

α.s.r. Diversity, Equity and Inclusion* policy

* The definitions α.s.r. uses for Diversity, Equity and Inclusion can be found in the annex.

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Our vision and strategy

Being yourself together means embracing differences and similarities.

Our conviction

At a.s.r., we believe that differences make us stronger and better, and we stand for equal opportunities for all. We strive for an inclusive culture, where differences are recognised, appreciated and indeed made use of. It is important that employees are (professionally) competent, but also that they differ from each other and that space is created to express these differences. Different perspectives, backgrounds, knowledge and experiences contribute to the realisation of a.s.r.'s objectives and are positively exploited and deployed in innovative, sustainable solutions for our customers. We do not want to exclude anyone and we want to treat everyone equally. Everyone who wishes to use their talents to achieve our objectives is given the space to do so. We do this by being aware of visible and invisible differences between people. For example, gender and expression of gender, sexual orientation or preference, age, religion, culture, origin, skin colour and physical & mental ability. We also pay attention to differences in working styles, beliefs and perspectives.

What we say, pursue and do

Within our organisation, being who you are, feeling welcome and feeling free and safe to join in are essential. We not only talk about but actually pursue what we feel is important. This is reflected in our internal and external communication. We embrace a changing society and welcome discussion about the assumptions we make. We value an open dialogue, show an interest in one another and make efforts to raise awareness of visible and less visible diversity. This not only improves mutual cooperation, but also our business operations and customer service. In doing so, we better align with the various needs, desires, perspectives and principles in society whilst adding more value for all our stakeholders and contributing positively to an inclusive and equal society.

Some essential basic elements in our narrative:

- we acknowledge and hear each other, by listening carefully
- we are open to visible and invisible diversity
- we are aware of our unconscious biases
- we have the agility to continue to develop constantly
- we dare to ask questions in order to understand each other
- We hold each other to account for undesirable behaviour and discrimination
- we stand for equal opportunities, for example, for promotion and development
- we facilitate and encourage learning about diversity, equity and inclusion
- we want to learn from each other and each other's experiences
- we give substance to our narrative through (personal) leadership
- we continuously evaluate and strengthen our internal and external communications to make these more inclusive
- we work with diverse customer panels

Our objectives

Objectives

To achieve the inclusive culture and working environment we strive for, we have set the following objectives and targets for 2026.

1. Gender diversity workforce
 - At least 40% of our Top Management, comprising senior, middle and team management, is female and at least 40% is male.
 - At least 40% of our Management Board is female and at least 40% is male.
 - At least 40% of our Supervisory Board is female and at least 40% is male.
2. Participation of people at a distance from the labour market in our workforce
 - At least 70 people by 2026 (25.5 hours p/w, approximately 45 FTE).
3. Equal pay for work of equal value*
4. Score on Diversity & Inclusion module in the Denison** annual organisational success measurement against benchmark
 - a.s.r. is among the top 25% of companies participating in the survey

*Gender pay gap analysis

To monitor whether a.s.r. delivers equal pay for work of equal value, a.s.r. conducts an annual Gender Pay Gap analysis.

**Denison Scan

Every year a.s.r. carries out the Denison scan. This organisational culture measurement tool charts a number of cultural aspects, including diversity, equity and inclusion.

In the Diversity & Inclusion module, we measure progress within the organisation against four pillars:

- perceptions of inclusion and respect
- a working environment that is safe and free from discrimination
- fair and equal access to opportunities
- leadership with commitment to diversity values

In the following chapters, we will discuss the resources we deploy to achieve our vision and objectives.

Attracting new employees and advancement

In order to provide equal opportunities for all, objectivity is key in our recruitment, selection, internal advancement and promotion procedures.

