

Our approach to sustainability

Zeist, 11 March 2026



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Achmea at a glance

At the heart of society for more than 210 years



1811

Founded with a cooperative identity

#1

Insurer in non-life & health in the Netherlands

18,505

Employees

9

Countries

€260 bn

Asset under Management

€27.5 bn

In premiums

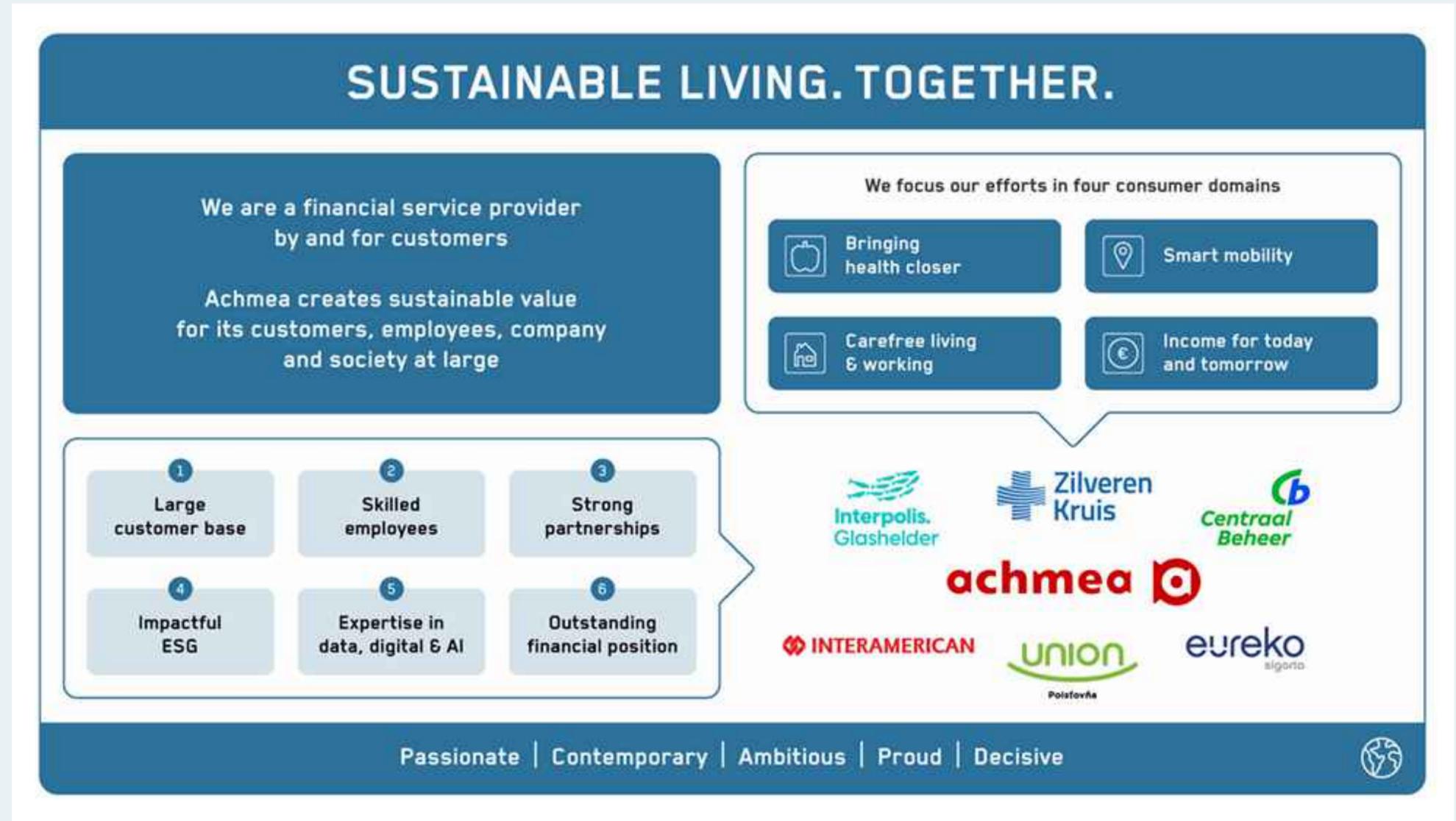
Sustainability embedded in our purpose

Sustainable living, together

Achmea stands for Sustainable living, together. An inclusive society in which everyone participates and can live happily and healthily side by side in a way that can endure for many years to come.

In collaboration with our customers, partners, and business relations, we want to solve major societal issues relating to health, living & working, mobility, and income. That is our mission.

In doing so, we aim to create sustainable value for our customers, our employees, our company, and society as a whole.



Our sustainability ambitions: turning purpose into impact

As a service provider, insurer and investor, we are inherently focused on building financial resilience, supporting health, and promoting social well-being. These priorities are deeply rooted in our daily activities.

At the same time, we recognise that long-term well-being also relies on a healthy environment. Supporting the transition to a sustainable future is therefore part of how we secure lasting stability.

Strong governance underpins all of this, serving as our licence to operate and a key enabler of sustainable success.



Accelerating net zero and supporting nature resilience

We drive the net-zero and nature-positive transition through investments and insurance solutions that support climate change mitigation, adaptation, and nature restoration.

Promoting health and social well-being

We bring health closer, not only through accessible healthcare and encouraging healthier lifestyles, but also by embedding health, social well-being, and inclusion into the way we work, invest, and engage with employees, clients, and society as a whole.

Enabling financial resilience

We enable financial resilience by facilitating responsible financial decisions and providing solutions for financial challenges, thereby safeguarding the current and future income of our employees, clients, and society at large.

Corporate governance is the foundation of sustainable success

Sustainability at Achmea

ESG principles guide us in translating our purpose and ambitions into actions

‘Sustainable living, together.’ is our commitment to future generations. Our purpose is guided by firm Environmental, Social, and Governance principles: protecting our planet, empowering communities, and ensuring social responsibility and good governance.

We translate our purpose into clear steps to reduce our negative impacts and make a positive contribution to the world around us – and realise these ambitions through our operations and core activities.

We believe that sustainability is a journey, not a destination. Together with our stakeholders, we will continue to learn, adapt, and innovate as we strive to build a future that balances economic growth with environmental stewardship and social equity.



Our ESG framework

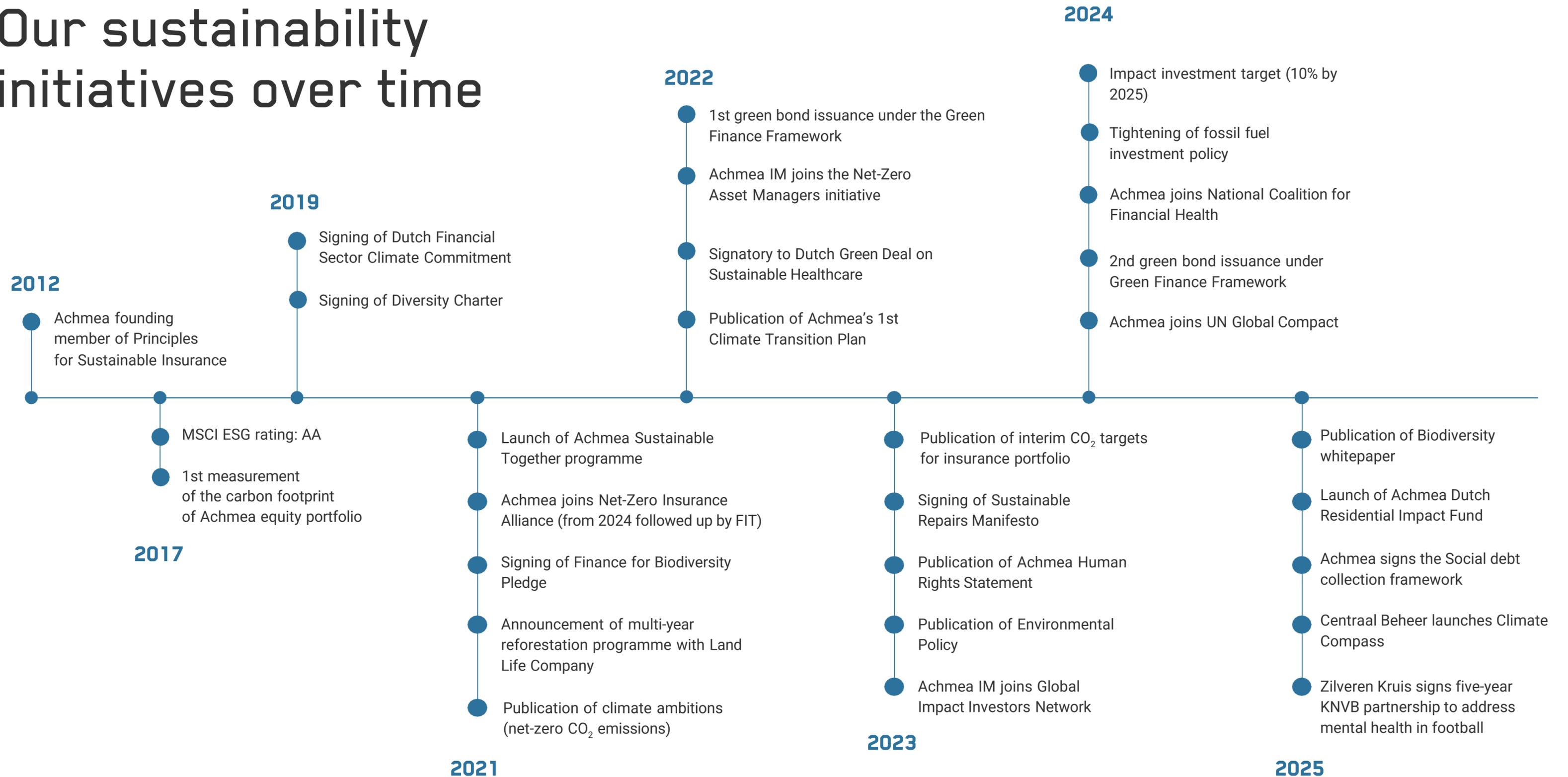
ESG principles are embedded in our policies and activities – enabling us to address relevant matters in our different roles: an employer, insurer, investor, and business partner.

