

Allianz Functional Guidelines for Diversity & Inclusion

Allianz Guideline
Classification: Internal
© Allianz SE 2021

Version	As of	Approved by
1.0	04/2021	Stefan Britz

Table of Contents

Chapter	Content	Page
A.	Introduction to the Diversity & Inclusion Guidelines	3
B.	What is Diversity & Inclusion and its importance to Allianz	4
C.	Allianz Diversity & Inclusion principles	7
D.	Diversity & Inclusion guidelines along the employee cycle	9
E.	Roles and Responsibilities	13
F.	Reporting and data quality	15
G.	Supporting policies and references	16
H.	Appendix	17

A. Introduction to the Diversity & Inclusion guidelines

A.I. Rationale and scope of application

1. Allianz is fully committed to providing and maintaining workplace that ensure all employees of the company are treated with dignity and respect and are able to work in an environment free of discrimination and harassment. moreover, we are committed to create a positive and inclusive work environment that attract, develop and retain diverse talent: *"We embrace inclusion and diversity, so you can bring your whole self to work"*.
2. At Allianz, we do not tolerate any form of discrimination, including racism. The purpose of the Diversity & Inclusion Guideline is to promote respect, equality and inclusion to ensure there is no discrimination by reason of gender and gender identity, age, sexual orientation, ethnicity, nationality, physical or mental abilities, religion and worldview, or social background among others.
3. The Diversity and Inclusion Guideline is built on the values and behaviors in our Allianz Code of Conduct which sets out the four (4) principles we expect from our employees to abide by in their everyday activities: we treat each other fairly and respectfully, we act with integrity, we are transparent & tell the truth and we take ownership and responsibility.
4. The Diversity & Inclusion Guideline seek to establish a global minimum standard for Diversity & Inclusion practices in the Group. OEs must implement these functional guidelines promptly and effectively, consistent with the legal requirements in their respective jurisdictions, and communicate the functional guidelines to all relevant stakeholders.
5. The Diversity & Inclusion Guideline applies to all Operating Entities (OE) within Allianz Group. However, each OE operates in its own environment and addresses different cultural and business issues. If these guidelines or single items within the guidelines are in conflict with local laws or regulations, the local laws or regulations will prevail. In this context it is necessary for each OE to ensure that implementation measures take into account the local legal environment where the OE operates. Where no legal requirements exist, OEs are requested to adopt these Allianz Global Diversity Principles and Guidelines.
6. In the Diversity & Inclusion Guideline, "employees" refers to all employees including all executives. The Diversity and Inclusion Guideline apply to all employees of Allianz Group who work in either permanent or temporary positions and to all business-related activities between employees and third parties including customers, agents and suppliers.
7. The Diversity and Inclusion Guidelines are supplemented by additional policies and rules (see section G. References).
8. The capitalized terms contained in the Diversity and Inclusion Guidelines, and not defined herein, shall have the meaning ascribed to them in the index (page 13).

A.II. Authorization and updates

1. Global Diversity & Inclusion at People Product House is the owner of the Diversity and Inclusion Guidelines and is responsible for maintaining and updating this document. It will be reviewed by Global People Product House at least once per year. Input from OEs will be considered.
2. The Diversity and Inclusion Guidelines shall apply as per the date of approval by the HR Group Centre Head, CHRO.

B. Definition of Diversity & Inclusion and its importance to Allianz

B.I. 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, age, sexual orientation, disability and race and cultural ethnicity as well as lifestyles' choices and 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 action.

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

1. Gender and gender identity

"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.

(More information on Gender and Sexual orientation can be found in the [Appendix](#) of this document)

2. 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.

(More information on Gender and Sexual orientation can be found in the [Appendix](#) of this document)

3. 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

4. Nationality and cultural ethnicity

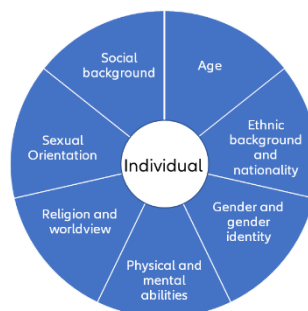
While nationality refers to the status of belonging to a particular nation (e.g. French, or Australian), ethnicity refers to the state of belonging to a social group that has a common national or cultural tradition (e.g. Native Hawaiian or other Pacific Islander or Romany).