We apply the following starting points in recruitment, selection, advancement and promotion:

- Everyone with the same competences, flexibility and potential has equal job opportunities
- We strive to ensure that no one feels discriminated against and are guided by relevant and objective criteria in our recruitment and selection procedures
- We value differences
- We strive for a workforce that is representative of society in terms of diversity
- We offer extra opportunities to people at a distance from the labour market

These are the procedures and actions we have put in place to provide everyone with equal opportunities in joining us, advancement and promotion:

- All vacancies are first posted internally during a fortnight and only published externally if there is no suitable candidate internally.
- External employees who work for a.s.r. (self-employed, temporary workers and seconded staff) may also apply for our internal vacancies; they have equivalent career opportunities to employees who already have an employment contract with a.s.r.
- To help employees who joined a.s.r. through our participation desk move into permanent positions, we actively advertise suitable vacancies and alert managers to suitable candidates.
- In order to avoid unconsciously using age or the social, cultural and ethnic background of candidates in recruitment and selection, external candidates applying to us can omit their date of birth, gender and place of birth from their CVs.
- There is always a diverse composition of interview partners in any application process.
- Managers are offered an objective interviewing workshop.
- A recruitment and selection committee ensures that application procedures are objective and transparent. The impact and form of the recruitment and selection committee is continuously evaluated.
- In the selection process an assessment is used that makes selection objectifiable and suitable for a wide variety of candidates.
- Assessments are used to check not only individual qualities but also the agility and potential of an employee. By means of an assessment, insight is gained into the competences, learning agility, personal qualities, background and views of the candidate. Based on this, an individual development path can subsequently be created.
- For certain vacancies where specific education or experience is less important than motivation and communication skills, completely anonymous applications may be used. This means that in the first part of the application process, candidates are not yet required to share their personal information. Personal characteristics only become clear during the first job interview.

Labour market communication and Employer Branding

In our labour market communication via www.werkenbijasr.nl and our social media channels, we show that we strive to be a diverse organisation. We have experiential accounts on our 'working at' (werkenbijasr) site from colleagues with vulnerable labour market positions, different ages, sexual and gender identities, cultural backgrounds, educational or training programmes, job levels and fields of work, so that many different candidates find recognition and connection. In our job application texts, we adhere to the rules that prevent age and gender discrimination. We make sure that our texts appeal to a diverse group. We check this regularly to ensure objectivity. We are also trained in writing inclusive recruitment texts.

Onboarding

A central onboarding programme, which includes an introduction day, a welcome magazine, a portal on Intranet for new employees, and the game 'Welcome to a.s.r.' contributes to a smooth introduction of new colleagues to a.s.r. and a feeling of being welcome. An important part of the introduction to a.s.r. is taking the oath or making a solemn affirmation. By taking the oath or making a solemn affirmation, you declare that you will act with due care and integrity and that you will abide by a.s.r.'s code of conduct and rules.

Talent development and sustainable employability

At a.s.r., we offer everyone space and equal opportunity to develop themselves. Through the training programmes offered and the focus on personal development, we strive to create equal opportunities for everyone as much as possible, from internal employees to temporary workers. With the budget for Sustainable Employability, we offer all our employees the opportunity to develop themselves broadly and increase their chances on the labour market. 'Focus on talent', is our future-proof approach to talent development which is based on the talents of each individual employee and development opportunities for all.

Possibilities, not limitations

At a.s.r. we do not consider someone's limitations, but focus on their possibilities instead. Together with the employee, we look at ways in which we can offer support to remove obstacles where possible so that someone is optimally employable.

We work as much as possible independently of time and location (WITL). We will discuss this in more detail later. WITL accommodates, for example, neurodiversity and different working styles and preferences.

In addition, to reduce the step into the labour market for people with a vulnerable position, we have created the Participation Desk. Through our Participation Desk, people with a distance from the labour market, such as those with Wajong benefits or with a Job Arrangement (Banenafspraak) indication, are given the opportunity to develop skills and gain work experience with us on temporary assignments within the organisation. They receive intensive coaching and a tailor-made training programme.

The aim is to have these employees move on to permanent positions within a.s.r. after two years. Through the Participation Desk, we do everything we can to make the best use of the talents of this target group. Through our recruitment policy, we may also hire employees with a vulnerable labour market position for regular vacancies.

