

DIVERSITY, EQUITY & INCLUSION POLICY AT ALLIANZ

A. Definition of Diversity, Equity and Inclusion and its importance to Allianz

What is Diversity?

In a business context, the term diversity refers to the similarities and differences between individuals on dimensions such as, but not limited to, gender identity and expression, age, sexual orientation, disability, nationality, and cultural ethnicity as well as lifestyle choices and socioeconomic background. It includes both visible (e.g., gender, age) and invisible (e.g., religious belief, sexual orientation) characteristics that influence a person's opinion, perspective, attitude and thus their actions.

When looking at possible sources of diversity among people and working teams, we consider the following dimensions¹:

1. Gender identity and expression

"Gender" refers to the socially constructed roles, behaviors, expressions, and identities of women, men and gender diverse people. It may or may not correspond to the sex of the individual assigned at birth. Gender identity is not confined to a binary definition (girl/woman, boy/man) nor is it static; it exists along a continuum and can change over time.

2. Physical or mental abilities

A disability is any condition of the body or mind that makes it difficult for the person with the condition to do certain activities (activity limitation) and interact with the world around them (participation restrictions). Disabilities can be visible or invisible, acute, chronic or by birth.

3. Nationality and cultural ethnicity

While nationality refers to the status of belonging to a particular nation (e.g., French, or Australian), ethnicity refers to the state of belonging to a social group that has a common national or cultural tradition (e.g., Native Hawaiian or other Pacific Islander or Romany).

4. Age

Age is the length of time that a person has lived, usually linked (in variations) to certain life and employment phases. A generation includes people born and living at about the same time, regarded collectively. The dimension "age" plays an important role in our workforce's diversity, not least because of demographic change. In mixed-age teams, different values, attitudes and experience levels come together. At Allianz we use the following generational definitions:

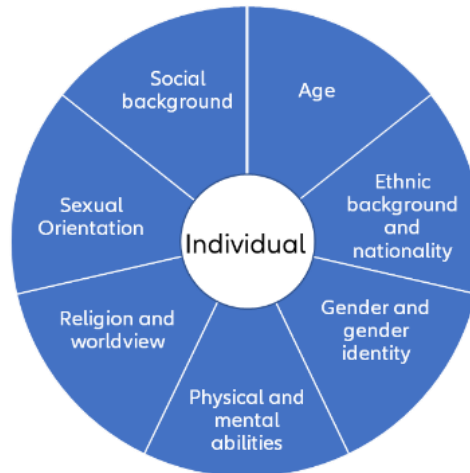
Generation	Year of Birth
Baby Boomer	< 1964
Gen X	1964 - 1983
Millennial	1984 - 1996
Gen Z	> 1996

5. Sexual orientation

Sexual orientation refers to a person's sexual attraction to other people, or lack thereof. Along with romantic orientation, this forms a person's orientation identity.

¹ Based on Gardenswartz and Rowe Diversity Dimensions - [Für Diversity in der Arbeitswelt \(charta-der-vielfalt.de\)](https://www.charta-der-vielfalt.de/)

We also consider **Social Diversity**, i.e., the socioeconomic background, which has the potential to impact access to education and career opportunities. External market research indicates that family background, economic status and educational background are very specific to local norms receiving different levels of attention. Therefore, we support social diversity of our workforce, for example through university partnerships or scholarships as well as mentoring programs with potential entry-level candidates.



In addition to the main diversity indicators mentioned above², we also consider religion, worldview and cultural background as potential sources of diversity for our teams at Allianz.

We recognize the importance of **Intersectionality** and that these dimensions do not exist independently of each other but can overlap to create different experiences. **Intersectionality** is an integrated approach to combating discrimination and is based on the notion that various dimensions such as gender, ethnicity, age, sexual orientation, and socioeconomic status can intersect to create overlapping systems of discrimination or disadvantage (e.g., a black woman over the age of 50).

Equity and Inclusion

We believe in equal opportunity for all throughout the employee life cycle and are committed to creating a fair environment where people can succeed regardless of gender, age, ethnicity, disability, religion, sexual orientation, or cultural and socioeconomic background.