We use a variety of tools – from engagement with our clients and investee companies, to supporting and introducing innovation, and offering new products and services.

We aim for a just transition that prioritises inclusion over exclusion and creates equitable opportunities for all. Across all our efforts, we are committed to collaborating with partners and to contributing to industry-wide initiatives to drive systemic change.

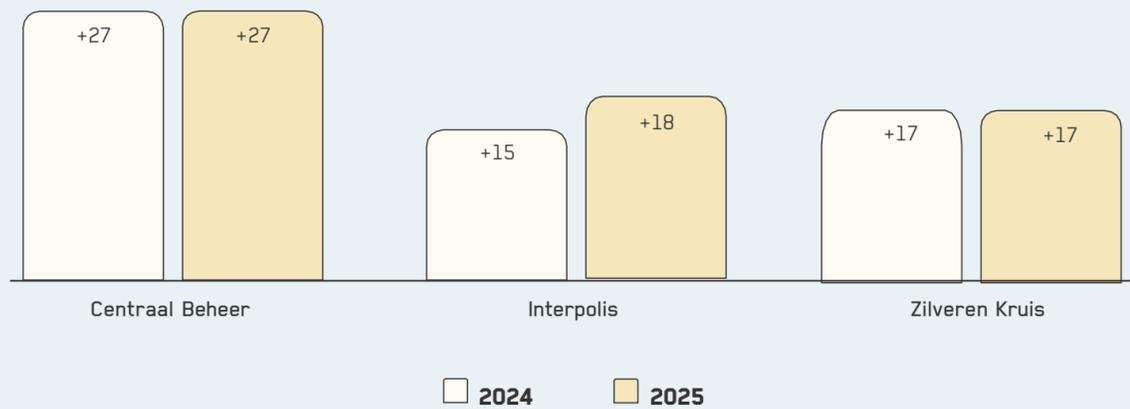


Our sustainability initiatives over time

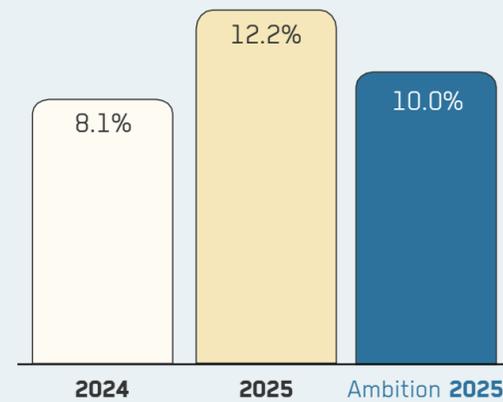


On track to achieve our sustainability ambitions

Relational NPS – consumer market
2025 ambition \geq market average



Impact investments
own risk portfolio (in %)



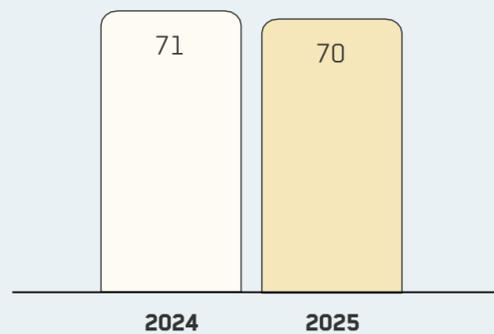
Insurance-associated emissions of the personal motor line
% reduction compared to 2021
(in g CO₂/km)



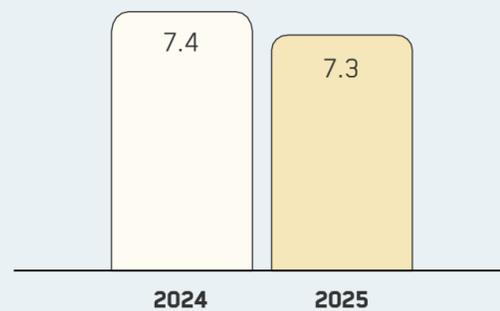
Financed emissions corporate securities portfolio (own risk)
% reduction compared to 2023
(in ton CO₂e / mln €)



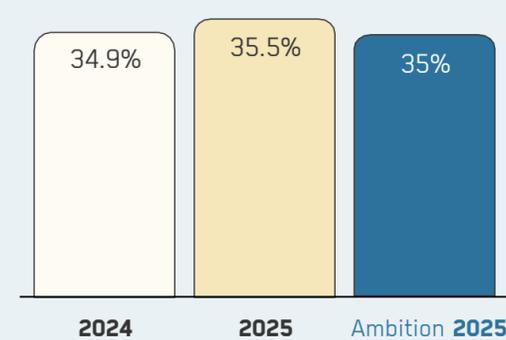
Reputational score
Overall score Achmea brand



MBO score Vitality
Average per employee



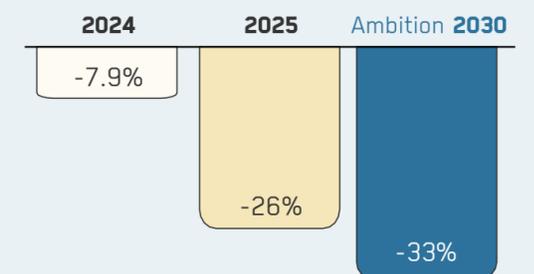
Women in top management
Share women (in %)



Financed emissions investment property (own risk)
% reduction compared to 2023
(in kg CO₂/m²)



Financed emissions in mortgage portfolio
% reduction compared to 2022
(in kg CO₂/m²)



Ratings and benchmarks

Recognition of our performance

AAA

On a CCC to AAA scale
AA in 2024



Silver

Top 15% (93+ percentile)
Bronze in 2024

Negligible Risk

#2 out of 305 insurers
#16 out of 302 insurers in 2024



5 stars

For 3 Achmea Real Estate funds
and our AP&L portfolio funds
3 ARE in-house funds in 2024



C+ (prime)

On D- to A+ scale
C (prime) in 2024



#6

Dutch Responsible Investment
Benchmark out of 21 insurers
#3 in 2023 out of 20 insurers



A-

On D- to A scale
C in 2024



#1

Out of 16 Dutch Insurers
#3 out of 16 in 2022





Environment



Accelerating net zero and supporting nature resilience

Achmea is committed to addressing critical environmental issues in all activities, from supporting customers and partners in the climate and nature positive transition to setting strong emission-reduction for our own operations, and our insurance and investment portfolios.

We protect our clients by insuring them against damage from extreme weather events, prevention, creating awareness and offering climate and nature related products and services.

Environmental ambitions

We have set clear, activity-specific targets to drive the net-zero transition across our value chain. In parallel, we strengthen nature by developing our biodiversity strategy, tools and capabilities. Guided by an overarching 2050 ambition for nature – Achmea strives to contribute to The Kunming-Montreal Biodiversity Framework strategy aimed at achieving harmony with nature by 2050 – we progressively consider biodiversity into our insurance, investment, and operational activities.

