

3

Value Creation in and for society

3.1 Our commitment to stakeholders is further strengthened through Connect21

As an insurance group, Ageas is at the heart of a number of societal themes which are very much present in all our lives. An ageing population, health related matters, new forms of living, mobility and climate change, all create risks and opportunities for Ageas's businesses.

To remain relevant not just today, but also in the future, the company has reflected on these challenges. In the context of Connect21, its current 3 year strategic plan, it adopted a full stakeholder model including society aiming at creating value for all its stakeholders whilst taking into account the specificities of the various countries. For each stakeholder category, clear ambitions have been agreed upon and are being put in practice. Ageas committed to adhering to the UN Sustainable Development Goals (SDG). Based on its core competences it choose to actively work around the following 10 SDGs:





The visual symbolises Ageas's stakeholder engagement and a clear commitment on who the company wants to be as a Group, a true **“Supporter of your life”**

Ageas's first materiality matrix

To gain detailed insight into the sustainability topics that are most relevant for the business, Ageas performed its first materiality assessment in 2020. The results of the assessment will be used as input for future strategic planning cycles as well as to increase transparency on sustainability to stakeholders. The materiality assessment consisted of three large phases which took place between February and September 2020.

As consultations were conducted during the global COVID-19 crisis, it is no surprise that the topics Financial Resilience and Responsible Governance rank highest from both a stakeholder and management perspective. For an insurance company, having a solid financial performance, strong and reliable governance and continuously anticipating (societal) challenges is crucial to fulfil all stakeholders' needs.

How we went about it

In a first phase, an elaborated desktop study on internal and public documents (documentation by internationally recognised sustainability standards and organisations, ESG ratings, reports of peers and media articles) was performed, to arrive at a list of relevant topics for Ageas, adhering to the concept of double materiality. Ageas's different operating companies were involved in this phase to ensure the list of topics were representative for all geographical areas in which Ageas is active.

In the second phase stakeholder and management consultations were held to help prioritise the relevant topics. Different stakeholder groups were selected based on Ageas's impact on them and their influence on

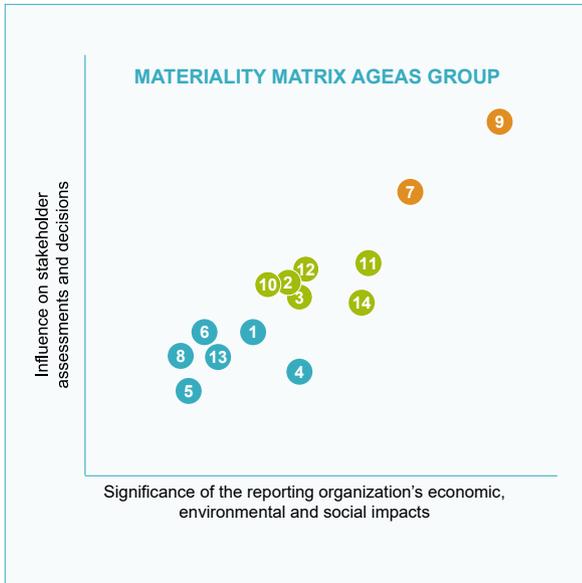
Ageas and were categorised under Employees, Investors, Society and Business Partners. The End Customer was not included during this first materiality assessment. Alternatively, business partners (brokers) did provide insights on the expectations of the End Customer. Even though Ageas is in frequent contact with all stakeholder groups, it was the first time these stakeholders were consulted specifically in the context of sustainability. Discussions will be ongoing with each stakeholder group on specific topics resulting from the assessment. To gain insight into the geographical differences of the Ageas Group different entities were included in these consultations: Belgium, UK, Continental Europe and the Ageas headquarters in Brussels and Hong Kong.

For the internal perspective the Executive Management and Board of Directors, as well as the OpCo CEOs and HR managers were involved. Both the stakeholder and management consultations consisted of an online survey, combined with in-depth interviews. Ageas received a total of 1,234 answers for the surveys (response rate of 54%). Furthermore, a total of 22 in-depth interviews were organised, spread across the different stakeholder groups and management, to ensure a more profound understanding of the expectations and performance of Ageas on these topics.

The third and final phase consisted of analysing all the input received and drawing conclusions. This resulted in a consolidated materiality matrix for the entire Ageas Group (see below). To make the results more tangible for the local OpCos, a materiality matrix was built for each OpCo as well. The group materiality matrix was presented to and validated by the Executive Management and the Board of Directors.

Results

The first materiality matrix for Ageas shows as follows:



TOPIC

HIGHLY MATERIAL TOPICS

- 9 Financial resilience
- 7 Responsible governance

MATERIAL TOPICS

- 11 Insurance products and services protecting against societal challenges
- 14 Social responsible investments focusing on societal challenges
- 12 Easy to understand, fair and transparent information to customers
- 2 Health and well-being of our employees
- 3 Personal and professional development of our employees
- 10 Insurance products and services incentivising responsible behaviour

MODERATELY MATERIAL TOPICS

- 1 Environmental footprint of our business operations
- 4 Equal opportunities of our employees
- 6 Employees and customers' data protection
- 13 Financial inclusion of customers (accessibility of protection)
- 8 Local community engagement
- 5 Public debate participation on societal challenges.

Ageas has connected the top 8 ESG materiality topics to the capitals of the International Integrated Reporting Council (IIRC¹), as included in Ageas's

#	MATERIAL TOPIC	IR capitals	SDGs
9	Financial resilience	Financial	
7	Responsible governance	Intellectual, Human, Social & Relationship	
11	Insurance products and services protecting against societal challenges	Intellectual, Social & Relationship	
14	Social responsible investments focusing on societal challenges	Financial, Intellectual, Social & Relationship	
12	Easy to understand, fair and transparent information to customers	Social & Relationship, Intellectual	
2	Health and well-being of our employees	Human	
3	Personal and professional development of our employees	Human	
10	Insurance products and services incentivising responsible behaviour	Social & Relationship, Intellectual	

¹ Integrated Reporting model see <https://integratedreporting.org/wp-content/uploads/2013/12/13-12-08-THE-INTERNATIONAL-IR-FRAMEWORK-2-1.pdf>

Governance of sustainability

The Ageas governance model is based on a robust framework capable of ensuring that there is understanding, oversight and accountability for risks arising from sustainability related topics at all levels of the Group. As stipulated in the Corporate Governance Charter, the Board of Directors has the role of oversight and pursues sustainable value creation by the Company, Ageas group, by setting the strategic ambitions for the management of the Company and by putting in place effective, responsible and ethical leadership and lastly by monitoring the Company's performance. In order to pursue effectively such sustainable value creation, the Board develops an inclusive approach that balances the legitimate interests and expectations of its shareholders with those of the other stakeholder groups. It should lead to an increased focus on topics related to sustainability also labelled ESG matters and in a broader sense how to deal with current societal challenges on which the Company may want to respond via its products and services or investment strategy. The four sub-committees each take up a specific part of this role, advising to the Board. For example the Remuneration Committee advises on how to include sustainability in the performance KPIs, and the Risk and Capital Committee on defining and monitoring risks including those of a social and environmental nature within the traditional underwriting in Life and Non-Life and in its investment strategy taking into consideration any reputational and business risk including the environmental and societal aspects (more details on risk management process see General Note 04).

From a management point view, the sustainability strategy and implementation is steered out of the CEO office, reflecting the width of the commitment and the fact that stakeholder engagement is a widespread topic that touches upon the entire Company. Under the leadership of the Sustainability department, a broad plan to implement ESG (Environment, Social and Governance) related aspects, including Climate related matters, has been set up. This plan entails the reflection around current and future products, our investments and thirdly our operations. The Corporate Sustainability team is supported by a group of so called ESG ambassadors, representing the operating companies in Europe and Asia and also including the subsidiaries AG Real Estate and Interparking, as well as key functions at Corporate level, such as Risk, HR or Communications, necessary to ensure a coordinated approach and to bring in the necessary expertise for a consistent implementation. Several cross-functional ESG Task Forces deal with various sub-projects including one dedicated to assessing and implementing the TCFD guidelines.

The Group Director Sustainability leads and oversees all projects, reports to and interacts with the CEO and ensures regularly briefings to the Board of Directors, the Executive Committee and the Management Committee on the progress made as well as requesting their approval of topic specific action plans.

Besides the SDGs and the Principles for Responsible Investment (UN PRI), Ageas also formally subscribed to the UN Global Compact (UN GC) and Principles for Sustainable Insurance – UNEP FI (PSI) frameworks in 2020 which are all supportive to the overall objective to be a stakeholder driven company focusing on creating both economic and societal value and reconfirm its commitment.

Scope and set-up of the non-financial information disclosure note

The disclosure reports in accordance to the EU directive on non-financial information, national ESG related legislation and regulatory recommendations such as the Euronext guidance on ESG reporting issued in January 2020. It elaborates on the progress made by stakeholder group linked to the outcome of the ESG materiality survey conducted in 2020 but also consistent with the pledges agreed upon within Connect21. The selection of the KPIs is benchmarked with ongoing initiatives and standards such The World Economic Forum's Towards common metrics and consistent reporting of sustainable value creation and SASB insurance sector standard; these benchmarks serve as an additional source of inspiration for further KPI development. Where possible and appropriate, Ageas also provides in addition to qualitative information a number of non-financial indicators.

For the first time, the information and data in the Annual Report is prepared in accordance with the GRI Standards: Core option. The GRI Standards represent global best practice for reporting publicly on a range of economic, environmental and social impacts. Sustainability reporting based on the Standards provides information about an organization's positive or negative contributions to sustainable development. The GRI content index (see section H) shows against which indicators Ageas reports, and where to find the respective information. Similarly to last year the principles of integrated reporting were applied wherever possible.

The present report covers the entire Ageas Group and matches the scope of consolidation used for financial information in the consolidated annual report, unless otherwise stated.



3.2

Our customers and partners

Material topics covered in relation to the customers

- Insurance products and services protecting against societal challenges
- Easy to understand, fair and transparent information to customers
- Insurance products and services incentivising responsible behaviour

The company's purpose has been reviewed in the context of the strategic exercise Connect21 and states: "We exist for our customers. We are there to support them through the ups and downs of life's journey. In a world that is sometimes difficult to navigate and predict, we protect what they have today and make their dreams for tomorrow come true. As "Supporter of your life" we take care of the "what if's" and the "what's possible" so that our customers can live their life to the fullest with peace of mind at every stage of their journey".

The pledges towards our customers are the following:

- We help customers to protect what they have and to make possible what they aspire.
- We engage with our customers for the long term.
- We provide a great customer experience.
- We offer a personalised approach underpinned by clear and open communication.

The commitments towards customers are strongly linked to the company's strong ties with partners as many of our customers are served by our partners. Hence, the pledges towards partners are:

- We invest in long term partnerships or alliances.
- We give our trust to partners who share our values and ambitions
- We constantly seek to evolve and improve partnerships to the benefit of all parties.
- We look for opportunities that allow us to succeed together.



Group wide Ageas serves nearly 39 million customers directly or indirectly in 14 countries across Europe and Asia. Ageas operates mainly in mature markets in Western Europe and in developing areas through joint ventures in Asia. Overall, the focus is on Life and Non-Life solutions to individual customers and Small and Medium enterprises through a broad range of channels. Within the current strategic plan, the focus has been widened to activities in the area of prevention and assistance or helping the customers to anticipate on potential risks on top of regular protection and assistance in case of an adverse event. This more explicit ambition is in line with the updated purpose and also allows to offer solutions for our customers that create economic value and respond to certain societal issues for instance in the domain of Health and Well-being, Ageing or Mobility. This extended ambition also typically results in new types of partnerships beyond the traditional alliances.

