

Sustainability at Achmea



Ambitious goals
and solid
performance
to create
sustainable value

SUSTAINABLE LIVING, TOGETHER

Achmea in brief

At the heart of society for more than 210 years

Founded
in **1811**
with a
cooperative origin

17,500
employees in
seven countries

>12
million
customers

#1
insurer
in the Netherlands
in Non-life

Distribution
by means of our
strong brands



Zilveren
Kruis



Centraal
Beheer



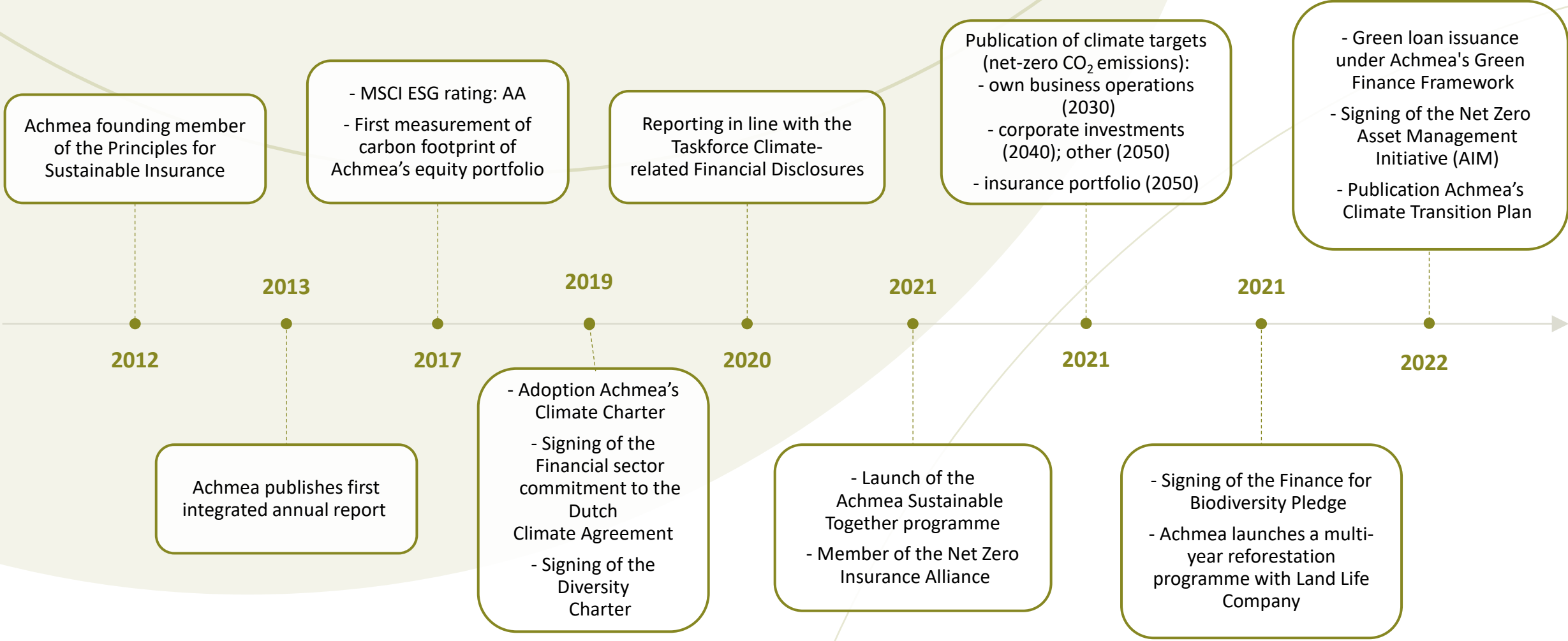
Interpolis.
Glashelder

#1
insurer
in the Netherlands
in Health

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Our sustainability initiatives over time



