

Inclusion & diversity charter

Committing to meaningful change
through harnessing the power of
all talent





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Our vision

At Aegon Asset Management, our vision is to retain, attract and develop diverse talent that reflects the communities and markets we serve. We're committed to fostering an inclusive culture that overcomes participation barriers and leverages our differences in identity and thinking to innovate and make a positive impact to both our business and communities.

Overview

As a global business, Aegon Asset Management (Aegon AM) values the range of perspectives and skills that a diverse and inclusive workforce brings to our business. Acknowledging, understanding and appreciating different backgrounds and viewpoints can help us to evaluate investment opportunities from various angles and ultimately better position us to serve our clients. We strive to cultivate a genuinely safe and inclusive work environment where all employees feel a sense of belonging. To support our purpose of helping people live their best lives, we are committed to creating a workplace that embraces employee individuality, teamwork and strong performance. In our view, empowering employees to be their authentic selves at work fosters a sense of value and fuels their creativity to its fullest extent. Our clientele spans the globe, encompassing diverse cultures. We firmly believe that a deep understanding of our customers' values among our employees leads to better decision-making for our clients.

Our inclusion and diversity strategy is built on three strategic pillars: Workforce, workplace and marketplace.

Workforce pillar

Our workforce pillar focuses on retaining, attracting and developing diverse talent to drive performance and innovation. As part of this pillar, we promote leadership accountability through an I&D steering committee that brings together both business leadership and the co-chairs of our employee led I&D communities. Additionally, we integrate activities that help us build a diverse workforce into each stage of the talent lifecycle. We place significant emphasis on diversifying our early career recruitment efforts. We do this through our Aegon AM NextGen

proposition which includes the global intern community and through strategic collaboration with organizations such as Investment 20/20, Invest in Girls and Female X Finance. We also prioritize diversity in experienced recruitment, talent acquisition, and succession planning for senior management roles.

Workplace pillar

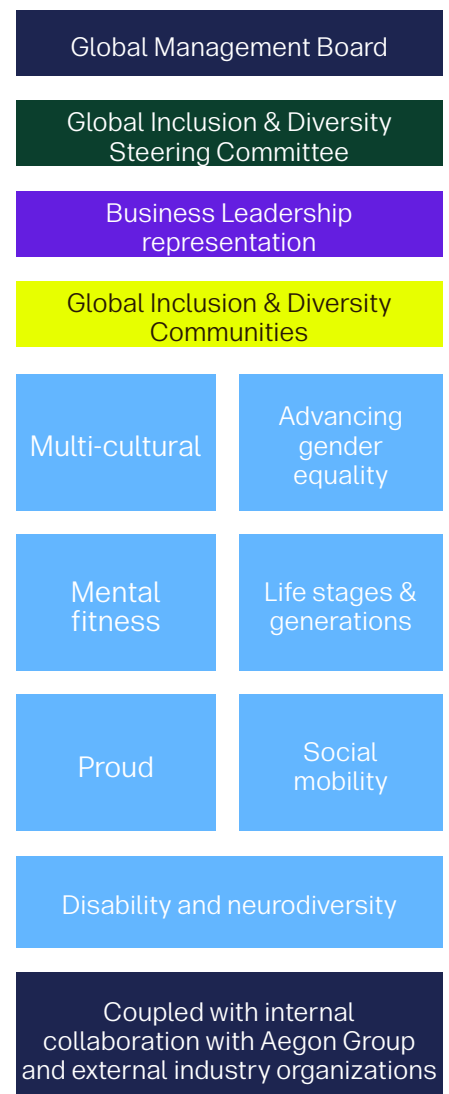
The workplace pillar centers on fostering a welcoming, merit-based environment that embraces and empowers everyone. Our efforts to create inclusivity involve establishing psychological safety across all levels of our company, beginning with leadership. In addition to weaving inclusion and diversity into internal communications, we engage (new) employees in unconscious bias and inclusive culture training through our internal learning platform. Furthermore, multiple I&D resources are available to employees internally such as a disability toolkit and an inclusive meetings guide, both of which have been created by our I&D communities. Another employee resource, Talent Marketplace, helps create transparent development opportunities across the organization and facilitates a (reverse) mentoring program to help employees grow their skills in different areas. Our seven I&D employee resource groups, which we refer to as communities, focus on creating awareness, organizing events, working with external parties and setting up employee initiatives. They allow our employees to connect with each other and bring awareness to the power of diversity. The co-chairs of these I&D communities connect with business leadership through the I&D steering committee, ensuring I&D priorities stay top of mind and are supported by the leaders of our company.