Ageas is mindful of the fact that the world is changing fast and wants to deliver to the expectations brought forward by its stakeholders in the materiality assessment offering easy to understand, fair and transparent information and incentivising responsible behaviour of its customers.

Insurance products and services protecting against societal challenges

Health and wellbeing

Ageas wants to be a real partner in taking care of people's health and wellbeing fully endorsing SDG 3

Prevention is one of the cornerstones of that strategy and perfectly illustrated by AG Health Partner, an in-house start-up that offers an innovative and comprehensive well-being approach for the employees of companies, without even a direct link to insurance products. AG Health Partner supports organisations in establishing a real health and wellbeing vision and strategy through a 3-step approach starting with an in-depth analysis of the company's needs, summarized in an action plan. The next step consists of a selection phase in which the company chooses from a catalogue those initiatives that fit the company values and needs. This catalogue is built together with recognized Belgian experts in the field of mental, social and physical wellbeing. And finally, an implementation stage encouraging employees to use "My Health Partner", a knowledge and engagement platform with personalized services to be "happy and healthy at work".

The feedback of the customers is extremely positive both from the employer side as from the employee side, a proof that partnerships with professional organisations in the field are crucial when delivering high standard customised services.

In Portugal, Médis built out an own ecosystem connecting all main actors in Health Care. One of the recent innovations is the introduction of "Médico online", an on-line connection with a doctor 24h/7 via

(video)call allowing full digital interaction including the exchange of documents and prescriptions. In these challenging times of the pandemic, it was for sure the right time to launch such a solution giving easier access and care to customers in the new world of social distancing and security measures.

As a supporter of the lives of our customers, the global pandemic, a moment of truth

In addition to participating in sectorial and governmental initiatives, Ageas responded in many different ways illustrating our values in moments that matter most. Below we share some limited but representative examples that were rolled out to help those most impacted. Similar initiatives were taken towards the employees and more in general towards society and can be found in section 3.3 and 3.5.

- Special attention was paid to clients care takers and for instance, in China and Thailand, (partially) free covers to medical personnel who were diagnosed or died due to COVID-19 was provided. At the same time, Muang Thai Insurance offered free personal accident insurance to physicians, nurses and medical personnel as this was the case for AG that extended automatically the Workman Compensation and Liability cover of its healthcare institution clients with an accident and liability cover for occasional "volunteer" staff. And Interparking put free parkings at disposal of medical staff and security services;
- Temporary support was given to customers having difficulties in paying their premiums due to income losses. In Vietnam, we reviewed the payment frequency for customers with financial difficulties caused by COVID-19; in Singapore we granted for instance 6 months extension of travel policy. Also in the UK, flexible cover and payment options were put in place including waiving midterm adjustment and cancellation fees, offering payment deferrals to support customers in financial difficulty, and providing refunds on annual travel insurance policies. AG Real Estate gave retailers a 50% discount on the commercial rent for the period of the lockdown. The payment of the remaining rent could be spread out until the end of the year. With respect to the Food & Beverage industry, the retailers concerned did not have to pay any rent during the lockdown. And Interparking gave for instance a temporary 50% discount for holders of a P-card;
- To stimulate the local economy AG in Belgium emitted 200,000 vouchers of EUR 20. Customers could spend them in local shops which were the most impacted by the crisis, to give them some extra support. In Portugal, a global market initiative was launched to support small and medium-sized companies in the retail sector. Vouchers were distributed to safeguard jobs and the survival of many businesses. In that context, Ageas Seguros co-created Keep Warranty, a mechanism that ensures, within certain limits that all vouchers that cannot be used because the responsible company ended its activity are paid back;
- Aksigorta delivered a special support package to its agency channel by reviewing commissions to cover for income losses, providing internet packages and additional training.

Ageing

Population ageing is to become one of the most significant social transformations of the twenty-first century, with implications for nearly all sectors including insurance. By 2050, one in six people in the world will be over age 65 (or one in four in Europe) and the number of persons aged 80 years or older is projected to triple. Ageas invests in different ways on how to support the needs of this growing segment, leveraging upon its commitment for SDG 3 but also for SDG 1 and SDG 9.

Médis offer towards senior people redesigned into Médis vintage

Via this repositioning, Médis aimed to better respond to the needs of the senior population. The moment of retirement often comes with the end of an employer-provided health insurance and as National Healthcare Service in Portugal is under pressure, Médis saw the need to design a specific offer. In addition to the existing product, it now includes an important cover for critical diseases as well as new services focusing more on prevention like a yearly check-up and vaccination against flu. Medical care at home (physiotherapists or nurses) or complementary services like rental or acquisition of orthopedic materials, delivery of medicine at home and even services like cleaning or catering are all part of this vintage package that can be subscribed in two formulas; vintage or vintage plus. With these new solutions, Médis confirms once again to be a real reference in Health care.

Phil at home in Belgium continued its development

This service supports elderly people to stay at home longer and in full security & comfort. The value proposition was further enriched with a smart door lock enhancing the security and with videocalls allowing non digital savvy senior people to remain in touch with family or even obtain appropriate care support at a distance which was tested with i-mens, the second biggest care provider in Flanders. And through the challenging times of COVID-19, the home services became only more relevant with more than 70% of senior people expressing the desire to stay in their house getting old. Phil at home softened the loneliness of 350 seniors by also providing tablets to people in residential care or in their home context to allow them to stay in contact with their families.

Inclusion

Ageas wants to contribute to making insurance accessible and affordable to all thus implementing the SDG 1 on reducing poverty and SDG 10 on eliminating inequality.

Taiping Life, together with their major shareholder China Taiping Insurance Holding is supporting impoverished communities in both Anhui and the Gansu Province and they launched different initiatives ranging from economic assistance to providing education and accessible insurance designed to reduce poverty due to sickness.

Also in Malaysia via its joint venture Etiqa, Ageas is offering insurance products at low premiums to make them affordable to all, providing a lump sum in case of death and disability to protect the family, ensuring customers do not fall into the trap of poverty.

Climate Change

Crop Insurance helps farmers manage impact of climate change

Extreme weather events from more storms and persistent rain, gusts, and hailstorms to long periods of drought can have a devastating impact. Farmers are often one of the first victims of these climate events, at worse losing entire harvests, and in turn their livelihoods. When AG and Dutch specialist insurer Hagelunie joined forces at the start of 2020, an offer was developed to allow farmers in Flanders to insure their crops against the damage caused by natural phenomena through the comprehensive climate risks weather insurance.

This partnership combines Ageas's knowledge of the farming sector and extensive distribution network with the specialist expertise of Hagelunie in the field of agricultural risks. At the end of the first harvest season the results were very positive both in terms of the number of contracts concluded but also in terms of claims management. The extremely long drought in the spring of 2020 had a significant impact on the agricultural sector with crops badly impacted leading to smaller harvests later in the year. That loss of harvest was compensated by this new insurance policy with up to 80% of the damage suffered paid out.

Ageas is at the heart of the mobility revolution and ensures positive impact on the environment

Ageas is engaging in new technologies, new partnerships, and new innovations. As the phenomenon of autonomous cars becomes more and more a reality, Ageas is clearly a frontrunner. Ageas was the first insurer of a 100% electric and fully autonomous vehicle in Portugal back in 2019, where a campus shuttle today operates around the University of Nova.

Also AG in Belgium has stepped up when insuring the first self-drive vehicle on the road in Belgium in a real-life situation. This first self-drive bus is used to transport hospital visitors of the in Ghent based General Hospital Maria Middelaers, from the tram to the entrance of the hospital on a road that is also open to other road users. Known as 'Olli 2.0', this vehicle has sensors equipped with artificial intelligence allowing to detect road users and other obstacles and to adjust its trajectory and speed accordingly. Remarkably, 80% of Olli 2.0's components are produced by a 3D printer. AG ensures the liability risk, gaining at the same time knowledge and experience in a future in which autonomous vehicles will become common place.

Both examples illustrate Ageas commitment for SDGs 1, 9 and 17.

Technology

The technological progress and digital innovation also enable Ageas to offer more sustainable products and to open the doors to many new offerings that facilitate the life of the customers. Specific apps and solutions based on data analytics and better predictive models are incorporated in the way we do business, contributing thus to the SDGs 8 and 9.

In Ageas UK, the award winning Tractable makes claims experience easy for customers

Working with technology company Tractable, AI software makes it easier to assess damage and estimate repair costs during the initial call from the customer. This along with tools such as Sightcall (a live video link with customers to perform real-time claims assessments), allows claims to be settled faster and to get customers back on the road more quickly. The efficiency improvements also deliver significant environmental benefits by cutting vehicle visits and avoiding lengthy paperwork. It helps Ageas to evaluate and decide within minutes whether a customer's damaged vehicle needs repairing or replacing whereas Ageas favours repair, rather than expensive or unnecessary replacement.

WhatsApp enables a conversational tool for customers in Turkey

As the most widely used communication platform in Turkey, WhatsApp was an obvious channel to incorporate into the omnichannel experience. The aim is to create a conversational insurance experience building on the success and capabilities of the Aksigorta Digital Assistant (ADA) which takes advantage of AI and NLP technologies to chat with customers. Claimschat was born being a new automated WhatsApp group set up for customers who report non-motor damage and connecting all parties participating in the claim. In its first year, Claimschat captured on average 1,000 non-motor claim files per month achieving on average a 4.2/5 customer satisfaction rating. File completion times were reduced by 30%, and 50% of non-motor claims were handled by the WhatsApp group.

Further building upon ADA and using a Whatsapp Business account, Aksigorta manages to handle basic requests by Chatbot and more complex ones are transferred to the call centre without any loss of connection. The programme handled some 3,000 queries per month.

The application of technology is happening across our business: the motor claims app of Etiqa provides immediate assistance in case of need and initiates the claim by video call. Etiqa also launched in 2020 the live chat that supports online customers when buying a policy until the moment of a claim.

Via these technological evolutions, Ageas aims to improve customer satisfaction and productivity through diversification, technological upgrading and innovation, including focus on high value added and labour-intensive parts of the value chain. This contributes to the realisation of the selected SDGs 8 and 9.

Easy to understand, fair and transparent information

Ageas is committed to communicate in simple, understandable language, providing access to the right tools that help customers to make informed decisions based on knowledge.

Etiqa makes home insurance easy to understand

Etiqa in Malaysia and the Swedish retailer IKEA joined forces to offer customers of IKEA a new home contents insurance solution. Available online, the policy is designed to make home insurance simpler, more affordable and more accessible to the public. Thanks to a fully digital application process customers make the purchase via the IKEA website and manage their insurance policies online thereafter. The comprehensive policy offers home contents and personal accident insurance on a fast and easy way whether this relates to buying insurance, submitting claims, or receiving payouts. The product is appropriately named HEMSAKER derived from the Swedish words for "home" and "security" – perhaps now, more than ever before, making our homes feel like a safe place to be is something we all desire.

Financial literacy

In line with SDG 4 related to Quality education, Ageas engaged in a number of different initiatives designed to improve levels of financial literacy.

