

Diversity and

inclusion at NN

Annual overview 2022



You matter



Be you, there is only one

Our approach to diversity and inclusion (D&I) is simple: it is about embracing everyone.

As human beings we are all alike, but not the same, and that is our greatest strength. As a result, 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. Together, 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.

In 2020 we published our NN Statement on Diversity and Inclusion (D&I), which outlines our beliefs and objectives regarding D&I: an inclusive work environment, an inclusive customer experience, and supporting diverse communities. The first [NN D&I overview](#) outlined the action we took in 2021 to further embed and strengthen our D&I efforts within NN. In this 2022 annual overview of D&I at NN, we give more insight into where we stand, what we do, and where we're going.



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We are proud to bring you the annual D&I overview for 2022, which illustrates how we are progressing in creating a more equitable and inclusive workforce, culture and society. In these pages you'll find key metrics, as well as hear the voices of some of our colleagues who are helping D&I to be an integral part of our culture.

From parental leave for every type of family to becoming a more attractive employer for people with a disability, we have marked many significant milestones in 2022. I believe every day is a day to celebrate people and the uniqueness everyone brings to the table. Colleagues should feel appreciated for who they are, pursue their talents, and be valued and respected. We are making good progress but there's more work to do, and we will continue our efforts in ensuring an inclusive workplace with equal opportunities for all.

Dailah Nihot

Member of the NN Group Management Board



Measure what matters

In order to keep track of how diverse and inclusive our company is, we monitor several key metrics, such as the percentage of men and women at different levels of our company, the age groups present and nationalities represented. For 2023, we are looking into how we can generate and utilise data even further, for example using the results from our first companywide D&I Survey.



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Our data shows that men and women receive equal pay for equal work in the majority of our business units. However, we do see that more men are represented in higher pay grades and more women are represented in the lower grades, so we will continue our efforts to further reduce this disparity.

Tugce Bagci

NN Group HR Executive Reward specialist

Measuring equal pay at NN

Each year, we analyse NN Group's pay practices with a focus on gender equality. For 2022, the NN Group gender pay gap is 29%. Having more men than women in higher pay grades, and more women than men in lower pay grades, remains the main cause of this gap. For our business units in the Netherlands, Belgium, and Spain, men and women in the same job family and compensation grade, with similar years of experience and age, receive equal pay. To further improve the balance between what men and women are paid within NN across all business units, we closely monitor the compensation packages for new hires and newly promoted women. We also take this component into consideration during the annual pay review process.

Our diversity and inclusion figures



70+
Nationalities



16,104
Employees



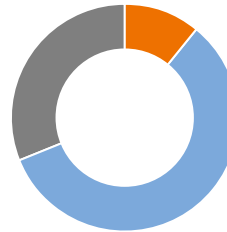
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Employee networks

Top six nationalities



	%
Netherlands	71,4
Belgium	4,1
Greece	3,8
Spain	3,5
Hungary	3,3
Romania	2,7

Age of employees



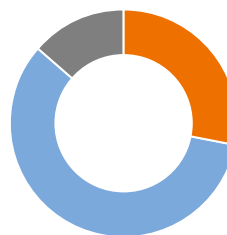
	%
< 30 years old	11
30-50 years old	58
> 50 years old	31

Top six nationalities of new hires



	%
Netherlands	58,6
Greece	10,9
Hungary	6,4
Spain	4,5
Belgium	3,8
Slovakia	2,1

Age of new hires



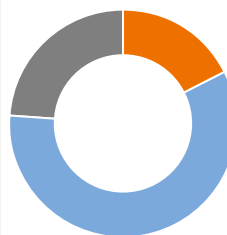
	%
< 30 years old	28,3
30-50 years old	58,2
> 50 years old	13,4

Top six nationalities of terminations



	%
Netherlands	53,9
Belgium	4,8
Hungary	3,9
Romania	3,0
Poland	2,9
Spain	2,9

Age of terminations



	%
< 30 years old	17,5
30-50 years old	58,7
> 50 years old	23,7

Employee gender



Women
%



Men
%

Total workforce	51	49
Management positions	40	60
Senior management positions	40	60
Management Board	38	62
Supervisory Board	44	56
New hires, managers	43	57
New hires	55	45

Other figures



8.5/10

People from all backgrounds are treated fairly at NN Group.