Reach net zero by 2050

Insurance & services

Non-Life Netherlands

Interim targets by 2025:

- Engagement strategy for 25% of commercial line portfolio*
- 98% of home repairers ISO 14001 certified*
- 99% of auto body repairers have sustainability certification*

Targets by 2030:

- 15-20% reduction of average emissions per car compared to 2021 of the personal motor line portfolio
- Engagement strategy for 50% of commercial line portfolio

Health Netherlands

- 55% CO₂ reduction by 2030 compared to 2018 (joint goal of the Dutch Green Deal on Sustainable Healthcare)

Reach net zero by 2040/2050

Investments & financing

Corporate securities:

- 32.6% CO₂ reduction by 2030 compared to 2023 and net zero in 2040

Investment property:

- 53% CO₂ reduction by 2030 compared to 2023 and net zero in 2050

Mortgage portfolio:

- 33% CO₂ reduction by 2030 compared to 2022 and net zero in 2050

Impact investments:

- 10% of own investments allocated to impact by 2025* and €20 billion of AuM via Achmea Investment Management allocated to impact in 2030

Own operations

Interim targets 2025

- 50% CO₂ reduction in 2025 from energy consumption in our buildings, data centres, paper use and waste, and our mobility in the Netherlands compared to 2019*

Targets 2030

- 100% sustainable purchasing and procurement of green energy**
- 100% electric company cars leased or owned (excluding tow trucks and ambulances)**
- 100% compensation of residual emissions (that are not already compensated by suppliers) through reforestation**

Reach net zero by 2030

* Achieved result in 2025

** In the Netherlands and abroad

Snapshot: Our progress on our environmental targets

Achieved in 2025

75%

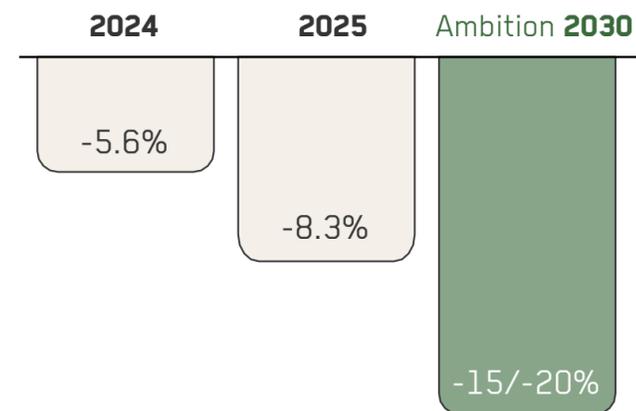
Reduction in carbon footprint
for own Dutch business operations
(market-based and compared to 2019)

100%

Purchased green energy
for own Dutch business operations

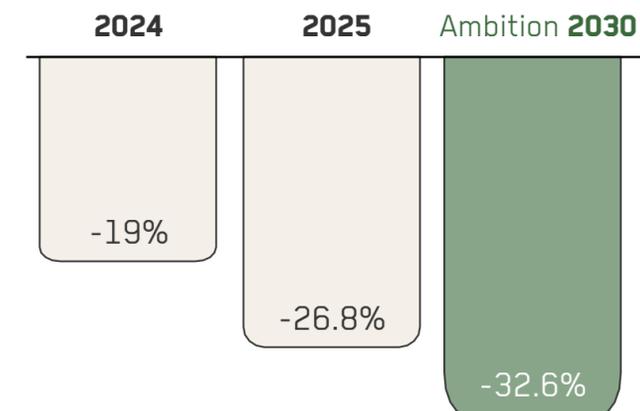
Insurance-associated emissions of the personal motor line

% reduction compared to 2021
(in g CO₂/km)



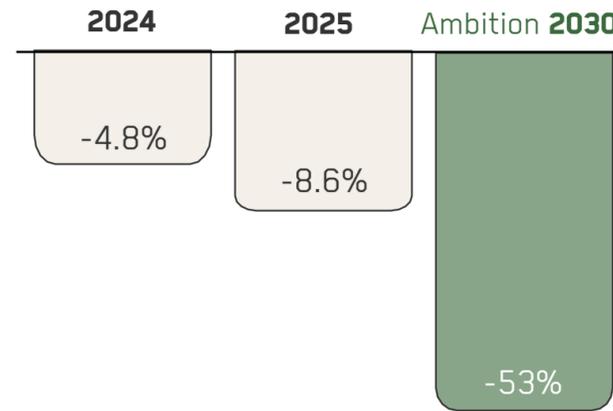
Financed emissions corporate securities portfolio (own risk)

% reduction compared to 2023
(in ton CO₂e /mln €)



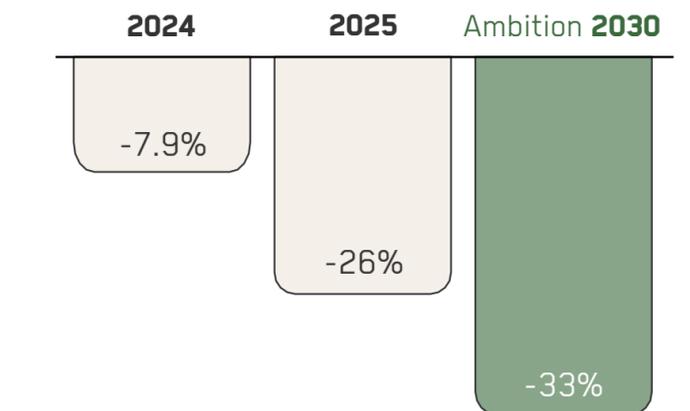
Financed emissions investment property (own risk)

% reduction compared to 2023
(in kg CO₂/m²)



Financed emissions in mortgage portfolio

% reduction compared to 2022
(in kg CO₂/m²)





Insurance & services

Supporting the climate and nature transition

Steps we take to support our customers in the transition to a sustainable economy, together with our partners.



1

Mitigation

Developing sustainable products and services; insuring climate and nature focused innovations; promoting sustainable damage repair.

2

Adaptation

Insuring against damage from extreme weather events, stimulating prevention and creating awareness, and offering climate and nature -related products and services.

3

Engagement

Engaging in dialogue and knowledge-sharing with clients.

4

Collaboration

Participating in local and international initiatives organised by industry, NGO's and knowledge institutes.



Insurance & services

Mitigation efforts to support climate and nature

Achmea is expanding its insurance products, solutions, and other activities to drive climate change mitigation and support nature, focusing on the following priority areas.

Hagelunie Innovation Fund

The Hagelunie Innovation Fund supports biodiversity research, including a project testing flower mixtures to enhance biodiversity. The aim is to enhance biodiversity and attract natural enemies of greenhouse pests and assess the incoming pressure of harmful pests.

Insuring the energy transition

We are expanding our renewable energy insurance portfolio (including hydropower, solar and wind) to support the country's clean energy transition. We have insured 10–25+ MW energy storage systems and new battery technologies.

Climate-related products and services

We provide sustainable solutions for homes and buildings, as well as for homeowner associations. Together with our partners, we offer insulation, solar panels, heat pumps and green roofs, and help with subsidies and loans.

Sustainable damage repair

Guided by the Sustainable Damage Repair Manifesto, we support research, minimise waste with spot repairs and collaborate with certified partners to advance circular damage repair and recycling efforts. 98.1% of all relevant home repair companies we work with are currently ISO 14001 certified, achieving our target for 2025 (98%).

Supporting sustainable innovation

We underwrite climate-focused innovations and technologies such as wood construction, solar panels, hydrogen, and energy storage, while combining risk acceptance with engagement to drive sustainable solutions.

Reducing emissions from insured cars

Achmea has a large personal motor insurance portfolio in the Netherlands. We have achieved an average of 8.3% (2025 HY) reduction in insurance-associated emissions per car (target: 15-20% by 2030 vs 2021).



Insurance & services

Adapting to climate and nature risk

As a leading insurance provider, we aim to support our customers in adapting to a changing climate, biodiversity loss and evolving sustainability landscape.

Insuring flood risk

With rising flood risks, we have insured non-primary water barrier failures in the Netherlands since 2021 for private customers, and since 2022 for businesses. We continue to commit to public-private collaboration on the insurability of flood risks and the handling of flood-related claims.

Insights into climate risks

We advise customers on implementing adaptation measures like the use of hardened glass for greenhouses. We also want to raise awareness of climate adaptation among our customers by offering personalised insights into climate-related risks to their homes and sending weather alerts to prevent damage from climate-related events.

Building green roofs

We help customers to build green roofs that boost biodiversity, cut carbon emissions and lower ambient temperatures. In addition, greening roofs extends roof lifespans, reduces heating costs through insulation and keeps properties cooler in summer. Green roofs also absorb water and therefore decrease the load on drainage systems.

Safer traveling through weather information

As part of our climate change adaptation efforts, in collaboration with the National Observatory of Athens, Interamerican's Anytime brand has developed an app that supports safer travel by providing timely and accurate weather information for the Greek road network.