Ageas wants to make the world of insurance as simple as possible through clear communications. With this in mind, Ageas launched in Portugal a series of live educational radio broadcasts on RádioRenascença' a Portuguese radio station enjoying a strong national broadcasting . This series branded 'Play safe', introduced 5 Ageas's experts to explain in a simple way a number of insurance related topics and products. By using practical examples and familiar situations, the experts were able to clarify those elements listeners found most confusing, responding to questions raised to them.



In Belgium, Yongo, an existing AG savings and investment platform for children developed a financial literacy tool aiming to encourage financial education of children and a disciplined approach to money from the earliest age. The tool was designed to assess competences but also to teach children aged 6 -12 more about money. It allows parents to get a good sense of how familiar their children are with money, providing them with access to tips and advice from other parents and experts to improve their knowledge. Yongo does not only target parents but also supports schools and teachers to inspire them and offer access to relevant information for financial education. The organisation of a webinar dedicated to the topic and offering insights from a practical and scientific angle was also on the agenda in 2020. Not only children benefit from financial education, also millennials do not always know how to prepare best for retirement and how to keep a good life. AG developed 4 podcasts called the “centennials” on how to ensure financial peace of mind in the golden age.

Protecting your data carefully

Ageas recognises that (personal) data is a vital asset. Together with information, data can give insights about customers, products and services. It can also help to innovate and to reach strategic goals. However when not correctly managed it can be exposed to many risks including non-compliance with regulatory and legal requirements as well as security risks. That is why Ageas focuses on maintaining and improving Data Management as it is important to ensure:

- the ability to make consistent decisions about the value of data;
- adaptability to changes in the external environment;
- technical deployment and performance of the underlying systems;
- day-to-day operations;
- compliance with laws and regulations;
- company reputation.

All Ageas information assets have to be adequately protected from a wide range of threats such as malware, computer hacking, denial-of-service attacks, computer fraud, phishing, social engineering as well as the loss, theft or disclosure of confidential information (including – sensitive – personal data), fire, etc. Information security is achieved by implementing a suitable set of controls, including the non-technical (e.g. policies, processes, procedures, guidelines, governed by organisational structures) and the technical (e.g. perimeter control, access control, monitoring, secure coding etc.).

In line with the General Data Protection Regulation (GDPR) Ageas reviewed, over the past years, its personal data management framework which consists of the rules and principles relative to the processing and protection of personal data within Ageas and its entities. These rules give more rights to data subjects on the one hand and provide strict and formal rules for Ageas when processing personal

data on the other hand. Processes have been formalised and all relevant information is communicated to the data subjects, including information on the data transfer outside EEA. As such Ageas has strengthened transparency and control, protecting the interests of customers, staff, and other key stakeholders regarding data privacy.

Ageas also invests in permanent awareness and mandatory training related to personal data management processes. Personal Data Management is part of Ageas Group Risk Management framework and is complemented by Data Management Policy and Information Security Policy and detailed in the Ageas Information Security Framework. The latter is inspired by international standards such as ISO 27K series as well as by industry best practices regarding information security. Like any other Ageas policy, these policies are mandatory for all Ageas subsidiaries and should be implemented on a best effort basis by Ageas affiliates. Ageas closely monitors any data breach, evaluates them based on the incident severity assessment and reports to the authorities as required. The latter was the case in about 3% of all data breaches.

Insurance products and services incentivising responsible behaviour

Ageas is aware that as a leading insurer, it has a unique role in incentivizing preventive and responsible behaviour of its customers in facing the societal challenges.

Sustainable investments

Ageas has a broad range of sustainable investment solutions for retail, private and institutional investors (see also 3.5):

- Group insurance policies that respect strict sustainability criteria such as norms-based screening on human rights and ILO conventions, negative screening on gambling, animal abuse, etc.;
- Unit-linked sustainable solutions with a focus on sustainable themes (diversity, climate, etc.) or strategies (exclusions of controversial sectors, best-in class, carbon footprint reduction, etc.).

AG also offers a broad and increasingly large range of sustainable products including pension products, long terms savings and unit linked products. Some 95% of these have attracted external certification such as the Towards Sustainability label. AG is the only insurer in the market to be able to offer fully certified Branch 21 products. Some 14 new sustainable products have been added to the sustainable products range in the course of 2020 bringing the total amount to EUR 11.2 billion or almost double compared to 2019.

Increasing environmental awareness

Ageas UK has introduced an initiative to repair vehicles using recycled car parts, increasing environmental awareness with its customers. The environmental impact of repairing and replacing damaged vehicles is costly and the industry's carbon footprint is significant. Ageas UK deals with around 40,000 vehicles damaged in crashes annually, requiring about 400,000 plastic and metal parts to make them roadworthy again.

The impact of the COVID-19 lockdowns enabled the green parts to step up to the plate and fill distribution gaps in repair supply chains. The use of green parts is a win-win for insurers: not only can they get policyholders back on the road quicker, but customers can often keep beloved cars that may otherwise have been deemed too costly to repair. The approach is a relevant contribution towards the circular economy, customer engagement and also helps in the supply chain. Enough reasons for Ageas UK to consider extension to other lines of business aside of motor.

Measuring the effectiveness of the pledges to customers

In the context of Connect21 Ageas has decided to focus on the following KPI's for customer experience:

- Net Promotor Score (NPS)
- The number of customers.

The table hereafter provides all relevant non-financial information with comparable data as per 31 December 2020 and 2019

Number of customers (group) (in mio)	2020	2019
Belgium	2.97	2.98
UK	5.16	4.81
Continental Europe	5.18	4.95
Asia	25.53	23.99
Total	38.84	36.73
Presence		
Number of countries with direct or indirect presence	14	14
Customer satisfaction		
% of consolidated entities with NPS benchmarking versus competitors	58%	70%
% of consolidated entities with an NPS score at or above local market average	92%	88%
% of customer journeys/touchpoints consistently monitored on transactional NPS	61%	Around 40%

In that perspective the focus is here on end- or final customers, as part of the overall Ageas's stakeholder engagement.

Ageas NPS framework has 4 dimensions: competitive benchmarking NPS, relational NPS, touchpoint NPS and customer journey NPS, all with the aim to measure how likely it is that customers will recommend Ageas's products or services. NPS is therefore recognized as a key indicator for customer loyalty. This KPI is consistently measured and followed up in most of our local operations.

Next to the NPS, the Opcos are using other metrics to organize for customer feedback, such as the Net Easiness Score (NES).

Beyond the measurement, NPS results are driving customer experience improvements, based on continuous feedback loops. A recent example is the redesign of the customer journey for instance for pregnant women in Médis to really understand their needs and to improve the value proposition. In the UK they have created a vast Customer Journey Atlas using the Signavio tool for mapping different journeys.

Still in the UK, The launch of our speech analytics tool 'CallMiner' has helped to understand the cause and effect of customer pain points extracting insight from unstructured customer interactions across all channels. The technology allowed to assess over 650,000 calls from customers and to identify over 20 business improvement initiatives.



Material topics covered related to employees

- Health and well-being of our employees
- Personal and professional development of our employees

3.3 Our employees

The exceptional situation in 2020 due to COVID-19 has proven once more that the commitment, along with high levels of employee engagement and skills across our global business, alongside our values has been instrumental to overcome terrible times.

More than 45,000 employees spread over Europe and the joint ventures in Asia have joined forces to deliver on the pledges towards all stakeholders. Within the consolidated entities headcount amounts to 11,179 as per 31 December 2020 (with an average seniority of 13.0 years).

The pledges towards our people are:

- We recognise the contribution of each individual.
- We promote a collaborative culture based on mutual trust.
- We invest in our people by creating an environment of constant learning and well-being in which each employee can grow and succeed.

The focus in 2020 has once again been ensuring an inclusive place to work, putting customers at the heart of everything ensuring that Ageas's employees have the capability and skills, not only for today, but for the future workplace as Ageas's employees are vital to long term success.

Health and well-being

Being a 'supporter of your life' is not only the commitment for our customers, but also for our colleagues. The health and well-being of our people was supported by many initiatives introduced across the local entities.

The Ageas Challenge was launched in 2019 to all employees globally. By the end of 2020, 4,620 employees were connected on the digital platform which provides regular updates of challenges, health food ideas throughout the year. As it was impossible to participate physically in the Olympic triathlon of Lisbon earlier in the year, those employees that had been selected to participate, have continued their training, in the hope they will be able to participate in 2021.



Furthermore a range of global challenges were introduced this year, to maintain focus and encourage an active and healthy lifestyle, one having a global target of 2.5 million kilometres of active movement, another one being the Ageas Tour Challenge 2020. In early December, this global target was reached, thanks to our employees getting involved in daily steps, walks, runs, bike rides, swim and many other activities! One particular initiative to reach these goals was about cycling; more than 250 employees gathered in virtual teams to ride the same distance as the peloton of the Tour de France does in three weeks.

Jerseys were awarded to the top participants, both women and men: a yellow jersey for the best rider overall, and a polka dot jersey for the King or Queen of the mountains.

Each operating company has created specific solutions for their colleagues to support the ongoing mental, physical and financial well-being of their people.

Below are just some examples of the initiatives introduced:

Colleagues in United Kingdom introduced the Ageas | Parents Workplace Group and ran virtual drop in sessions to support working parents share their challenges during lockdown; the Mental Health First Aider support was expanded by increasing the number of colleagues in this area; introduced a working from home hub, with a range of health and well-being tools and support guides; ran webinars on financial wellbeing and to help spot the signs of our people struggling with wellbeing, given most people have been working from home since March.

In Belgium the 'feelgood' programme was rolled out to provide immediate support to all colleagues in both their personal and professional lives. Several trainings and inspiration sessions were held on a range of topics including; resilience, positive focus and a healthy lifestyle, work-life balance in times of fulltime homeworking.

Wellbeing, sports, health and nutrition were the key axes of the Portuguese programmes for supporting the health and wellbeing of its employees.

Ageas directly contributed to SDG 3 through stimulating an active and healthy life style of its employees.

Personal and professional development of our employees

The development of our people remains a priority and for 2020 this has continued. The main principles are captured in the Training and Development policy. Overall, Ageas welcomed 465 participants to its Ageas Academy in 2020. This is a significant increase on the 265 that attended a programme last year, due to the increase in the number of programmes made available and the digital delivery of these, allowing the programmes to span geographies. This saw a host of new e-Learning solutions introduced, a new series of Livestream sessions and virtual Talent Development Programmes.

The development covers a broad range of business wide topics, both technical and non-technical. Some examples being: customer and business knowledge, executive and leadership development, leading with technology and developing resilience. The programmes were highly appreciated by the participants and continue to deliver above the set KPI of 8/10 on the level of quality and relevance.

The Ageas Academy, alongside what is delivered locally in each of our entities, amongst others by investing additionally in virtual courses to accommodate employees working from home, contributed to their personal learning curve and overall employee well-being in this challenging year.

Providing various toolkits, guidance and training to people managers supported them to manage their teams in a virtual and remote way.

Ageas also invests in permanent awareness and mandatory training related to personal data management processes (GDPR), with sessions organized in all consolidated entities and resulting in a coverage rate of 87% in 2020 (compared to 85% in 2019). In addition and specifically, for employees involved in data processing activities e-learning modules were available as well as tailor made training sessions.

These initiatives fit in the realisation of SDG 4.

Below are the number of formal training hours across three of our home markets. The impact of the COVID-19 Pandemic meant that all face-to-face programmes were transformed to a digital format, impacting the number of training hours negatively as there was some time elapse before the conversion to the digital versions was executed.