Equity allows us to acknowledge that everyone might have different backgrounds, experiences and access to opportunities and that these disparities may be rooted in historical or contemporary injustices and disadvantages. It means ensuring that all processes and programs in place are fair, impartial and provide equal possible outcomes for every individual. Inclusion builds a culture of belonging by actively inviting the contribution and participation of all people. It recognizes that employees bring varied skills, knowledge, backgrounds and perspectives to the work environment which leads to a new source of creativity, better decision making, risk management and positive team dynamics. Inclusion means Allianz employees feel comfortable with being themselves and feel safe to voice different ideas and opinions without the fear of repercussions.

Simply put, diversity is about the what – it focuses on the makeup of our workforce, equity is about creating fair access, opportunity, and advancement for everyone and inclusion is about

² Based on Gardenswartz and Rowe Diversity Dimensions - [Für Diversity in der Arbeitswelt \(charta-der-vielfalt.de\)](https://www.charta-der-vielfalt.de/)

the how – the creation of a work environment and culture that enables all employees to participate and thrive.

Managing Diversity, Equity and Inclusion

Diversity, Equity & Inclusion requires the creation of a workplace that is appreciative, respectful and supportive of each employee. It emphasizes the importance of inclusive behaviors and skills and consistently contributes to the development of every employee's full potential. To fully benefit from the diversity of its employees, Allianz addresses barriers, creates ways to include a wide range of perspectives, and proactively leverages the diversity of its employees as a strategic business advantage.

To manage Diversity, Equity & Inclusion, Allianz has developed a Diversity, Equity & Inclusion Strategy, which focuses on three strategic pillars:

- **Employees:** we build conditions for a diverse, inclusive, and innovative workforce to develop and contribute, integrating diversity into our talent strategy
- **Customers:** we leverage our diversity as a competitive advantage for product design and brand communication
- **Stakeholder Trust:** we actively position Allianz as DEI leader through public commitment and awards recognition.

We have set ourselves ambitious targets that go far beyond gender representation. We want to make sure diversity is represented in many forms and at all levels in our company and we are keeping track of our progress. Our targets and ambitions are updated regularly to ensure they remain challenging for us. By the end of 2024 we have committed to achieving the following **targets and ambitions** across our five dimensions:

1) Gender

Numeric global targets:

- **30% women** in Allianz Global Executive positions,
- **30% women in** Allianz Senior Executive positions,
- **40% women in** Allianz Executive positions, and
- **50% women** in all Talent Pools

2) Disabilities

Country-specific ambition:

- It is our ambition to **fulfill local disability country quotas** where existing, currently in 13 countries

3) Nationalities and Ethnicities

Global ambition:

- We aim to have at least **2 nationalities or ethnicities** represented on all our **Boards of Management³**, and/or members of the Board of Management should have **international experience of living and working in a different country**

4) Generations

Global ambition:

- We aim to have a **balanced generational** representation where at least **25% of our workforce is younger than 35 years**.

5) Lesbian, Gay, Bisexual, Transgender and Questioning (LGBTQ+)

Global ambition:

- We aim to reach **80% of our global workforce** with access to local **LGBTQ+ chapters**.

³ Definition of Boards of Management can vary based on local legal definitions of 'Boards'. At Allianz Group, we have identified 21 OEs that qualify as having Management Boards in place.

Importance of Diversity, Equity and Inclusion for Allianz

Successfully leveraging differences in gender, sexual orientation, age, nationality, or ethnicity, physical or mental ability, and socioeconomic background, among others, enables us to solve problems and respond to challenges creatively. This is why the business case for Diversity, Equity & Inclusion is stronger than ever. For diverse companies, the likelihood of outperforming industry peers on profitability has increased over time, while the penalties are getting steeper for those lacking diversity.⁴ Successful practice of Diversity, Equity & Inclusion leads to:

- **Better productivity, innovation and risk management**

Employees who feel respected and valued, develop stronger relationships and become more engaged in their work. By providing a work environment that values cultural differences, different perspectives and expertise, Allianz can foster greater creativity and innovation, enhance teamwork, lower staff turnover and improve risk management. By applying a range of approaches and perspectives (diversity of thinking), blind spots can be avoided, systemic biases can be mitigated against, risks identified and addressed with better solutions.