Highly skilled migrants

a.s.r. facilitates the deployment of highly skilled migrants, among other things by making use of the 30% ruling of the Tax and Customs Administration. We are committed to a smooth administrative and practical onboarding process for highly skilled migrants, so that they can feel at home within our organisation as soon as possible.

Composition of workforce

By paying attention to gender diversity in all layers of the organisation, we are working on the pipeline for all management layers. Gender diversity targets are taken into account in succession planning. We report annually on the progress of these targets. From 2023, we also report on this to the Social Economic Council (SER) in accordance with the Ingrowth Quota Act and targets.

In addition to focusing on gender diversity, we also pay attention to cultural diversity in our workforce. a.s.r. periodically monitors the development of cultural diversity within the organisation through participation in CBS's Cultural Diversity Barometer.

Freedom of choice and work-life balance

We believe that freedom of choice contributes to a more diverse and inclusive a.s.r. By facilitating employees to combine work and private life more easily or allowing them to practise their diverse customs and beliefs, we are an attractive employer for a diverse target group.

Public holidays of your own choice

In principle, no work is carried out on the public holidays agreed in the CBA. You do not need to take any days off for these. Every year, you can choose to work on Good Friday and any so-called 2nd day of a public holiday (Easter Monday, Whit Monday and Boxing Day) and, in consultation with your manager, use it at another time of your choosing. In consultation with your manager, you decide which day or days you want to work and when you will take a day or several days off.

Several forms of leave

A good work-life balance is important to all employees. We therefore offer the possibility of taking additional forms of leave, such as rainbow leave, transition leave and informal care. This is stipulated in our collective bargaining agreement.

Working independently of time and location (WITL)

At a.s.r. we work where there is work and when there is work. From our offices, at our customers' premises, on the road or from home. This way, we can serve our customers in the best possible way and do our work as efficiently as possible. And in doing so, we also ensure a good balance between work and private life. With the introduction of hybrid working, we aim to be in the office for 40% on average. Working when there is work also means that we have almost no fixed work rosters. Everyone at a.s.r. has their own annual hours standard and in consultation with your manager and colleagues you fill it in. And this may imply, for example, that you have the choice to work less at times that are important to you and to compensate for it at a later time. For example, during special holidays, events or happenings.

Customs and beliefs

We respect everyone's choices, customs and beliefs. We take this into account, for example, in the selection of food in our restaurant. There is also a quiet room for people who want to be alone, and seek silence to rest, meditate or pray. In addition, our working environment is accessible for everyone, regardless of their physical condition.

Sustainable embedding in our DNA

As an organisation, we strive to transform from meeting legal quotas to incorporating inclusion into our DNA. This calls for diversity, equity and inclusion to be permanently embedded in our behaviour and culture. We do this in a.s.r.'s story, for example, and by including the theme in our Leadership Education (LE) programme.

The story of a.s.r.

Talented, skilled and healthy employees are key to a.s.r.'s success. Every day, our staff are ready to help our customers and advisors in the best possible way. Everyone at a.s.r. works to achieve that goal on the basis of three core values:

1. We are helpful. At every step we take our customer's interests and needs at heart. We closely coordinate matters and honour our agreements.
2. We think ahead. We make sure that we are well-prepared. We listen attentively, offering appropriate solutions based on our expertise, experience and commitment.
3. We get results. We are focused on content and process, take responsibility and finish what we started. This way we achieve the desired result together.

We want our employees to be sustainably employable and to stay healthy. That's why we pay close attention to personal development and increasing professional knowledge, physical and mental health, work-life balance and commitment to society. We have confidence in our employees and encourage them to take control of their careers and development. Our employees are able to adapt to changing circumstances and are open to diversity. They take the time to listen to each other and get to know each other. In everything they do, they put the interests of a.s.r. first. This is how we build one strong a.s.r. together.