(More information on Race and Cultural ethnicity can be found in the [Appendix](#) of this document)

5. 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.

In addition to the five main diversity indicators, we also consider Religion & worldview and Social background as potential sources of diversity for our teams at Allianz.



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

B.II. Inclusion

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. Put simply, diversity is about the what – it focuses on the makeup of our workforce and inclusion is about the how – the creation of a work environment and culture that enables all employees to participate and thrive.

B.III. Managing Diversity & Inclusion

Diversity & 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 contributing 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 & Inclusion, Allianz has developed a Diversity & Inclusion Strategy, Inclusive21, which focuses on three strategic pillars:

- **Employees:** we build conditions for a diverse 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 communication
- **Brand and reputation:** we actively position Allianz as D&I leader through public commitment and rewards & recognition.

(More information on Inclusive21, our Diversity & Inclusion strategy can be found in the [Appendix](#) of this document)

B.IV. Importance of Diversity & Inclusion for Allianz

Successfully leveraging differences in gender, sexual orientation, age, nationality or ethnicity, physical or mental ability among others enables us to solve problems and respond to challenges creatively. This is why the business case for Diversity & 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.² Successful practice of Diversity & 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.”³

² [Diversity wins: How inclusion matters \(mckinsey.com\)](#)

³ [Delivering-through-diversity_full-report.pdf\(mckinsey.com\)](#)

- **Stronger customer and market focus**

The diversity of our workforce enables Allianz to better understand and respond to our equally diverse customer base and more successfully address their needs. 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 or social background.

Allianz has a diverse customer base and by reflecting this diversity in our workforce, we gain new market opportunities. We are able to 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 and Inclusion; that encourages people to bring their whole selves at can attract and retain talent effectively.

- **Enhanced reputation and loyalty**

Diversity & 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.

C. Allianz Diversity & Inclusion principles

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

C.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 styles 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 to make a difference.

C.II. We have ZERO tolerance for discrimination

Zero tolerance for discrimination is a fundamental principle within Allianz Group and is explicitly included in the AZ 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 & 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, including racism. 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) Speak up!

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). All Allianz OEs must ensure that sufficient procedures and processes are in place to address issues of alleged discrimination and harassment.

C.III. We offer equal opportunities for all employees

We believe in equality of opportunity and are committed to creating a fair environment where people can succeed regardless of gender, age, ethnicity, disability, religion, sexual orientation or cultural 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 work and work of equal value for all employees regardless of gender, sexuality, ethnic background, family status or any other demographic factors and to foster a culture of inclusion and meritocracy within the regulatory framework of each market Allianz operates in. Allianz Group is committed to closing all unjustified pay gaps by early 2022 at the latest.
 - c. Ensure gender balance representation for development programs and critical assignments

In the context of Gender Equality, Allianz supports and has signed the UN Women Empowerment principles.

(More information on the UN Empowerment Principles can be found in the [Appendix](#) of this document)

2. **Inclusion of Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people** – we are committed to working with the LGBTI community and network to address any potential inequalities and ensure our policies, processes and practices are inclusive.

In the context of LGBT inclusion, Allianz supports and has signed the UN “Free & Equal” LGBTI Standards of Conduct.

(More information on the UN “Free & Equal” LGBTI Standards of Conduct can be found in the [Appendix](#) of this document)

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.

(More information on The Valuable 500 can be found in the [Appendix](#) of this document)

4. **Ensuring an inclusive workplace for all the 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 resources) to ensure the appropriate transfer of intellectual property 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. **Supporting parents** – we are committed to ensure 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.

C.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.

C.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.

