

# Diversity, Equity and Inclusion policy\*

## at a.s.r.

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

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## Our vision

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, valued and made use of. It is important that employees are 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 used 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 wants to use his or her talents to achieve our objectives is given the space to do so. Precisely by being aware of diversity in gender, age, religious conviction, physical and mental abilities, background and orientation.

## What we say, pursue and do

Within our organisation everyone can be themselves, feels welcome, feels invited to join in and free and secure to participate. We do not only talk about but also actually pursue our objectives. This is visible in our internal and external communication. We embrace a changing society and welcome discussion about the assumptions we make. Sincerity and having an interest towards one another whilst increasing awareness of visible and less visible diversity. This not only improves our mutual cooperation, but also our business operations and customer service. By better understanding the diverse needs, desires, perspectives and assumptions in society, we can add more value for all our stakeholders and contribute positively to an inclusive and equal society.

Some essential basic elements in our narrative:

- we talk to each other instead of about each other
- we acknowledge and hear each other, by listening carefully
- we are open to visible and invisible diversity
- we 'automatically' take different perspectives into account when making decisions
- 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 stand for equal opportunities, for example for promotion and development
- we facilitate and encourage learning about diversity, equity and inclusion
- we want to experience and learn from each other
- we give substance to our narrative through (personal) leadership
- we continuously evaluate and strengthen our inclusive internal and external communications
- we work with customer panels that have a diverse composition

## Our objectives

We have the following objectives in the area of diversity, equity and inclusion:

- Promoting diversity in the composition of our workforce to be a representative reflection of society through inflow and advancement
- At least 1/3 of our Senior and Middle Management are women and at least 1/3 are men
- At least 1/3 of our Executive Board are women and at least 1/3 are men
- At least 1/3 of our Supervisory Board are women and at least 1/3 are men
- Participation of at least 70 people at a distance from the labour market by 2026 (25.5 hours p/w, approximately 45 FTE)
- Equal pay for equal work. In order to guarantee this, an independent external party analyses the state of affairs every three years. In addition, we report and analyse our progress continuously and periodically.
- We carry out an annual organisational success survey by Denison. 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 an eye for diversity values

In the 2022 survey, a.s.r. was among the top 25% of companies participating in the survey. In the 2023 and 2024 surveys, we aim to at least maintain this position.

## **Inflow and advancement**

In order to provide equal opportunities for all, we are as objective as possible in our recruitment, selection, internal advancement and promotion. For example, we use an assessment that makes selection objectifiable and suitable for a wide variety of candidates.

At a.s.r., we apply the following starting points in recruitment, selection, advancement and promotion:

- Within a.s.r., everyone with the same competences, agility and potential has an equal chance of getting a job.
- We strive to ensure that no one feels discriminated against and are guided by relevant and objective criteria in our recruitment and selection process
- We value differences
- We strive for a workforce that is representative of society in terms of diversity
- We give extra opportunities to people at a distance from the labour market

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, so that they have equivalent career opportunities to employees who already have an employment agreement with a.s.r.

To help employees from 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 the candidates in recruitment and selection, external candidates applying to us can omit their date of birth, gender and place of birth from their CVs. In addition, there is a diverse composition of interviewers in a job application process, managers are offered a workshop on objective interviewing and a recruitment and selection committee has been established. It ensures that application procedures are objective and transparent. The impact and form of the recruitment and selection committee is continuously evaluated.

Assessments are used to check not only individual qualities but also the agility and potential of an employee. By means of an assessment, employees and a.s.r. gain insight into the competences, learning agility, personal qualities of the candidate, background and views. Subsequently, an individual development path can be created on the basis of this.

### **Labour market communication and Employer Branding**

In our labour market communication via [www.werkenbijasr.nl](http://www.werkenbijasr.nl) and our social media channels, we show that we strive to be a diverse organisation. We have experience stories on our working-at-a.s.r. site from colleagues with vulnerable labour market positions, of different ages, sexual and gender identities, cultural backgrounds, educational backgrounds, job levels and areas of work, so that many different candidates may 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**

The welcome magazine, the infonet portal for new employees, a central orientation programme and the game 'Welcome to a.s.r.' contribute to a smooth introduction of new colleagues within 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 the space and equal opportunity to develop themselves. Through the training on offer and the focus on personal development, we strive to create opportunities as equal as possible for everyone, 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. In addition, we believe that everyone has certain talents and our approach to talent development is inclusive.

### No limitations as far as working is concerned

At a.s.r. we do not look at someone's limitations, but we focus on the possibilities. To reduce the step to the labour market for people with a vulnerable position on the labour market, we have the Participation Desk. Through our Participation Desk, people with a distance from the labour market and with a Wajong benefit are given the opportunity to develop skills and gain work experience with us on temporary assignments within the organisation. They receive intensive counselling, a tailor-made training programme and the opportunity to follow a training course to increase their (mental) resilience.

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. The recruitment policy also attempts to hire employees with a vulnerable labour market position for regular vacancies.

### Highly skilled migrants

a.s.r. has been facilitating the deployment of highly skilled migrants for some time by, among other things, using the 30% facility of the tax authorities.