Training hours	2020	2019
AG Insurance (Belgium)	136,295	170,454
Ageas UK	46,615	76,497
Ageas Portugal	42,293	30,270

Employee engagement

The global voice of our people remains a key strategic focus for us. This provides valuable insight to drive growth, engagement, culture and leadership.

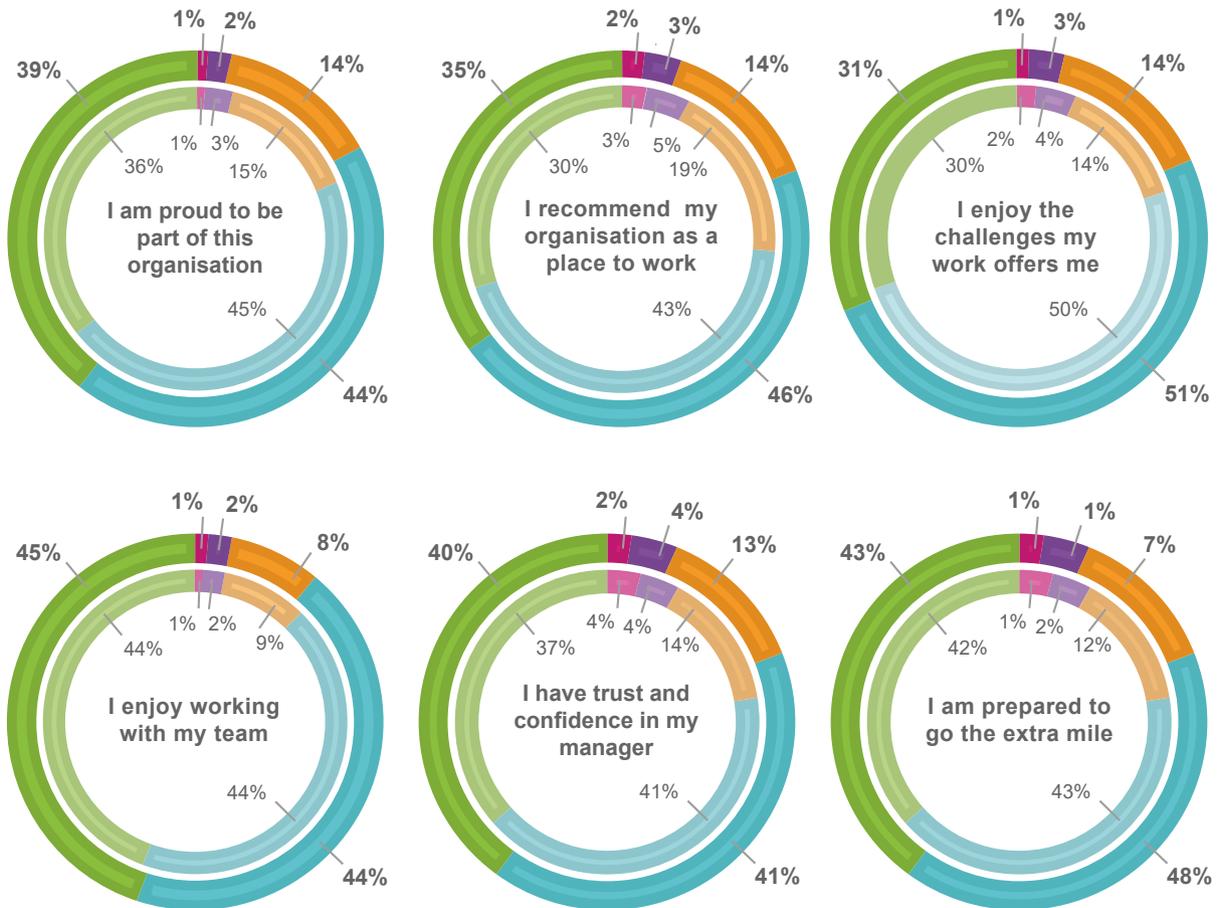
There are two main channels that capture the voice of our people:

- Employee engagement surveys undertaken across each Ageas local entity;
- Denison Global Organisation Culture Survey.

The local Employee Engagement survey focuses on the local business engagement, NPS, levels of participation, diversity and inclusion and six global core questions to help measure our colleague sentiment, these include:

- Q1 I am proud to be part of this organisation
- Q2 I recommend my organisation as a place to work
- Q3 I enjoy the challenges my work offers me
- Q4 I enjoy working in my team
- Q5 I have trust and confidence in my manager
- Q6 I am prepared to go the extra mile

2020 data **Strongly Disagree (%)** **Disagree (%)** **Neither (%)** **Agree (%)** **Strongly Agree (%)**
 2019 data **Strongly Disagree (%)** **Disagree (%)** **Neither (%)** **Agree (%)** **Strongly Agree (%)**



2020 and 2019 results of Employee Engagement excluding UK



The 2020 survey (excluding UK) revealed improvement across every area measured. 'I recommend my organisation as a place to work' was the most improved score year on year.

These results continue to show that our colleagues remain highly motivated and value Ageas as a highly rated employer.

Overall, participation rates were also up across the organisation, with an average score of 88.6%, compared with 80.1% in 2019.

Each OpCo has implemented activities and initiatives to support these improvements, particularly focused on communication, learning and development, employee well-being and compensation and benefits. Since the outbreak of the COVID-19 pandemic, our flexible working approach was fast-tracked to ensure most of our people now can work from home.

The Denison Global Organisation Culture Survey is an industry leading management tool, providing a platform for senior managers to provide feedback, share insights and contribute to the development and enhancement of our Ageas Group culture. The responses are taken from the Top 800 leaders globally.

Gender diversity across our total global organisation is visualised in the below table:

Split male/female	2020	2019
Total number of employees		
- Male	46%	46%
- Female	54%	54%
Board of Directors		
- Male	67%	67%
- Female	33%	33%
Top Management		
- Male	74%	75%
- Female	26%	25%

Ageas fosters an international workforce, illustrated by among other things 22 nationalities working out of the Brussels Corporate Centre office. A local approach and focus on other areas of diversity and inclusion beyond a focus on gender continues. This covers activities to support the areas of disability, age, ethnicity to name but a few.

Diversity and Inclusion

Having a diverse and inclusive place to work, is also core to our values and expressed through the Diversity and Inclusion policy. Ageas endeavours to create an environment with diverse cultures, colours and backgrounds and encourage everyone to embrace diversity.

Across the company, there are many activities and initiatives already underway to support the focus on diversity and inclusion and to encourage everyone to bring 100% of themselves to work every day.

This year a Global Inclusion Forum was introduced where a representative from each entity meets each month (virtually) to discuss their ideas, ambitions and recommendations and identify areas where they can work collaboratively and continue to drive forward activities.

Through the recent Denison Global Culture Survey, 74% of colleagues said that they valued diversity and inclusion, and 75% thought that Ageas has an inclusive culture. This is a great foundation to build on with continued focus and effort.

There is also a continued focus on ensuring greater diversity across our talent pipeline, succession planning and recruitment activities.

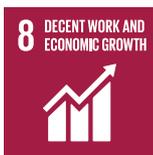
The Employee Sustainability Goals have a focus on Human Capital and diversity and inclusion play an important focus across these initiatives.

Measuring the effectiveness of the pledges to employees

The table hereafter provides all relevant non-financial information as commented above with comparable data as per 31 December 2020 and 2019.

	2020	2019
Workforce		
Number of employees (group)	more than 45,000	more than 45,000
Headcount consolidated entities	11,179	11,552
Average seniority (# years)	13.0	13.3
Diversity		
Total employees		
- Male	46%	46%
- Female	54%	54%
Board of Directors		
- Male	67%	67%
- Female	33%	33%
Top management		
- Male	74%	75%
- Female	26%	25%
Nationalities		
Number of nationalities at head office	22	16
Employee engagement		
Employee engagement survey - participation rate	87%	76%
Denison participation rate	72%	69%
Employee development		
Number of trainees at the Academy	465	276
Ageas Academy - quality and relevance score	above 8/10	above 8/10
Training hours at		
AG Insurance	136,295	170,454
Ageas UK	46,615	76,497
Ageas Portugal	42,293	30,270
Job-related trainings - coverage		
GDPR	87%	85%
Employee well-being		
Ageas Challenge : global participation	4,610	4,000
Ageas Challenge : participants to Olympic triathlon	n/a	65
Remuneration		
Total employment costs (in EUR mio)	834	831
Ratio of median to CEO salary	24.1	26.0

n/a : not applicable



3.4 Our investors

Material topics covered related to investors

- Financial resilience
- Responsible governance



The pledges towards our investors are the following:

- We aim to achieve long term sustainable growth, and to offer competitive returns and a stable growing dividend;
- We work to deliver on the financial targets;
- We seek and foster strong relationships with investors who support us for the long term, based on confidence, trust and transparency.

Ageas made clear commitments to a set of updated financial targets. These targets on the one hand reflect a desire for continuity and consistency, but at the same time, also respond to the evolving expectations of investors with respect to the company. Financial targets must support the long-term strategy of Ageas taking into account the technological, societal and other challenges it is confronted with. Hence the financial targets aim to strike a balance between operational targets, capital management targets but also targets with respect to solvency. The development of a set of non-financial indicators should also meet the growing expectations of the investors with respect to the broader role of a company towards the stakeholders, a topic that is also more and more actively discussed during investors' meetings.

Measuring the effectiveness of our pledges to investors

Ageas performs a bi-annual shareholder identification with the help of a certified external party. As per 30 June 2020 analysts identified 85% of the shareholders base of which institutional shareholders represent 48% of all outstanding Ageas's shares. The table below reports on the proportion of longstanding relationship with our main institutional shareholders.

Investor Loyalty	2020	2019
% of outstanding shares represented by top 100 investors	45%	47%
Of which own for at least 10 years (for 2019 at least 9 years)	53%	54%
% of shares owned for min 10 years (for 2019 at least 9 years)	28%	31%



3.5 Our society

Material topics covered in relation to society

- Insurance products and services protecting against societal challenges
- Socially responsible investments focusing on societal challenges

Within Connect21 the stakeholder model has been extended with “society” as a fifth stakeholder category. As with other stakeholder groups, the priorities have been captured in a set of pledges:

- Our role as an insurer means actively contributing towards a better society beyond insurance: preparing for an ageing population, protecting against adverse events and building a healthier society.
- Our business provides us with a platform to make a difference, balancing societal value with economic value in our core activities.

Ageas aims to contribute to a better society in four ways:

- A responsible and sustainable investment strategy;
- Insurance products and services with a stronger focus on societal challenges;
- A stronger focus on environment friendly operations and sustainable operational behaviour;
- Philanthropy initiatives.

A responsible and sustainable investment strategy

For the investment strategy of its assets under management, Ageas functions locally, however supervised at Group level by the Ageas Investment Committee (Agico), overseeing the principles of investments and setting the guidelines. The Agico is presided by the Chief Financial Officer (CFO). The Agico has an advisory role towards the investments of all consolidated entities and of the joint ventures in Europe (Turkey) and Asia. The investment strategy is supervised by the Chief Investment Officer (CIO).

Ageas and more specifically AG (Belgium), representing some 80% of Ageas’s investment portfolio, has a long track record with respect to sustainability. The first sustainable investment solution was launched back in 2007. This strategy continuously evolved and led end 2018 to the signature of UN PRI by Ageas Group and by AG.