D. Diversity & Inclusion guidelines across the employee life cycle

OE's across Allianz bring the Diversity and Inclusion principles to life by implementing concrete actions across the employee life cycle :

D.I. People Attraction (PA) guidelines⁴:

Our Diversity & Inclusion principles are supported by strong recruitment practices, which means biases (real or perceived) are eliminated at all levels of the organization regardless of employment type. Employer Branding, recruitment and selection practices are also designed to consider a balance of gender and other forms of diversity in the range of candidates we consider.

1. Employer Branding:

- Use diverse imagery.
- Use inclusive language in marketing materials, texts, etc

2. Recruiting:

a) Job postings/ads:

- Use inclusive language. Use gender neutral language in job descriptions. Review job descriptions to identify and exclude language that plays into gender, race or age stereotypes among others
- Post all executive positions up to ASE level
- Include a Diversity & Inclusion statement in job postings
 - Include globally approved D&I paragraph on every published job posting; the statement can be translated but not changed
 - Statement:
"Allianz is an equal opportunity employer and therefore welcomes applications regardless of ethnicity or cultural background, age, gender, nationality, religion, disability or sexual orientation."
 - This guideline does not apply for job postings via specific social media communication features, e.g. Instagram Stories that only link to the actual job posting
- Mobility statement in job postings
 - Fostering internal mobility for AE+ population is key at Allianz. Therefore, this guideline applies to any job posting from the Allianz Executive (AE), Allianz Senior Executive (ASE) and Allianz Global Executive (AGE) clusters.
 - Include globally approved paragraph on mobility opportunities for every published job posting for AE+ population; the statement can be translated but not changed
 - Statement:
"Diversity of minds is an integral part of Allianz' company culture. One means to achieve diverse teams is a regular rotation of Allianz Executive employees across functions, Allianz entities and geographies. Therefore, the company expects from its employees a general openness and a high motivation to regularly change positions and collect experiences across Allianz Group."
 - This guideline does not apply for job postings via specific social media communication features, e.g., Instagram Stories that only link to the actual job posting

b) Candidate assessment and selection:

- Aim to mitigate bias during interview/assessment process:
 - Use the Allianz structured, behavior-based interview method for all candidates and review the wording of interview questions to ensure that the language used is inclusive and gender neutral
 - Use a diverse, gender-balanced hiring committee that consists of female and male members
 - Remind yourself and all parties involved upfront during any interview process of avoiding statements that are or can be seen as discriminatory, and refer to existing local legislation when applicable. It must be ensured that no discrimination based on ethnicity or cultural background, age, gender, nationality, religion, disability or sexual orientation among others occurs throughout the recruitment process.

⁴ Please also refer to the People Attraction Guideline: [People Attraction Functional Guidelines | Allianz Connect](#) and the Guideline for Diversity Recruiting: <https://connect.allianz.com/docs/DOC-608100>

- After every interview, consciously reflect on your interview notes and assessments to avoid making biased decisions. Always remind all involved of common effects, such as group think, halo effect, confirmation bias on decision making.
- Gender Equality on candidate shortlists:
 - Ensure gender-balanced shortlists with at least one suitable female candidate for every AE+ position
 - This guideline applies for AE+ positions only and is valid for both external and internal candidates
- 3. Onboarding:**
 - Include an outline of Diversity & Inclusion during the onboarding process
 - Include inclusive communications training during the onboarding process
 - Ensure employee networks are visible and known to all new joiners

D.II. Talent Management (TM) guideline⁵:

Our Talent Management practices support our Diversity & Inclusion principles by ensuring that, where ever possible, the pool of potential available talent is made up of diverse candidates. Early identification and development of diverse talent pools ensures that there are qualified candidates from diverse backgrounds and experiences available for consideration when executive positions become available. We aim to provide equal opportunities in the following areas:

1) Identification of Potentials (P):

To ensure equal opportunities for all, potential nominations are gender-balanced and at least 40% of potential nominees are female (on department level). Aiming for diverse potential pools, all other diversity dimensions are also considered through the nomination process.

2) Succession Plans:

All diversity dimensions should be considered for Succession Plans. We aim for gender-balanced succession plans with at least one female successor to be included in all executive succession plans.

