

Diversity policy a.s.r.

Definition

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, cultures, knowledge and experiences contribute to realising a.s.r.'s objectives and are used and deployed positively in innovative solutions for our customers.

a.s.r. uses the following definition of diversity: A balanced composition of the workforce, based on age, gender, cultural or social origin, competencies, views and working styles.

Objectives of diversity

a.s.r. has the following objectives relating to diversity:

- Promoting diversity in the composition of the workforce through inflow and promotion.
- At least 30% of higher and senior management are women and at least 30% are men.
- At least 30% of the members of the Executive Board are women and at least 30% of the members are men.
- At least 30% of the members of the Supervisory Board are women and at least 30% of the members are men.
- Participation of at least 70 people in 2026 at a distance from the labour market (25.5 hours p/w, approximately 45 FTEs).

Implementation of diversity policy a.s.r.

Diversity is a key aspect of the inflow of new employees, in the workplace, and in promotion and succession planning.

1. Inflow

A. Employer branding and job market communication

Employer branding provides insight into what a.s.r. stands for and what it means to work for a.s.r. The starting point is that our employees explain why they have opted for a.s.r. In this way, a.s.r. is attractive to candidates from different backgrounds.

B. Deployment of assessments

Assessments are used to test diversity as well as individual qualities. Based on an assessment, a.s.r. obtains an understanding of the candidate's competencies and personal qualities, background and views.

C. Providing opportunities for people at a distance from the labour market

In particular, the participation desk offers less well-educated people with an occupational disability the opportunity to gain work experience for a defined period of time within a.s.r. The recruitment policy also seeks to hire more highly educated people with an occupational disability in regular vacancies, by giving them priority over candidates without an occupational disability if they are equally suitable.

D. Introduction of new employees

It is important that new employees feel at home at a.s.r. New employees follow an introduction day and managers follow an introduction programme in which they are introduced to and get acquainted with a.s.r.'s mission and vision and the core values/leadership themes. The oath or promise - which all new employees are required to take - is used to raise awareness of the a.s.r. code of conduct and to commit employees to it.

E. Executive Board and Supervisory Board

A reference to the diversity policy is included in the profile for the Supervisory Board and the Executive Board. This is also included in the process description 'replacement/expansion and reappointment of members of the Supervisory Board and Executive Board'.

2. In the workplace

A. Participation in social projects

a.s.r. foundation encourages the participation of employees in social projects. These experiences help employees to gain a better understanding of and insight into people from a different social or cultural background. Employees also actively work together on social projects through the development programmes.

B. Training and development

Through the programmes on offer and the focus on personal development, the aim is to create as many equal opportunities as possible for everyone. Within a.s.r., employees can work on their professionalism, skills and sustainable employability. In order to ensure that everyone has equal development opportunities, training programmes and developments in the context of sustainable employability are financed from a central budget.

C. Networking, multidisciplinary cooperation and mentoring

An internal mentoring scheme enables employees to learn and make use of the knowledge, experience and network of colleagues. There is a NeXus youth network and the development programmes offer room for interdisciplinary cooperation and peer review. This allows employees to come into contact with colleagues other than their immediate colleagues and to learn from each other.

D. Cooperation between the Executive Board/senior management with talented individuals

In order to bridge differences, it is important for colleagues to gain insight into what makes his or her co-workers tick. "Conversation" sessions, management lunches and assignments that the Executive Board and senior management give to employees and trainees, increase insight into each other's working methods and views.

E. Promotion of employees

- **Fleet review**

A fleet review is carried out annually. The performance and potential of all employees are assessed by the management and compared with each other. HR facilitates and monitors the process to ensure that it is carried out with due care. The results constitute input for recruitment, the composition of teams, succession planning and development programmes. By having all employees follow the same process, comparing their performance with that of colleagues and discussing the plotting within a group, all employees get the same opportunities.

- **Development programmes**

Following the fleet review, group and individual follow-up programmes are started for certain groups of employees. The programmes offer peer review and mentoring, opportunities are offered to participate in (social) projects together with other talented individuals, and attention is paid to communities and networks. These development opportunities ensure that colleagues come into contact with each other, learn from each other and develop an understanding of different ways of working and views.

The results of a.s.r.'s diversity policy are accounted for in the annual report.

ASR Nederland N.V.

Archimedeslaan 10
3584 BA Utrecht

www.asrnederland.nl