



# Supporting the well-being of our communities

**NN Group N.V.**  
Community Investment report 2021



# You matter

We believe that people want to live life to the fullest. We empower them to do just that – through all stages of their lives – by providing sound financial products and services, and by being a trusted advisor. We are steadfast in our commitment to help people care for what matters most to them.

**What matters to you, matters to us.**



## About this report

The 2021 Community Investment report presents why and how we contribute to the well-being of the people in the communities in which we operate. Through a combination of facts, figures and impact stories, we want to engage our stakeholders with our current and future activities for creating long-term value and impact on society.

This report is part of NN's 2021 reporting and stands alongside other publications, including the 2021 Annual Report. All these reports are published on NN Group's corporate website in the Investors/Financial Reports section. Read more in 'Approach to reporting.'



Visit our website for further information  
[www.nn-group.com](http://www.nn-group.com)

# Welcome



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**We are proud that we can look back at 2021 as a year in which we positively responded to societal needs and supported people whose well-being is under pressure. Thank you to NN colleagues and all our partners for making this happen.**

**Fleur Hudig**

Head of Corporate Citizenship

Dear reader,

We are proud to share our first-ever Community Investment report. In this report we showcase the initiatives and organisations we support that contribute to the well-being of people and the planet. By doing so, we help people care for what matters most to them.

Community investment is all about sharing our resources, such as funding, our colleagues' time, networks and expertise, to support positive social change. And this is not something that we take lightly. In 2020, we introduced our commitment to society as one of the five strategic commitments of NN Group. Within the core of our strategy, we set the ambition to - among others - contribute 1% of our operating result before tax by 2023. By staying close to who we are, what we value and by focusing on themes that are aligned with our business, we can maximise the positive impact on the people within our communities.

We are there for our customers at crucial moments in their lives. During 2021, Covid-19 continued to cause uncertainty and distress globally. The resilience and collaborative spirit of our colleagues and partners played a crucial role in supporting those whose well-being is under pressure or at risk. Recent world events, such as the war in Ukraine, have underlined how we can be there for communities in times of crisis. We are dedicated to continue our work to help refugees and others affected.

We hope that this report, which highlights our activities, will inspire you and serve as a starting point for conversations on our programme, projects and potential new solutions for the ever-changing societal challenges that we face.

Our thanks go to all NN colleagues who have been so dedicated to our partners as volunteers, the local teams in our markets and all our partners, who work effortlessly to create a positive impact in society.

Enjoy the read!

# Well-being at the heart of everything we do



**As part of our commitment to society, we want to contribute to the well-being of the people in the communities we operate in.**

For more than 175 years, our company has merged, grown and changed, but the core of who we are has remained the same. We help people care for what matters most to them. Being there in good times and bad times. We do this for our customers by providing solutions which create long-term value and by developing products and services that meet real needs through every phase of people's lives.

This principle of looking after each other is not only rooted in the way we do business, it is the foundation of our contribution to the well-being of the people in the communities in which we operate. From Japan, to Poland to The Netherlands, our community investment programme is in place especially for those whose well-being is under pressure or at risk.

## Milestones



**2010**

Launch of the Together for Society foundation in the Netherlands



**2014**

Launch of the NN Future Matters programme



Launch of groupwide partnership with Junior Achievement



**2019**

Launch of NN's volunteer platform in the Netherlands



Exceeded set target to reach 100,000 young people



**2020**

Pledge to invest 1% of our operating result before tax in society by 2023



**2021**

Alignment with B4SI framework



Broadened our scope to physical and mental well-being

Doing well, being healthy, feeling safe and happy, this is the life we all want to live. We also know that this is not a given. There will be setbacks, misfortune, and sickness. Sometimes the life we are born into presents challenges right from the start. Most of the time, we have the strength to handle these challenges and have the resourcefulness to find a solution. But sometimes setbacks and negative circumstances make us feel stuck, and it can be hard to see a way out. When you feel like this, it is comforting to know that you are not alone and get the support you need. From someone who offers a shoulder to lean on, who believes in you and encourages you to make a change.

NN is doing just that. We put our resources, expertise and networks to use for the advancement of our communities. We promote a society in which everyone can participate and thrive in for many generations to come. Within our strategic commitment to society, we pledge to invest 1% of our operating result before tax in society by 2023. We believe that with positive support, people can excel from a situation that might feel hopeless into a future where they feel they matter and are able to thrive.