Insurance & services

Engagement

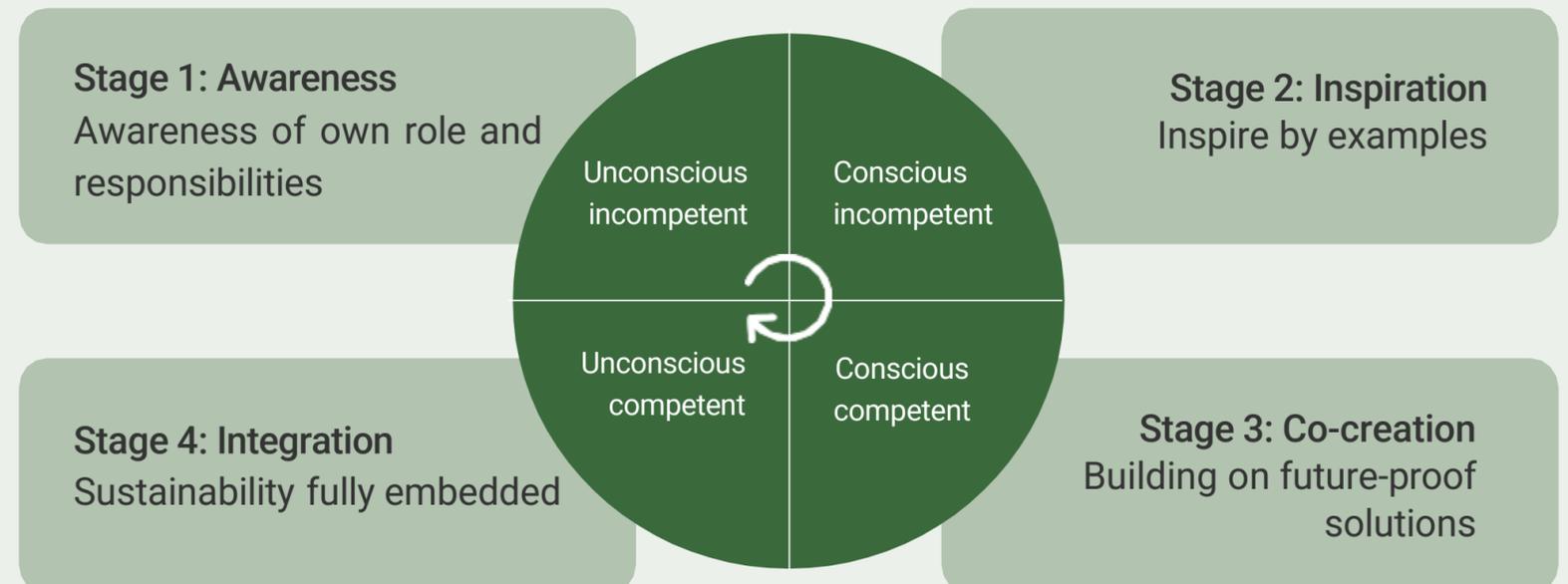
Achmea engages with customers to support their sustainability journey and contribute to a more sustainable society. Our approach emphasises dialogue and support over exclusion and aims to create impact, strengthen partnerships and improve insurability while actively involving intermediaries, employees, partners and trade associations. By the end of 2030, we aim to raise basic sustainability awareness to 50%.

Active engagement with homeowners' associations

Sustainable transitions for homeowners' associations can be a complicated process. Through active engagement with 80 associations, we supported their sustainability maturity. We act as a single point of contact and provide a structured end-to-end sustainability process. Our engagement covers the full trajectory: orientation, tailored energy advice, development of a detailed sustainability plan, support with requesting financing and subsidies. This results in more energy-efficient, future-proof buildings and durable customer relationships.

Engagement approach

Approach based on the four-stage model of competency development





Insurance & services

Sustainability-focused collaborations and partnerships

We partner with industry and sector initiatives to promote sustainable practices, reduce emissions and advance greener solutions.

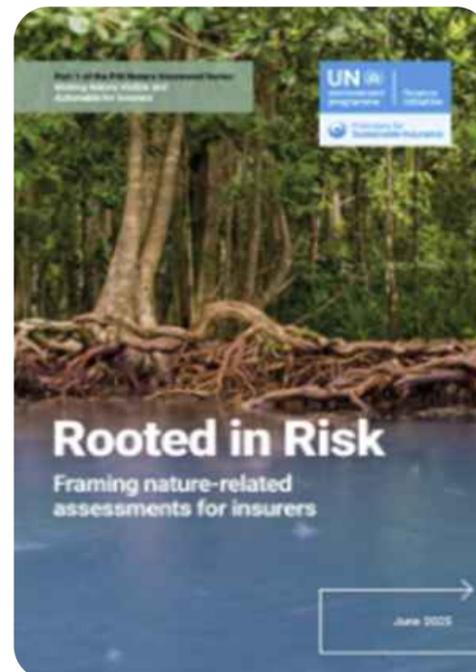


Contributing to PSI

As a member of the PSI workgroup Nature, Achmea has contributed to two reports.

Rooted in Risk: Framing assessments for nature-related challenges in the value chain insurers may be exposed to.

Breaking Ground: Practical guidance for conducting nature-related assessments for insurers.



Contributing to FIT and PCAF

As a member of the Forum for Insurance Transition to Net Zero (FIT), Achmea contributed to a guidance paper on transition planning for insurers and reinsurers.

As a member of the Partnership for Carbon Accounting Financials (PCAF), Achmea contributed to new carbon accounting methodologies for treaty reinsurance and project insurance.



VERBOND VAN VERZEKERAARS

Dutch Association of Insurers

Through the Dutch Association of Insurers Achmea contributes to harmonise reporting practices and emission-calculation principles to enhance comparability across the sector.



Insurance & services

Greening the healthcare sector

Our strategy focuses on three ecological transitions, pursued in collaboration with Dutch health insurers (based on the Green Deal for Sustainable Healthcare) to drive system-wide change, alongside practical actions within our direct sphere of influence.

50%

Of the volume of medical instruments that health insurers purchase directly from suppliers is reusable by 2030

Waste reduction and increasing reusable materials

Our goal is to reduce unsorted residual waste produced by healthcare providers by at least 75% and primary raw material consumption by at least 50% by 2030. By 2050, we aim to achieve maximal circular care in line with the Green Deal. We do so by setting targets with providers, stimulating regional collaborations and we are working on replacing our own medical care product with reusable variants.

Sustainable healthcare real estate

We aim to contribute to the sector-wide goals of reducing CO₂ emissions of healthcare real estate with 55% by 2030 compared to 2018. We encourage and support the development of CO₂ reduction roadmaps and real estate plans for healthcare providers.

Reduce environmental impact of medicine

We are working on sustainable criteria for procurement of medicine by reducing medication waste, to be used by 2027. Focus is on efficiency and reducing spillage of medicine in line with the Green Deal.

Supporting Green Deal to accelerate change in the health care sector



The health sector has initiated the Green Deal health sector targets. These are targets for the health sector as a whole. This includes the core health sector, such as hospitals, but also health sector support functions such as Zilveren Kruis as insurer and purchaser. In both our roles we strive to support the ecological transition.



Investments & financing

Accelerating the climate and nature transition

Measures we take to accelerate the climate and nature transition through our investment portfolio.



1

ESG integration

Embedding ESG factors in our investing activities; upholding the UN Global Compact principles.

2

Exclusion

Following our exclusion policy, we are excluding investments in companies involved in the production of coal and unconventional fossil fuels as well as conventional fossil fuel companies without a credible transition strategy.

3

Active ownership

Practising active ownership by prioritising engagement and voting on key ESG themes – such as climate and biodiversity – and supporting shareholder resolutions.

4

Impact investing

Balancing strong financial returns with environmental impact by investing in renewable infrastructure and sustainable real estate.



Investments & financing

Active ownership on environmental topics

We aim to drive positive impact on issues such as climate and biodiversity by prioritising engagement and shareholder voting, including collective engagement initiatives.

54

Votes on climate-related shareholder resolutions in general meetings

Supporting the climate transition

Achmea's active ownership strategy uses engagement and voting to leverage our influence in support of our overarching climate goals. We have joined Climate Action 100+ to accelerate corporate environmental action. This supports our commitment to a net-zero corporate securities portfolio by 2040 and contribute to prevent further biodiversity loss.

Minimising biodiversity impacts

As a signatory to the Finance for Biodiversity Pledge, we commit to collaborating, engaging, and assessing biodiversity impacts in our portfolio. One example of our collective engagement initiatives is Nature Action 100, a multinational partnership that brings together institutional investors to collectively engage with 100 global companies with the highest impact on biodiversity.

Companies involved in Achmea's environmental direct engagements during voting season 2025 (#)

5

Water impact and dependency

7

Clothing and circularity

9

Halting deforestation

21

Reduction in CO₂ emissions

11

Climate transition (on the topic of chemicals, and aviation)

4

Nature action



Investments & financing

Corporate securities portfolio

Achmea is committed to transitioning its corporate securities portfolio to net-zero CO₂ emissions by 2040, including an intermediate target by 2030.

32.6%

Transition path
Target reduction by 2030

Reduction financed emissions on track

Financed emissions are well within range of our targeted transition path with a goal of reaching net zero in 2040. The transition path is based on the scope 1 and 2 emissions of our investee companies. Additionally, we encourage these companies to include scope 3 emissions in their targets, while we also measure and report on these emissions ourselves.

Exclusion of fossil fuel companies

In 2024, we strengthened our policy on fossil fuel investments, resulting in the exclusion of a substantial number of companies in this sector and a further reduction in our financed emissions. As of 1 January 2026, a total of 552 fossil fuel companies have been excluded. Companies with which we have an ongoing engagement will have until the end of 2026 to meet our criteria.

Achmea Climate Infrastructure Fund

As part of our climate transition strategy, we invest in renewable energy infrastructure projects. We committed €50 million to the launch of the Achmea Investment Management Climate Infrastructure Fund. It offers investors to contribute to accelerate the energy transition across Europe.

