business frameworks will be implemented and analyzed. During the analysis, the current situation including the information of TMI (see: Appendix) is taken into account together with the other relevant information.

1. SWOT and TOWS Analysis

| | | |
|--|---|--|
| | Strengths <ul style="list-style-type: none"> Global company with diverse talent Great reputation Long history of existence Strong financial Great new culture "to be a good company" | Weaknesses <ul style="list-style-type: none"> Minimum leverage in diversity Slow to change No global direction in HR Policy Traditional and conservative Strong seniority culture |
| Opportunities <ul style="list-style-type: none"> Small market share, open opportunities Untapped domestic market Digital economy Affinity partnership with alternate sectors (e-commerce) Technology Enablement Growing financial awareness | SO <ul style="list-style-type: none"> Leverage talent diversity to grasp market potential for business growth Explore domestic business Moving toward future digital financial and experience learning curve | WO <ul style="list-style-type: none"> Set specific global initiative to promote diversity talent empowerment Management commitment to lead the change for business shift Buy or build know-how Fair opportunity to young talent |
| Threats <ul style="list-style-type: none"> Declining Japanese investment Weakening Japanese commerce dominance Regulatory driven threats Price war Talent war | ST <ul style="list-style-type: none"> Business plan review to anticipate Japanese business decline Feasible assessment on the potential business to ensure profitability or projected toward mid-long terms Attract internal and external talent to great promising workplace at TM | WT <ul style="list-style-type: none"> Make the best use of diverse talent and expertise to fill the gap of know-how to avoid business failure Urgently need global directive HR to align with domestic talent needs Young talent team building with senior leaders |

Figure 4. SWOT and TOWS Analysis

2. Porter's 5 Forces

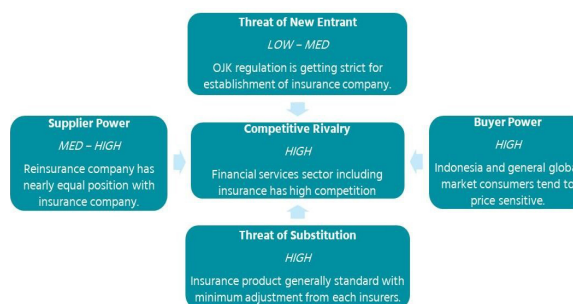


Figure 5. Porter's Five Forces

3. Business Model Canvas

Comparing between Now, Expectation and what is the GAP

Business Model Canvas Now

| | | | | |
|--|---|---|---|--|
| Key Partners (7/8) <ul style="list-style-type: none"> Insurance Company Reinsurance Company Loss Adjusters Association OJK | Key Activities (6) <ul style="list-style-type: none"> Exploring Assessment Acceptance Operation Claim Service | Value Propositions (2) <ul style="list-style-type: none"> Great products and service for Corporate Commercial and Industrial Excellent service in claims Strong financial | Customer Relationships (4) <ul style="list-style-type: none"> Conventional (Offline) | Customer Segments (1) <ul style="list-style-type: none"> Corporate Commercial Industrial Corporate Employee Individual |
| | Key Resources (7/8) <ul style="list-style-type: none"> Conventional Business Team (Sales and Marketing) Operation Team IT Team | | Channels (3) <ul style="list-style-type: none"> Direct B2B Direct B2C Agents Brokers Banks Licensing Affinity Alternate | |
| Cost (9) <ul style="list-style-type: none"> Risk Cost Marketing Cost Technology Cost Biz Partnership Cost | | Revenue Streams (5) <ul style="list-style-type: none"> Insurance Product Reinsurance Fees Fronting Agreement | | |