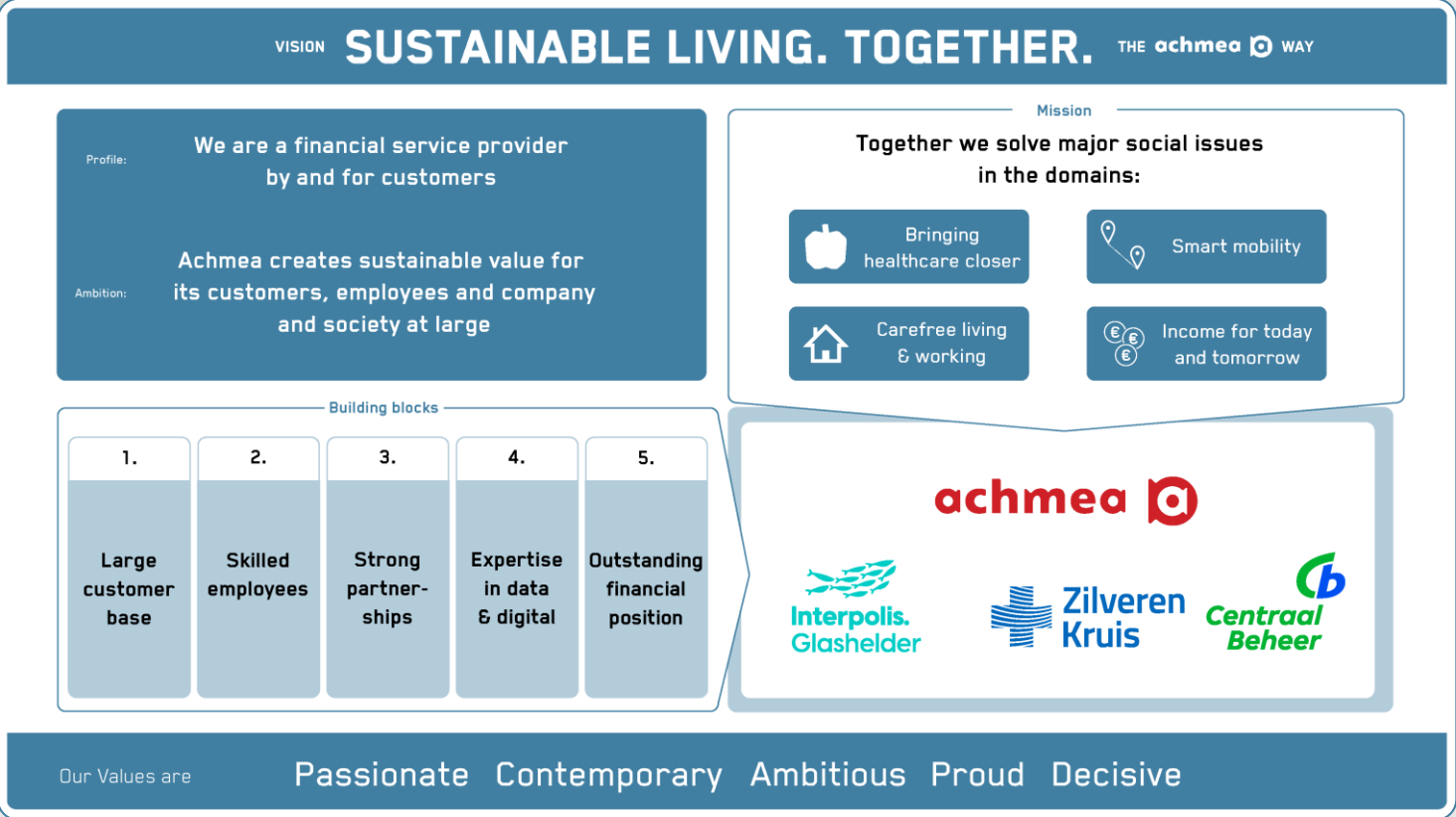
Sustainability at Achmea

Embedded in our purpose and strategy

Sustainable Living Together defines our approach to sustainability. A society in which everyone participates, and lives a happy and healthy life with and alongside each other. That is our dream. In a way that can last for the long term