### Financial well-being

We aim to improve people's ability to meet financial obligations, increase their self-confidence about their financial future and their ability to make choices to succeed in work and life



### Physical well-being & mental well-being

We aim to provide access to (quality of) health and if possible, to bring health to the privacy of home.

We aim to support people to live a happy and self-sufficient life by helping them staying socially engaged and feel less lonely.



# Key principles of our approach

Our community investment approach is close to who we are as a company and connects NN colleagues across international borders. It leverages their skills and talents, focuses on creating synergies with our stakeholders, and steers all our efforts towards maximising the positive impact for the people within our communities. Our approach is build on five principles.

### **We bring the best of NN**

Supporting our communities as best as we can is important to us. That is why we offer funding and in-kind donations, as well as our time, knowledge and networks to initiatives and organisations that work on improving people's well-being. We encourage all NN colleagues to support these initiatives by making it possible for them to volunteer

during working hours. This way, we put all of our resources to good use, to support and improve the well-being of our communities.

### **We are globally consistent and locally relevant**

The challenges around financial, physical and mental well-being that people face in one community, might be different in

another. This is why we apply a globally consistent and locally relevant approach to community investment. Globally consistent as we all work on the same social issues that are close to our business priorities and adhere to the same groupwide standards. Locally relevant because we take the local context as a starting point to address issues tailored to local challenges and needs.



“ In 2014, we got NN employees around the world involved in the development of NN’s new community investments programme. We asked them: what’s important to you in helping our local communities and how should we do it? Their answers spoke volumes; use their knowledge and expertise related to their work. NN Future Matters is driven by employees from day one.

Dailah Nihot  
Chief Organisation and Corporate Relations

**We build strong partnerships for lasting impact**

We fund projects, co-develop new programmes and share the time and network of our NN colleagues to directly serve people who are in need of some support by our societal partners. In order to ensure the projects we finance are future-proof, we strengthen the organisational capacity of our partners by supporting activities like training their staff, improving their organisational structure or performing market scans.

**We take a systems approach**

Societal issues such as debt, depression or health problems are often tied together and influence each other. That’s why we believe that there is not just one solution that will suit all. In our systems approach we therefore assure to work with a wide variety

of partners with different areas of expertise working on different aspects of the problem.

In order to better understand the problems at hand and the complexity of those, we also fund research relevant to key topics, such as happiness (well-being) research in Belgium, research on the effectiveness of debt counselling, and research on longevity risk (both in the Netherlands). Furthermore, we aspire to increase awareness about the causes and effects of societal issues like financial distress by initiating stakeholder dialogue, supporting dispersal of knowledge and steering cross-sector collaboration.

**We align with the highest industry standards**

To ensure continual professionalisation of our community investment programme, we align with the highest industry standards.

In 2021, we joined the Business for Social Impact (B4SI) network. The B4SI framework offers a consistent and credible approach to impact measurement. This helps us understand the difference our contributions make to our business and society. We use B4SI’s framework and guidelines to guide the implementation of our 1% ambition, including internal and external reporting.

**Our 1 % ambition explained**

- We have a commitment to contribute 1% of our operating result before tax to local communities. We use a three-year average of our operating result.
- The contributions include cash donations and hours of volunteering, which are monetised by using the standard hourly rate of 40 euros per hour.
- In 2021, we invested 0,4% of operating result, building towards our 1% ambition for 2023.



# Our impact strategy on well-being



## Our theory of change on financial well-being

In Europe, 1 in 5 people (over 96 million) are at risk of poverty or social exclusion. Having a low income or sometimes no income, people struggle to provide basic needs or engage in social activities such as sports or social outings. Over half of the people living in single-adult households with children are unable to face unexpected financial expenses, such as a car breakdown and unexpected medical costs, but also covering living expenses after losing a job. Even in the Netherlands, one of the wealthiest countries in the world, 1 in 5 households struggles to pay their monthly bills.

### **Financial distress: a complex process of cause and effect**

We know that aspects impacting financial well-being tend to reinforce themselves and can lead to bigger problems, which are likely to be passed on to future generations. When you are struggling to pay your groceries and other basic necessities while keeping an overview of bills that are piling up, it is hard to save money for future unforeseen expenses or find the time to go out and look for a better paid job. Parents in this situation often do not have the ability to provide their children with the same opportunities as their peers or have

access to a network which opens doors to internships and job offers. Compared to their peers, children growing up in poverty are more likely to under-perform at school and experience more difficulty in finding a decent job later in life. For some, even a warm meal, new clothes and birthday presents are not always a given. We also know financial difficulties can happen to anyone at any time. If you lose your job, go through a difficult divorce or lose your partner. Such unexpected setbacks can throw you off balance and offset bigger financial issues.