3) Promotions/Cluster moves:

Decisions about professional development, promotions and any advancement of employees are based on performance, demonstrated potential and the employee's career ambitions:

- The guidelines provides promotion criteria based on performance and potential and need to be fulfilled with every movement to ensure equal development opportunities for all employees and to prevent any kind of discrimination or biased decision.
- If a position becomes vacant, all female candidates in the succession plan are to be interviewed by line manager (if applicable, matrix manager as well).

4) Talent Discussions (TD):

- Ensure discussions stick to the facts and the only valid criteria for appraisals are performance and potential, measured using objective criteria.
- Standard communication for the beginning of TD is required: "Be fair, objective, and constructive. Stick to the facts and don't make assumptions about people based on their age, gender, untraditional career paths, perceived mobility challenges, etc."
- After every decision, consciously reflect on whether objective decision criteria was employed to avoid making biased decisions. Always remind all involved parties on common effects, such as group think, halo effect, confirmation bias among others.

5) Global Talent Brokerage (GTB):

Global Talent Brokerage team to provide diverse candidates and at least one female shortlist wherever possible.

6) Functional development programs:

We aim to provide equal development opportunities by ensuring gender balanced participation in development and leadership programs and critical assignments.

7) Personal Development Plans (PDP):

⁵ Please also refer to the [Talent Management Guideline](#)

All personal development plans are to include long-term career goals, identifying clear growth opportunities and target roles.

D.III. Learning and Development programs:

Our Learning and Development practices support our Diversity & Inclusion principles by ensuring that we provide equal development opportunities as well as training and upskilling leaders on Diversity and Inclusion:

1) Learning assignments:

We ensure a diverse and balanced participation of our employees in the different learning offerings, especially leadership development programs.

2) #lead:

The Allianz global leadership program for leaders includes a module on Diversity and Inclusion. Its objective is for leaders to understand the concepts of diversity, inclusion, micro-behaviours and unconscious bias.

3) #sheleads:

A multi-modular development program for women who seek to step up to a bigger leadership role. Women benefit in the program from the guidance of a sponsor, a global network of likeminded female leaders and a learning journey which will help them steer their career development, aligned with their aspirations.

4) Access to life-long learning

All Allianz employees have access to our learning platforms/ learning management system (SF LMS, Degreed, LinkedIn learning) to ensure equal development opportunities.

D.IV. Performance Management and Group Benefits:

Our Performance Management practices aims to foster diversity and reduce bias from managers' assessments. Our commitment is to ensure all employees receive equal pay and have equal access to other benefits offered by Allianz:

1) Performance Management:

• Priority Setting, Mid-year Check-in and Year-end Performance Assessment:

Managers and employees agree on clear, fact-based priorities to ensure a fair and unbiased assessment.

• Performance and Talent Dialogue (PTD):

- Leaders to ensure discussions are based on facts and the only valid criteria for appraisals are performance and potential, measured using objective criteria and underpinned by observations.
- The following is included in standard communication for the beginning of PTD “Be fair, objective, and constructive. Stick to the facts and don’t make assumptions about people based on their age, gender, untraditional career paths, perceived mobility challenges, etc.”
- After every decision consciously reflect on the objective decision criteria used in order to avoid making biased decisions. Always remind all involved parties on common effects, such as group think, halo effect, confirmation bias among others.

• Multirater:

Allianz’s behavioral assessment process aims to give employees an overallview on how they are perceived by others in their working environment including several raters to avoid biased assessments.

2) Equal Pay:

Allianz follows the principle of equal pay for equal work and work of equal value for all employees regardless of gender, sexuality, ethnic background, family status or any other demographic factors. This principle helps to foster a culture of inclusion and meritocracy within the regulatory framework of each market Allianz operates in. Allianz Group is committed to closing all unjustified pay gaps by early 2022 at the latest. In order to achieve and maintain equal pay, respective Allianz OE are to:

- i. Conduct an annual equal pay analysis
- ii. Carry out a bi-annual external audit/certification
- iii. Take part in the pay gap reporting e.g. to external indices based on guidelines, tools, timeline, methods and formats specified by Group HR

(For more datils please refer to the Remuneration Policy and functional Rule, to come).