By underwriting UN PRI the companies formally commit to incorporate environmental, social and governance aspects as a fundamental cornerstone of their investment decision framework. Since then, the framework has been gradually rolled out within the organization and both Ageas and AG published their first UN PRI investment report in 2020.



The main principles applied can be visualized as follows:



** "We engage" exclusively relates to the equity and corporate bond portfolio held in Belgium.*

In this same context Ageas also integrates the principles set out in the TCFD recommendations as part of its Responsible Investment Framework. This framework integrates ESG related principles including those specifically related to climate change considering as such the transition to a low carbon economy. The carbon footprint of the equity and corporate portfolio was calculated for the first time in 2020 in Belgium and UK. A further roll out to the activities in Portugal and France is foreseen for 2021.

The integration of ESG factors has become mainstream in the investment decision process across all asset classes. These factors can create risks and opportunities for companies and are therefore an integral part of the investment analysis. For the entities where most assets are managed internally, a proprietary ESG integration approach is in place. For assets that are outsourced to third party asset managers, signatories of the UN Principles of Responsible Investment or with an own ESG policy based on similar principles are privileged. For infrastructure investments, the Equator principles are embedded in the analysis.

With respect to the consolidated entities, Ageas has a set of exclusion criteria in place with respect to among others controversial weapons (antipersonnel landmines, cluster munitions/bombs, nuclear, chemical and biological weapons, etc.), tax haven jurisdictions and countries subject to international sanctions and embargoes and producers of weapons. These exclusion rules apply to all investments, except for historical bond positions which are allowed to mature.

Specifically with respect to the environmental aspects the following principles have been embedded in the decision making:

- Integration of environmental factors such as mining and electricity generation. All positions have been sold in end 2018 / early 2019.

Only bond positions in our proprietary portfolio are allowed to mature for cash flow matching purposes. The ultimate objective is to be fully divested by 2030;

- Additional restrictive criteria for investments in conventional and unconventional energy sectors specifically for investment products with a sustainability focus.

These decisions, affecting all investment activities constitute a natural evolution for Ageas as a prudent, long-term and socially engaged investor and confirm its intention to be a responsible investor.

In the context of the implementation of the UN PRI and TCFD, AG has made progress with an engagement policy towards invested companies. AG intends to better understand and improve the ESG profile of the companies in which it invests in order to reach its long-term investment objectives. It sets the ambition to influence companies' behaviour aiming to favour good business practices in terms of ESG and to tackle environmental issues such as climate change.

To this end, AG joined in 2020 the Climate Action 100+. This is an initiative uniting investors to urge the world's largest GHG emitters to take necessary action on climate change and help to achieve Paris Agreement's goals.

AG also intends to use its voting rights concerning these matters to maximise its impact on the transition to a low carbon economy. More precisely, Ageas will always exercise its shareholder rights when it holds at least 1% of a company's equity capital. For holdings representing less than 1%, it will consider voting on a case-by-case basis. As mentioned above, voting relates exclusively to assets held in Belgium, in the other consolidated entities the focus is more on a wider engagement strategy.

Investing in innovative and sustainable assets

Ageas provides long term funding to the real economy including infrastructure projects and to stimulate real climate transition, especially via its activities in Belgium.

In practice this works via two dimensions:

- Sustainable investments: this refers to the way the funds allocated by Ageas's customers are invested in assets which have a positive impact for the society such as infrastructure, social loans, green bonds, etc.;
- Sustainable products:

- Savings and investment product with recognized external certification such as the Towards Sustainability label²;
- Thematic investment products with a focus on climate change.

The summary table at the end of this chapter provides a number of data with respect to the aforementioned investment rules.

Over the last year, Ageas has continued to grow its investments in sustainable projects. Ageas has invested more than EUR 440 million in the social housing sector mainly in France and more than EUR 140 million in 3 renewable energy projects in Belgium (offshore windpark) and in Spain (solar energy). In 2020 a total of around EUR 840 million, compared to EUR 600 million in 2019 has been invested in new sustainable projects with a breakdown by category as follows:

2020 New Sustainable Investments	Assets (in EUR million)	%
Green bonds	50	6%
Infrastructure and other investments in renewable energy	156	19%
Infrastructure in "green" mobility	14	2%
Infrastructure in other sectors (including education, health, data technology, etc)	104	12%
Social Housing Loans	439	52%
Social and sustainable bonds and loans	76	9%
Total	839	100%

An amplification of the sustainable principles in AG Real Estate

AG Real Estate, the leading private real estate investor in Belgium and fully owned by AG, actively manages these investments. It also holds a stake of 51% in Interparking, one of the leading European public parking operators. Both companies undertake significant efforts to upgrade their assets and activities to the highest environmental standards. AG Real Estate's Sustainable Development Policy provides more specific guidelines on how it manages its portfolio and these principles are an integral part of its quality standards.

Concerned about the environmental impact that AG Real Estate operates through its various activities, the Management Committee of AG Real Estate has decided in the course of 2020 to create a "CSR Committee" (CSR = Corporate Social Responsibility). This committee is responsible for implementing AG Real Estate's sustainability policy and

supervising the actions of all teams. The mission of the CSR Committee will be to improve AG Real Estate's progress towards full adherence to the UN SDGs, in line with the strategy of Ageas.

AG Real Estate's sustainability strategy aims to be fully embedded in the entire organisation and relies on five pillars, illustrated with examples of ongoing initiatives:

Governance

Measures that illustrate our determination to extend the adoption of a code of business conduct through exchanges and active participation in order to:

- Prevent conflicts of interest by means of effective measures;
- Adopt an ethical behavior and bolster transparency in governance;
- Share knowledge by being active in professional organizations of the sector.

² Towards Sustainability certification is awarded for a period of one year and is reviewed every year. For B23 structured funds, certification is awarded for the duration of the fund. Towards Sustainability is a quality standard under the supervision of the Central Labelling Agency of the Belgian SRI Label (CLA). This standard sets a number of minimum requirements that sustainable financial products must meet, both at the portfolio level and in the investment process. More information about the certification can be found on www.towardsustainability.be/en/quality-standard. Earning this certification does not mean that this financial product meets your own sustainability objectives or that the certification fulfils the requirements of future national or EU regulations. You can find more information on this subject at www.fsma.be/fr/finance-durable (in French).

Stakeholder of the City

A set of actions intended to anticipate the new urban needs and to establish effective communication with the public partners and stakeholders.

- Dialogue and cooperative procedures with the institutions and all counterparts;
- Facilitation and citizen participation in plans for the development of the City;
- Redevelopment of our buildings by analysing how suitable their initial function is for the current environment.

UP4North (city of Brussels)

How to turn the monofunctional Brussels North District into a lively and inclusive part of Brussels? During the past three years, this question gathered various actors in a multi-layered reflection. Various initiatives were taken which all revealed the potential for a more diverse urban environment, with a leading role for AG Real Estate. The discussion was stimulated by lectures, exhibitions, symposia and workshops. While the current office buildings remain in use, new actors joined the discussion and the transformation of the district has kicked off on site. The partners of Lab North believe this requires opening the debate and coming up with a shared vision. Steps have been taken in the right directions.

A shared vision for the North District has to be co-produced, making use of the work performed so far. A critical reflection took place on what could work and what not. The project is an example of a collaboration between private, public and civil partners, all driven by an ambition to come up with a future-proof and durable vision for this important and scenic part of Brussels.

Social commitment and sponsorship

AG Real Estate deploys a significant range of solidarity and support actions for the social fabric by getting involved in socio-cultural events.

- Solidarity actions to support the homeless and the neediest segments of society;
- Initiatives in favor of inclusion and equal opportunities (development of the non-profit association Up4North asbl);
- Establishment of a sponsoring policy to support youth and vulnerable people.

Sanitary Crisis – Tenants Support

Faced with a global crisis, AG Real Estate wanted to support its Retail-clients and, by extension, the local economy by taking strong action towards them. During the two lockdowns, AG Real Estate offered full free rent for its customers in Food&Beverage and partial (50%) free rent for its customers who were unable to open their shops. A staggering of the payment of the 50% due was put in place in order to allow everyone to recover cash and ensure the continuity of their business activities.

Environment & Client

These initiatives relate to our core business and involve all our teams to reshape the City of Tomorrow in a positive manner while having the interests of our clients and partners at heart.

- Analysis and development of assets thanks to technical alterations (new boilers, solar panels, etc.);
- Health and well-being of the occupants through practical and collective services (custodial service, Commuty...);
- Energy performance monitoring (EPB conformity) and consumption optimization (Optiwatt platform);
- Development of environmental provisions for the occupants (WeCircular, Commuty...);
- Waste management by selective sorting means;
- Supply chains and partnership with suppliers of goods and providers of services in line with our environmental protection ambitions.

Bruneseau (city of Paris)

A consortium of developers comprising AG Real Estate won the call for projects organized by the City of Paris and the SEMAPA: "Inventing Bruneseau".

The environmental ambition of the Bruneseau project is the highest in the current state of constructional options: to develop the first completely decarbonized district in France, and divide by 5 the carbon footprint linked to the buildings.

This ambition to obtain the E+C- certification, piloted by Elioth, will be made possible thanks to the massive use of wood in the floors, and the generation of local energy at a level never before attained for an urban project of this scope. 65% of the energy consumed in the district will be either renewable or recovered, and 50% will be generated on site.

Some key figures:

- 95,000 m² of which 25,000 m² offices, 50,000 m² housing and 20,000 m² shops and activities;
- A carbon footprint divided by 5 compared with the Parisian average;
- 50% of the energy is generated or recovered on site;
- Coverage of needs by renewable and recovered energy: 65%.

Team

As a company with Investors In People certification, because the future is at stake now and it has to come from the inside, AG Real Estate strives to carry out awareness raising and support campaigns in the company.

- Proposals for training to help employees develop their potential;
- Sharing knowledge through the implementation of a mentoring programme;
- Sustainable mobility of teams facilitated by internal tools (Mobility policy...);
- Promote measures to improve private and work life (teleworking, Cafeteria Plan, healthcare, etc.);
- Encourage the teams to participate in social and environmental initiatives (Operation Thermos, donation of blood).

Flex Income Plan

AG Real Estate launched a Flex Income Plan for its employees, offering the possibility to transform the gross year-end bonus into extra-legal benefits. This allows employees to improve their well-being by selecting benefits of all kinds depending on their personal situation. A special package is dedicated to the use of soft mobility: purchase of a bicycle, a train pass, a public transport pass or other alternative means of transport. In addition to this catalogue, a mobility plan has also been set up to encourage employees to change their behavior when changing company's car (downgrading the category or replacing the car with an aid for financing a home loan or a rent).

Ageas Real Estate portfolio covers different types of property: offices, warehouses, shopping centers, development projects of new city areas, residential housing, social infrastructure and public parking management.

a. Office buildings

Building Research Establishment Environmental Assessment Method, BREEAM and BREEAM In-use, is the reference for a sustainable quality mark for all newly constructed buildings and buildings already existing. Since 2017 a certification project for all office buildings has been initiated. Ageas Real Estate portfolio is expected to have a level of minimum "very good" certification by 2020 and a budget is foreseen to perform the necessary adjustments in due time.

In the process of certification, AG Real Estate Property Management achieved 16 BREEAM In-Use pre-assessments. End 2019 the first two buildings have obtained a certificate of at least "Very Good".

Waste management is manually monitored and optimised. Since 2017, real time tracking system with respect to energy consumption for all office buildings has been installed, allowing to spot unusual consumption directly and allowing immediate corrective actions. Information is actively shared with all tenants, providing direct benefit for both the tenants and AG Real Estate.

