

# NN Statement on Diversity and Inclusion

December 2020



You matter



# Be you, there is only one

Our approach to diversity and inclusion is simple. It is about embracing everyone. Together we build an environment in which people feel welcome, valued, and respected. A company where our colleagues can bring their whole selves to work, where an inclusive customer experience is the status quo, and where we contribute to the well-being of our communities.

## At NN, what do we stand for?

As human beings we are alike. But not the same. And that is our greatest strength. We believe our company is strongest when we embrace the full spectrum of humanity. Regardless of what we look like, where we come from, or who we love. That is why, at NN, we take a stand for diversity, inclusion and equal opportunities for all.

## Diversity and Inclusion (D&I)

### Diversity

For NN, diversity encompasses all the ways in which we differ. It includes our visible differences such as age, race, ethnicity, gender, and visible disabilities. These features are for the eye to meet, yet they do not tell the whole story.

Invisible diversity is what doesn't meet the eye. It is the elements beneath the surface that influence who we are, such as education, opinions, sexual orientation, nation of origin, religion, neurodiversity, languages spoken, and belief systems.

Diversity is about recognising the uniqueness of each person and appreciating the value we all bring. When we accept and celebrate the differences that make us unique, we are more empowered to succeed as individuals, as teams and as a company.

### Inclusion

Inclusion to NN means respecting and valuing differences and encouraging a workplace and culture where we all thrive. This means people are supported, respected, engaged, have a voice, and are facilitated to develop skills and talents in line with their personal and professional ambitions. Inclusion means everyone all the time, not some people some of the time. So, everyone takes part – whatever our similarities and differences may be.

Diversity. Inclusion. They are the basis of how we want to shape our teams, develop our leaders and create a company that is the right fit for every colleague. This way, we can cultivate a workforce that reflects the diversity of our customer base and our communities.

## Why do we invest in Diversity and Inclusion?

We believe that creating an environment where everyone can do what they do best is simply the right thing to do. For our people, for society, and for our business.

Furthermore, we know that different ideas, perspectives and backgrounds create a stronger and more creative and innovative work environment. This enables us to better understand others and to keep providing products, services, and messaging that are relevant for our customers and other stakeholders. When people inside of our company represent the people outside our company, we can be more responsive to what they expect, want and need, also in changing circumstances. After all, change is a constant factor in our lives, also in the financial sector, and the more diverse our workforce is – providing variety in thought, skills and experience – the better equipped we will be for whatever tomorrow brings.

## **Our NN culture**

We strive to create and nurture a culture where there is a deep sense of care, pride and belonging that transcends any role, business unit, language and country. This culture is based on our values and comes to life in our purpose: we help people care for what matters most to them.

Our culture is the result of all our behaviour, our personal commitment, our talents, our curiosity, how we collaborate, and the ways in which we courageously share our perspectives and encourage others to do the same. The collective sum of the individual differences, life experiences, knowledge, and self-expression of our people shapes our culture. Our culture brings us together in ways that help us stand out.

## **Diversity and Inclusion starts with I**

Promoting diversity within NN is about creating a place where we can all be proud of our uniqueness and feel encouraged to express it. That is why diversity starts from within: we need to be able to recognise what is unique in ourselves before being able to welcome what is different and unique in others.

For some of us, this means summoning the courage to stand up and speak out, sharing opinions and experiences.

For others, it means listening with openness, and with patience and empathy, creating an environment conducive to dialogue.

For all of us, it means asking questions, respecting answers, being open to different perspectives and new insights, and, most importantly, appreciating each other's contributions.

## **What do we want to achieve?**

We want our company to represent and reflect the communities we are part of. Therefore, we challenge ourselves to ensure that D&I will be a natural part of what we do, embedded in the way we work, and in our HR processes. If we get it right, it should come naturally to all of us.

## **The journey ahead**

At NN we want to do more, and we want to do better. Therefore, we develop long-term plans that effect meaningful change. We want to take part in creating a more equitable society. And we will know when we are on track if our beliefs are clearly reflected in how we work with our people, our customers, and our communities. It will be part of the fabric of our company. Our journey ahead focuses on the whole of our organisation and is clustered around three objectives 1) having an inclusive work environment, 2) creating an inclusive customer experience, and 3) supporting the diverse communities in which we live and work.

## **Our objectives**

### **1. Having an inclusive work environment**

Together increase diversity, inclusion and equity in our teams; engage everyone, and encourage them to be who they are, share their voices and drive change, to help deliver on our company's ambitions.

### **2. Creating an inclusive customer experience**

To ensure diverse representation of people in our communication, advertising and expressions, in a way that is positive, multi-dimensional and non-stereotypical. And to have our products and services tailored to support our diverse customer base.

### **3. Supporting our diverse communities**

We want to contribute to building an inclusive economy where everyone can participate and prosper. This is why we partner up with, and invest in, organisations supporting diversity and inclusion in the communities in which we live and work.