Marketplace pillar

Through the marketplace pillar of activity, we actively seek external perspectives, focus on meeting client expectations, and drive impact in inclusion and diversity within the marketplace.

To make an external impact, we collaborate with organizations such as the Diversity Project UK, North America and Europe to make a difference to I&D in the wider investment industry and communities we are active in.

Firm-wide Governance of Inclusion & Diversity





Matt Hubbard
Chief People Officer

“Our success depends on creating a culture in which people have the confidence to be themselves, where diversity of thought and background are fully valued, and where career progression is based purely on merit. This builds an organization where talented people want to belong, and fosters an innovative, creative, and collaborative environment focused on delivering for clients.”

Our guiding principles

We Tune In, Step Up and are a Force for Good

We have a set of key behaviors that guide us towards our purpose of helping people live their best lives. We Tune In, We Step Up and We are a Force for Good in both our workplaces and in the communities that we serve. Creating an inclusive culture relies on embodying these behaviors to cultivate an environment where our employees, clients and society can thrive. We achieve this by continuously adapting to our evolving world, leaving a positive impact, encouraging constructive dialogue, and ensuring that everyone plays a meaningful role in our collective success. We also understand that this success depends on our people and the business relationships that they form. This encourages a workforce that is not only diverse in race, ethnicity and gender, but one that draws upon on the full range of human uniqueness, including ability, language, culture, age, background, sexual orientation, perspectives and experiences.

Celebrating diversity

We understand that everyone has a fundamental human need for their unique identity to be recognized and valued. Therefore, we aim to make sure that all employees feel visible and celebrated for their varying, unique identities.

Creating a sense of belonging

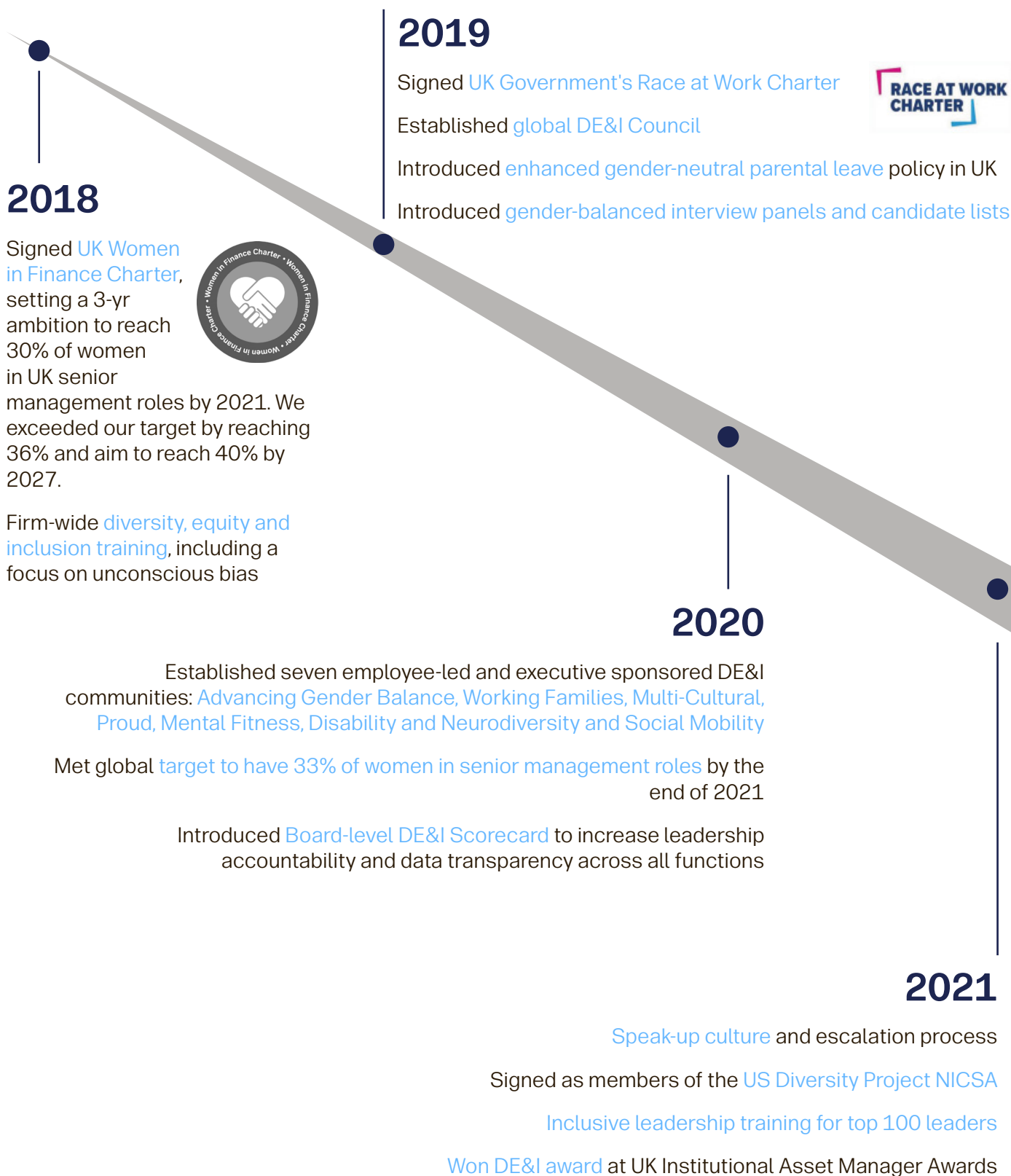
The result of actively embracing inclusion and diversity is a sense of belonging for all employees. Each employee is able to see themselves represented in the organization and knows that they do not have to modify any part of their identity to be accepted or have their voices heard.