In this context AG Real Estate also collaborates with WeCircular, an organization responsible for recycling cigarette butts, the harmful impact on the environment is reduced and the natural resources are preserved.

In the context of caring for biodiversity, AG and AG Real Estate have put their buildings at the disposal of the association "madeinabeilles"

since 2016. On the roofs of various buildings, bee hives have been installed which helps to maintain or improve the biodiversity.

Commuty, a platform that allows an easy exchange and freeing up of parking spaces, is implemented as a pilot in the headquarter building of AG Real Estate. The system aims to make available to as many employees as possible available parking spaces, especially in periods of holidays, teleworking or external appointments. Furthermore, co-driving is actively promoted in order to reduce the number of cars and the related CO2 emission.

All these actions and initiatives contribute to the goals of SDGs 9, 11 and 13.

b. Development of new sustainable city areas

AG Real Estate actively participates in the development of new city areas and always with the aim to make them more sustainable. As such, these projects contribute to the realisation of the goals of SDGs 9 and 11.

c. Residential buildings

For all residential buildings under construction, AG Real Estate adheres to the highest energy standards which include the study of renewable energy systems. Please note that AG Real Estate does not keep residential buildings in use and hence in its real estate portfolio.

The PEB (Pre-engineered Building) methodology allows it to integrate various techniques into high performing buildings such as isolation, closed loop electricity generation, heat loss reduction systems.

d. Social infrastructure

In the context of the private-public partnership "Schools of Tomorrow", that started in 2015, 182 schools have been built end 2020, representing around 700,000 m² and allowing more than 130,000 students in Belgium, specifically in the Flanders region, to go to school in state-of-the-art buildings and hence contribute to the realisation of SDG 9. AG RE currently participates to a second recently launched PPP-program by the Flemish government for an extra 42 schools. Based on available data, the new constructions result in gas and water savings of 60% and more compared to older buildings. For electricity savings are around 20%, because of the integration of new technologies offsetting part of the savings.

e. Public parking management

Interparking operates today almost 950 public car parks spread over 9 countries in Europe and serves about 120 million customers per year.

Interparking is convinced that the key to successful green and efficient mobility is above all multimodality. Interparking offers spaces right next to major public transport hubs, for example the metro, tram, bus lines, train stations or to airports. In Belgium, users of public transport can load their transport tickets straight onto their Pcard+. The Pcard+ not only provides access to car parks at an attractive rate, but also provides access to public transport networks in the Brussels region.

Users today can combine several modes of transport to travel around our cities, for example car, tram, bus, metro, train and bike sharing. In Berlin, the "E-Park & Rail" online booking method enables you to book a parking space at Berlin Südkreuz when you buy train tickets. In Amsterdam, thanks to the "Park&Bike" service, our customers can book a bike at an attractive rate to cycle through the streets of the city.

This initiative contributes to SDGs 11 and 13 via the promotion of public transport for short distances, stimulating the change towards sustainable and cleaner cities promoting the use of lower greenhouse gas emitting public transportation instead of own transport.

Obviously 2020 was also challenging for Interparking marked by the severe impact of the COVID-19 pandemic which had a significant impact on the operations (see below). Several initiatives were taken to contribute to solutions for the pandemic while Interparking also took the opportunity to accelerate the installation of contactless solutions in their parkings.

In 2018 Interparking contracted with BNB Paribas Fortis and as first public parking operator a green credit line, whose payment conditions are determined by the achievement of two environmental commitments:

- Reduce the carbon footprint of the company by 30% in terms of tCO₂/FTE compared with 2014;
- Reduce the energy consumption by 20% expressed in kWh/parking space compared with 2014.

Interparking successfully achieved these two targets in 2020 (carbon footprint based on the 2019 data). On the second objective, it actually exceeded the objective thanks to an ambitious LED deployment plan, as well as the implementation of lighting control systems (dimming, motion detector systems,...).

The testing and roll out of a filtering ventilation/ionisation system that specifically focuses on fine and ultrafine dust in car parks, the so called "Lungs of the city, has continued in 2020 albeit at a lower pace due to the COVID-19 circumstances. Ultimately this should lead to a reduction of 50 to 70% of fine and ultrafine dust. New installations in several car parks in France and Belgium have been planned in the course of 2021.

Interparking also experiments with advantageous tariff systems for clients driving low emission or electrical vehicles in the Netherlands (up to 20% reduction).

Lastly, Interparking has continued in 2020 to roll out dedicated zones for electrical vehicles in its car parks, including more than 750 charging stations as well as for shared vehicles where it further developed partnerships with the main car share companies.

These initiatives contribute to the realisation of the SDG 13 climate goals.

Insurance products and services with a stronger focus on societal challenges

The aforementioned adoption of the UN Sustainable Development Goals (SDG) framework, the translation into inspiring messages for our employees and a detailed mapping of the current products and services portfolio support a full embracement and implementation within the organisation.

Chapter 3.2 includes various examples of insurance products across the regions in which Ageas is active whereby the company seeks to combine its insurance expertise with a view on the needs of all layers of society especially around themes like health, ageing, wellbeing or the wider prevention against any type of adverse events. This way of thinking also stimulates product innovation and leads to an even stronger embedding of sustainability within product development at Ageas. Ageas is also experimenting with new methodologies of impact measurement in order to obtain a clearer view on the societal value creation of its insurance and investing activities on top of the regular financial benefits for its stakeholders.

A stronger focus on environment friendly operations and sustainable operational behaviour

Ageas continued its CO₂ emission measurement calculating both the 2019 and 2020 data. The scope of the measurement has remained unchanged, based on international GHG protocol and including scope 1, scope 2 and part of scope 3 sources of emission. It includes all consolidated entities: the corporate headquarters in Brussels plus the regional office in Hongkong and the subsidiaries AG Real Estate and Interparking.

The calculations for 2019 resulted in an almost stable level of CO₂ emission of nearly 30,000 tons CO₂e. 2020 presents a significant reduction which is largely related to the exceptional circumstances due to COVID-19: less travelling, use of the office buildings and commuting resulted in a total emission level of 16,664 tons CO₂e.

More details on the calculation are available in the summary table at the end of this chapter. The most important contributors to Ageas's carbon footprint are in scope 1 car fleet (45%) and in scope 3 commuting (29%); due to the exceptional situation in 2020 business travel significantly dropped and now only represents 3% (compared to 14% in 2019). This follows the organisational structure of the group with strong ties in Europe and Asia, whereby in the latter region the activities are managed out of the regional office in Hong Kong and management follow up requires frequent visiting.

In order to structurally reduce its CO2 emissions, Ageas took a number of initiatives that will result in a lower emission groupwide and making of 2020 a pivotal year of change. The main initiatives are:

- A progressive review of the lease car policies across the Group aiming at promoting hybrid and electrical cars for its employees;
- An adapted organizational and working environment named "Future of Work" and actively stimulating or allowing to work more of the regular working hours from home; please do note that the CO2e calculation takes into account the effect of the emission of an home office;
- A reviewed travel policy which aims to reduce structurally travel. This implies as an example that Ageas representatives in the local Boards of our Asian joint ventures will assist one on two local Board meetings virtually.

Since 2015 Interparking has a CO2 neutral label via e.g. the support of the Gold Standard Wanrou project in Benin aiming at distributing improved cookstoves to households in rural villages in the North of the country while AG also obtained its CO2 neutral label in 2018.

The ambition for 2021 is to roll out the aforementioned measures taken at Group level to reduce structurally CO2 emission across all operating entities and to reflect upon any other type of additional measures. The environmental commitment of Ageas is currently included in the Code of Conduct. The Responsible Investment Framework and the environmental policy at the level of AG Real Estate cover the most significant group activities with an environmental component. Ageas's attention is to publish an overarching environmental policy at the latest by the end of 2021.

Furthermore Ageas not only focuses on a more environment friendly management of its operations but aims to manage the organization in a socially responsible way. This amongst others also implies that Ageas takes up his role as a responsible tax payer with adequate processes and controls to enable all tax liabilities to be accurately calculated and all taxes due to be timely paid. As such, Ageas respects all international and national tax legislation in all countries in which it operates. Ageas

does not engage in artificial structures that have no commercial substance and are intended solely for tax avoidance. With this engagement Ageas takes up its responsibility towards the local communities as an employer and a local stakeholder with an aim to fundamentally support the local economies and its citizens. Hence, it reports in a transparent way all corporate taxes for the consolidated entities.

Philanthropy initiatives

The aforementioned adoption of the UN Sustainable Development Goals (SDG) framework is also taking place via numerous other initiatives via which Ageas shows its engagement and commitment to society.

In the context of the exceptional year 2020 and the COVID-19 pandemic situation which caused very specific societal problems, Ageas took several initiatives to help managing the situation focusing on specific local needs and as such also bringing to life its baseline "Supporter of your Life". In total EUR 6.6 million went into philanthropic initiatives that received support from Ageas, of which nearly EUR 4.3 million relates to COVID-19 specific initiatives.

Hereafter a short summary of the main COVID-19 related initiatives by region:

In Belgium, specific initiatives were taken by the respective entities AG, AG Real Estate, Interparking and Ageas itself. Ageas and AG joint forces to financially support the University of Louvain for research to develop a vaccine and treatment against COVID-19. Ageas also offered in the midst of the first wave of the pandemic hygienic masks to hospitals in heavily touched regions in Italy and Spain.

AG contribution mainly related to extra coverage with respect to the regular insurance policies as well as donations of tablets and laptops, initiatives to support the local economy and campaigns to fight against loneliness and inspire to move. Lastly the company also made financial donations to support the medical research and COVID-19 testing in Belgium.

AG Real Estate reduced the rent paid for retailers while Interparking put public parkings at disposal of medical staff and security personnel but also continued to finetune its technological innovations in the public parkings (e.g. contact free payments) which also proved their benefit in the context of fighting against COVID-19.

In Portugal a multitude of initiatives and projects have been supported, most of them focused on providing help and assistance for all direct and indirect consequences of COVID-19. Via the local Ageas foundation, specific initiatives were taken towards local youth and providing them the digital tools to enable less favoured youth remote learning. A specific mention goes to the Portuguese employees that were invited to produce homemade masks. In total more than 10,000 masks were produced. In partnership with the Portuguese Red Cross Ageas Seguros and Médis offered in 7 regions COVID-19 tests through mobile posts: almost 30,000 people were tested over the last 3 months of 2020 and around 500 health professionals were involved. For Médis customers, testing was free of charge.

In the UK, various supporting actions were first of all focused on customers, especially those working for the National Health Service as well as vulnerable customers. Towards the wider society, various donations were given to organisations via Ageas's support for the Association of British Insurer's COVID-19 Fund, as well as supporting local community initiatives and funding medical research for the treatment of COVID-19.

In Asia the focus in all countries lies on extended insurance coverage and the donation of medical equipment and masks both in Asia but also in Europe.

On top of the specific COVID-19 related initiatives, Ageas continued in 2020 to show its engagement towards society with various initiatives. Below some of the most speaking initiatives:

In Belgium, Interparking also continues to support WeGoSTEM which fights the gender gap, especially in STEM professions, among others by deliberately going to primary schools and as such contributes to realisation of the SDG 4 and SDG 5 objectives.