We expect everyone to show resolve and personal leadership. The way we treat each other is in keeping with this:

1. We share dilemmas and make these open to discussion.
2. Diversity, equity and inclusion are central to mutual understanding and respect.
3. We give each other space for dialogue and reflection and dare to call each other to account. Even when things don't go that well.
4. Our frameworks are distinct and we place responsibility as low as possible in the organisation.
5. We are not a talking shop, we take action.

Management

All managers within a.s.r. participate annually in the Leadership Education (LE) programme. The aim of this programme is for management to contribute to the desired leadership that is needed to give substance to a.s.r.'s narrative. The following is included in The story of a.s.r. in this respect:

‘Managers have a leading role to play. They have the ability to provide both space and clear frameworks and to be people- and result-oriented. They have an eye for developing talent and they communicate openly and respectfully. They take responsibility and are solution-oriented. Managers collaborate, build strong teams and encourage teams to work together.’

Development on inclusive leadership, unconscious biases, psychological safety and objective interviewing are an integral part of the LE programme.

Communities

a.s.r. facilitates and supports staff networks or ‘communities’ that represent the interests of specific target groups within the organisation. The purpose of these communities is to connect target group colleagues and organise events. They also play an active role in the Diversity, Equity and Inclusion working group. Their ambitions and goals are set out in an annual plan. From 2024, a.s.r. has communities for younger employees (up to 40 years old), lhbtqi+ colleagues and colleagues with a bi-cultural background. We believe that communities play an important role in propagating diversity, equity and inclusion throughout the organisation. Our communities are organised by and for employees. We continue to monitor employees’ needs and are open to other employee initiatives.

Sharing knowledge and experience

To continuously evaluate, reflect and improve, we work with internal sounding board groups, organise internal and external stakeholder sessions and work with internal employee panels. In addition, we use eMood, a weekly pulse measurement with varying questions on engagement, job satisfaction and vitality, among other things.

Integral approach

Diversity, equity and inclusion is a key theme in a.s.r.’s strategy and operations. We select our suppliers with the principles of this policy in mind and encourage our suppliers to make further improvements in the area of diversity, equity and inclusion.

a.s.r. environment

a.s.r. attaches great importance to providing a safe and agreeable working environment. We expect employees to contribute to a working environment free from any form of undesirable behaviour or inappropriate conduct, such as sexual harassment, aggression or violence, discrimination, stalking, bullying, abuse of power, insults and verbal defamation. This means that a.s.r. is characterised by a safe and open culture, where people dare to call each other to account for any form of undesirable behaviour. This ensures that all employees know that such behaviour is not accepted and that appropriate actions will be taken.

Code of Conduct

The a.s.r. [Code of Conduct](#) is the guideline for our actions and decisions and helps us perform well and with due care and integrity. The a.s.r. Code of Conduct explicitly addresses a safe and pleasant working environment, discrimination and exclusion. Transgressive behaviour will not be tolerated and in the event of demonstrable non-compliance with the rules, action will be taken.

Undesirable Manners Code of Conduct

In the [Undesirable Manners Code of Conduct](#), which is part of the a.s.r. code of conduct and is included in our [Health & Safety policy](#), we define undesirable behaviour and describe our policy, escalation options, the complaints procedure and sanctions.

Human rights policy

The [human rights policy](#) sets out how a.s.r., among other things, contributes to making society more sustainable by respecting and protecting human rights and by preventing or mitigating (potential) risks of human rights violations.

Undesirable behaviour

By undesirable behaviour we mean direct or indirect behaviour from colleagues or customers that is disruptive because it poses a threat to or damages physical or mental integrity. Apart from (sexual) harassment, this includes bullying, aggression, violence and discrimination. We refer to undesirable behaviour when one of the parties involved experiences it that way.

If experiencing undesirable behaviour, employees can contact:

- The manager
- [The HR advisor or Vitality specialist](#)
- [External confidential advisor](#)
- [Undesirable Manners Complaints Committee](#)

External confidential advisor

The external confidential advisor offers:

- a central point of contact for complaints
- initial assistance, help and advice to victims
- correct handling of complaints and arrangements made
- support and advice on dealing with and responding to undesirable behaviour
- support for mediation between the complainant and the alleged perpetrator

The position of confidential advisor is filled by a company social worker from our occupational health and safety service.