“Companies in the top-quartile for gender diversity on their executive teams were 21% more likely to have above-average profitability than companies in the fourth quartile. For ethnic/cultural diversity, top-quartile companies were 33% more likely to outperform on profitability.”⁵

- **Stronger customer and market focus**

The diversity of our workforce enables Allianz to better understand and respond to our equally diverse customer base and address their needs more successfully. Fostering an inclusive company culture benefits our business and builds our reputation of a credible, trustworthy partner. We believe in equality and are committed to building a fair environment where people can succeed regardless of gender or gender identity, age, ethnicity, physical or mental ability, religion, sexual orientation, cultural and socioeconomic background.

Allianz has a diverse customer base and by reflecting this diversity in our workforce, we gain new market opportunities. We can better relate and understand particular needs of diverse communities and offer knowledge and insights for different products and services. In an increasingly competitive environment, this is important for anticipating and exceeding customer and market expectations, as well as keeping customer loyalty. In terms of product development, our diverse workforce can help ensure that the needs of our diverse customer base can be exceeded through a deeper understanding of customer needs.

- **Attracting and retaining talent**

With changing demographics, increasing mobility of talent, evolving social structures, and the maturing of the population – the success of Allianz depends on its ability to attract and retain the best talent from a diverse pool of talent. An organization with a strong commitment to Diversity, Equity & Inclusion; that encourages people to bring their whole selves to work can attract and retain talent effectively.

- **Enhanced trust and loyalty**

Diversity, Equity & Inclusion is an important element for a company’s reputation and supports its ESG (Environmental, Social and Corporate Governance) pursuit. Our reputation for inclusion strengthens Allianz’s brand as a trusted financial services provider and enhances our license to operate in diverse regions across the globe.

⁴ [Diversity wins: How inclusion matters \(mckinsey.com\)](https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters)

⁵ [Delivering-through-diversity_full-report.pdf \(mckinsey.com\)](https://www.mckinsey.com/featured-insights/diversity-and-inclusion/delivering-through-diversity-full-report)

B. Allianz Diversity, Equity and Inclusion principles

At Allianz, we are committed to creating an inclusive workplace that fosters diversity in all forms. To achieve our goals, we align our efforts with the following principles:

B.I. We strive for and leverage our diverse workforce, customer base and stakeholders

The diversity of our workforce enables Allianz to truly understand our equally diverse customers and their needs. Fostering an inclusive company culture aids our business and builds our credibility as a trusted partner. We welcome diverse thinking and abilities to drive innovation and resilience, thereby better preparing Allianz for the future. Creating an inclusive company relies on the commitment and focus of every employee on a daily basis.

B.II. We have ZERO tolerance for discrimination

Zero tolerance for discrimination is a fundamental principle within the Allianz Group and is explicitly included in the Allianz Code of Conduct. The principle of zero tolerance for discrimination is embedded at each point of the employee life cycle especially during recruitment, talent management, professional & leadership development, career critical assignments, reward and recognition and promotion processes.

1) No discrimination

Our commitment to Diversity, Equity & Inclusion means that discrimination and mistreatment, in any form, based on personal characteristics will not be tolerated. Discriminatory behaviors, either intentional or non-intentional, undermine the benefits that diverse views, ideas, and experiences bring to the table. We do not tolerate any form of discrimination. At Allianz we always treat our coworkers, business partners, and customers respectfully, fairly and equitably. At Allianz, we are judged on our merit and skills, not on our background, beliefs, or other characteristics. We are committed to the values of trust, integrity, and respect.

2) No bullying or harassment

We believe we all deserve to work in an environment free from bullying and harassment. We want to protect ourselves and others from feeling uncomfortable, intimidated, or humiliated. Bullying and harassment are unacceptable as they run contrary to our values as an organization.

3) No sexual harassment

Zero tolerance to discrimination and harassment also applies to sexual harassment. Allianz Group defines sexual harassment as: *“Any unwelcome sexual advance, request for sexual favor, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. While typically involving a pattern of behavior, it can take the form of a single incident. Sexual harassment may occur between persons of the opposite or same sex. Both males and females can be either the victims or the offenders.”*

Allianz has zero tolerance and strives to prevent sexual harassment in every way.

4) SpeakUp!