Figure 6. Business Model Canvas Now

Business Modal Canvas Then

| | | | | |
|---|---|---|---|---|
| Key Partners (7/8) • Insurance Company • Reinsurance Company • Loss Adjusters • Association • OJK • Tech Providers • Start-Ups • Big Data (Telco, Pefindo, TBAs) | Key Activities (6) • Exploring • Assessment • Acceptance • Operation • Claim Service Key Resources (7/8) • Conventional Business Team (Sales and Marketing) • Operation Team • IT Team • Alternate Channel Business Team • Digital Strategy Team | Value Propositions (2) • Great products and service for Corporate Commercial and Industrial • Excellent service in claims • Strong financial • Vast line-up for individual products • Web online purchase • Tech driven technology services (chat bot, AI claims, API, real time processing) | Customer Relationships (4) Systemized and Digitalized (Omine and Online) Channels (3) • Direct B2B • Direct B2C • Agents • Brokers • Banks • Leasing • Affinity Alternate • Direct D2C | Customer Segments (1) • Corporate • Commercial • Industrial • Corporate Employee • Individual |
| Cost (8) • Risk Cost • Marketing Cost • Technology Cost • Biz Partnership Cost | | Revenue Streams (5) • Insurance Product • Reinsurance Fees • Fronting Agreement | | |

Figure 7. Business Model Canvas Then

Business Modal Canvas Gap

| | | | | |
|---|---|--|--|--|
| Key Partners (7/8) • Tech Providers • Start-Ups • Big Data (Telco, Pefindo, TBAs) | Key Activities (6) High likely change in the way doing the activities with vast technology enablement. Key Resources (7/8) Focus develop talent in 2 major future business areas: Alternate Channel Business (Affinity and D2C) Team, Digital Strategy Team, Office and IT Infrastructure need to adjust with New Normal and Digital Business needs. | Value Propositions (2) • Vast line-up for individual products • Web online purchase • Tech driven technology services (chat bot, AI claims, API, real time processing) | Customer Relationships (4) Systemized and Digitalized (Omine and Online) Channels (3) Maintain the existing core, Aggressively expand future business in Affinity and D2C that features high technology enablement in end-to-end business process. | Customer Segments (1) Focus on Individual with focus in Digital D2C Model. |
| Cost (8) High spending in technology enablement cost. | | Revenue Streams (5) Maximizing profit margin by tech-driven efficiency and monetization of customer data base and collab with big data provider. | | |

Figure 8. Business Model Canvas Gap

knowledge, cultivating outside talent as well as build in house potential talent to adopt the new technology and business model.

Future Expectation of MODERN HR

- Trusting individual skills & strengths.
- Emphasis on total degree of leadership.
- Performance first.
- Overwhelming sense of speed.
- Accepting differentiation.
- Supervisor’s commitment.
- Ownership of individuals Nurturing is outside the supervisor’s mission.
- A sense of individual security to company.

Global Tokio Marine Holdings Human Capital Strategy

- SDG’s Aspects: Gender Equality (5), Decent Work (8) and Reduce Inequalities (10).
- Address critical risks and opportunities whether talent is being utilized effectively and whether an appropriate approach to inclusion is being taken.
- Global Diversity (Gender, Generation, Nationality): Women Empowerment, Young Leaders, Exciting Workplace and Technology Excellence.
- Strengthening New Culture “To be a good company” implementation.

It seems TMI still adopts the majority aspects of traditional HR model despite we found that they started implementing some small areas of modern HR. In order to adapt with the modern new business, especially not only in pandemic era, TMI needs to attract and engage the talent, to grow together not only by company expertise in a long time, but combine with new emerging

Table 1. Comparing Traditional and Modern HR

| Talent Management Framework Comparing Traditional and Modern HR | |
|---|--|
| Japanese Traditional HR | TMI Current Talent Management |
| Emphasis on teams & organization | Business model still run with the native and old decade business, especially in Japanese client business |
| Leadership can belong to only a handful | Individual with high potential rather than all in the organization |
| Value not just performance, but also process & attitude | The talent value not only valued by the performance. So employee were overwhelming in the job that mislead with the performance. |
| Long-term nurturing | A training system which allowed for early promotion of two to three years, at the longest, was recommended. |
| Equal management | The seniority basis, rather than performance basis |
| Nurturing is outside the supervisor’s mission | There are leadership problem that, every leader work by themselves, and lack of born a new leader from their subordinate |
| A sense of individual security to company | The employee feel they growth as individual , lack of international job offering opportunity, lack of career ownership |