Financed emissions corporate securities portfolio (own risk)

% reduction compared to 2023
(in ton CO₂e/ mln €)



Changed reduction target

In 2025, we achieved our original CO₂ reduction target of 68% (vs. 2020 benchmark). We have now set a new 2030 target of 32.6% reduction relative to our own risk portfolio in 2023. Additionally, we have expanded the coverage from 52% to nearly 100%. The target covers scope 1 and 2 emissions of investee companies and is based on CO₂ intensity.



Investments & financing

Investment property

We are working with customers, partners, and investors to make our investment property portfolios net-zero and climate-resilient. We also take measures to contribute to nature.

Net zero investment property portfolio

Our goal is a net-zero investment property portfolio by 2050, with all properties achieving at least an 'A' energy label by 2030. We invest to improve the energy labels of our properties. For new-build projects, we apply a standard for embodied CO₂ that ensures minimising climate impact. In addition, Achmea Real Estate has committed itself to the Concrete Agreement to reduce CO₂ emissions in concrete value chains and promote sustainable concrete use.

Climate resilient buildings

We identify physical climate risks of buildings through a Climate Risk and Vulnerability Assessment (CRVA). We assess climate impacts, building vulnerability, and required resilience measures, and incorporate climate-related risk analysis into new acquisitions by evaluating relevant hazards.

Achmea Dutch Residential Impact Fund

Achmea is investing €50 million in purchasing and upgrading older rental homes, enhancing sustainability and improving tenant comfort. Managed by Achmea Real Estate, the fund invites institutional investors to participate and has the potential to reach €1 billion by 2030.



5stars

For 3 Achmea Real Estate funds

53%

Transition path
Target reduction by 2030

Financed emissions investment property (own risk)

% reduction compared to 2023
(in kg CO₂/m²)



Changed reduction target

In 2025, we achieved our original CO₂ reduction target of 55% (vs. 1990 levels). We have now set a new 2030 target of 53% reduction relative to 2023. This new target is aligned with the CRREM reduction pathway. We have expanded the coverage to encompass our entire direct and indirect investment property portfolios. The target covers scope 1 and 2 emissions and is based on CO₂ intensity.



Investments & financing

Mortgage portfolio

We are working with customers, partners, and investors to make our property and mortgage portfolios net-zero.

Sustainable mortgages

We are working towards a net-zero mortgage portfolio by 2050 and a 33% reduction in carbon emissions by 2030. We support homeowners in making their homes more sustainable by offering services such as heat pumps, and solar panels.

Supporting customers

Achmea actively supports mortgage customers in making their homes more sustainable through several pilot programmes. In 2025, we offered 1,300 customers an up-to-date energy label and personalised energy advice, followed by a €2,500 discount on insulation measures for homes with energy labels D to G.

Green Finance Framework

We issue bonds under our Green Finance Framework and use the proceeds to finance mortgage loans on new and existing energy-efficient homes and commercial buildings.

33%

Transition path
Target reduction by 2030

Financed emissions in mortgage portfolio

% reduction compared to 2022
(in kg CO₂/m²)



Green Loan Component Climate Adaptation

Achmea has expanded its Green Loan Component to include various climate adaptation measures, such as green roofs, foundation repairs, and advanced water management systems. Customers benefit from an attractive interest rate reduction of 0.5%, longer loan terms, and increased financing options for sustainable projects.



Investments & financing

Impact investing

By the end of 2025, 12.2% (€4.7 billion) of our own investment portfolio was allocated to impact investments, significantly exceeding our target of 10%. Looking ahead to 2030, we aim to manage €20 billion in impact investments through Achmea Investment Management (own risk and customer assets).

Energy transition investments

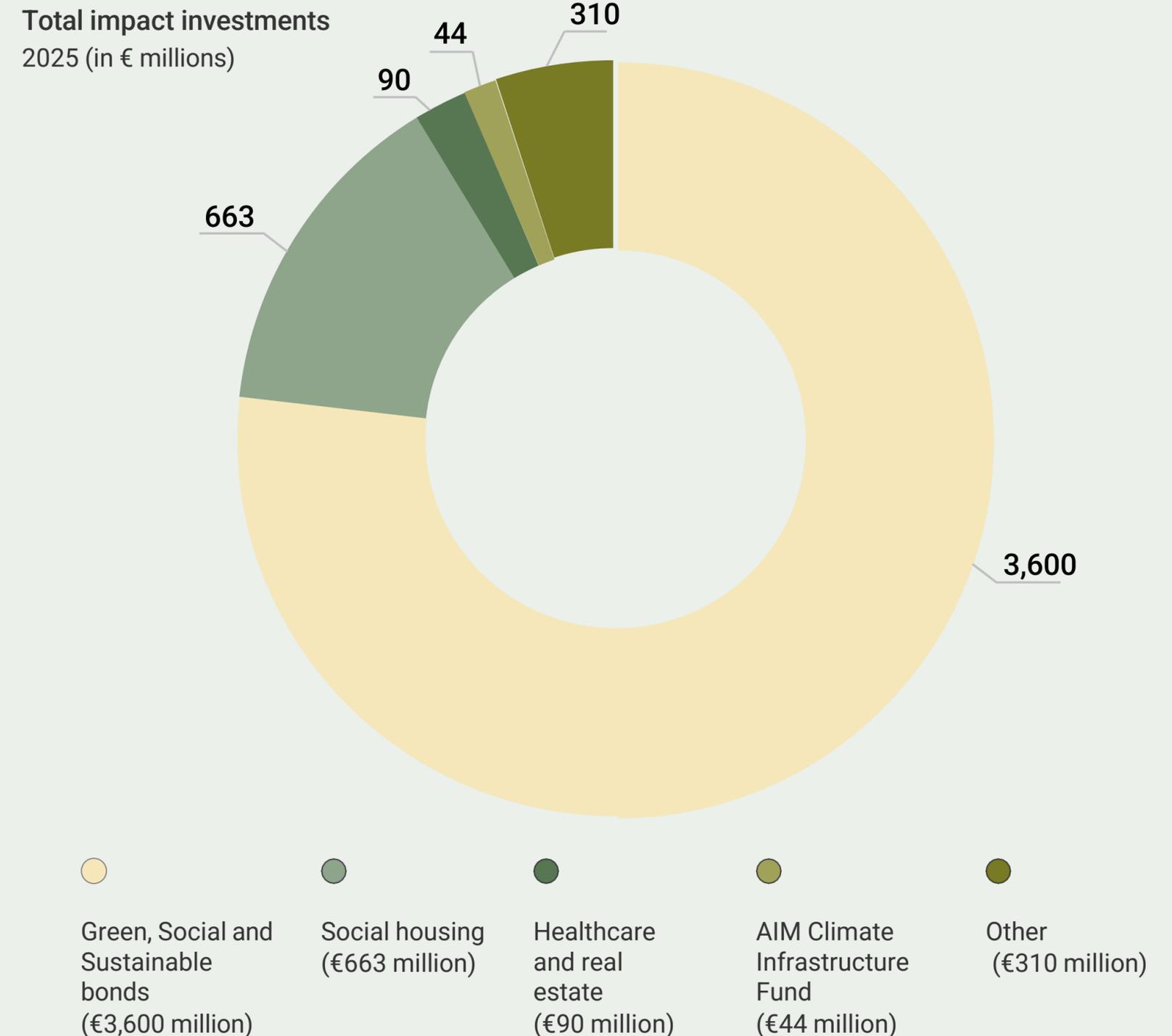
Large-scale projects, such as wind and solar farms, network expansion, and energy storage are essential. We therefore invest in green bonds and dedicated climate infrastructure funds.

Social housing and healthcare real estate

With an ageing population increasing the need for elderly housing, and a shortage of affordable rental homes, we therefore invest in healthcare real estate.

Impact-driven private equity

By collaborating with other Dutch institutional investors, the Achmea IM PE Partnership Fund Healthy People and Planet offers an opportunity to create positive impact through private equity, with a focus on health & nutrition, and climate & biodiversity.





Business operations

Targeting net zero and maximum circularity

Across Achmea, we are taking steps to reduce our emissions by maximising energy efficiency, purchasing 100% green electricity of our own business operations in the Netherlands and abroad, promoting sustainable travel, and we aim to offset any remaining emissions by large scale reforestation. We also improve biodiversity around our Dutch buildings.

Energy neutral buildings

We reduce the energy we use in our office buildings as much as possible and generate electricity locally on our premises.

Making commuting and business travel more sustainable

We actively support remote work. We also have an electric vehicle leasing policy and offer incentives for using public transport.

Towards zero-waste offices

Our goal is net-zero waste (waste-free offices) and paper usage by 2030. This will involve preventing as much waste as possible by reusing, upcycling, or recycling materials.

Sustainable procurement

By 2030, Achmea will procure 100% circular products and collaborate with partners and suppliers to drive sustainable operations.

82%

Percentage of the impactful suppliers for own Dutch business operations are assessed by EcoVadis in 2025

75%

Reduction in carbon footprint for own Dutch business operations (market-based and compared to 2019)

Achmea realises large circular solar carport in Apeldoorn

Achmea commissioned the construction of a large circular solar carport at location Apeldoorn. The structure combines large-scale solar energy generation with fully reusable materials, minimising environmental impact.