We want to solve major social issues, and provide our customers with excellent service at an acceptable price

Our ambition is to create sustainable value for our customers, our employees, our company and society at large



Our ambitions in addressing climate change

Transitioning towards net-zero CO₂ emissions across our activities

Own operations (net zero by 2030)

- Reducing energy consumption, paper consumption, waste and mobility (car and air travel)
- Purchasing green electricity, generate renewable energy locally and realise an electric lease fleet
- Offsetting remaining CO₂ emissions through reforestation
- Embedding sustainability criteria in procurement



Investment portfolio (net zero by 2040/2050)

- Focus on achieving (interim) targets:
 - Equities and corporate bonds net-zero by 2040 (32% reduction by 2025; 68% by 2030)
 - Real estate portfolio at least energy label A by 2030
 - Mortgage portfolio average energy label A by 2030
 - Other asset classes net-zero by 2050
- Engagement with investees to realise change in the real economy



Insurance portfolio (net zero by 2050)

- Member of the Net Zero Insurance Alliance (NZIA) and the Partnership for Carbon Accounting Financials (PCAF)
- Setting interim CO₂ (reduction) targets for the insurance underwriting portfolio (mid 2023)
- Development and offering products and services that help customers with climate mitigation and adaptation
- Zilveren Kruis signed the Green Deal sustainable care 3.0



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Our social ambitions

Contributing to a society in which everyone can participate

Own operations

- Diverse and inclusive workforce in areas of gender, cultural diversity and work disability
- Skilled employees, for example by means of an unlimited training budget
- Healthy workplace, work-life balance and free health check
- High employee engagement
- Focus on human rights and labour standards with partners



Investment portfolio

- Integration of social aspects into our investment process, including human rights, labour standards and health
- Engagement with companies to drive positive change
- Norms-based exclusion of companies and countries
- Impact investing, including investments in (healthcare) real estate



Insurance portfolio

- Focus on safety and prevention
- Products and services that help customers become more sustainable
- Accessible and quality health care. Support for clients on living a healthy lifestyle
- Help to prevent payment problems and debt



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Sustainable value creation for stakeholders