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Included in Bloomberg Gender Equality Index for the fourth time in a row



40%

Last year 34%

Women in senior management positions



Globally consistent, locally relevant

As a company operating in 11 countries and with over 70 nationalities, we are diverse by nature and aim to reflect the societies we serve. We strive to create and nurture a culture where there is a deep sense of care, pride and belonging that transcends any role, business unit, language and country. As a result, we must ensure that our beliefs and approach to diversity and inclusion are applied in a relevant way across our international business units.

NN's international insurance businesses encompass activities in Europe and Japan. In all of our markets, D&I 'champions' create plans based on their local context. For example, in Romania, gender and cultural representation is high, while LGBTQIA+ efforts are at an earlier stage. Conversely, in Spain LGBTQIA+ activities are more advanced, and efforts are focused on increasing female leadership. In 2022 we conducted an assessment of our progress on D&I within International Insurance and found that nine business units had made 'maturity steps' up the scale. We define maturity by metrics such as the formation of networks, management support and educational activities. Other business units are at the 'awareness' level - starting activities, appointing ambassadors and organising training - and the 'leadership' level -



With this new network we want to create a sense of belonging and embed all elements of diversity and inclusion as part of our daily working lives. In 2023 this will include regular get-togethers, training and events to help colleagues expand their community, spread the word, and bring diverse perspectives together.

Sezen Saracoglu

International D&I Ambassadors and Allies Network

commitment from management, mandatory training, budget and communications plans. Using this measurement as well as input from our ambassadors, we formed plans for an International D&I Ambassadors and Allies Network to be launched in 2023.

Highlights from our local offices



10 NN Life Japan colleagues were certified as unconscious bias trainers



NN Romania and NN Czech Republic signed local Diversity Charters



NN Hungary was awarded the Family Friendly workplace certificate



Lactation spaces in our offices in Spain, Turkey, Poland, Japan and the Netherlands



Prayer spaces in our offices in Japan and the Netherlands



Fostering an inclusive work environment

For us, an inclusive work environment means increasing diversity, inclusion and equity in our teams, engaging everyone, and encouraging them to be who they are. We want to enable colleagues to share their voices and drive change, to help us deliver on our company's ambitions.

Representation matters

We support the appointment, visibility and development of women within NN Group through, for example, talent development, balanced succession planning and appointments for senior management positions. In 2022 we reached our target of 40% women in senior management positions, but our work doesn't stop there. As of 2022, we expanded this target to at least 40% of all senior managerial positions reporting to a CEO of a business unit, in addition to the Management Board and managerial positions reporting directly to the Management Board. We aim to achieve this through a combination of gender-balanced candidate shortlists, talent management programmes and succession planning.

Inclusive leave policies

NN understands that people's needs can be different and wants to give colleagues the support and freedom of choice they need.

In our society we see families becoming more diverse, and we believe that all caretakers have the right to have time to bond and connect with their children, regardless of their family structure. In 2021, we made our parental leave structures inclusive for all NN colleagues in the Netherlands. In Turkey, we extended maternity leave to 24 weeks, from the legal requirement of 16 weeks, and paternity leave to 3 weeks from 1 week.

We extended our inclusive leave policies in 2022 with the addition of 'You matter' leave for all colleagues in the Netherlands. In the event of exceptional personal circumstances, colleagues may feel a need to take some time off. The reason could vary from grieving the loss of a loved one to having a gender transition treatment.

Accessible workplace

Our dedicated recruiter works with trusted partners like ITvitae and Randstad Participatie to find new colleagues who are neuro- or physically diverse. In 2022, we hired 12 people who identify as such in our Dutch business units. In support of this, we reviewed our vacancy texts tools such as Textmetrics and Brandchart to ensure they are accessible and inclusive, as well as using B1 Spelling and an equal amount of masculine and feminine words.

Our new colleagues' journey doesn't stop when they join us: our physical workplace must also accommodate colleagues with different needs. For example, in 2022 we installed license plate readers at our parking facilities in The Hague, so that people with a pre-booked parking space can remain in their car while cameras validate their registration and grant access. To make further steps, we also invited an accessibility specialist to conduct an assessment, looking at aspects of our building such as entrances and exits, lifts and bathroom facilities. We will receive the findings in 2023 and make improvements to our buildings where necessary.