Our vision of success

1. Our business will better reflect both society at large and the individuals who trust us with their money
2. Our people, through enabling greater diversity of thought, will create better outcomes that benefit our clients
3. We will attract a more diverse spectrum of talent
4. Our employees will feel an enhanced sense of belonging and psychological safety at work



Our journey



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2022

Inclusive hiring training.

Launched our global Mentoring Program

Inclusive leadership training continues

DE&I goal for every employee

Mental Health First Aiders in all major locations

First Submission to [Corporate Equality Index](#)



Became a [Disability Confident Employer](#) in UK



2024

Setup [I&D Steering Committee](#) with business leadership representation and I&D community co-chairs

[Launched Aegon AM NextGen](#), starting with a global internship program recruiting interns in a diverse way and building a global community

[Celebrated Diversity Month](#) including webinars and community fairs in each of the main locations

First company to put forward a non-UK (NL) participant to the [Female Future Pathway program](#)

Chief Risk & Compliance Officer joined the [Advisory Council of the Diversity Project Europe](#). Head of Learning, Culture, Diversity & Inclusion joined the board.



**Workplace
Pride**

[Achieved "Ambassador" status](#) for the seventh year at Workplace Pride

Reached our target to have [40% females in senior management](#) by the end of 2024

2023

[Exceeded](#) target of 37% women in senior management roles

[Founding member](#) of the Diveristy Project Europe

[Piloted](#) Inclusive Meetings guide

[Launched](#) first Global Inclusion & Diversity survey

Two participants in Future Female Fund Manager Pathway Program

[Launched](#) Social Responsibility Communities

Inclusion & Diversity Communities in action

Aegon AM created seven Communities to advance the firm's culture in key areas related to Inclusion and Diversity. In 2023, we launched four Social Responsibility Communities to enable our colleagues to contribute to social impact initiatives and support our sustainability ambition. These groups are employee-driven, management board-sponsored groups, formed by passionate employees deciding to come together for a collective purpose.

Examples of achievements across our seven I&D communities can be seen below.