Newly established non-financial targets and performance

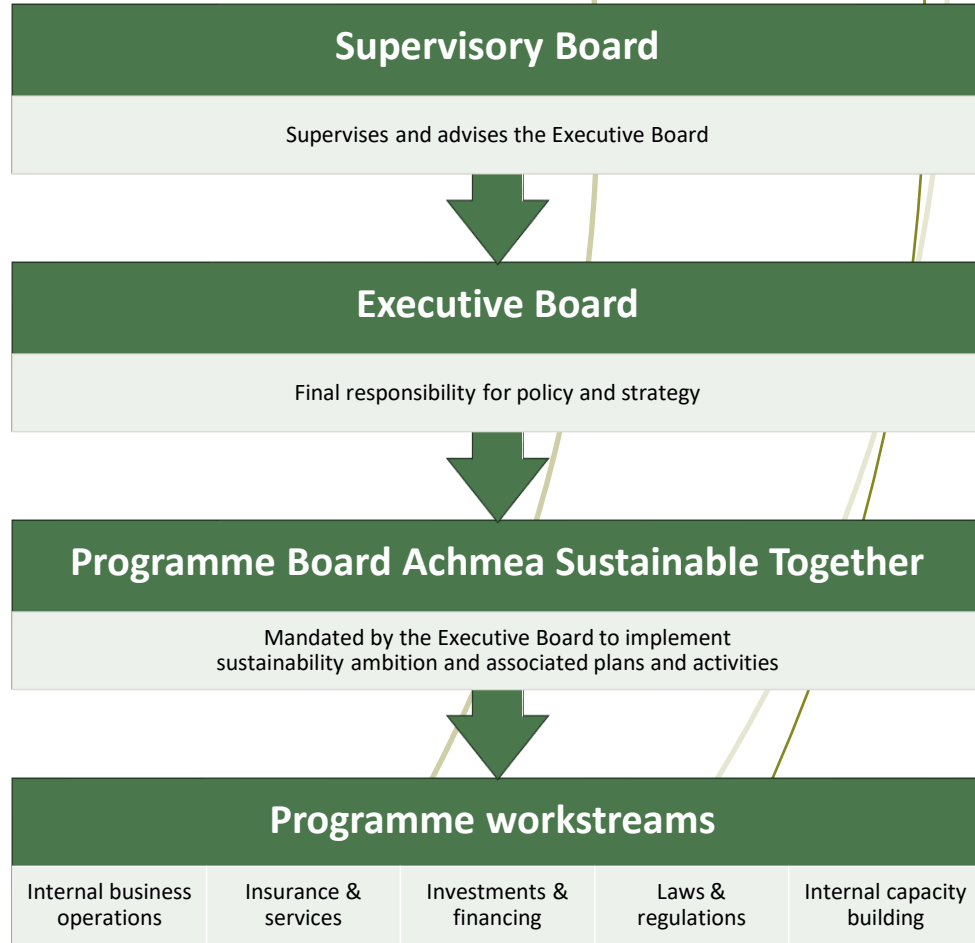
	Target 2025	FY2022	FY2021
Improving customer satisfaction			
NPS-r Centraal Beheer (consumer market) ¹	Above market average	+22	+22
NPS-r Interpolis (consumer market) ¹	Above market average	+12	+17
NPS-r Zilveren Kruis (consumer market) ¹	Above market average	+16	+8
Making our investment portfolio more sustainable (own risk)			
% reduction in CO ₂ emissions from equities and corporate bonds ²	32%	55%	n.a.
% energy label A or better real estate portfolio ³	79%	56%	57%
Average energy label of mortgage portfolio	Avg. label B	C	C
Investments in green government and corporate bonds (in EUR billion)		1.5	1.4
Sustainable employment practices			
% women in top management ⁴	35%	30%	31%
Employee engagement	≥ 8 (out of 10)	8.1	8.2
Making our business operations more sustainable			
% reduction of CO ₂ emissions ⁵ (net zero by 2030)	50%	54%	57%

1. Source: Centraal Beheer, Interpolis: average NPS over 4 quarters, Metrixlab for Achmea; Zilveren Kruis: Marketresponse, April 2022; 2. Reduction figure as per 30/6/2022 relative to the market benchmark per 2020 (2021 figure not available due to changed methodology (EVIC)); 3. Based on book value; 4. Executive Board, directors and senior management; 5. CO₂ emissions from buildings, mobility, waste, paper, data centres and cloud services as compared to 2019

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Governance and organisation of sustainability



- In 2021 the programme Achmea Sustainable Together was launched
- The Programme Board is chaired by Michiel Delfos, member of the Executive Board. In addition, several division chairs and department directors sit on the Board
- The workstreams are headed by the chairs of the respective business units and departments
- The workstreams work closely with business units and departments, such as Risk Management, Finance, Legal & Compliance, HR, Facility Management and Procurement
- In addition to the programme, Achmea has a CSR team at group level. Achmea Investment Management has an SRI team, and there are ESG officers in various business units, such as Achmea Bank and Syntrus Achmea

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Ratings and benchmarks tell us where we stand

And where we can improve our practices

AA



Achmea has had an AA rating (on a scale of CCC to AAA) since 2016

Low Risk



Achmea has an ESG Risk Rating of 19.3 (Low Risk). Sustainalytics has awarded a management score of strong

C (Prime)



Achmea has a C (Prime) rating since 2022. Prime status is awarded to companies that are leaders in their industry and meet high performance expectations

4th



The VBDO benchmark is a key indicator of how we perform on responsible investment. Achmea occupies 4th place (out of 28 Dutch insurers)

3rd



Eerlijke Verzekeringswijzer (Fair Insurance Guide) is a benchmark for responsible investment policies for Dutch insurers on 14 themes. Achmea ranks 3rd with an average score of 7.5

5



Seven real estate funds and portfolios managed by Syntrus Achmea receive the highest rating (five stars) in the Global Real Estate Sustainability Benchmark for their sustainability performance

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Creating sustainable value for our stakeholders

How does Achmea fulfil
its sustainability
ambitions for
customers, employees
and society?

