



Diversity and  
Inclusion at NN



# Be you, there is only one

We published our NN Statement on Diversity and Inclusion (D&I) in 2020, and in 2021 took action to further embed and strengthen our D&I efforts within NN. In this document we give more insights in where we stand and what we do. Our approach to D&I is simple. It is about embracing everyone.

We believe our company is strongest when we include the full spectrum of humanity. Regardless of what we look like, where we come from, or who we love. We create and nurture a culture where there is a deep sense of care, pride and belonging. This culture is based on our values and comes to life in our purpose: we help people care for what matters most to them.



‘At NN, we are dedicated to D&I year-round. Together we build an environment in which people feel welcome, valued, and respected. A company where our colleagues can bring their whole selves to work, where an inclusive customer experience is the status quo, and where we contribute to the well-being of our communities. As human beings we are alike. But not the same. And that is our greatest strength.’

**Dailah Nihot**  
Chief Organisation and Corporate Relations



# Local input drives change

Creating an environment where everyone can do what they do best is simply the right thing to do. For our people, for society, and for our business. We believe that as an international organisation, to make steps in D&I, we need a long-term roadmap that is globally consistent yet open for local input.

To have global consistency and more understanding around D&I we organise training, throughout the year and available to all employees, on unconscious bias. And during the NN Values Week in October we organise sessions on D&I related topics such as female empowerment, neurodiversity and LGBTI+ to increase awareness.

Because we believe that local input is important to drive relevant change, we launched an D&I ambassador community. This community consists of business unit representatives across our markets who, as part of their role, discuss, challenge and inspire each other on D&I-related topics. Within International Insurance, a maturity gap analysis per country was conducted. It resulted in local D&I action plans for each business unit.

The D&I ambassadors managed to reach tangible results. In Czech Republic, we now provide a day off for civil partnerships. In Belgium, Japan and Spain, paternity leave is extended. In the Netherlands, Spain, Slovakia and Romania we signed the national diversity charters. In the Netherlands, we hired a recruiter focused on neuro- and physical diversity. During Pride month, in Spain we invited colleagues to include their own pronouns in their email signatures. This activity contributed to being recognised as one of the 30 companies with the best D&I practices in Spain. And across the markets, our executive search policy includes 50% female candidates.



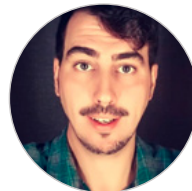
'Diversity isn't a goal in itself, it's about inclusion. I am proud of where we stand today. Together with colleagues across the group we work towards meaningful change. It really is a joint effort.'

**Monique Pennings**  
D&I Specialist NN Group



'Our D&I statement is universal for all of NN. That said, the situation in each of our NN countries can be quite different. The journey to get to our ambition can differ per country but in the end our values and what we aim for is the same.'

**Renia Kulej**  
Head of HR Insurance International



'Together we build a work environment in which people feel listened to, respected and valued.'

**Daniel Pérez Fernández**  
D&I ambassador Spain

## Our ambassadors



# 40

D&I ambassadors translate the globally consistent D&I roadmap to locally relevant action plans



Local D&I action plans finalised



# Collaboration is key

We know that different ideas, perspectives and backgrounds create a stronger and more creative work environment. This is relevant to any team, project or business unit. And certainly also relevant in shaping and implementing our D&I actions. To continuously make improvements, we see D&I as a joint effort. We talk with people and not about them.

## Our networks and partnerships

### Networks

- NN Pride
- NN Neurodiversity
- NN Young Professionals
- Women in Leadership Network NL
- NN Cultural Diversity
- NN Women club in Slovakia and Poland
- Flowing Programme in Czech Republic



‘At NN, we celebrate the talents of our neurodiverse colleagues. NN Neurodiversity supports neurodiverse colleagues, and increases awareness and understanding.’

**Cindy Doff**  
Co-founder of NN Neurodiversity



‘Our Women in Leadership Network organises roundtables, learning lunch sessions and a mentoring programme to empower female talent.’

**Bianca Knispel**  
Lead Women in Leadership Network (NL)



‘We are the voice of the young professionals. We offer online and offline platforms in which we facilitate social contact, encourage self-development and create events that inspire.’

**Kader Yarim**  
Treasurer at NN Young Professionals



‘We are especially proud of our cooperation with Vital Voices – organiser of mentoring walks for women. Where mentors and mentees from different backgrounds join to demonstrate the importance of female leadership.’