3) Global Benefits:

Promoting Diversity and Inclusion is a key element of our Global Benefits Strategy which defines mandatory global benefits for our diverse workforce, e.g.:

- Coverage of at least one year of gross annual base salary in case of disability (permanent and total) or death during employment
- Maternity/Paternity/Parental/Partner leave including adoption or surrogacy - paid up to a ceiling:
 - min. 3 months paid leave for mothers and,
 - min. 1 months paid leave for fathers
- Time flexibility:
 - Flex time/ part time policy
 - Mobile work/ virtual office/ home office policy
- Access to pension/ savings scheme and financial education
(For more details please refer to the Global Benefits Strategy, to come)

E. Roles and Responsibilities

E.I. Diversity & Inclusion global team at People Product House in GHR

The Global Diversity & Inclusion team at People Product House within Group HR is responsible for:

- Designing the global Diversity & Inclusion strategy
- Defining the Diversity & Inclusion principles
- Defining yearly group priorities and OE focus areas
- Monitoring and tracking Diversity & Inclusion efforts across OEs
- Reporting on Diversity & Inclusion data and indicators
- Setting up and managing global networks
- Creating communications regarding global Diversity & Inclusion topics

E.II. Global Inclusion Council

The Global Inclusion Council is composed of Allianz senior management (OE CEOs and Board Members) representing the different Allianz regions and businesses, representatives of Group HR and the leads of global employee networks.

Global Inclusion Council members:

- Listen to OE needs and insights and leverage input for Allianz's Diversity & Inclusion strategic direction
- Define and drive one/two key priorities each year and effectively communicate progress being made
- Promote global initiatives within Allianz as well as externally to position Allianz as a Diversity & Inclusion leader in rankings and listings in the market.

E.III. OE Human Resources Directors and Diversity & Inclusion Experts

The OE HRDs and Diversity & Inclusion experts drive the implementation of the global Diversity & Inclusion strategy in the OEs and global lines by:

- Establishing and communicating the OE-specific yearly-updated action plan
- Ensuring compliance with local legislations
- Monitoring, controlling and updating diversity-specific targets and results
- Implementing Diversity and Inclusion guidelines along the employee cycle (People Attraction, Talent Management)
- Training and upskilling OE employees and managers

E.IV. Employee Networks

We have numerous local employee network groups or employee resource groups throughout Allianz Group. These groups bring together like-minded people who are committed to making a difference and helping the organisation advance in our diversity & inclusion efforts.

Our Diversity & Inclusion global networks support the Diversity & Inclusion goals stated in our Inclusive21 strategy by:

- Supporting new joiners and employees
- Promoting employee engagement
- Supporting international Diversity & Inclusion days celebration
- Creating resources/materials (podcasts, videos, reference guides...) for employees and managers on the different focus topics

Currently five global networks are in place, joining the efforts of local chapters under the umbrella of a global board, and supported by sponsors from Allianz's leadership team:

- Allianz Pride (with focus on LGBT+)
- Allianz NEO (with focus on gender balance)
- Allianz GRACE (with focus on race & ethnicity)
- Allianz Engage (with focus on generations)
- AllAbility (with focus on disabilities)

E.V. Managers

All managers and team leaders across Allianz are expected to engage in fostering a diverse and inclusive work environment by:

- Building diverse teams by looking at diverse candidate shortlists and building diverse succession plans
- Be aware of their own preferences and unconscious biases and be open to different perspectives
- Modelling inclusive behaviors
- Completing mandatory training on Diversity & Inclusion
- Supporting their diverse employees and helping to create an inclusive workplace
- Responding effectively and in a timely manner to discrimination and harassment issues or concerns, even in the absence of a formal complaint.