Biodiversity

At Achmea, we have introduced Nature-Rich Management as the standard on our outdoor premises. This method focuses on enhancing biodiversity, including by adding native vegetation and applying ecological maintenance. The annual assessments include KPIs on among others plant species, bird species, bees, wasps and hoverflies.



Social



Promoting health, social wellbeing and enabling financial resilience

Achmea is committed to fostering thriving, sustainable communities by promoting health and social wellbeing, and enabling financial resilience. We support accessible healthcare and healthier lifestyles, and we strive to create inclusive financial wellbeing through affordable products that help safeguard people's safety, income, and assets. By prioritising the wellbeing of our employees, customers, and society, we aim to contribute to a healthier, more resilient future for all.

Social ambitions

We have set social ambitions across our value chain. In parallel, these ambitions are related to promoting health and social well-being, and enabling financial resilience

Insurance & services



Providing products and services for sustainable employability

Helping customers avoid payment problems and debts

Accessible and affordable healthcare and helping customers live healthier

Investments & financing



ESG integration and active ownership on living wage, healthy diets, and access to medicine

Exclusion of companies and countries that violate international labour and human rights standards

Impact investing in social bonds and healthcare real estate

Improving the social impact of our real estate

Own operations



Supporting a diverse and inclusive workforce: 40% women in topmanagement by 2030

Empowering employees in the internal and external labour market through training and skills development

Facilitating employees in a healthy work-life balance by enabling them to combine work, learning, and care in a sustainable way

Providing a healthy and safe workplace

0.5% of Achmea's net profit allocated annually to Achmea Foundation

Snapshot: Our progress on our social targets

35.5%

Share of women in top management

7.7 /10

Engagement
Average per employee in 2025 (2024: 7.7/10)

7.3 /10

Vitality
Average employee score in 2025 (2024: 7.4/10)

Customer satisfaction
On consumer market


**Centraal
Beheer**

Target 2025 ≥ above market average
(rNPS)

+27


**Interpolis.
Glashelder**

Target 2025 ≥ above market average
(rNPS)

+18


**Zilveren
Kruis**

Target 2025 ≥ above market average
(rNPS)

+17

224,114

Total employee training in 2025
In hours



Insurance & services

Promoting health and social wellbeing

Bringing healthcare closer by providing qualitative, accessible and affordable care, now and in the future.

Healthier living and working environment

We create a healthy work environment for employees by supporting employers on topics such as mental wellbeing and space for caregiving responsibilities.

Care close by and digital to organise

We accelerate digital healthcare by helping patients choose digital options. Our goal is for 50% of care to be digital when it adds value for the customer by end of 2026.

Zilveren Kruis

- Developed Actify, an online vitality coach helping 50,000 users track health and activity monthly.
- Enabled free availability of the SkinVision app to all, leading to 21,000 users and 47 early skin cancer diagnoses.
- Developed the Healthy living test with 200,000 users.
- More than 800,000 customers are working on their health through services and apps such as Zilveren Kruis Wijzer and Dokter Appke.
- Partnered with KNVB and launched two campaigns on mental health.
- Rewarded campaign on use of SPF for prevention of skin cancer.

5 m

Health insurance customers in 2026 to continue

67

Regional health plans under the national Integral Care Agreement

1.9 m

Waiting days reduction for medical treatment through mediation

 Insurance & services

Enabling financial resilience

Our aim is to empower everyone to become financially fit and self-reliant.

Recovery-oriented services in re-integration

We have performed an analysis on sustainable re-integration and identified opportunities to shift from the primarily financial approach that is currently being used, to more recovery-oriented and tailored support for customers. By offering earlier perspective on sustainable re-integration and work participation, this approach can contribute to customers' long-term resilience and financial stability.



- Lekker Bezig platform**
Launched to enhance employee wellbeing and employability with training and interventions. The platform grew again by more than 100% in 2025, from €800 k revenue to €1.7 million.
- Mortgage Check**
A quick tool providing mortgage affordability insights in 10 minutes. Used almost 2,500 times in 2025.
- Financial health initiatives**
Actively supporting SchuldenlabNL, NSR, and Geldfit. Joined the Foundation Financial Health Netherlands (SFGN) in 2024 to tackle debt issues and support financial health. In 2025, we signed the afsprakenkader sociaal incasseren.



Measuring our social impact

We have started to gain insights on our societal impact using an externally developed methodology. This universal methodology has been developed based on the Theory of Change, which helps us translate our activities into measurable impact for society and into risks and opportunities for Achmea.

In this way, we link our societal value (inside-out) to our business value (outside-in) and embed social sustainability more firmly in our strategy. This approach makes it possible to substantiate initiatives and convincingly demonstrate their importance.



Financial Education

Through our partnership with the LEF Foundation and the Achmea Foundation, Achmea colleagues provide tailored financial education to vocational students, strengthening their financial resilience. The initiative addresses low financial literacy, supports Achmea's financial-resilience strategy, and helps prevent money stress and debt, while also showing broader societal benefits such as projected healthcare savings.

Afvallen
met afspraken

Weightloss Program

Achmea, through Zilveren Kruis, supports the Afvallen met Afspraken programme, which helps individuals adopt sustainable lifestyle changes and build healthier habits. The initiative addresses rising lifestyle-related health issues, improves quality of life, and contributes to lowering long-term healthcare costs, while supporting Achmea's social approach by promoting preventive care.

€203 k

Expected reduction in healthcare savings for society through financial education per year (2,400 students)

€123 k

Expected ongoing healthcare savings for society due to the weight loss programme per year (700 participants)



Investments & financing

Integrating social impact into our portfolio

Measures to integrate social impact into our investment portfolio.



1

ESG integration

Embedding ESG factors in all investing activities; upholding the UN Global Compact.

2

Exclusion

We avoid investments conflicting with our values, including tobacco, controversial weapons, and human and labour rights violators.

3

Active ownership

Practising active ownership by prioritising engagement on key ESG themes – healthy nutrition, access to medicine and a just transition – and supporting shareholder resolutions.

4

Impact investing

Balancing strong financial returns with social impact by investing in social bonds, affordable housing and health real estate.



Investments & financing

Active ownership on social topics

Our engagements focus on key areas of social impact - from accessible healthcare and nutrition, to nurturing human and labour rights.

ShareAction»

Long-term investors in people's health

We are involved in The 'Long-term Investors in People's Health' (LIPH) programme by ShareAction. It brings together asset managers and asset owners to collaborate on health-related engagement and better understand how investments affect health. It covers, for example, access to healthcare and healthy environments and aims to identify barriers that companies face when contributing to a healthier society.



INVESTOR ALLIANCE
FOR HUMAN RIGHTS
AN INITIATIVE OF ICCR

Human rights labour standards

We are involved in the Investor Alliance for Human Rights to engage with companies in our portfolio on their management of human rights risks. The Alliance provides a platform to deepen knowledge through engagement with civil society organisations and human rights experts and to participate in collective engagement initiatives with companies to address their responsibility to respect human rights.





Investments & financing

Investment property

Creating a sustainable living environment where everyone has a place to live.

Affordable rental properties and key workers

In 2025, 127 key workers in critical professions such as healthcare and police have been given priority over mid-rent housing in the four major cities.

ZieZoDan

Newly built homes have again been connected to the 'ZieZoDan'- maintenance system, a user-friendly and sustainable maintenance platform.

