

DIVERSITY & INCLUSION POLICY

Creating a culture of inclusion and equality, where people are comfortable to voice their thoughts, come to shared understanding and develop innovative solutions, to ultimately create value for our customers, our shareholders and also our employees. Dare to be different!

In this document we first explain why this policy was written. Then we explain how we perceive Diversity and Inclusion (D&I) within Athora NL and what we focus on. After that it describes how it ties in with other initiatives, what goals we set ourselves with regard to D&I and how we will monitor this. Finally, we indicate who is responsible for it and which activities we will be carried out to achieve our goals.

Note: This Diversity & Inclusion (D&I) policy replaces the current Equality policy. The goals from the Equality policy have been adopted into this new D&I policy.



WHY THIS POLICY?

Research shows that organizations which use the potential of diverse talent innovate faster and achieve better financial results (source KornFerry and MSCI). “Diversity and inclusion is not an HR program, but a winning business strategy.” D&I helps to position Athora in the labour market as an employer of choice. Besides that, it contributes to Intellectual and Financial capital through improved productivity and sustainable innovation. Finally D&I contributes to the SDG Decent Work and Economic Growth, a strategic spearhead in our CSR policy.

This year there has been a consultation for a new law which will require, amongst others, balancing the male / female ratio in the (sub) top of large companies. If this draft proposal comes into effect, it will also apply to Athora NL. Large Dutch companies are obliged to set their own appropriate and ambitious targets for their Executive Board, Supervisory Board and sub-top, with the obligation to draw up a plan for this and to report on this in the management report and the SER (Socio Economic Council).