Accenture Model – “Net Better Off/Care To Do Better”

There were a lot of new things found around how talent management adjusted during the pandemic, done by consultants, and we found what Accenture released in their research to be interesting, where they took the survey between April to September 2020 that involved around 20,000 people as employers and employees from mix sectors throughout the globe, that these below 6 (six) factors are crucial and defining the 65% of employees engagement and productivity.

- *Employable*
Are we equipping people with the right adjacent skillsets to transition into higher paying jobs and explore new roles and industries?
- *Financial*
Do our reward and benefit packages meet the evolving needs of our people in times of crisis and in times of abundance?
- *Relational*
How do we create a sense of belonging in virtual teams? How do we ensure every voice is being heard throughout the organization?
- *Physical*
What have we learned about our peoples’ physical well-being that should be adopted as best practices moving into the future?
- *Purposeful*
How does our purpose evolve to meet an enlightened workforce and customer? How does our purpose come to life in our communities?
- *Emotional & Mental*
How can we support the ongoing mental resilience of our people when the potential trauma from the crisis may have lasting effects?

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the above analysis, TMI has occasionally but not fully taken into account the HR strategy as part of their overall business strategy.



Figure 9. Strategies

All strategies were built in terms of business strategy without considering leveraging talent diversity is one of the solutions to grasp potential market in the future and Digitalization does not reduce the necessity of human resources but only to switch to other point of job structure.

Recommendation

The main idea of the recommendation will be creating Talent Management that comes up with

strategy and initiative to overcome the challenges, TMI's organization readiness in addressing Digital Economic Shift, Business Disruption, And Global Pandemic; to have more agile internal talent, to have short term readiness to leadership pipeline, to assure organization & business sustainability, and to invent the Blue Ocean Strategy.

- *Global HR Directive Policy and Benchmark*
Tokio Marine Holding is pursuing to the modern Talent Management System and should be replicated to TMI as one of subsidiaries e.g SDGs, Diversity, Overseas Talent, Women Empowerment, Young Leaders, etc. Global HR Directive is essential to ensure management in countries will follow and put priority in alignment with Global HR Strategy.
- *Succession Plan*
Succession Plan implementation and review should be strengthened, to address the facts that many failures in the succession in critical time (resignation/retirement of leader), roadmap of talent development towards sustainable future business needs. Also need in-depth review to personal leaders in business units re their succession plan. One of key outcomes will be Talent Dashboard, which will enable easier outlook on the aspects of Talent Identification, Talent Pooling, Talent Mapping
- *Attract, Retain & Engage (MDP and EDP)*
The great culture of "to be a good company",

SDG Values and Modern TM Practice should be promoted harder and consistent in TMI to send out message and promise to internal talents as well as external talents that TMI is the right workplace for them in terms of career and wellbeing. Address issues found in the engagement survey.

- *HR as Business Partner (Strategic Alignment with Business Units)*
HR roles in TMI should be positioned by the management to become business partner to ensure any talent development strategy is inline with business direction thus will avoid or minimize the loss opportunity due to talent crisis in the company at some specific key future business issues.
- *Consistent Training and Development*
Training and development in TMI should be implemented in consistent manner from the viewpoint of process as well as budget utilization. Inconsistency may disappoint great talents and potentially reduce motivation of general talents to pursue career and achievement.
- *Timeline*
Talent Management will not be solved and done overnight, it takes time, commitment and strong effort. Thus, TMI needs to shortlist priority based on business plan and future dynamics. Buy or build, and make or break, should be clearly defined and mutually agreed. The right timing will define success in business.