Collaboration is key

At NN, we take a stand for diversity, inclusion and equal opportunities for all. But we cannot do it alone. We make impactful change through employee-led networks and powerful partnerships in the communities where we operate. Below you can read about the networks and partners associated with our five D&I focus themes.

1 Gender

Our Women in Leadership Network, run by 12 colleagues, draws attention to female empowerment in various ways, such as through its annual mentoring programme. In this way the network contributes to the growth of the female talent pool within our company.



NN is partner of Rotterdamse Zakenvrouw, an award that celebrates female entrepreneurs.



‘Our mission is to contribute to the growth of female talent at NN and increase opportunities for them. In 2022 we supported 20 women through our mentoring programme and organised inspirational talks and panel discussions with role models across sectors.’

Petra Berkhoff
Women in Leadership Network



‘2022 has been a transformative year for young professionals at NN. We have strengthened connections between young professionals and other networks. We continue to focus on their professional development. As we move into 2023, we will persist in our efforts of having the voice of young professionals represented. We firmly believe in the potential of young talent and the invaluable contributions they offer to the future of NN. It’s truly inspiring to be part of a company that values and invests in the growth of its young talent.’

Monique Xueying Chen
NNYP

2 Generations

NN Young Professionals is a community designed to create opportunities for young professionals to connect and develop themselves within a more mature workforce. Their five motivated board members and six sub-committees organise social events, an annual conference and international business trip, facilitating learning and lasting relationships.



Inter Company Association is dedicated to connection, inspiration and promotion of personal development for young professionals in business.

3 Cultural diversity

The NN Cultural Diversity Network was launched in October 2022 with a board of seven colleagues. It represents the voice of employees who grew up in more than one culture and aims to encourage cultural diversity and diversity of thought.



'I once worked at a company where I was the only one with a bicultural background. This motivated me to start a network with others to improve the visibility of bicultural colleagues. Representation matters: it gives people a sense of belonging and reassures them that they, too, can grow within the company. We should be a reflection of society.'

Mohamed Rissalah
NN Cultural Diversity Network chair



The Central Bureau of Statistics (CBS) is an organisation that provides reliable and impartial statistical information for policymakers, businesses, and the general public.



'In 2022 NN partnered with Rotterdam Pride for the third year, co-hosting the Pride March and providing a podium for LGBTQIA+ talent. We commissioned artist Yamuna Forzani to create a new artwork with a thematic focus on the LGBTI+ community. In October, ten NN business units raised Progress Flags to mark World Coming Out Day. Hoisting this flag shows our employer supports LGBTQIA+ colleagues.'

Romee Schim van der Loeff
NN Pride board member

4 LGBTQIA+

The NN Pride network, run by a board of four colleagues, aims to connect people in the LGBTQIA+ community within NN, raise awareness about LGBTQIA+ matters and promote the diverse workplace both internally and externally.



Rotterdam Pride is the organiser of Pride events in Rotterdam as well as a catalyst for impactful change in cultural and sexual diversity throughout the year.

5 Neuro & physical diversity

We are dedicated to fostering an inclusive environment to employees and customers who are neurodiverse or have a disability. We actively recruit such colleagues and partner with organisations such as Emma at Work, who coach individuals to get into the workplace. Our NN Neurodiversity network, run by two colleagues, is a safe place to talk and shares knowledge to break prejudices and showcase the strengths of our differences.



'With 5-20% of the population being neurodivergent, there is huge potential to understand and learn from unexplored perspectives. In 2022 we professionalised and grew our network further and added an international scope with a board member from Spain. We held community sessions and supported individuals with issues that arise in their daily work.'