E.VI. Employees

All Allianz employees are asked to actively support an inclusive workplace by:

- Proactively seeking out and building relationships with people from diverse backgrounds
- Valuing other employees for their different backgrounds, cultures, life stages and experiences
- Completing mandatory training on Diversity & Inclusion

F. Reporting and Data Quality

F.I. Introduction

All Allianz OEs are responsible for keeping the data of the OE population accurate and up to date in the SuccessFactors (SF) system, both in the Employee Central (EC) and Talent Management (TM) modules. Ensuring we have up-to-date high quality data in SuccessFactors allows local Allianz OEs as well as Allianz Group to:

- Report on Diversity & Inclusion data to the local or Supervisory Board on an agreed basis
- Report on Diversity & Inclusion data to the Holding Board on a biannual basis
- Report on Diversity & Inclusion data to external indexes, rankings and listings (e.g. Dow Jones Sustainability Index, Refinitiv, Bloomberg...) to measure our progress and benchmark ourselves against best practice in the market
- Contribute to Allianz public reports such as the Sustainability Report or the People Fact Book
- Foster Diversity through Succession Planning, cluster moves and Talent Brokerage.

F.II. Functional guideline

All OEs are to ensure Diversity & Inclusion data is recorded accurately in EC and TM module in SF:

- For all employees (some OEs are excluded to record some of the below stated fields according to local laws and regulations):
 - Gender
 - Age/D.O.B
 - Nationality
 - Ethnicity
 - Disability
- For AE+ population, Talent Management data to be kept up-to-date (for more information please refer to Group Talent Management Guidelines):
 - Employee Profiles (CV data and mobility aspirations).
 - Potential Status
 - Succession Plans
 - Functional Talent Pools
 - Personal Development Plans & Career Aspirations

F.III. Roles and Responsibilities

All required data needs to be kept up-to-date by local HR, the manager and employees in SuccessFactors.

G. Supporting policies and references

G.I. Group/AZSE relevant policies/guidelines:

- [AZ Code of Conduct](#)
- [HR standards \(to come soon\)](#)

G.II. Other HR Guidelines and relevant documents:

- [Functional guideline for Talent Management](#)
- [Functional guideline for People Attraction](#)
- [Allianz U functional rule & guidelines](#)
- [Gender inclusive language guideline](#)
- [Gender equality at AZ – Guide for D&I experts](#)
- [Creating an inclusive workplace - Moments of choice for leaders](#)
- [Inclusive Communication Training: Inclusive Communication Training | Allianz Connect](#)
- [Joint declaration of telework](#)
- [Agreement on guidelines concerning work related stress](#)
- [Agreement on lifelong learning](#)
- [Multirater Functional Rule](#)
- [Global Benefits Strategy \(to come\)](#)
- [Remuneration policy and Functional rule \(to come\)](#)

The above mentioned documents are available on Allianz Connect.

Appendix

Index of terms and abbreviations used

Abbreviation / Term	Description
AE	Allianz Executive (Allianz Grading System 13-15) Allianz Executive is one of the executive clusters covering positions right below Allianz Senior Executives.
AGE	Allianz Global Executive (Allianz Grading System 18-22) Allianz Global Executive is one of the executive cluster covering positions right above Allianz Senior Executives. Typically, Board Members of the flagship companies, CEOs and global functional heads might belong to this cluster.
ASE	Allianz Senior Executive (Allianz Grading System 16-17) Allianz Senior Executive is one of the executive clusters covering positions right below Allianz Global Executives and right above Allianz Executives.
AZSE	Allianz SE
Employee	An individual who is in employment with a member of the Group and on the payroll of any OE, i.e. contractors, consultants, advisors or leased employees are not considered employees. Refer to all employees including senior executives and global executives.
Executive	Defined globally via the job evaluation process and pertaining to: <ul style="list-style-type: none"> • Allianz Global Executives, • Allianz Senior Executives and Allianz Executives.
GTB	Global Talent Brokerage Global service within Talent Management that supports business leaders and recruiters in filling vacant AE and ASE positions internally with best suitable candidates in the least possible time.
Group HR	Group Human Resources at Allianz SE
OE	Operating Entity
P	Potential Refers to the potential status, it can be: PAE (Potential Allianz Executive), PASE (Potential Allianz Senior Executive), PAGE (Potential Allianz Global Executive)
PDP	Personal Development Plan A record of an employee's career aspirations, strengths and areas for development, development objectives and specific on- and off-the-job actions to support development of the employees.
PTD	Performance and Talent Dialogue A once-a-year panel, performance-based discussion with a focus on development, retention and/or consequence management actions.
Potential	Looks at the plausibility to succeed when taking on a bigger and/or more complex role. Potential is assessed by looking at both Learning Agility and ambition.
Succession Plan	An overview of the candidates identified as potential successors and/or emergency candidates for a particular role with a corresponding timeframe (readiness) to take over the respective position.
Talent Discussions	Fact-based and action-oriented panel meetings discussing employees' development with focus on succession development and mobility.
TM	Talent Management