**Marta Pokutycka-Mądrala**  
Member of Women Club Poland



‘NN Pride strives for a safe and inclusive working environment for all our colleagues and in all countries. Through events aimed at education and networking, NN Pride connects people in the LGBTI+ community and raises awareness about LGBTI+ matters at NN.’

**Maurice Piek**  
Board member of NN Pride



‘We are setting up NN Cultural Diversity, a network that highlights bicultural talent. It is open to everyone and believes in strong allyship.’

**Mohamed Rissalah**  
Chairman NN Cultural Diversity

### Partnerships



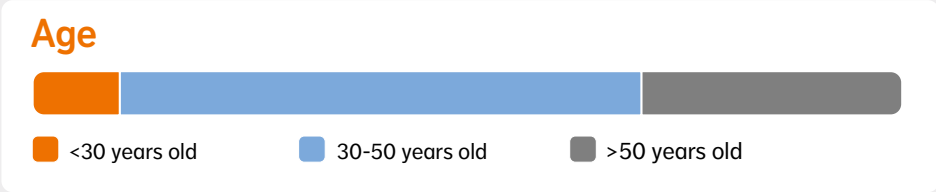
# Measure what matters

When people inside of our company represent the people outside our company, we can be more responsive to what they expect, want and need, also in changing circumstances. After all, change is a constant factor in our lives, also in the financial sector. Although we realise that people do not fit well in boxes, our workforce data and indicators provide us with insights to further enhance our D&I actions.

## Our People

**15417**  
colleagues

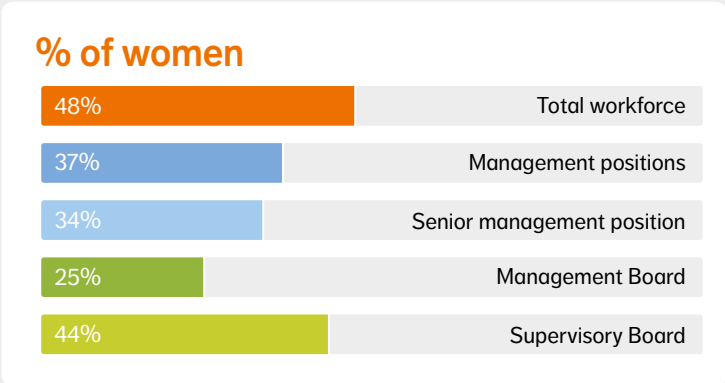
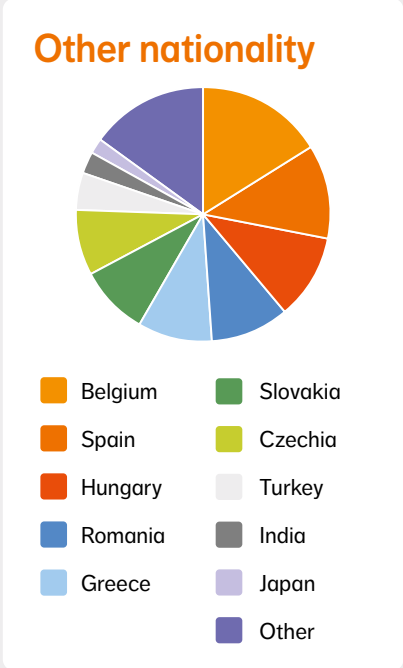
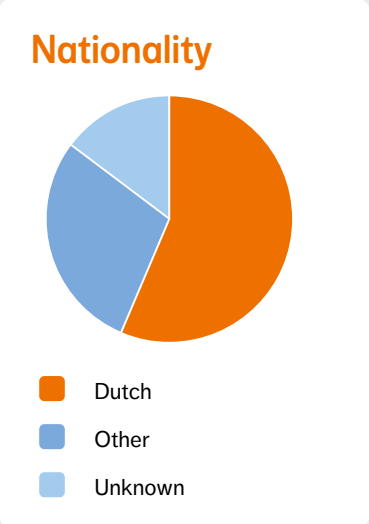
**#8**  
employee networks



### Gender diversity and equal pay

NN Group's pay is analysed annually with a focus on gender equality. In 2021, we extended the research to all business units and countries.

**KPI**  
**40%**  
women in senior roles in 2023



### wo{men}talk.

Wo{men}talk sessions are organised year-round to stimulate dialogue on topics such as unconscious bias, gender equality, and cultural change.

EOY 2021 and > 75% FTE data



You matter,

that is why we

would love to hear

your thoughts and comments

Let's start a conversation

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