### Freedom of choice

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 providing space for different customs and beliefs, we are an attractive employer for a diverse target group.

### Public holiday of your choice

In principle, you do not work on the public holidays agreed in the CLA. You do not have to take any days off for this. Every year, you can choose to work on Good Friday and, in consultation with your manager, use it for a public holiday of your own choice.

### Working independent of time and location (WITL)

At a.s.r. we work where there is work and when there is work. We do this 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 work-life balance. With the advent 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 here 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. For example, we take this into account when offering 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 and approachable for everyone, regardless of physical condition.

### Ensuring our values in a sustainable way by embedding them into our DNA

We strive to transform as an organisation from meeting legal quotas to incorporating inclusion into our DNA. This requires that diversity, equity and inclusion be secured in a sustainable manner in our behaviour and culture. We do this in a.s.r.'s narrative for example and by including the theme in our Leadership Education (LE) programme.

### Leadership

Leadership is important throughout a.s.r.'s narrative. Not just of managers, but of everyone. Part of this is how we treat each other: we share **dilemmas** that we encounter in our daily practice. Conflicting interests, differences of opinion, new questions and mistakes are discussed openly with each other. Hierarchy should not play a role in this context. The basic principle is that we help each other, learn from each other and work together to find a solution. In the context of **diversity**, equity and inclusion, mutual understanding, recognition and acknowledgement, respect and appreciation are central. We give each other space for **dialogue** and reflection. We ask questions and listen without judging immediately. We give and ask for **clear frameworks** from which we work and we place responsibilities as low as possible in the organisation. We **take action**. We are not a talking shop but we take action.

These are the 5 main qualities of leadership: Dialogue, Dilemmas, Diversity, Equity and Inclusion, Clear frameworks and Taking Action.

### **Management**

All managers within a.s.r., including higher and senior management, 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. They are an example for our employees in the organisation. Especially in the areas of dialogue, dilemmas, diversity, clear frameworks and taking action. Development in inclusive leadership, unconscious biases and objective interviewing is an integral part of the LE programme.

### **Sharing knowledge and experience**

In order to continuously evaluate, reflect and improve, we organise internal sounding board groups, internal and external stakeholder sessions and we work with customer panels with a diverse composition.

We work with an annual planning that provides an overview of the interventions offered, such as workshops, panel discussions and ethics cafes. In addition, we organise activities around moments that are included in the issue-day calendar and create mutual understanding and dialogue through the calendar of religious holidays and cultural traditions. All employees can also participate in dialogue sessions or workshops on diversity, equity and inclusion. We take the view that we never stop learning and we keep innovating. We invite employees to share initiatives with the Diversity, Equity and Inclusion working group.

### **Integral approach**

Diversity, equity and inclusion is an integral part of a.s.r. as a whole. We select our suppliers with the principles of this policy in mind and encourage our suppliers to develop further in the area of diversity, equity & inclusion.

### **a.s.r. environment**

a.s.r. attaches great importance to providing a safe and pleasant working environment. We expect employees to contribute to a working environment free from any form of undesirable behaviour or conduct, such as sexual harassment, aggression or violence, discrimination, stalking, bullying, abuse of power, insults and verbal defamation. This means that there is a safe and open culture, where people dare to call each other to account for any form of undesirable behaviour. This will ensure 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 guides our actions and decisions and helps us to perform our work well, with due care and with 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.

### **Confidential advisor**

In case of experiences with undesirable behaviour such as bullying or discrimination, an external confidential advisor can be contacted. The 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 defendant

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

Also within the organisation, employees can address their questions or dilemmas. Contact can be made with someone from the Diversity, Equity and Inclusion Working Group who can deal with the issue confidentially and give personal advice on the various options available to someone.