Glossary on Gender, Gender Identity, Sex and Sexual Orientation terms

- **Gay**
Refers to a man who has a romantic and/or sexual orientation towards men. Also a generic term for lesbian and gay sexuality- some women define themselves as gay rather than lesbian. Some non-binary people may also identify with this term.
- **Gender**
Often expressed in terms of masculinity and femininity, gender is largely culturally determined and is based on the sex assigned at birth.
- **Gender identity**
A person's innate sense of their own gender, whether male, female or something else (see non-binary below), which may or may not correspond to the sex assigned at birth.
- **Heterosexual/ straight**
Refers to a man who has a romantic and/or sexual orientation towards women or to a woman who has a romantic and/or sexual orientation towards men.
- **Homosexual**
This might be considered a more medical term used to describe someone who has a romantic and/or sexual orientation towards someone of the same gender. The term 'gay' is now more generally used.
- **Intersex**
A term used to describe a person who may have the biological attributes of both sexes or whose biological attributes do not fit with societal assumptions about what constitutes male or female. Intersex people may identify as male, female or non-binary.
- **Lesbian**
Refers to a woman who has a romantic and/or sexual orientation towards women. Some non-binary people may also identify with this term.
- **LGBT**
The acronym for lesbian, gay, bi and trans.
- **Non-binary**
An umbrella term for people whose gender identity doesn't sit comfortably with 'man' or 'woman'. Non-binary identities are varied and can include people who identify with some aspects of binary identities, while others reject them entirely.
- **Queer**
Queer is a term used by those wanting to reject specific labels of romantic orientation, sexual orientation and/or gender identity
- **Sex**
Assigned to a person on the basis of primary sex characteristics (genitalia) and reproductive functions.
- **Sexual orientation**
A person's sexual attraction to other people, or lack thereof. Along with romantic orientation, this forms a person's orientation identity.
- **Trans**
An umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth. Trans people may describe themselves using one or more of a wide variety of terms, including (but not limited to) transgender, transsexual, gender-queer (GQ), gender-fluid, non-binary, gender-variant, crossdresser, genderless, agender, nongender, third gender, bi-gender, trans man, trans woman, trans masculine, trans feminine and neutrois.
- **Transgender man**
A term used to describe someone who is assigned female at birth but identifies and lives as a man. This may be shortened to trans man, or FTM, an abbreviation for female-to-male.
- **Transgender woman**
A term used to describe someone who is assigned male at birth but identifies and lives as a woman. This may be shortened to trans woman, or MTF, an abbreviation for male-to-female.
- **Transitioning**
The steps a trans person may take to live in the gender with which they identify. Each person's transition will involve different things. For some this involves medical intervention, such as hormone therapy and surgeries. Transitioning also might involve things such as telling friends and family, dressing differently and changing official documents.
- **Transsexual**
This was used in the past as a more medical term (similarly to homosexual) to refer to someone whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth. This term is still used by some although many people prefer the term trans or transgender.