Continuous attention

At a.s.r., diversity, equity and inclusion are permanently on the agenda. After all, we are not yet where we want to be. That is why we continue to work on this theme every day and why this policy is evaluated every year. We are also developing several initiatives to stimulate and increase dialogue and awareness about diversity and inclusion in the workplace. More information on our current initiatives can be found in the annex.

The results of the Diversity, Equity and Inclusion policy are reported in our annual report.

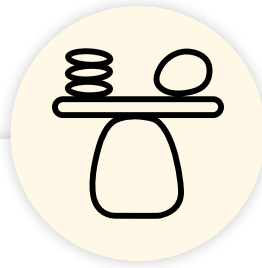
Annex 'Definitions Diversity, Equity and Inclusion'

a.s.r. uses the following definitions of Diversity, Equity and Inclusion.



Diversity means all aspects in which people differ from each other. Visible aspects such as age and skin colour and less visible aspects such as cultural, social and ethnic background, sexual orientation, gender (expression), competences, styles of working, education level, perspectives and views make us authentic and unique as human beings. We believe that these differences make us stronger together.

Diversity



Every person is unique, but everyone's contribution is of equal or comparable value.

Equity means that everyone can participate fully and has access to equal opportunities.

Equity



By inclusion we mean a culture in which differences are recognised, valued and made use of.

An environment in which everyone has their place and experiences the freedom and safety to be who they are and be authentic and unique. And in which we do not exclude anyone.

Inclusion

Annex 'DEI initiatives'

Social projects

With our Doenkracht (the Force of Doing) programme, a.s.r. encourages employees to participate in social projects during working hours. We do this through social team activities and projects aimed at getting people to make conscious financial choices. Within the projects, we encourage mutual learning. All our initiatives contribute to an inclusive, equal society and increase financial awareness and resilience.

With our participation in 'LEF op de Arbeidsmarkt' (Boldness in the Labour Market), organised by the social enterprise TalentCoach, a.s.r. colleagues are linked to someone who is at a distance from the labour market. Through coaching, these people are supported in their search for a new job.

Training and development

Through our development range, we offer the opportunity to further develop yourself in the field of diversity and inclusion.

For example, there are training courses to gain insight into your unconscious biases, ethics cafés to enter into dialogue about dilemmas, e-learning courses and the possibility of participating in dialogue sessions with your team.

Benchmark Workplace Pride

In 2024, a.s.r. participated in the Workplace Pride benchmark for the first time. This foundation tests the level of inclusiveness in relation to the lhbtq+ community and compares it with other organisations inside and outside the Netherlands. Workplace Pride topics include staff networking, the collective bargaining agreement, policy and communication.

Partnerships

a.s.r. works together with a number of networking and interest organisations in the area of diversity, equality and inclusion. One of our partners is Talent naar de Top (Talent to the Top). We participate annually in the cross company mentoring programme and boardroom coaching. a.s.r. is also involved in the election of Topvrouw van het Jaar (Top Female Executive of the Year). The aim of these collaborations is to help female management potentials realise their ambitions. In addition, a.s.r. is a member of the Diversity Charter of Diversiteit in Bedrijf (Diversity in Business) of the Social Economic Council (SER). By signing this charter, we want to show our commitment to our objectives of promoting diversity, equity and inclusion in our own workplace and to contribute to a more inclusive society.

a.s.r. is also a member of the Agora Network. This independent foundation is committed to increasing cultural diversity at the top of the Dutch business community. Agora organises events to empower employees (cosmopolitans), share knowledge and put and keep cultural diversity on the agenda of the affiliated organisations. Here too, we participate in their cross-company mentoring programme. Finally, we also participate in a similar mentoring programme for the Geo-Foundation organisation, which focuses on lhbtq+ talents.