Bullying and harassment are never acceptable at Allianz at any time or for any reason. If our employees experience or observe bullying or harassment, they can speak to the person responsible and let them know their behavior or actions are not acceptable. If they do not feel comfortable speaking to the individual directly or if the behavior continues, employees are encouraged to discuss the situation with their manager, the respective Human Resources function, a trusted colleague, or another company representative (such as a company doctor, a works council representative, or an Occupational Social Counselor). Employees are also encouraged to raise their concerns through internal reporting tools such as the Group SpeakUp! Facility or local hotlines. All Allianz OEs must ensure that sufficient procedures and processes are in place to address issues of alleged discrimination and harassment.

B.III. We offer equal opportunities for all employees

We believe in equal opportunity and are committed to creating a fair environment where people can succeed regardless of gender, age, ethnicity, disability, religion, sexual orientation, or cultural and socioeconomic background. Allianz actively promotes equal opportunities for all employees to fully participate in our business success. We strive to ensure equal opportunities throughout the entire employee life cycle: from employee attraction and recruitment to development and accommodation of life stages, like parenthood or elderly care. Allianz strives to ensure that all decisions about professional development, promotions and any advancement of employees are based on performance and demonstrated potential. To ensure we offer equal opportunities we focus our efforts on:

1. **Delivering on gender equality** – we are committed to ensuring that gender is not a barrier to career opportunities and advancement. To do so at Allianz we:
 - a. Aim to have a gender balanced leadership representation and talent pipelines.
 - b. Follow the principle of equal pay for equal or comparable work for all employees regardless of gender. Since the end of 2021, our Allianz insurance companies have successfully implemented Equal Pay, meaning that there is no pay gap globally between women and men performing the same or similar work.
 - c. Foster a culture of inclusion and meritocracy and ensure gender balanced representation for development programs and critical assignments.

In the context of Gender Equality, Allianz has the following initiatives in place:

- Tracks and reports gender progress to top management on a global and local perspective on a quarterly basis.
 - Defined a customized female action plan per OE focused on nomination, succession planning and conversion in order to close any gaps and meet the 2024 gender targets.
 - Promotes global and local female talent programs (e.g., #sheleads) and gives high attention to the sponsorship of female talent.
 - Offers DEI training to all employees including focus on gender equality.
 - Supports and signed the UN Women Empowerment principles.
2. **Supporting parents** – we aim to provide equal access to parental leave for employees of all genders and sexual orientations, so that everyone can fully contribute at home and at work taking into consideration local legal provisions.
 3. **Provide the right tools for employees with disabilities at Allianz to succeed** – we are committed to ensuring everyone has equal access to employment. Our group strategy and respective OE accessibility action plans set out our commitment to improving the experiences of our people and our customers with disabilities.
In the context of disability inclusion, Allianz supports The Valuable 500.
 4. **Ensuring an inclusive workplace for all generations working at Allianz** – we are committed to ensuring we leverage the strengths and diversity of the five different generations working at Allianz and provide the right tools and resources (e.g., reverse and partner mentoring) to ensure the appropriate transfer of knowledge and experience.
 5. **Promoting a culturally diverse workforce that reflects Allianz's globality** – we are committed to ensuring a safe and stimulating workplace for people from all nationalities and cultures to make an impact through their work at Allianz.
 6. **LGBTQ+** – we are committed to working with the LGBTQ+ community and network to address any potential inequalities and ensure our policies, processes and practices are inclusive.
In the context of LGBTQ+ inclusion, Allianz supports and has signed the UN "Free & Equal" LGBTQ+ Standards of Conduct.

B. IV. We develop and foster inclusive Leadership

We develop our leaders to ensure that our people are empowered to be their best, professionally and personally. We integrate core elements such as bias mitigation and inclusive leadership into our leadership development offerings (our global leadership program for all leaders in Allianz, #LEAD, and other leadership development programs) and we promote inclusive leadership role models.

B.V. We strive for diverse external stakeholders/suppliers

Allianz Group is committed to enhancing relationships with our diverse customer base, agents, suppliers and communities while expanding our ability to attract and retain new business. Allianz seeks out opportunities to support the inclusion of minority-, ethnic- and women-owned businesses; the LGBTQ+ community; persons with disabilities and veterans.