### How to increase the financial well-being of our communities

Since 2014, NN Future Matters aims to drive change to increase the financial well-being of people. We support people to get to a state where they can meet their financial obligations, feel confident about their financial future and are, therefore, able to make choices to prosper in work and life.

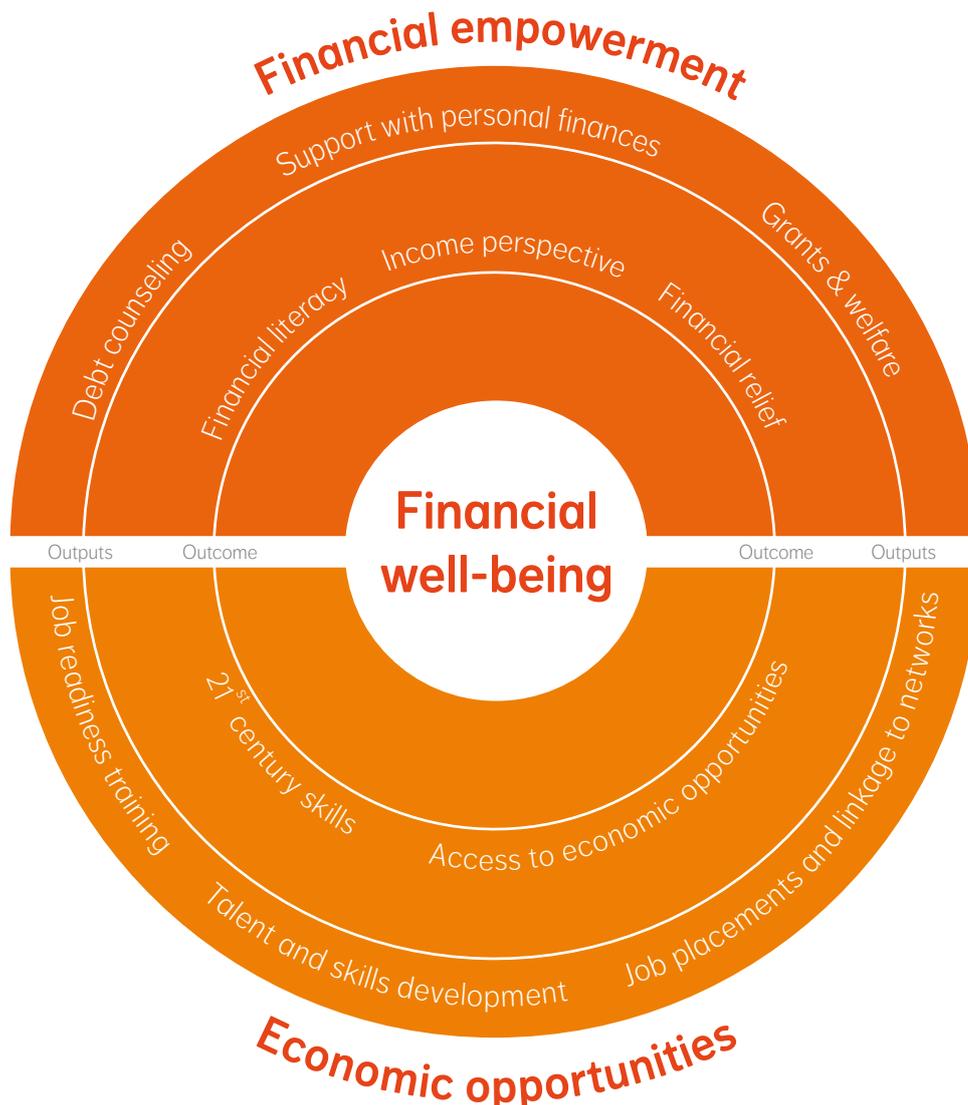
We drive change in two specific impact areas:

#### Financial empowerment

In order to get to a state of financial well-being, we believe it is key that someone feels in control of their financial situation. Therefore, we invest in financial literacy projects where people grow their skills and knowledge to make informed decisions about their finances. From how to live and deal with debt, to budget coaching projects to support with negotiations with creditors. At the same time, we support people to increase their income: either by finding a (better) job, decreasing their expenses or gaining access to grants and welfare, like summer gift boxes for families to alleviate some financial distress during the summer holiday.