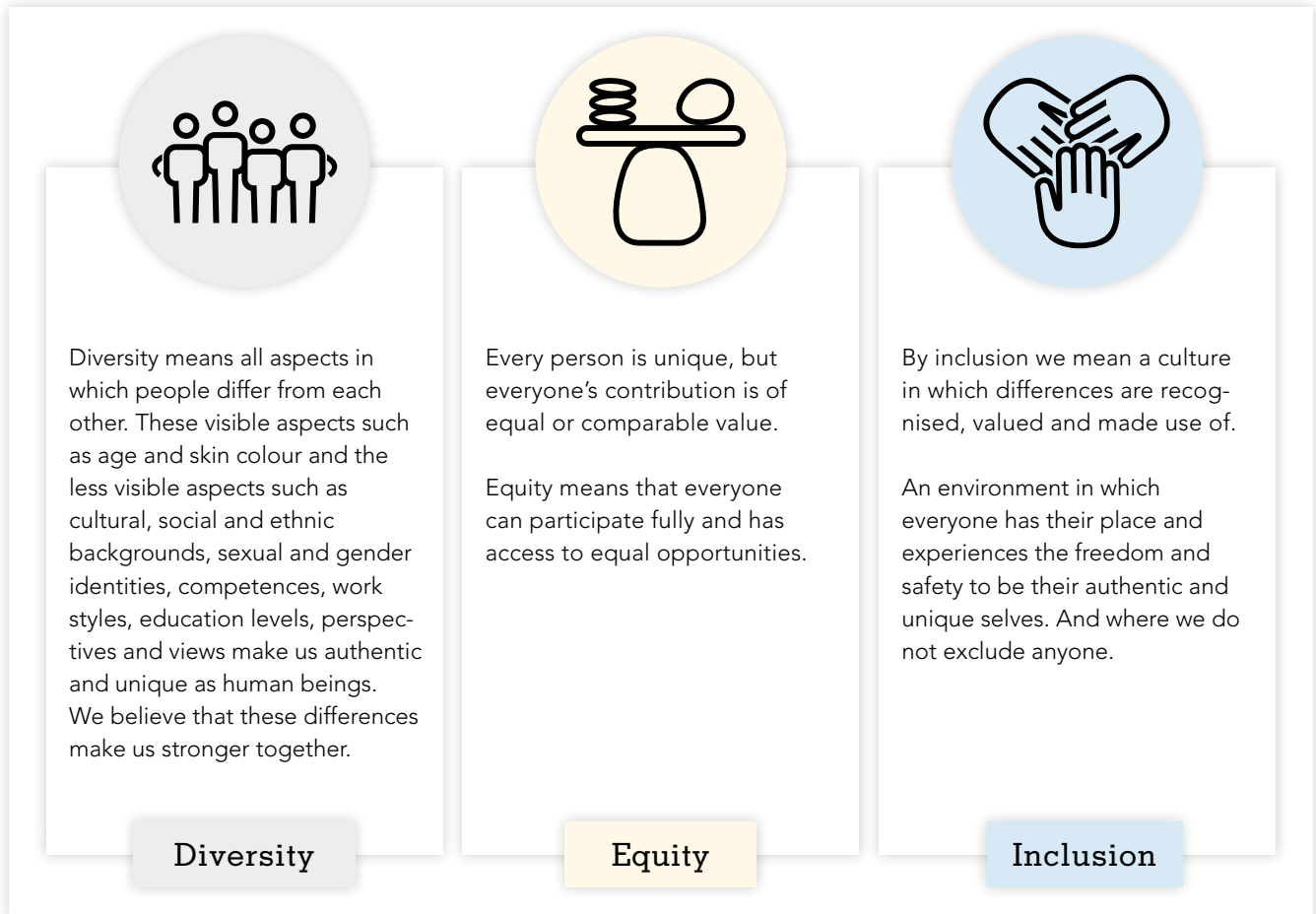
### **Continuous attention**

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 and further developed 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 initiatives can be found in the annex.

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

## Annex 'Diversity, Equity and Inclusion Policy'

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



# Annex 'Initiatives in the field of Diversity, Equity and Inclusion'

## Cultural diversity

In the course of 2022, objectives concerning the promotion of cultural diversity within a.s.r. will be formulated. The Cultural Diversity Barometer will serve as input for this.

## Pilot project applying anonymously

In 2022, we will start a pilot for completely anonymous applications, in which candidates apply via a questionnaire instead of a CV or letter. In this way, we will investigate additional possibilities to further facilitate objective recruitment and selection.

## Redesigning the participation desk

In the period 2022 and 2023, we will work on redesigning the participation desk to make it future-proof and to enable us to achieve our target for 2026.

## Knowledge migrants

a.s.r. has been facilitating the deployment of highly skilled migrants for some time by, among other things, using the 30% facility offered by the tax authorities. In 2022, we will investigate how we can make the inflow even easier and more attractive for this group.

## Social projects

a.s.r. foundation encourages employees to participate in social projects during working hours. These experiences help employees to better understand people from different social, cultural and ethnic backgrounds. Within the projects, we encourage mutual learning. The initiatives contribute to an inclusive, equal society.

## Networking and multidisciplinary cooperation

Through an internal mentor programme, employees can learn and make use of the knowledge, experience and network of colleagues. For example, there is a youth network NeXus and within a.s.r.'s development environment there is room for interdisciplinary cooperation and peer review. This brings employees into contact with colleagues outside their own business unit and enables them to learn from each other.

## 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.

## Partnerships

a.s.r. works together with 'Talent naar de top'. An organisation that is committed to using diversity in order to be successful. Every year, we participate in the cross mentoring programme by offering two female talents the opportunity to further develop their management ambitions. In addition, two members of our Executive Board or Senior Management participate as mentors. All this with the aim of helping female management potentials to realise their ambitions.

As an organisation, we adhere to the Diversity Charter of Diversiteit in Bedrijf. By signing this charter, we want to demonstrate our commitment to our objectives of promoting diversity, equity and inclusion in our own workplace. But also to contribute to a more inclusive society.

In 2022, a.s.r. will join the Agora Network. The Agora Network was founded to work together towards more cultural diversity at the top of the Dutch business community. Agora Network is an independent foundation, which can achieve its goals by financing the affiliated organisations. To this end, Agora organises events to empower employees (cosmopolitans), to share knowledge and to put and keep cultural diversity on the agenda of the affiliated organisations.