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APPENDIX

Tokio Marine Global Business Overview

Tokio Marine Holding Human Capital Strategy

People and Culture as the Foundation

- In an era of uncertainty, promotion of diversity is critical to resolve increasingly complex social issues
- Unite diverse talents with shared corporate culture

Promotion of Diversity & Inclusion

Established Group Diversity & Inclusion Officer (CDIO) and Diversity Council chaired by the CEO in April 2021



CDIO Nabeshima

Nationality

- Excellent talent who join the Group through overseas M&A, are appointed to positions such as Group Co-Heads and global committee leaders

Gender

- Tokio Marine Group Women's Career College was established in to assist female Group employees in voluntary career planning, and to ensure that women are active in their workplaces
- Female sub-leader ratio: 54.9% (TMNF, as of April 1, 2021)
- Female corporate officer ratio: 11.5% (TMNF, as of April 1, 2021)



Generation

- An in-house venture program to support employees including young talent who are eager to innovate, relaxation of side job rules
- Turnover ratio¹⁾: 2.0% (TMNF, FY2020)

Spreading the core identity

- CEO held a remote world tour during the pandemic
- By penetrating the corporate culture, engrave our corporate purpose in all acts from individual action to management decision making (essence of governance)



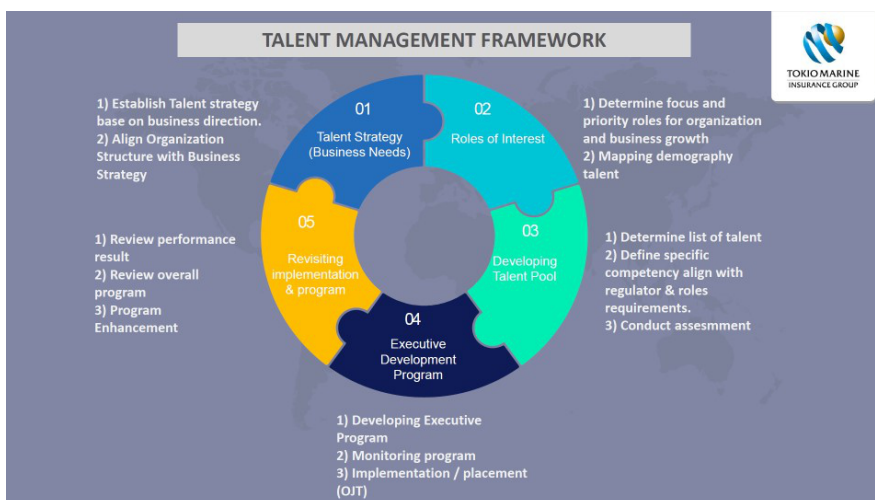
Remote world tour by CEO Komiya (CEO Meeting)

Creation of Exciting and Rewarding Work Environment

Culture & value survey²⁾ (84% response ratio)

4.3 points out of 5
(Group Attachment)

TMI Talent Management Framework



Accenture Model 2020 "Net Better Off"

A groundbreaking new model: Net Better Off

To understand how organizations can capture this opportunity, we engaged 3,200 senior executives (50 percent HR decision makers and 50 percent other CXOs) and 15,600+ workers spanning 15 industries and 10 countries in a comprehensive and first-of-its-kind study. This research uncovered a powerful finding:

By meeting six fundamental human needs through work, companies unlock their people's full potential. We call this framework "Net Better Off," and its six dimensions are: Emotional & Mental, Relational, Physical, Financial, Purposeful and Employable (see Figure 1).

Our research found that 64 percent of a person's potential—defined by their ability to use their skills and strengths at work—is influenced by whether or not they feel better off across these six dimensions. Conversely, less than 9 percent of unlocking potential can be explained by factors such as education, tenure, level, industry, geography and company size.⁴