Ageas UK, living up to the value "care", has partnered with the Road Safety Foundation since 2012 to campaign for safer roads that reduce the number of deaths and serious injuries. 2020 saw the Road Safety Foundation launch its 20th annual report "Looking back, Moving Forward", identifying Britain's significantly improved and persistently high risk roads. It identified an investment package of GBP 1.2 billion which would improve more than 5,000 km of roads and prevent more than 8,000 fatal and serious injuries over the next 20 years. This would boost the UK's economic recovery and protect the National Health Service by saving almost GBP 4.4 billion over the same period.

Ageas UK has developed an interactive map which can be consulted by each individual to see the situation in their local area (www.dangerousroads.ageas.co.uk). This initiative fits within SDGs 9 and 11 that try to improve mobility and aim to contribute to more sustainable cities in the UK. Additionally, a 'Green parts' programme moved from pilot to launch allowing repairers to offer customers the choice of recycled/refurbished auto parts instead of brand new parts where possible. This reduces the environmental burden of wasting perfectly good vehicle parts that would otherwise be scrapped and also

means that vehicles which are a borderline total loss can be kept on the road. With its Green Parts initiative, Ageas UK was awarded the 'Claims Initiative of the Year' at the annual British Insurance Awards. In the same context Ageas UK sponsors the Institute of Customer research on customer expectations in relation to the green agenda with the aim of provided insight to inform, inspire and help create a sustainable future for organisations, customers and the communities we serve. Both initiatives intend to help the customers to reduce their environmental impact and as such contributing to SDGs 11 and 13.

In Portugal, Ageas continues consolidating its presence and branding, today with a total of 11 local brands, in insurance and beyond insurance, namely as a partner to many local associations and organizations in the field of health (see section 3.2) but also education and as a partner to safeguard the country's national nature and heritage.

Grupo Ageas Portugal is strongly investing in Culture and Arts as a strategic pillar of the brand's positioning, combining notoriety goals, with a strong contribution to the development of society. One of the elements of the statement of Grupo Ageas Portugal is that "Culture is everyone's right", and as such, must be accessible and inclusive without exception, bringing it also to the Ageas world and key stakeholders. Therefore, Grupo Ageas Portugal aims to promote and to support continuously young talent among others via the Ageas's award distinguishing emerging theatre talents. The company also supports national cultural events such as the Marvão International Music Festival and is the main partner of important and iconic Cultural Portuguese Houses such as Coliseu Porto Ageas and Teatro Nacional D. Maria.

These initiatives can be linked to the objectives of the SDGs 8, 11 and 17 by contributing to the promotion of the local culture that should result in more tourism activities, help to preserve the national culture and this with local partners from the cultural sector.

On building up a more informed and conscient society, Grupo Ageas Portugal invests in promoting the financial literacy, from youngster to adults, through several initiatives, namely through 2 main projects:

- In collaboration with Mentos Empreendedoras, organizes a contest for schools targeting students between 11 to 15 years old, to foster the understanding and need for savings habits. This initiative should contribute to a better local educational system and to endow young people with saving habits and good financial self-management and to share knowledge with the local community about sustainable financial management;
- In addition, to reach the overall society but also customers, literacy programs are released, namely "Play safe" – Jogar p'lo Seguro –, that consisted in a series of live radio transmissions, with experts from Ageas explaining the different type of insurance and coverages.... All done in a simple and clear language. This initiative will continue in 2021.

With Ageas Foundation, Ageas in Portugal gives support to a strong social development and support plan with 3 dimensions: entrepreneurship and social innovation, corporate volunteering and social sustainable impact. One of the important projects in 2020, in addition of being a partner of Junior Achievement Europe annual competition, Ageas Foundation offered one of the signature awards - the Ageas Foundation Social Innovation Award. In 2020 the Foundation also partnered with Nova School of Business and Economics in Lisbon in Impact Experience, a capacity building program for six social organizations, that were mentored by Ageas Portugal employees.

Both initiatives fit within the realisation of the goals of SDG 4.

In Asia, the initiatives towards the society have expanded significantly and covered mainly the goals of SDG1, SDG 3 and SDG 4.

Taiping Life has contributed on poverty alleviation through supporting economic activities and improvement of skills set of residents at

impoverished counties in Inner China through buying of local cultivated products as well as providing and financing dedicated training sessions for specific groups of workers.

In India, IDBI Federal Life Insurance has continued its efforts to actively encourage people to lead a healthy and fit life. Due to COVID-19, on-ground marathons could not be held and were replaced by virtual coaching. Series of virtual marathons reached out in total close to 45,000 people. In the Philippines, Troo participated for the second year in "Passionately Pink", a campaign promoting breast cancer awareness, supported by Troo's partner Filinvest.

Troo also organized online interactive workshops for Filipino teachers to share its best practices in design thinking and help teachers to become more effective and creative with a virtual setting. The initiative kicked off in the Metro Manila region and is being rolled out to the wider Philippine area.

Measuring the effectiveness of our pledges to society

The tables hereafter provide all relevant non-financial information as commented above with comparable data as per 31 December 2020 and 2019:

Responsible investments (in EUR mio)	2020	2019
Total assets under management	97,085	94,105
Internally managed assets - Percentage of new investments subject to ESG analysis	Above 95%	Above 95%
Externally managed assets - Percentage of externally managed assets that are managed by PRI signatory	90%	90%
Percentage of new investments in coal (*), tobacco (*), arms (**)	0%	0%
Sustainable investments with a positive impact	6,623	5,635
<i>Environment</i>		
- Green bonds	340	291
- Infrastructure and other investments in renewable energy (including solar panels, winds farms)	420	303
- Infrastructure in "green" mobility (including train, metro, tramways, etc)	457	331
<i>Social and sustainable</i>		
- Infrastructure in other sectors (including education, health, data technology, etc)	1,203	1,160
- Social housing loans	3,864	3,281
- Social and sustainable bonds and loans	339	269
(*) revenue threshold 25% in traditional funds and 10% in sustainable funds		
(**) revenue threshold of 10% in traditional and sustainable funds		
Sustainable solutions (pension, long term saving and investment insurance products)	11,194	5,469
- Products with external sustainable certification (including Towards Sustainability label)	10,693	4,955
- Products without external sustainable certification (including ESG thematic funds)	501	514
Philanthropy - Community investment (in EUR mio)	2020	2019
Cash donations	6.6	1.7
Income tax by segment (in EUR mio)	2020	2019
ageas SA/NV	19	12
Belgium	143	184
UK	5	14
CEU	66	44
Total corporate income tax charge	233	254

Carbon footprint in tCO2e

2020

2019

Scope		Net total (t CO2e)	Relative share	Net total (t CO2e)	Relative share
Scope 1	Direct energy – gaz & heavy fuels	1,810	11%	2,394	8%
	Refrigerants	509	3%	531	2%
	Owned vehicles	7,474	45%	9,850	33%
	Total scope 1	9,793	59%	12,775	42%
Scope 2	Electricity – net	1,180	7%	2,575	9%
	Total scope 2	1,180	7%	2,575	9%
Scope 3	Home – work commuting	4,881	29%	10,167	34%
	Business travel	553	3%	4,333	14%
	Paper	181	1%	265	1%
	Waste	76	0%	168	1%
	Total scope 3	5,691	34%	14,933	49%
TOTAL tonnes CO2e gross		16,664		30,283	
Carbon offsetting (AG and Interparking)		*		10,272	
TOTAL tonnes CO2e net		16,664		20,011	
Tonnes CO2e per FTE		1.6		2.8	

* to be determined based on signing of offsetting agreements

Electricity in detail (tCO2e)

2020

2019

Electricity - gross	5,005	6,581
CO2e avoided by green electricity	3,825	4,006
Electricity - net	1,180	2,575



Material topics covered related to all stakeholders

- Responsible governance

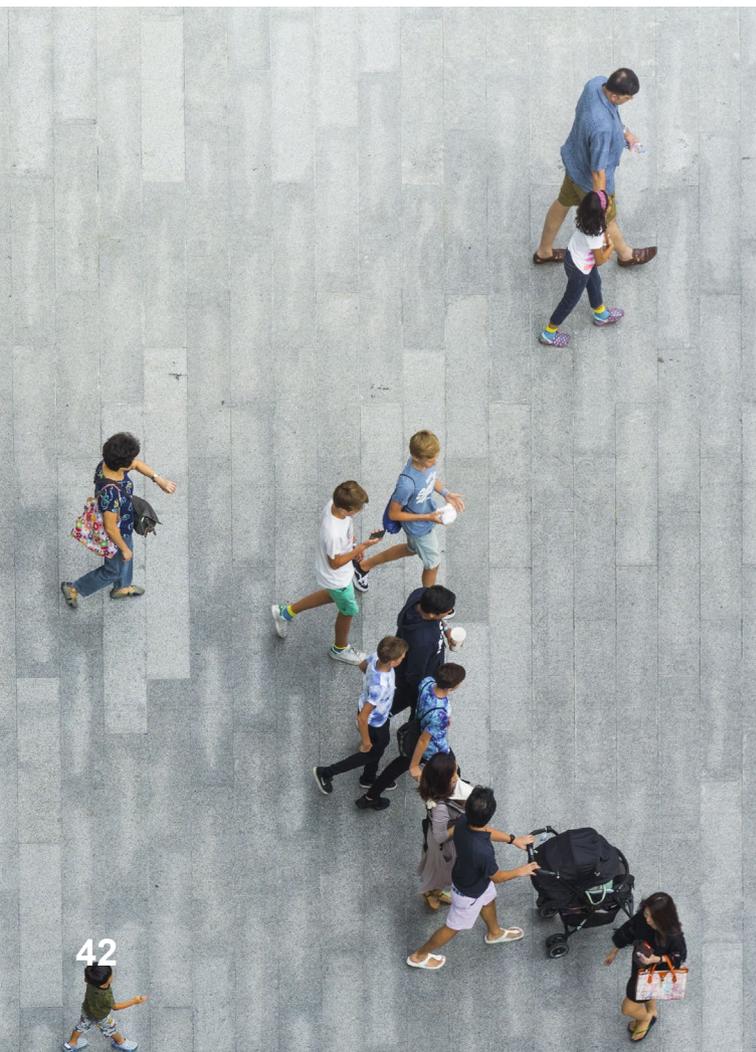
3.6 Our stakeholder effectiveness supported by a comprehensive set of policies

Integrity, the Touchstone of Ethics.

Integrity is the leading premise underpinning the principles of respect for human rights, the explicit rejection of any type of discrimination, the fight against corruption and fraud, the obligation to contract only with trusted and reliable third parties, and the unreserved commitment of zero-tolerance to unlawfulness and unacceptable practices.

Through its consistent policy framework, integrating this philosophy of ethics and translating it into a series of requirements, standards and procedures, Ageas implements these principles in all the policies.

The global policy framework comprises Compliance policies but also a range of subject-specific policies owned and managed by the relevant departments, mainly Risk, Legal, Investor Relations, Human Resources, Actuarial function and Internal Audit. The global framework is monitored on a continuous basis, following a well-structured governance and role definition. All policies are due to be reviewed and formally reapproved by the Board of Directors at least every three years and as often as there is a triggering element for revision, for instance, a significant change of legislation. The (re)approval process is described and comprises a series of defined technical stages and involves specific advisory and decision bodies. This framework of policies is based on and reflects an analysis of the risks to which the group is exposed from an integrity, governance, social and environmental perspective while taking into account the regulatory environment in which it operates.



Another touchstone of Ageas's integrity is formed by the Ageas Corporate Governance Charter and the Ageas Code of Conduct, which both enunciate ethical precepts and pledges supporting Ageas's commitment towards its stakeholders.