#### Access to economic opportunities

To get to a state of financial well-being the ability to seize economic opportunities that fit your skills, talent and ambition is important too. Therefore, we provide (young) people with tools, training and networking skills to increase their readiness for school, career and life. We also provide out-of-school opportunities that aim to broaden their horizons: providing them with insights into careers they may never have considered, study opportunities they did not know existed or networks that otherwise would never have been available to them.



# Broadening our scope to physical and mental well-being

Financial well-being is only one part of overall well-being. It is equally important to be in a good place mentally and physically, by having a sense of social belonging after retiring or receiving support if you or a loved one becomes ill.

However, in 2020, 16.6 million people (3.7%) in the EU didn't receive the medical care they needed<sup>1</sup>. This means that a lot of Europeans are beyond the reach of mainstream care. Especially older, less mobile, and more vulnerable people face difficulties accessing basic health care. This is why almost 46.2 million EU citizens (9% of adults) perceived their health status to be bad or very bad in 2019<sup>2</sup>. People that are in poor health are also more likely to suffer from mental well-being issues such as loneliness. Even before Covid-19, 30% of people that were in bad health felt lonely most of the time<sup>3</sup>. So even in the EU, which is home to one of the most advanced healthcare systems in the world, healthcare inequalities exist.

## A holistic approach towards well-being

In 2021, we included physical and mental well-being as a strategic pillar to our community investment programme. In line with the core focus areas of our business, we decided to focus on providing access to (quality) health and, if possible, on bringing health to the privacy of home. Further, we also support initiatives that enable elderly to live a happy and self-sufficient life by helping them stay socially engaged and feel less lonely. We exchange knowledge with our partners on how to address financial, physical and mental well-being, and invest in research to better understand the underlying relationships. Because the better we understand it, the more effective our support will be.

In 2021, we initiated 10 new partnerships on these themes. For instance, in Turkey, Poland and Spain we started initiatives around oncology. For other examples of these newly established partnerships, please see the next chapter.

1. <https://ec.europa.eu/eurostat/web/sdi/good-health-and-well-being>

2. [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Living\\_conditions\\_in\\_Europe\\_-\\_health\\_conditions&oldid=547130#Health\\_conditions](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Living_conditions_in_Europe_-_health_conditions&oldid=547130#Health_conditions)

3. <https://publications.jrc.ec.europa.eu/repository/handle/JRC125873>



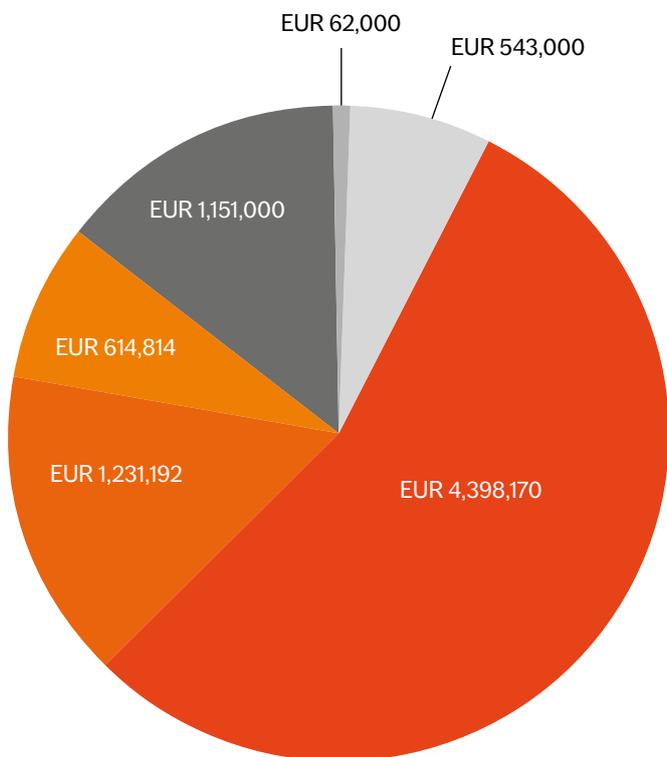




# Our impact in 2021

In 2021, we supported projects linked to the financial, mental and physical well-being of community members. We provided in-cash or in-kind donations and volunteering hours to all countries in which we operate. Here, we proudly share our contribution to society in facts, figures and a selection of inspiring examples and stories about how we have made a difference in our communities.