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Supporting customers in the transition to a sustainable society

Raising awareness of climate risks and social solutions among private and corporate customers

Public-private
solution for flood
risk primary flood
defences

Sustainable
claims repair

Insuring
sustainable
technologies

Sustainability creates new dilemmas in insurability, accessibility and solidarity

- Climate change is increasingly causing claims due to flooding and extreme precipitation. We are committed to keeping these risks insurable and pay attention to prevention (adaptation)
- We support customers in the transition to a climate-neutral and circular society through sustainable innovations, such as insuring wood construction and hydrogen (mitigation)
- We promote social equality by making sustainable solutions more accessible, for example, by offering services (such as electric charging stations and solar panels)
- We actively seek cooperation with partners, other insurers and governments to find solutions



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Creating focus through the domains in which we operate

Contributing to solve major social issues. Together with partners

Bringing healthcare closer

- Encouraging and helping policyholders to live and work more healthy
- Providing care in a trusted environment
- Using digitisation as support



667k
Downloads
app



Smart mobility

- Safety is key in our approach
- Providing services and solutions in the transition from ownership to usage, and from fossil to renewable
- Convenience, reliability, personalisation and speed play important roles
- Using data, smart models and systems



Carefree living & working

- Pleasant and safe living & working
- Making homes more sustainable by offering innovative services
- Cooperating with partners



Income for today and tomorrow

- Helping people make informed financial choices with insight, oversight and understandable products
- Ensuring adequate financial resources now and in future



Supporting
entrepreneurs
through Geldfit
Zakelijk

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THE achmea WAY

Investing in a responsible way

Encouraging the transition to a sustainable and inclusive economy

SRI policies applicable to our own investment and those on behalf of policyholders (EUR 69 billion) and the assets Achmea Investment Management and Achmea Real Estate & Finance manage for clients

ESG integration

Integrating ESG information is a structural part of our investment process. We believe this helps mitigate negative social impact and creates positive value for our stakeholders in the long term

Achmea focuses on five themes: Nature & Environment, Climate change, Human rights, Labour standards and Health

Impact investment

With our own assets, we invest in green bonds (EUR 1.5 billion). Our asset managers offer several impact funds, such as the Achmea IM Climate Infrastructure Fund and the Achmea Dutch Health Care Property Fund

Signatory of:
 Principles for Responsible Investment


PCAF
Partnership for Carbon Accounting Financials


Achmea Investment Management


syntrus | achmea
real estate & finance

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Active ownership plays an important role in our approach

Driving change through dialogue and engagement

Active ownership

We engage with companies to promote desirable environmental and social behaviour and we vote for ESG resolutions at shareholder meetings

Thematic engagement

Our asset manager Achmea Investment Management conducts thematic engagement on a wide range of social and environmental topics, including:

- Climate change
- Biodiversity
- Availability of medicines
- Good and affordable nutrition
- Working conditions

Collective engagement

We cooperate with other institutional investors, such as through Climate Action 100+, Eumedion, Platform Living Wage Financials and the Finance for Biodiversity Pledge



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Exclusion as a measure of last resort

In line with our values, we exclude companies and countries based on activity or behaviour

We do not invest in activities that do not fit our values

- Companies that produce tobacco
- Companies that develop, produce, sell, trade and maintain controversial weapons
- Companies that derive more than 5% of their turnover from coal, tar sands oil extraction, arctic oil & gas or shale oil & gas

We exclude countries and companies that structurally violate human rights, labour standards and other international norms. In doing so, we follow:

- Principles of the UN Global Compact
- OECD Guidelines for multinational enterprises
- UN Guiding Principles on business and human rights

The exclusion list is updated twice a year and is publicly available on our website

>900

Companies
excluded

55

Countries
excluded



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Being a sustainable employer

Training and development

Maintaining job security through broad and sustainable employability of employees, inside and outside Achmea. Lifelong learning with an unlimited training budget.