Cindy Doff
Co-founder of NN Neurodiversity

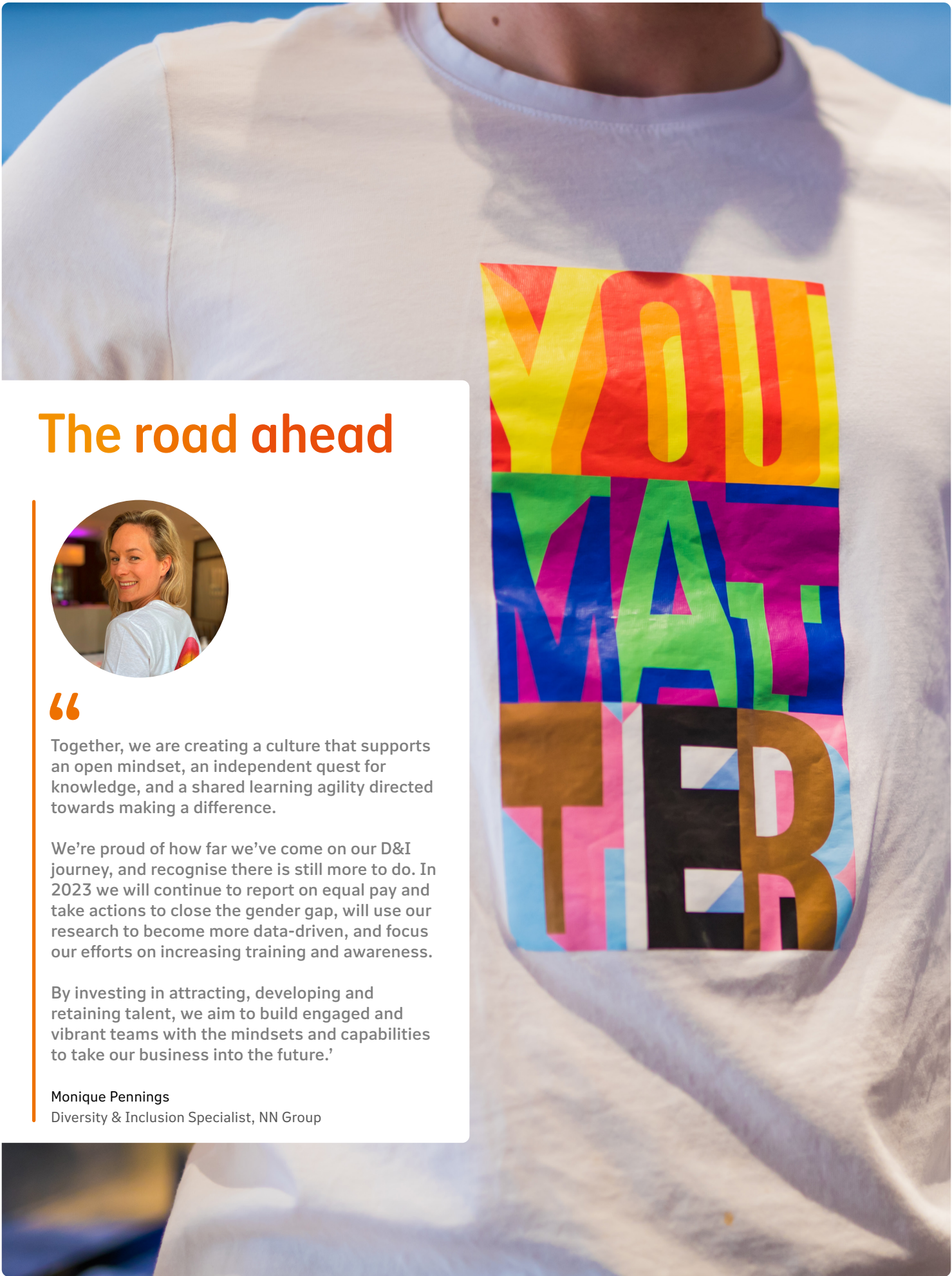


Vanuit Autisme Beken are autism experts working for a more inclusive society.

VAB's Money Matters programme

Do young adults on the autism spectrum experience challenges with money matters? Do they have specific needs? NN's community investment programme Future Matters enabled the VAB to run a project focusing on the financial self-sustainability of young people with autism in the Netherlands: Money Matters.

VAB has conducted research from different angles to uncover these needs. For example, the experiential knowledge from questionnaires and interviews will be supplemented by desk research and expert interviews. The research period will run until mid 2023.



The road ahead



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Together, we are creating a culture that supports an open mindset, an independent quest for knowledge, and a shared learning agility directed towards making a difference.

We're proud of how far we've come on our D&I journey, and recognise there is still more to do. In 2023 we will continue to report on equal pay and take actions to close the gender gap, will use our research to become more data-driven, and focus our efforts on increasing training and awareness.

By investing in attracting, developing and retaining talent, we aim to build engaged and vibrant teams with the mindsets and capabilities to take our business into the future.'

Monique Pennings
Diversity & Inclusion Specialist, NN Group

Let's start a conversation

DiversityInclusion@nn-group.com