# Our key contributions



**EUR 8m**

total contributions



**0,4%**

of operating results before tax<sup>1</sup>

## Overview of our contributions to society in 2021

- Cash contributions financial well-being
- Cash contributions physical well-being and mental well-being
- Cash contributions other  
e.g. charitable partners focused on a sustainable planet, Together for Society, NN's internal charity fund
- Volunteer hours (monetised)<sup>2</sup>
- In-kind donations (monetised)
- Management costs<sup>3</sup>

1. Based on a three-year average  
 2. We use the standard hourly rate of 40 euros per hour  
 3. This includes FTEs allocated and any other costs that are needed to professionally run our programme (e.g. impact measurement, communication costs)

## Contributing to the SDGs

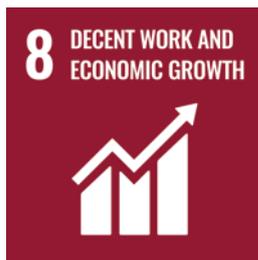
In 2015, the UN launched the 2030 agenda for sustainable development. At its heart are the 17 Sustainable Development Goals (SDGs), which address the world's biggest global challenges, including ending poverty, improving health and education, reducing inequality and combating climate change. Here, we highlight the SDGs where we are striving to have the biggest impact through our community investments.



Improving access to sustainable livelihoods, entrepreneurial opportunities and productive resources