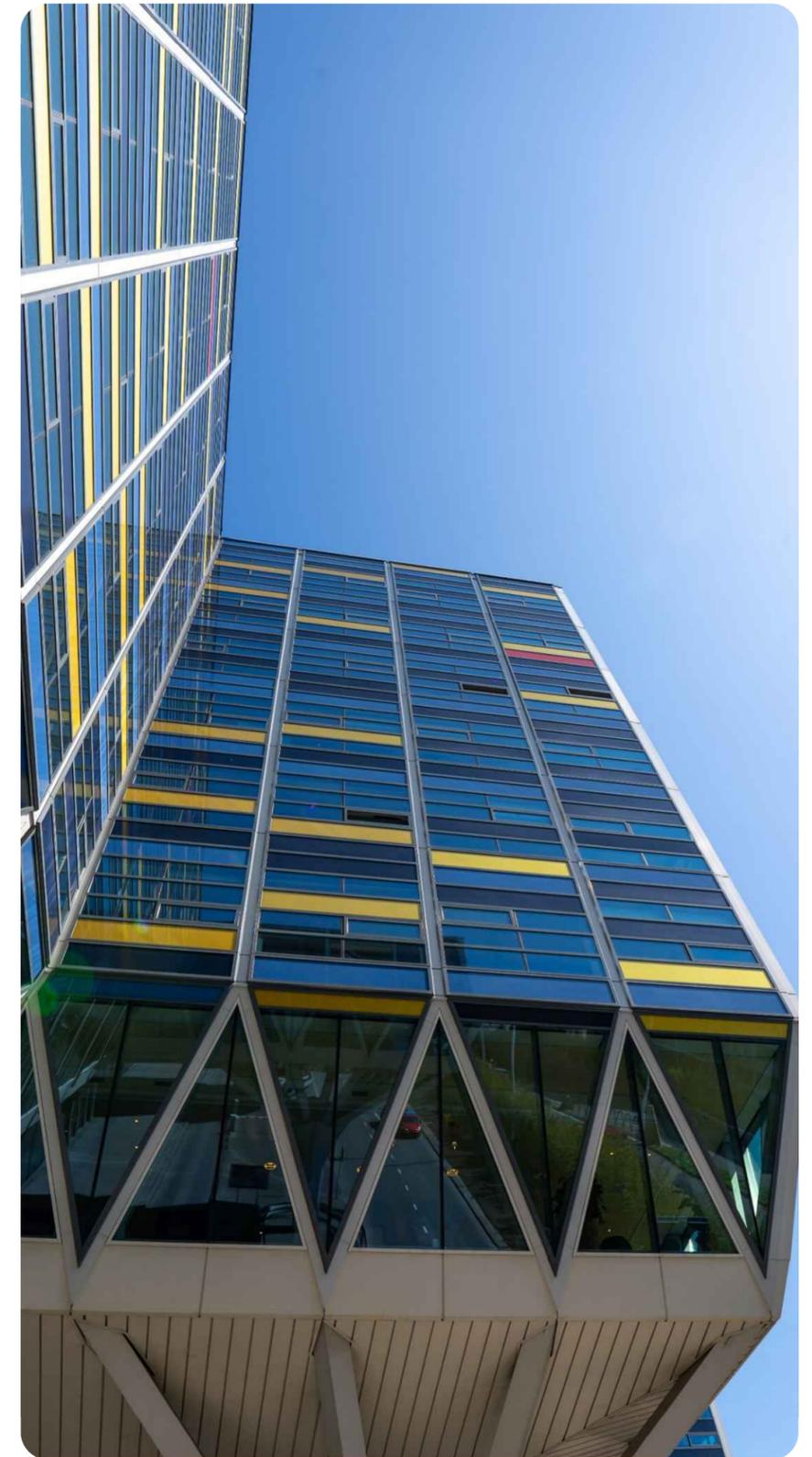
Resident days and community events

Several resident days and community events were again organised at the residential complexes to increase the sense of home for our tenants.

Achmea Dutch Healthcare Property Fund

The Achmea Dutch Health Care Property Fund invests, on behalf of institutional investors, in the most attractive growth segments in the healthcare property market. For example, in medium-priced life-course housing, private residential care, and first- and second-line healthcare centres. In 2025, Achmea invested €6 million in this fund.*

*which was 0.38% of Achmea's investments via Achmea Real Estate and 0.05% of the total AuM of Achmea Real Estate (€13 billion).





Own operations

Committed to an inclusive workplace and broad employability

Achmea is committed to facilitating a healthy work-life balance and safe working environment. This commitment is reflected in Achmea being awarded Best Employer 2025–2026 by World-class Workplace.

Employee participation

Achmea gives employees a real voice in collective labor and pension agreements. We actively ask everyone what matters most to them – and every employee gets to vote on the new collective agreement and changes to the pension plan.

7.7 /10

Engagement
Average per employee in 2025
(2024: 7.7/10)

Facilitating employees in work-life balance

Facilitating a healthy work-life balance by combining working, learning, and care.

7.3 /10

Vitality
Average employee score in 2025
(2024: 7.4/10)

Safety and wellbeing

Preventing workplace intimidation through roadshows, leadership programmes, and confidential counsellors.

7.7 /10

Work-life balance
Average per employee in 2025

8 /10

Social safety
Average per employee in 2025

8.2 /10

Employership
Average per employee in 2025
(2024: 8.2/10)



Own operations

Committed to an inclusive workplace and broad employability

Achmea is supporting a diverse and inclusive work environment for our employees, while promoting broad and sustainable employability.

8.6 /10

Training & development satisfaction score
Average per employee in 2025

94%

Dutch employees who completed the ESG e-learning in 2025

224,114

Total employee training in 2025
In hours

Empowering employees

Maintaining good labour market position, internally and externally, through broad and sustainable employability of employees.

Inclusion, diversity, and equality

Fostering an inclusive culture that embraces diversity in all its forms. We have achieved our gender diversity goal to reach 35% women in top management by 2025. By 2030, we aim to increase this to 40%.

Sustainable employability

Achmea takes sustainable employability of its employees seriously. We encourage continuous development through our All You Can Learn program: an unlimited training budget that empowers employees to keep growing.

Quiet and prayer rooms

At Achmea, we believe it's important that employees feel at home. That's why we have created quiet and prayer rooms in our offices.

Achmea Foundation

Contributing to an inclusive society

The Achmea Foundation, funded by €4.1 million from Achmea BV (0.5% of our net profits), supports activities that contribute to an inclusive society through four distinct programmes.

ImpactPlus

In 2025, Achmea Foundation partnered with Utrecht University and Rabo Foundation to support social entrepreneurs. Scholarships empower them to grow their impact through the Utrecht University Social Entrepreneurship Program.

Expert volunteer assignments

Opportunities for Achmea colleagues to contribute to organisations that support vulnerable communities.

Impact fund

Investments in innovative projects across Sub-Saharan Africa to enhance health and income.

Achmea voor elkaar

We organised the initiative Achmea Voor Elkaar, in which colleagues could apply for a donation for a foundation or association they are personally involved in and that contributes to Achmea's vision of Sustainable living, together. 40 Dutch organisations received a donation from the initiative.

20

Partnerships

With organisations in 15 countries

27

Total Ongoing projects

In Sub-Saharan Africa

13

Ongoing projects

Focused on health of total ongoing projects

14

Ongoing projects

Focused on income of total ongoing projects

€4.1 m

Budget 2025

2,000

Young people reached
by Achmea Voor Elkaar



Governance



Building trust through strong governance and integrity

Strong governance and a responsible corporate culture are the foundation of trust. By adhering to robust ethical standards, taking steps to prevent corruption and bribery, and prioritising data security and cybersecurity, we safeguard our integrity and protect our employees and customers, as well as the other stakeholders that we serve.

Our Board

Achmea's Executive Board, including their responsibilities and key areas of focus.



Bianca Tetteroo

Chair

Driving Strategy & Transformation (including IT), Human Resources/Management Development, Administrative Office, Media Relations & Public Affairs, and Internal Audit.



Michel Lamie

Deputy Chairman and CFO

Leading Finance, Balance Sheet Management, M&A, Responsible Investments and Achmea reinsurance with strategic financial expertise.



Michiel Delfos

Chief Risk Officer

Overseeing Compliance, Risk Management & Actuarial, Central Services, Achmea Legal Assistance Foundation, Legal Affairs, Governance, Regulatory Coordination, and Sustainability.



Daphne de Kluis

Board member

Managing Pension & Life division and Achmea Pension Services, as well as Achmea Investment Management, Syntrus Achmea Real Estate, Achmea Mortgage Funds, Achmea Real Estate, Centraal Beheer PPI, and Achmea Bank.



Robert Otto

Board member

Driving Achmea's international and domestic insurance brands, including Zilveren Kruis division, InShared, and the foreign operating companies (OpCos) in Australia, Greece, Turkey, and Slovakia.



Lidwien Suur

Board member

Leading Achmea's Non-Life division, Centraal Beheer division, Interpolis division and the Distribution, Innovation and Brand division.

Governance and organisation of sustainability

Achmea's Sustainability Committee, comprising Executive Board members and senior directors, ensures alignment on cross-divisional sustainability topics and advises on ESG strategy, policies and plans.

While each business unit is responsible for executing its own sustainability ambitions in line with Achmea-wide policies, the Sustainability department develops the overall strategy, advises the Executive Board, supports implementation, coordinates ESG reporting and stakeholder engagement, and represents Achmea in relevant (inter)national networks.

Supervisory Board

Advises and oversees the governance where long-term value creation and sustainability play an important role.

Executive Board

Responsible for strategy where long-term value creation and sustainability are integral components.

Sustainability Committee

Mandated by the Executive Board to ensure strong alignment on cross-divisional sustainability topics and advises the Executive Board on the development of our ESG strategy, policies and related plans.

Sustainability department

Responsible for shaping achmea sustainability strategy and policies and supporting business units implementing the strategy and policies.

Business units

Responsible for the implementation of the sustainability strategy and policies.

Sustainable leadership

Our leadership principles, compensation policies, and performance benchmarks are key drivers of Achmea’s sustainability approach, ensuring we deliver on our vision: Sustainable living, together.



Leadership and remuneration

Achmea embeds “Sustainable living, together” in its leadership and remuneration approach by promoting principles that support strategic execution, resilience, and a balanced focus on people and results. These principles also guide a remuneration policy that aligns material and non-material rewards.

Employee engagement

Achmea provides sustainability courses to employees through its ‘all you can learn’ concept and ensures board-level sustainability expertise by embedding the topic in continuing professional education.

Sustainability criteria in leader performance assessment

In 2025, the following sustainability objectives are used to evaluate the Executive Boards’ performance and determine variable compensation.

