

## Diversity

a.s.r. is committed to an inclusive culture. For the company's success it is important that employees are competent, but also that they are sufficiently different from one another. Difference in views, gender, cultures, knowledge and experiences contribute to realising a.s.r.'s objectives and are used and deployed positively in innovative solutions for our customers.

In the table below the male / female ratio of the total number of employees of a.s.r.

(in %)	2018	2017
Male / Female Supervisory Board	60/40	75/25
Male / Female Executive Board	75/25	75/25
Male / Female Senior management (maximum two levels away from the CEO)	71/29	73/27
Male / Female Middle management	81/19	82/18
Male / Female Junior management (first level of management)	69/31	72/28
Male / Female In all management positions	72/28	72/28
Male / Female Other employees	60/40	60/40
Male / Female Total workforce	60/40	60/40