Multi-cultural



- We hold an annual celebration of Black History Month
- Held employee Ramadan challenge in May
- Collaborate with Black Professionals United Kingdom including community outreach, work placements and student engagement
- Hosted at Work webinar
- Hosted keynote talk on navigating cultural differences in the workplace

Disability and neurodiversity



- Became a Disability Confident Employer in the UK in 2022
- Showcased through a yearly virtually hosted panel discussion employees living with disabilities across the organization
- Published an All Abilities toolkit to help individuals navigate discussions and adjustments
- Signed up for the Disability Business Forum
- Celebrated International Day of Persons with Disabilities
- Provided guidance to design inclusive workplace for NL office relocation

Mental fitness



- Several colleagues completed a 2-day Mental Health First Aid training program and Aegon AM now have trained Mental Health First Aiders in all major office locations
- Ongoing awareness around mental health including a focus on topics such as burnout, dealing with adversity and anxiety
- Organized webinar about mental resilience supported by breath work workshops

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Social mobility



- Through our collaboration with Investment 20/20, we introduced a year-long student placement program for school leavers (rather than graduates) as we recognise that many students from lower socio-economic backgrounds struggle with the cost of getting to University. This program provides access to the industry and the opportunity to continue learning during the year with us by taking an industry recognized qualification. We also sponsor many Investment 20/20 events throughout the year, bringing students into our offices for the day and focusing on career opportunities, resume writing and interview skills
- We collaborate with the UK Diversity Project's Social Mobility workstream, showing their events such as the Potential Over Polish series
- Organized Financial Futures event to empower the next generation asset managers with financial literacy skills

Proud



- Aegon UK and Aegon AM UK colleagues participate in Pride marches at Essex & Edinburgh Pride and Aegon AM NL participates in the Amsterdam Pride event
- Achieved "ambassador" status for the seventh year with Workplace Pride Benchmark
- Celebrated Coming Out Day with Corporate Queer workshop
- Raised awareness for Trans Day of Visibility

Life stages & generations



- Hosted webinar on emotional intelligence
- Following the introduction of gender neutral parental leave in the UK, we make efforts to increase awareness of men taking extended parental leave through employee stories
- Events held throughout the year to raise awareness of challenges of colleagues in different stages of life and multiple generations

Advancing gender equality



- We participate in entry level programs to enhance gender diversity through the talent pipeline,
 - GAIN
 - Investment 20/20
 - Future Asset
 - InvestHER
 - Invest in Girls
 - Women In Business at University
 - Internship program
- Aegon AM UK and NL colleagues participate in the Future Female Pathway Program
- Enhanced parental leave in UK and NL
- We aim to achieve gender balanced interview panels
- Celebrated International Women's Day with multiple external speakers, Smartworks Charity clothing donation and cycling fundraising event

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Diversity in numbers

40% of global senior managers are women



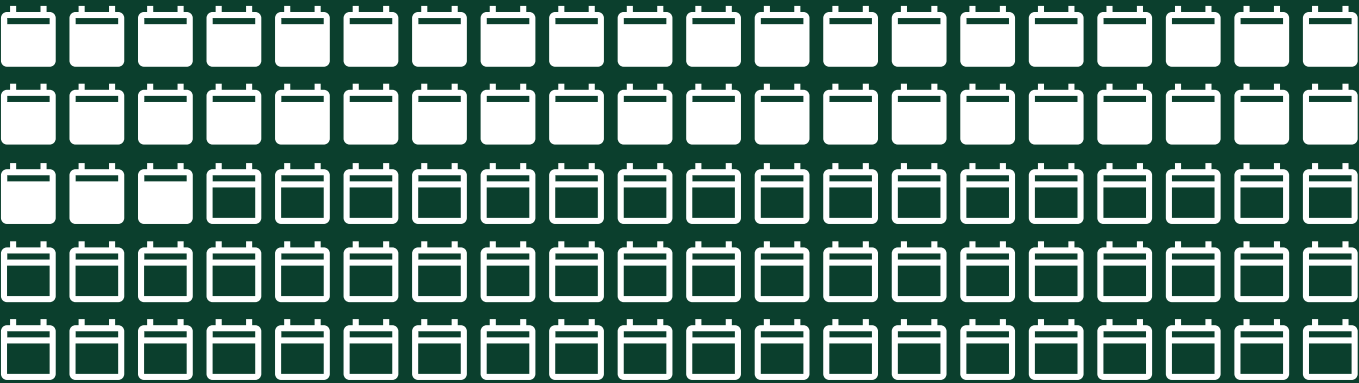
(40% target for 2024)

41% of senior managers in the UK are women as per September 2024



(WIFC target for 2027 is 42.5%)

43 years average age



9 years' average tenure



Source: Global Aegon AM data, as at December 31, 2024.

Our global collaborations

As we can't do this alone, we are actively collaborating with a broad range of organizations to help us on our journey.



A selection of our global collaborations



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