



# Our approach to Diversity & Inclusion

## INTRODUCTION

People, markets, customers, business and the community are constantly changing. To achieve our business objectives, we need a workforce that is aligned with this ever changing environment. Ageas<sup>1</sup> values the difference each individual brings and regards these differences as an asset. Therefore we encourage our people to think and act differently, to be themselves and to contribute their individual skills. Ageas strives to create a truly inclusive Ageas community, a community of mutual understanding that respects and values differences.

This policy demonstrates Ageas's commitment and approach to valuing every individual that works for us. We see this as a business imperative, in that it provides us with the foundation to enable us to achieve sustainable business results. Diverse people, diverse teams and diverse management will make us stronger.

## SCOPE OF THE POLICY

The Diversity & Inclusion Policy applies to ageas SA/NV and its Subsidiaries, and on a best effort basis in the Affiliates.

The Policy is applicable to all Ageas employees, agents and contractors working for or on behalf of Ageas.

## AGEAS PRINCIPLES TO DIVERSITY & AGEAS | EVERYONE

- We do not discriminate and have a zero-tolerance approach to any form of bullying, harassment or discrimination
- Equal opportunities are given to all employees regardless of age, gender, race, (dis)ability, social and family background, sexual orientation or political opinion
- Diversity and inclusion is good for all our Stakeholders (customers, employees, partners, investors & society)
- We treat our people fairly and with respect, dignity, openness to other cultures and an appreciation of difference of other perspectives, experiences and backgrounds
- We help our people to give and be their very best
- Everyone is responsible for creating a diverse and inclusive workplace
- We monitor and are accountable for our performance
- All of our leaders role model the values and behaviors expected

---

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

## OUR COMMITMENTS

Our commitments to diversity and inclusion extends to all areas of our business. This includes:

- Our customer and the communities in which we operate:-
  - Partnering with clients, the community in which we operate and organisations where appropriate to support diversity and inclusion initiatives
  
- Ensure a healthy work environment in the way we work and organise our teams:
  - Providing flexible work arrangements for employees where possible, to enable them to balance personal and work responsibilities
  - Providing support programmes for employees returning after a mid or long term absence – including but not limited to long term illness, sabbatical, caring responsibilities etc.
  
- How we attract and recruit:
  - Job opportunities are described with clear criteria and expectations and made available on a transparent job market (internally and externally)
  - Ensure a neutral tone and language of job adverts and job descriptions
  - When hiring, knowledge, experience and abilities of candidates will be considered against the objective requirements set forward
  
- How we retain and develop our employees:
  - Attendance to learning opportunities is possible for all employees
  - Ageas recognises individual needs are different from one another. Wherever practicable, individual needs will be taken into account and flexible arrangements will be offered
  - Diversity & Inclusion forms an integral part of training and professional development
  - Where monitoring discloses results that need specific follow-up, appropriate actions plans will be developed
  
- How we identify, develop and manage our talent:
  - Career opportunities are based on performance, skill and merit
  - Diversity will be regularly reviewed across leadership positions
  - We ensure a succession pipeline that reflects a diversity of backgrounds, knowledge, experience and abilities
  - All employees are entitled to strive for development and promotion within Ageas. It is however recognised that appropriate support, advice and resources may be necessary to achieve this
  
- How we evaluate and reward performance:
  - Compliance with the Ageas Board approved remuneration policy, is the foundation of a non-discriminating remuneration approach to all of our employees
  - We ensure that performance review methodologies and processes are consistently applied
  - Inappropriate behaviours are confronted and challenged

## BOARD COMMITMENT TO THE AGEAS EVERYONE OBJECTIVES

Our diversity and inclusion commitments apply to all senior managers and our Board of Directors across our global business:

- Ageas is committed to attracting and retaining a Board of Directors whose composition reflects a diversity of backgrounds, knowledge, experience and abilities
- Appointments to the Board will be based on merit, however it will also consider issues of diversity and the mix of skills required to best achieve Ageas' strategy
- Apply the legally required minimum of 33% of the opposite gender in the Ageas Board

Regular reporting will be undertaken to measure the ongoing progress towards achieving the diversity and inclusion objectives, as set out in this policy.

The Board and senior management team will review this policy on an annual basis.