Glossary and Key Terminology for Race and Ethnicity

- **Anti-Racism:** A practice, set of beliefs and value system referring to action against racial hatred, bias, systemic racism and the oppression of marginalized groups. Anti-racism is usually structured around conscious efforts to provide equitable opportunities for all people.
- **BLM (Black Lives Matter):** An international activist movement bringing justice, healing, and freedom to Black people across the globe. #BlackLivesMatter was founded by Alicia Garza, Patrisse Cullors, and Opal Tometi.
- **Ethnicity:** Group characteristic often based on national origin, ancestry, language, or other cultural characteristic or pattern.
- **Race:** A socially constructed social science framework that refutes Eurocentric-biological racial philosophy by concentrating individual's, people's, and community's similar or exact ethnic and cultural foundations, which operate through unstable and perpetually altering social sequences.
- **Racism:** Any program or practice of discrimination, segregation, persecution, or mistreatment based on membership in a race or ethnic group. It is important to note that racism, as it has been enacted in "modern" society requires the social, political, ideological, and economic power of the dominant race. It is systemic and institutional.
- **Reverse Racism:** An unproven theory and statement for the reason that only the dominant race and gender (hetero-white men of European descent) possess the social, political, ideological, and economic power required to execute racism.
- **Unconscious Racism:** Racism that operates at an oblivious or subtle level.

AZ Code of Conduct – Section A

Allianz SE Code of Conduct

Our Code | We treat each other fairly and respectfully | We act with integrity | We are transparent and we tell the truth | We take ownership and responsibility | Living the Code

TABLE OF CONTENTS

>> 01	Our Code	5	>> 04	We are transparent and we tell the truth	19
				Open and honest feedback	20
				Voicing concerns	21
				Transparent products and services	22
				External communication	23
				Keeping proper books and records	24
				Cooperation with regulators	25
>> 02	We treat each other fairly and respectfully	6	>> 05	We take ownership and responsibility	26
	Inclusion and diversity	7		Corporate responsibility/sustainability	27
	No discrimination	8		Respect for human rights	28
	No mobbing, no bullying, no exclusion, no sexual harassment	9		Responsible data management	29
	Health and safety	10		Protecting Allianz's assets	30
>> 03	We act with integrity	11	>> 06	Living the Code	31
	Managing conflicts of interest	12			
	Free and fair competition	13			
	Preventing financial crime	14			
	Adhering to economic sanctions	15			
	Gifts & entertainment	16			
	Observing rules around inside information	17			
	Holding business partners to our standards	18			

Inclusive 21 Strategy – Section B



UN “Free & Equal” LGBTI Standards of Conduct – Section C

Companies should...


 <p>RESPECT HUMAN RIGHTS of LGBTI workers, customers and community members</p>	 <p>ELIMINATE DISCRIMINATION against LGBTI employees in the workplace</p>	 <p>SUPPORT LGBTI STAFF at work</p>	 <p>NOT DISCRIMINATE against LGBTI customers, suppliers and distributors-and insist that business partners do the same</p>	 <p>STAND UP FOR HUMAN RIGHTS of LGBTI people in the communities where they do business</p>
--	---	---	---	---





UN Women’s Empowerment Principles (WEPs) – Section C

WOMEN’S EMPOWERMENT PRINCIPLES WOMEN’S EMPOWERMENT EQUALITY MEANS BUSINESS

- 1** Establish high-level corporate leadership for gender equality.
- 2** Treat all women and men fairly at work – respect and support human rights and nondiscrimination.
- 3** Ensure the health, safety and well-being of all women and men workers.
- 4** Promote education, training and professional development for women.
- 5** Implement enterprise development, supply chain and marketing practices that empower women.
- 6** Promote equality through community initiatives and advocacy.
- 7** Measure and publicly report on progress to achieve gender equality.



United Nations Global Compact 

The Valuable 500 – Section C

The Valuable 500 Home Take Action The Valuable 500 News & Media The Team [Join](#)

...Disability is your business.

The Valuable 500 is the global CEO community revolutionising disability inclusion through business leadership and opportunity.

Business to help build an inclusive world where everybody wins.

[Join](#)