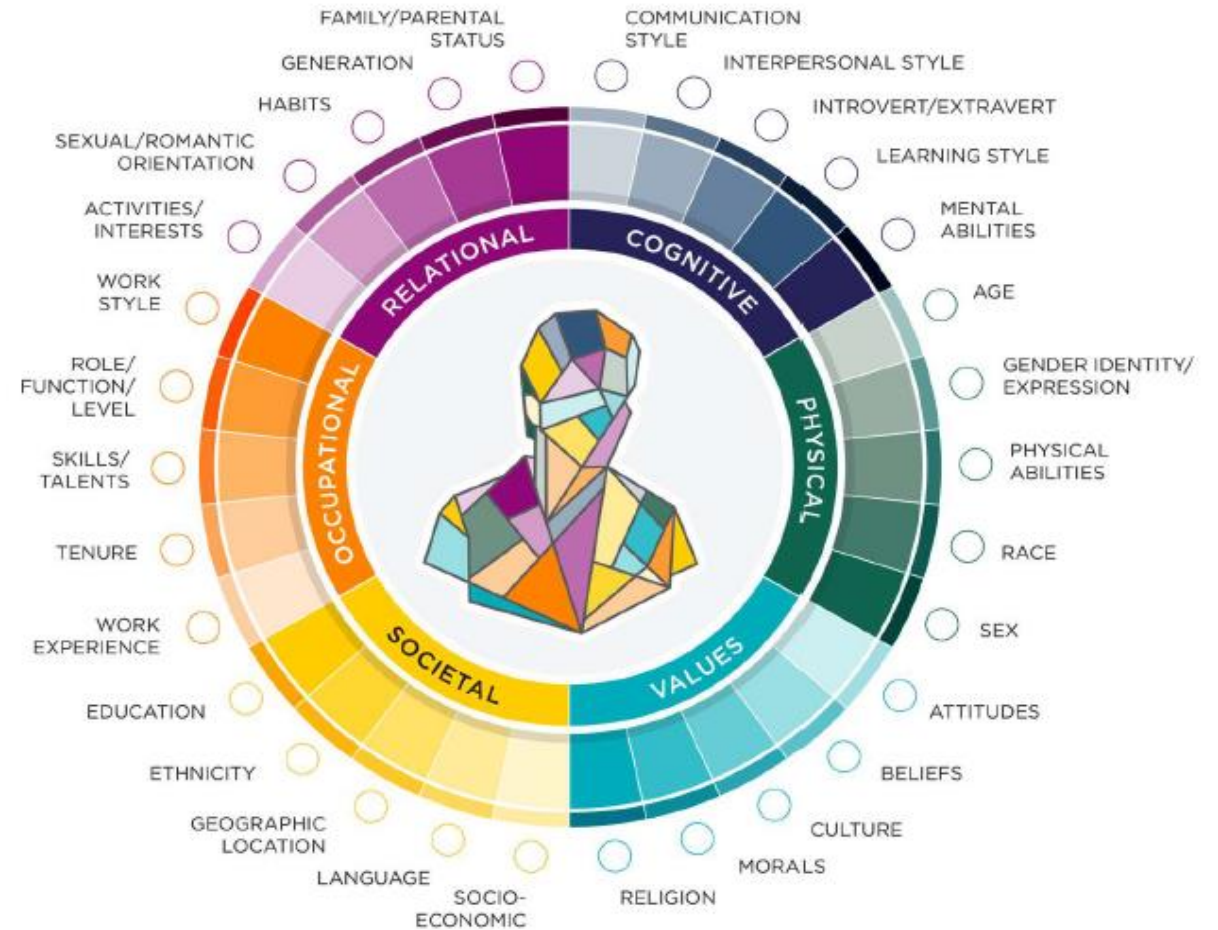


DIMENSIONS OF DIVERSITY

With diversity, we quickly think of gender, cultural background or orientation, but diversity is so much more. The model shows the different dimensions of the concept of diversity.

At Athora NL we want to give substance to this broad view on diversity. We do not only assume that diversity must be visible through external characteristics, but in a multitude of characteristics of the individual.

Diversity is about differences between us.
Inclusion is about behavior, values and rules of play. How do we deal with each other in the best possible way, taking advantage of our differences.



Dimensions of Diversity Model (bron: KornFerry)

In recent years, based on the Dimensions in Diversity model, our organization has paid particular attention to diversity in the areas of:

Cognitive: Within teams, work has been done to create awareness about the added value of having different qualities and talents among employees. And the importance of a diverse team in terms of age and experience. We have, amongst others, created this awareness through the broad commitment and adaptation of Profile Dynamics. A Profile Dynamics test provides insight into the personal motives of people and their personality. It shows how these motives affect teams and organizations.

Occupational: This attention is mainly in the further professionalization of the Performance Management Cycle (PMC) with the 'Good Conversation' and the further development, implementation and follow-up of the Talent Review process, whereby roles and talents are regularly discussed.

In the coming years (2020-2022), we will focus more on the **physical** and **values** dimensions of the Diversity model, prompted in part by the public discussions regarding male/female ratio, employees with disabilities, the societal debates surrounding racism and the new values and culture of Athora Netherlands.

ALIGNMENT WITH RELATED POLICIES AND INITIATIVES

This D&I policy is in line with other policies and initiatives related to Diversity & Inclusion:

Code of Conduct

Within Athora Netherlands there is no room for unacceptable behavior, such as discrimination, abuse of power, aggression or sexual harassment. This principle is stated in our code of conduct 'Common sense, clear conscience'.

Policy for unacceptable behavior

Athora also has a policy for unacceptable behavior, with preventive measures for unacceptable behavior, protection for those who report such behavior and information for reporting incidents.

LGBTI Manifesto

We subscribed the LGBTI Manifesto, thus indicating that we include LGBTI and that they are part of our Sustainable Development Goals. We stand for equal rights and opportunities for everyone in our organization.

OBJECTIVES

The Diversity and Inclusion policy is a policy aiming for the optimal and sustainable use of the talents of all employees, taking into account their differences and similarities.

Athora wants to promote an inclusive culture. A culture in which we are a representation of society in all the six subareas of the Dimensions of Diversity Model (Relational, Cognitive, Physical, Values, Societal and Occupational).

The areas of improvement have been identified and objectives have been set:



INCLUSION OBJECTIVES

- 75% of the employees indicate that they feel that they fit in with Athora NL (Employee Survey (ES) 2020: 73%, ES 2019: 62%)
- 80% indicate that people of all backgrounds (culture, ethnicity, gender, sexual orientation, age, religion etc.) can succeed at our organization (ES 2020: 76%)
- 85% of the employees indicate that they can be themselves within Athora NL (Employee Survey (ES) 2020: 79%)
- 85% say that there is room for everyone's opinion within the team (ES 2020: 80%)

DIVERSITY OBJECTIVES

Athora formulates the following objectives for diversity for the coming years:

- Our long-term goal for gender equality remains: At least 40% male or female in the SB, EB, senior management, management and of the total workforce. To take it step by step, we first aim to have 30% female in the SB, EB, Senior management and management in 2022.
- A balanced distribution of the age within the teams after the strategic review referred to the benchmark financial services.
- At least 10 persons with a disability employed by Athora NL in 2025 or working via secondment, starting with 3 persons in 2022 (1 person in 2020).

Besides this, we are planning to gain a better insight in the current status of D&I by conducting a survey specifically on this topic.

RESPONSABILITY

The Diversity and Inclusion theme is under the sponsorship of the CEO. HR is responsible for the implementation of the Diversity and Inclusion Policy.

Annually, the HR Director reports to the Executive Board and Supervisory Board on progress, developments, initiatives taken and the achievement of objectives.



