



# Guiding Principles Talent management, Learning & Development

## INTRODUCTION

Generally spoken Talent Management is focused on “identifying, attracting, developing, engaging, retaining and deploying” the very best talent within the marketplace.

In this document we define guiding principles on Performance management, Learning & Development, Talent management and Internal Mobility.

## SCOPE

These principles apply to ageas SA/NV<sup>1</sup> and its Subsidiaries, and on a best effort basis in the Affiliates.

The guidelines on Learning, Performance and Internal Mobility are applicable to all Ageas employees working for Ageas. The guidelines on Talent Management are applicable to Top & Senior Executives. The Subsidiaries can decide to also apply these for all employees.

## PRINCIPLES TO LEARNING:

Within Ageas we strongly believe in developing yourself and others by focusing on continuous learning. We believe employees need to strive to be the best in his or her professional field.

We invest in our people by creating an environment of constant learning and well-being in which each employee can grow and succeed.

Each employee is encouraged to determine a personal development plan with his/her manager. This allows a discussion about the evolution within the function, and how someone wish to proceed in his/her career and which capabilities you need to develop to get there (both technical capabilities as well as behavioral competences).

- We make learning & development accessible to all employees.
- The employee is primarily responsible for continuous improvement and development.
- Our managers are responsible for the development of their teams
- We are open and transparent about developmental- and growth possibilities.
- We support the required trainings for specific functions to obtain the necessary certification (*e.g. actuarial function*)

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1 “Ageas” designates the conglomerate of companies forming a group of which ageas SA/NV is the top holding. It encompasses the mother company, all its subsidiaries and affiliates. Subsidiary means an entity in which ageas SA/NV, directly or indirectly, has a majority shareholding and holds operational control, and Affiliate means any entity in which ageas SA/NV, directly or indirectly, has a minority shareholding and holds no operational control.

## GUIDELINES TO PERFORMANCE

A transparent and qualitative performance management process is one of the key elements to guarantee a perfect alignment between company targets and individual objectives.

- Performance Management within Ageas is a continuous process of target setting, planning, coaching, appraisal and reward.
- It is based on a trusted relationship between manager and employee with transparency on objectives and targets. Intermediate feedback during the year guarantees employee commitment and finally achievement of both individual and company targets.
- Ageas fosters an organizational culture with clear responsibilities and individual targets aligned with the company ambition, focusing on employee commitment and as such achieving organizational performance

## GUIDELINES TO TALENT MANAGEMENT

Talent Management is not a stand-alone process. It is building further on the Performance management and adding additional parameters. The outcome of the process can result in actions in Learning & Development and/or Internal Mobility.

- A pre-defined model and methodology with agreed definitions is used.
- The organisation of talent management process is driven by the local entities.
- For Top and Senior Executives of Ageas the process is guided on group-level.

## GUIDELINES TO INTERNAL MOBILITY

Ageas promotes internal mobility, each manager has a common responsibility to grow talent and stimulate team members in their development and career choices.

- In principle employees are expected to be in a job for at least 3 years; the period required to acquire mastery and deliver tangible results. Exceptions to this principle should be considered in consultation with HR
- Employee mobility is managed in a transparent, fair and equitable way
- All vacant posts are advertised on the internal job market prior or concurrent to external advertising.
- Employees are free to apply for a job vacancy.

## OUR COMMITMENTS

- We conduct a yearly **Talent management** process to identify and retain our Talent. Based on the outcome action plans can be made.
- We conduct a yearly **Performance** process.
- We continue to invest in **Learning**:
  - We offer qualitative training, both in technical capabilities as in behavioral competences.
  - Training is easily available for all staff
  - We offer content in different learning formats (class room, digital, ...).
- We support **internal mobility** to stimulate personal development .



## REPORTING AND MEASURING

HR management reports to Group & Local Executive Management on the different items, at least once a year.

The Group HR director reports to the Board on the Talent management process of Top & Senior Executives.

If the company's strategy require changes in the guidelines, they will need to be part of the HR-business plan and approved by the executive committee.