- **Environmental**
Reducing CO₂ emissions from investments, insurance and company buildings.
- **Social**
Advancing Achmea’s identified areas of social impact, including healthcare and income for today and tomorrow.
- **Governance**
Enhancing gender diversity in senior management.

Ensuring ethical and responsible operations

Our organisation is built on a strong ethical foundation, with firm guardrails in place to ensure integrity, privacy and security across all areas of our business.



An ethical corporate culture

We promote integrity through policies, such as our Code of Conduct and Whistleblower Policy, while also adhering to relevant national and global standards.

Achmea's Ethics Committee advises on topics such as digitalisation, healthcare ethics, and responsible investing.

Corruption and bribery prevention

Achmea's Integrity & Fraud Policy, supported by Systematic Integrity Risk Analysis (SIRA) and KYC center helps prevent corruption and bribery.

Our supplier due diligence process screens vendors to mitigate risks.

Data and cybersecurity

Achmea's Security Policy and Data Governance Policy ensure data protection, reliability, and ethical processing.

Additional measures, such as data logging, emergency response teams, and incident management, safeguard IT systems and customer trust.

Firm dedication to ethical tax practices

We are fully committed to conducting our financial responsibilities with integrity, ensuring transparency, accountability, and adherence to fair and responsible fiscal contributions.



- We operate with integrity, adhering to both the letter and spirit of laws and regulations in all countries where we do business.
- We reject artificial tax arrangements and do not engage in low-tax or non-cooperative jurisdictions, unless justified by genuine local economic activities.
- Our approach prioritises transparency and governance. We openly disclose our tax strategy and total tax contributions annually, in compliance with Global Reporting Initiative (GRI) Standard 207.
- The Audit and Risk Committee (A&RC) oversees our tax policies in line with the Dutch Corporate Governance Code.
- We foster constructive relationships with tax authorities and actively support fair and effective tax systems through engagement with governments, businesses, and civil society.
- We also endorse the VNO-NCW Tax Governance Code, to reinforce our commitment to responsible tax practices.



Appendices

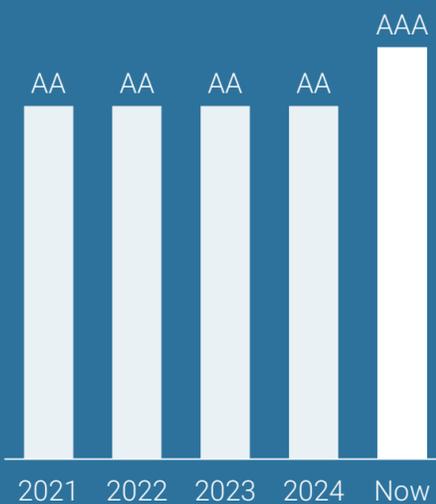
ESG rating agencies recognise us for our leadership and continued sustainability progress

Our ratings showed a strong improvement over recent years across major benchmarks

MSCI

AAA

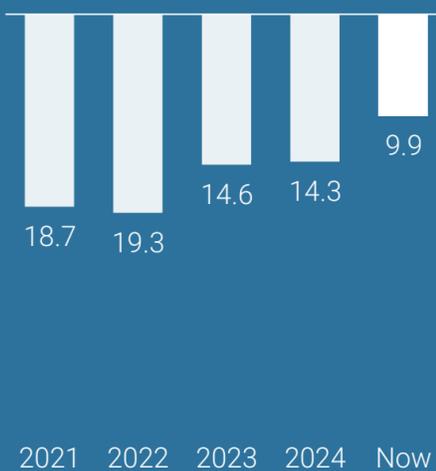
on a CCC to AAA scale



SUSTAINALYTICS

Negligible risk

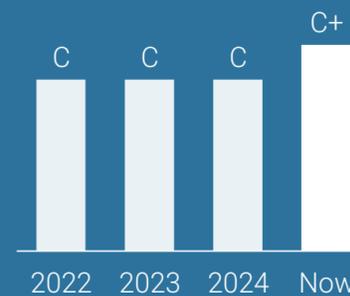
#3 out of 209 insurers



ISS ESG

C+ (prime)

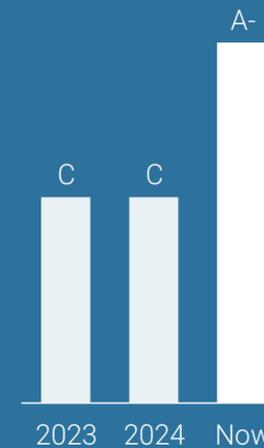
on a D- to A+ scale



CDP

A-

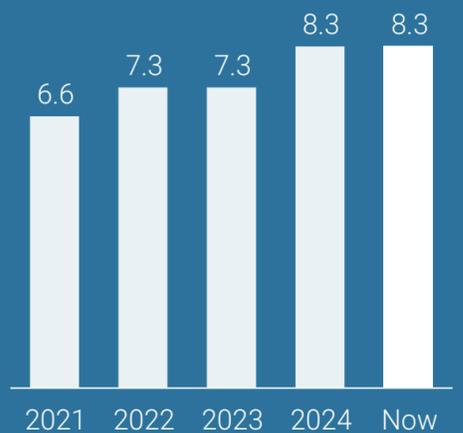
on a D- to A scale



Eerlijke Verzekeringswijzer

8.3

On a 0 to 10 scale



Our sustainability benchmarks

31/100

1.5/20 in 2022

Social Benchmark

Achmea ranks in World Benchmarking Alliance's Social Benchmark, that assesses the performance of the 2,000 most influential companies.



#6

#3 out of 20 insurers in 2023

Dutch Responsible Investment Benchmark

Achmea ranks 6th out of 21 insurers in the Association of Investors for Sustainable Development (VBDO)'s responsible investment benchmark.



#1

#3 out of 16 insurers in 2022

Fair Insurance Guide

The Fair Insurance Guide evaluates the responsible investment policies of 16 Dutch insurers across 10 sustainability themes. Achmea ranks a shared first position with an average score of 8.3/10.



#7

#2 out of 69 asset managers

Voting Matters

Achmea performed 7th out of 70 asset managers in ShareAction's assessment of voting on shareholder resolutions for action on environmental and social issues.



#9

#7 out of 116 European companies in 2024

Tax Transparency Benchmark

Achmea ranks 9th in the Tax Transparency Benchmark by VBDO, scoring 36/44 among 116 European companies.



5 stars

5 stars (3 ARE in-house funds) in 2024

Real Estate Sustainability Benchmark

GRESB evaluates real estate funds and portfolios globally on sustainability. Three Achmea Real Estate in-house funds and our pension & life portfolio funds have all received the 5 star rating.



Our global sustainability ratings

AAA

AA- in 2024

MSCI 

MSCI assesses companies on financially relevant ESG risks and opportunities. Achmea has an 'AAA' rating since March 2025.

Silver

Bronze in 2024

ecovadis

Achmea joined the sustainability assessment platform, Ecovadis, in 2021 and earned a 'silver' rating in 2025. Interamerican Greece earned a 'silver' rating as well.

A-

C in 2024

CDP 

In 2025 Achmea reported its climate targets and activities to CDP.

C+(prime)

C (prime) in 2024

ISS ESG 

Achmea holds a 'C+' (Prime) rating from ISS, recognising our industry leadership and strong performance.

Negligible risk

Low risk in 2024

SUSTAINALYTICS 

In 2025 Achmea received a 9.9 (Negligible Risk) rating from Sustainalytics, ranking among the top insurers with strong ESG risk management.

Additional information

[Sustainability according to Achmea](#)

[Annual report Achmea 2024](#)

[Socially Responsible Investment Policy \(Dutch\)](#)

[Climate Transition Plan 2025](#)

[Green Finance Framework](#)

[Tax transparency report 2024](#)

[Remuneration Policy 2023](#)

[Remuneration Report 2024 \(Dutch\)](#)

[Social Responsible Investment Annual Report 2024 \(Dutch\)](#)

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Thank you

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This Presentation contains climate-related objectives, such as emission reduction targets and statements about Achmea’s climate intentions. These are based on the available data, standards, methods, and views at the time of publication.

Achmea uses the GHG Protocol to calculate greenhouse gas emissions. These emissions are converted into CO₂ equivalents. Throughout this document, any reference to CO₂ should be understood as CO₂ equivalents.

Internal and external developments may influence Achmea’s ability to achieve its climate ambitions. New climate insights, legislation, and technological advancements continuously emerge. The data, standards, and methods used to determine climate ambitions—including CO₂ measurement and reduction targets—are evolving. The availability and quality of data remain a challenge, but improvements are expected in the coming years. Consequently, Achmea may need to adjust its climate ambitions and plans accordingly, with updates provided annually.

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- Changes in government policy, legislation, and regulations.
- Availability and quality of reliable data, such as greenhouse gas emissions or climate-related customer data.
- Evolving market practices, ESG standards, and competition rules.
- Operational, regulatory, reputational, and transition risks related to ESG matters.
- Uncertainties in (emission) calculation methods and models (e.g., PCAF, SBTi, CRREM).
- New or revised scientific insights regarding climate change.

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