This coherent set of governance elements is the fulcrum for the tone from the top to establish the right Conduct and the appropriate Culture, the two indivisible constituents of Integrity.

The Ageas Code of Conduct, the Integrity policy and the Treating Customers Fairly (TCF) policy are essentially principle-based and enunciate the elements of ethics that must permeate all policies, procedures, standards and behaviour in the Ageas group. They include a statement that Ageas is committed to respecting the human rights and dignity, a pre-requisite to the principle of zero-tolerance towards unethical behaviours and practices.

Fighting against corruption in all its forms, at all levels, is part and parcel of this vision.

Fighting against corruption

A series of thematic policies are of direct relevance in the fight against corruption: they integrate these ethical, conduct and culture values, and provide for a series of processes that jointly form a beam of protective, detective and monitoring requirements towards the prevention of criminal activities.

- The Anti-Bribery and Corruption policy describes the frame of mind in which Ageas intends to operate and to do business, and sets out the principles and rules to abide by to avoid committing or seeming to commit an act of active or passive corruption, in particular the way to handle towards gifts, advantages, invitations and hospitalities;
- The Conflict of Interest Policy focuses on the duty of vigilance of all staff towards potential or effective conflicting interests and their consequences on the effective achievement of the company's objectives, establishes a reporting process of such situations, and provides the rules and restrictions applicable to external mandates and functions, as well as financial participations in businesses or trading companies;
- The Personal Transactions Policy (Trading) defines the rules, obligations and prohibitions Ageas Insiders must comply with

when operating personal financial transactions in Ageas and other designated securities, conform with the market abuse regulations;

- The Anti-Money Laundering policy, defines the preventive measures to implement as well as the due diligence requirements as regards anti-money laundering and terrorist financing prevention;
- The Outsourcing policy, comprises rules on third party acceptance, conflicts of interest and due diligence requirements;
- The Sanctions policy, defines the standards to apply regarding customer and providers acceptance, in investments and mergers & acquisitions, based on the international restrictions, imperative sanctions and black-lists, and restrictive measures recommended by international organisations. It also lists specific attention points leading to enhanced due diligence procedures;
- The Suitability (Fit and Proper) policy establishes the framework and set of rules to apply to ensure permanent conformity with the Suitability obligations.

Preventing conflicts of interest

Fighting against corruption requires a strong preventive framework with a clear emphasis on conflicts of interest, encompassing protective measures, capture, settling, follow-up and reporting of potential and effective conflicts of interest.

Ageas has put in place a far-reaching policy on conflicts of interest as part of the sound and qualitative governance of the company and its business activities. A series of legal and regulatory provisions impose clear obligations in this respect. A conflict of interest is any situation with competing interests, compromising the ethical realization of the legitimate purposes of Ageas and/or its stakeholders, or any appearance of such situation; conflicts of interest may involve and/or lead to corruption.

Ageas is recorded in the EU Transparency Register with the purpose to benefit from some of the practical advantages linked to it, i.e. receiving email notifications on the activities of Parliament's Committees; and being notified about consultations and roadmaps in specific areas.

Ageas has also put in place a conflict of interest register, where identified conflicts of interest are recorded, as well as their handling and outcome.

Human rights

As stated in the fundamental text of the Ageas Integrity Policy, the concept of integrity relates primarily to individuals, to human beings and their sense of ethics. It implies to be honest, respectful and trustworthy and behave accordingly. These principles should also apply to all human constructions, to all the components of the human society.

The respect for human rights by Ageas is a key underlying element of the global policy framework. It manifests itself concretely in a series of domains, and among other, Ageas's Commitment towards Human & Labour rights and the statement of the related Guiding Principles. But also in the Ageas Sanctions Policy according to which Ageas submits its customers, providers and investment acceptance to the respect of the restrictions, prohibitions, standards and recommendations issued by internationally recognised organisations, in the field of corruption, money laundering, terrorist financing, controversial weapons, and any unacceptable activity and practices. Other areas also foster a tangible expression of the concern for human rights, such as the Suitability framework that outlines the rules and standards designed to ensure that bodies and individuals entrusted with managerial duties are at all times fit and proper.

The whistleblowing framework has all its relevance in this respect as it constitutes a guarantee that any act or practice that would or could alter the full respect for human rights can be reported safely, through a protected procedure.

Whistleblowing

The whistleblowing framework established by Ageas is designed to capture situations or circumstances that may have adverse consequences and involve corruption.

From an internal perspective, the purpose of the Compliance Incident Reporting Policy (a.k.a. the Internal Alert System) is to provide a process to report wrongful situations or incidents that have or could have serious adverse consequences for the financial standing, performance and/or reputation of Ageas.

There may be occasions when an employee has genuine concerns about such a wrongful situation. This process allows to escalate such concerns swiftly to the appropriate instance for investigation and resolution, in confidence and without fear of reprisal.

External reporting of incidents falls under the Complaints Handling policy scope, which deals with complaints formulated by customers, policyholders, shareholders, suppliers and other external parties.

The Complaints Policy and related rules stem from Ageas's commitment to ensure that all its stakeholders are treated fairly. This is translated into the company's duty to inform policyholders and other stakeholders about the arrangements in place for lodging complaints, as well as the process for handling them.

The key role of the Compliance Function

As owner of most of the policies of direct importance in the fight against corruption, the Compliance Function plays a determining role in their group-wide deployment. The Compliance Community transversally comprising all Compliance Departments of the Ageas group is *par excellence* the transmission belt to establish and maintain consistency of principles and approaches in all entities. Monitoring and reporting activities carried out by the Compliance Officers in the group entities and consolidated by the Group Director Compliance up to the Executive Committee and the Board of Directors provide a continuous overview of the actual situation in the whole group.

Due Diligence and Controls

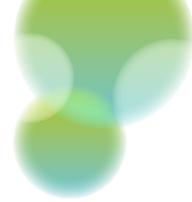
Deriving from the policy principles and procedures, a series of controls are globally in place. Controls are described, assigned and documented.

- Customers, stakeholders, suppliers and any other third parties are subject to proportionate and relevant due diligence, in terms of identification, absence of conflict of interest, AML/CTF³ requirements, FATCA⁴ and CRS⁵ status;
- Contracts with suppliers, vendors and consultants are subject to a compulsory and formalised sign-off procedure, prior to their signing, executed by the Legal department;
- In accounting, all third parties, suppliers and vendors, are identified and followed-up against a series of identification criteria. Any expense must be evidenced. Expense acceptance and payment follow a two-tier procedure with double signature;
- Remunerations and inducements to and from distributors of products are subject to monitoring;
- A Suitability Framework is in place and provides processes to ensure that the Fit and Proper status of the designated concerned persons is at all times flawless.

³ Anti-Money Laundering and Counter-Terrorist Financing

⁴ Foreign Account Tax Compliance Act (US tax law)

⁵ Common Reporting Standard (OECD)



In the fields of Investments and Mergers & Acquisitions, policies and procedures integrate these controls as appropriate but also define further advanced and far-reaching due diligence requirements.

Besides these control processes, notification duties apply to all Ageas staff. In the practice, all staff members are informed as from the start of their employment of their obligation to abide by the policies and take the necessary initiatives to fill their notification duties, along the criteria described in the corresponding policies. In case of issue revealed further to a notification, a decision is made by the appropriate instance and communicated to the notifier. This decision is binding. For example, a gift that does not meet the acceptability criteria has to be returned to the sender, or an external mandate that would not be compatible with the function at Ageas has to be declined.

Notifications to be made to the Compliance department concern:

- Gifts, advantages, invitations, hospitalities, whether given or received;
- External mandates or functions;
- Financial participation in a business or a trade;
- Personal transactions in Ageas securities and/or other restricted securities designated by Compliance.

Notifications to be made to the Legal department concern:

- Memberships to trade and professional associations;
- Potential and effective conflicts of interest.

Training and awareness

As part of its Year Plan, the Compliance function sets up a wide and continuous training programme for employees and management.

All Compliance training sessions are mandatory and participation to these sessions is followed up as part of the reporting towards the

managing bodies. The objective is to reach 100% of the target audience, with exception duly justified and reported.

Group-wide, the programme is tailored to meet the training needs as adequately as possible. Hence, in the holding company as well as in the subsidiaries, there are training initiatives about a consistent series of topics: ethics and deontology, governance and policies, conflicts of interest, corruption, prevention of criminal activities, anti-money laundering and countering terrorist financing, treating customer fairly and product approval process, third party transactions.

Training sessions involve the relevant audience in terms of contents, frequency and timing, and the target audience can range from a selection of employees based on their specific needs or areas of work, to all employees at any level.

In each entity, there is a welcome programme for new employees, who must attend an inception meeting shortly upon arrival, where the compliance obligations are presented and explained, with an explicit focus on employees' obligations as regards governance and policies, how to deal with personal transactions, gifts and advantages, external mandates or functions, and complemented with a series of topics such as the whistleblowing framework, the suitability framework, general rules on competition, confidentiality, asset and data protection. On a regular basis, awareness initiatives are launched with a view to maintaining and updating employees' knowledge over time on compliance subjects and obligations. They are organised as compulsory on-line quizzes towards all staff members.

The training programme is under constant scrutiny to keep it fit to the effective needs and upgrade it as necessary. Weaker areas are spotted so that the programme can be adjusted accordingly.



Compliance's initiatives to secure its capacity and efficiency in the rapid evolving environment

The Compliance function is keen to remain fully connected to the current and expected major trends at work, to keep its qualitative capacity to carry out its missions as the guardian of ethics and bulwark against corruption. The context of new technologies, new ways of doing business and possible disruptive trends may create new conditions under or beyond the traditional compliance radar, hence the crucial importance of continuously challenging the compliance approach and way of working.

To this end, brainstorming and knowledge sharing sessions involving the Compliance Community are being organised around dominant topics. In 2018, the focus was on Transparency through the End-to-End Customer Journey. In 2019, activities were about The (Compliance) Impact of Cognitive Systems on the Customer Relationship. In 2020 and 2021, efforts are dedicated to Going to the Next Level of Compliance and establishing a Compliance 2.0 function by reinforcing its pillars and boosting its capacity to face the future with an even stronger foundation. The focus is placed on the two complementary and indivisible concepts of Conduct and Culture, and the development of a monitoring and measurement programme of their embedment.

Measuring the effectiveness of our approach

At the Compliance department:

- A quarterly follow-up of the notifications is included in the Compliance Year Plan. A qualitative analysis is performed;
- A yearly compliance questionnaire is sent to all staff at year-end to (re)confirm the notifications executed in the elapsed year and the information is reconciled with the quarterly follow-up. On average, only 7% of answers require further analysis to prevent or/and settle a possible issue.

All monitoring and control activities carried out by Compliance are reported to the Executive Committee and the Board of Directors, via the Audit Committee. This reporting also mentions the number of cases of internal fraud on a group-wide basis. Over the last six months of 2020, 2 cases were identified and handled.

At the Legal department:

- On a yearly basis, a questionnaire is sent to all staff to collect or confirm information on memberships and on the occurrence or involvement in potential or effective conflicts of interest, and the settlement modalities;
- The response rate to the questionnaire exceeded 95% in 2020.

Participation rates to training sessions

2020

Inception meetings	100%
Awareness on-line quizzes	90%
Thematic sessions, with a representative of each department entrusted with the task to cascade the training content in the represented department	90%