Diversity and inclusion

Achmea strives for an inclusive culture, in which diversity is embraced. Our target for gender diversity: 35% women in senior management in 2025

Employee engagement (ambition: ≥ 8 in 2025)

Annual employee engagement survey. Focus on vitality (7.2) and talent development (7.4)

Creating sustainable value

Achmea offers a climate budget (EUR 2,500 pp) and opportunities for volunteering and informal care by employees

30%
Women in
sr. management

8.1
Employee
Engagement
score

EUR
14.1m
Expenditure for
staff training



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Striving for climate-neutral business operations

Net-zero CO₂ emissions in 2030

- Maximum reduction of energy consumption (electricity and gas), paper and waste
- Purchasing green energy and where possible generating our own local renewable energy
- Reducing and making business travel and commuting of our employees more sustainable
- Offset remaining emissions with Gold Standard certificates. For the long term by means of reforestation in partnership with Land Life Company

Sustainable procurement in 2030

- Procurement of 100% circular products and materials
- Collaboration with partners/suppliers to contribute to Achmea's sustainable business operations
- EcoVadis ratings to assess impactful suppliers for sustainability and conduct dialogue

54%

Reduction of the CO₂ footprint compared to 2019

100%

Green energy purchased

49%

Suppliers with EcoVadis rating



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Contributing to an inclusive society

Through loans, donations and facilitating employee volunteering

Achmea Foundation supports activities that contribute to an inclusive society via four programmes:

- **ImpactPlus** helps social entrepreneurs professionalise their businesses and increase their social impact
- With **Expert assignments**, we make knowledge and expertise of Achmea employees available to charity organisations
- **Impact fund** invests in sub-Saharan African countries in organisations that offer vulnerable people a perspective (in agriculture and financial services)
- Through our **Voor Elkaar** ('For Each Other') platform, employees start or support social initiatives through crowdfunding or crowdsourcing

Achmea also partners with several societal organisations, including Stichting LEF and Stichting Lezen en Schrijven

2,237

Activities through
Voor Elkaar
platform

30

Expert
assignments

0.5%

of Achmea's net
profit



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Executive Board

Focus areas and responsibilities



Bianca Tetteroo

Chairman

Strategy & Transformation
(including IT, CSR)
Human Resources &
Management Development
Corporate Communications
& Public Affairs
Internal Audit



Michel Lamie

Deputy Chairman and
Chief Financial Officer

Finance
Balance Sheet Management
M&A
Achmea Reinsurance



Michiel Delfos

Chief Risk Officer

Governance, Risk
& Compliance
Central Services
Legal Affairs
Coordination Supervisors
Sustainability Programme



Daphne de Kluis

Pension & Life Division
Achmea Pension Services
Division
Achmea Investment
Management
Syntrus Achmea
Real Estate & Finance
Achmea Bank



Robert Otto

Zilveren Kruis
Eureko Sigorta
Interamerican
Union
Achmea Australia
Onlia Canada
InShared



Lidwien Suur

Non-Life Division
Centraal Beheer
Interpolis
Market Strategy &
Innovation
Achmea Corporate
Relations & Partnerships
Customer
Centricity Platform

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Additional information

For more information, please go to:

- [Sustainability according to Achmea – Achmea](#)
- [Socially Responsible Investment | Achmea IM \(achmeainvestmentmanagement.nl\)](#)

In case of questions, please reach out to us at: mvo@achmea.nl

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interest in Achmea**

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