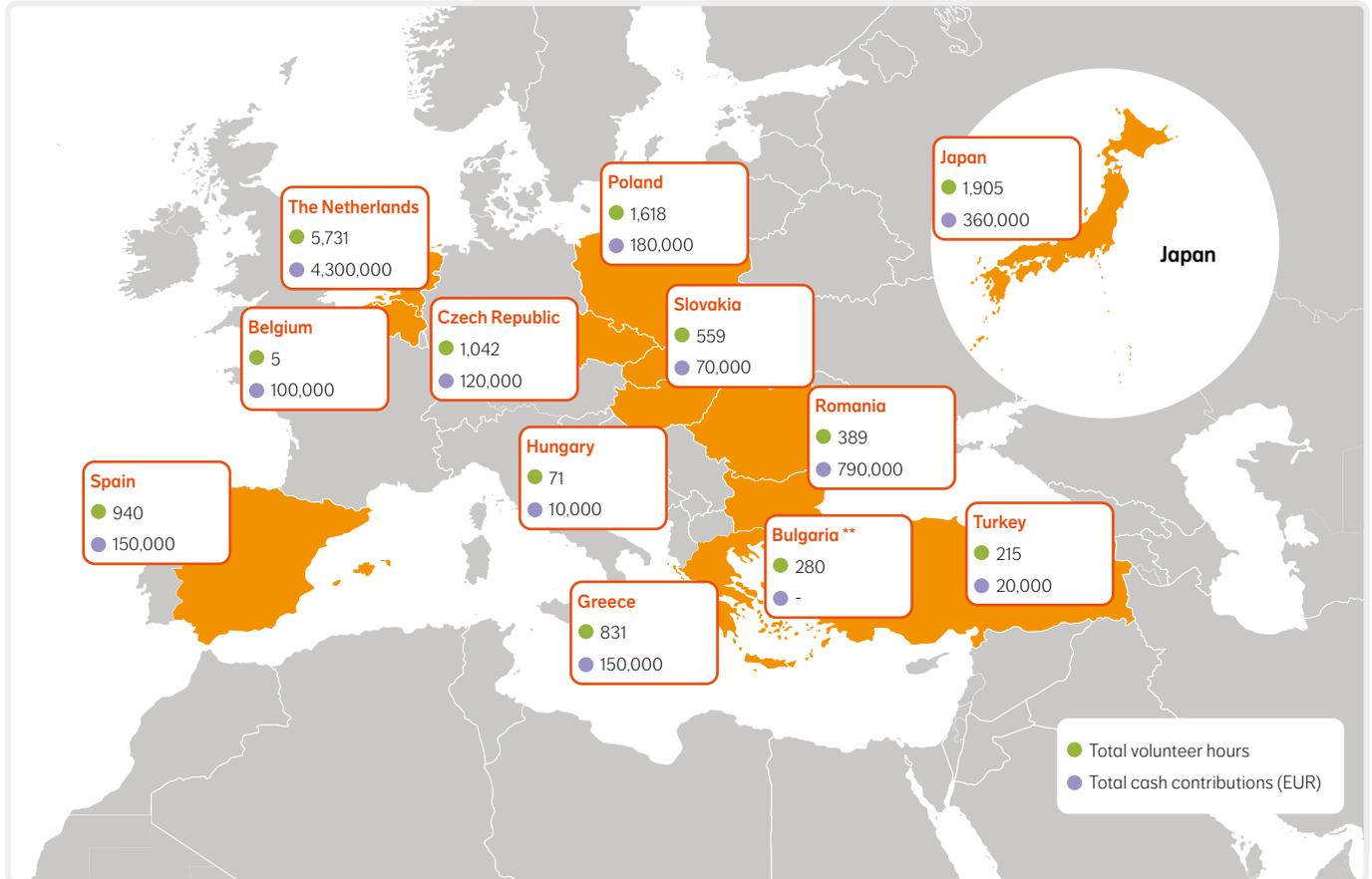


Ensure healthy lives and promote well-being for all at all ages



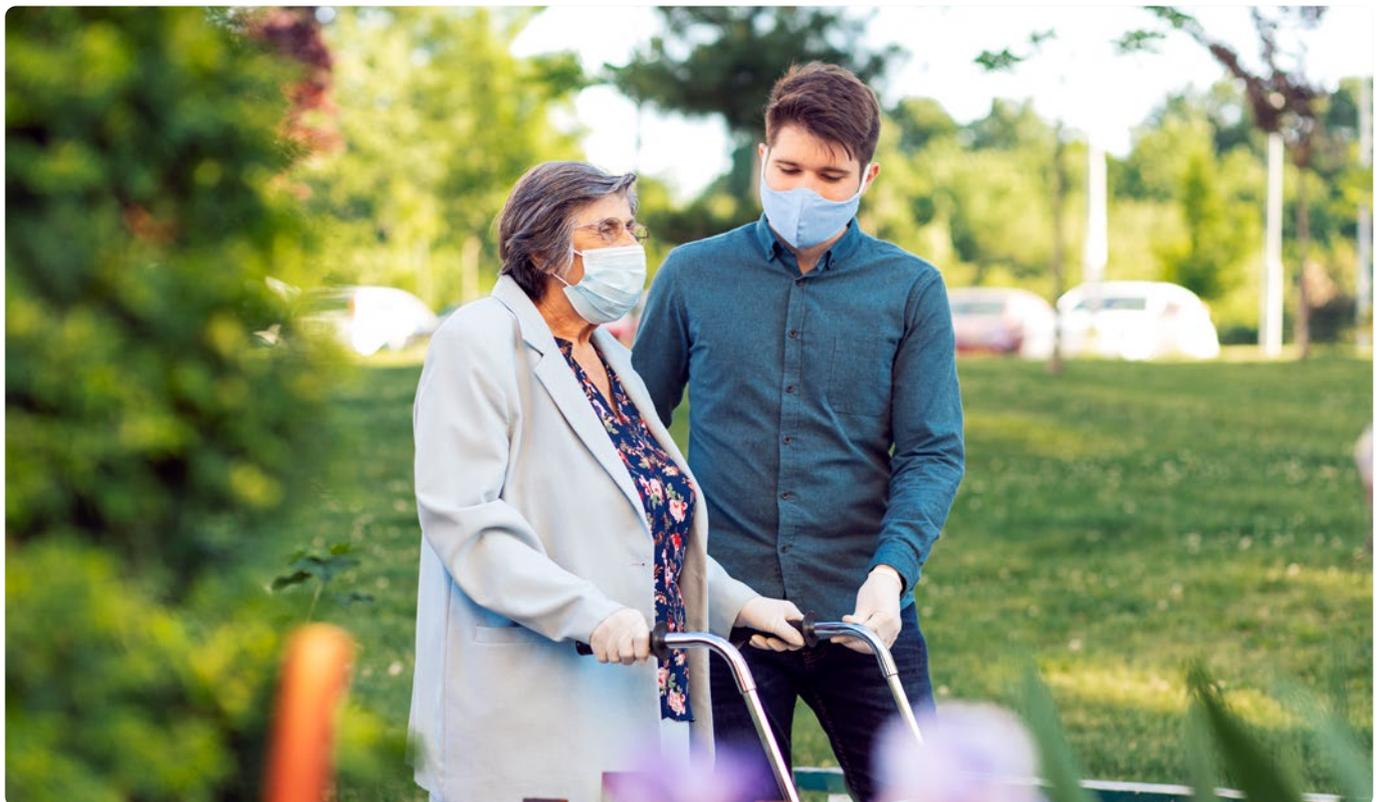
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

## Countries where we operate



\* Our global community investment budget is divided among the countries in which we operate in proportion to the size of our local business units and the number of employees available to volunteer for our local partners.

\*\* In July 2021, our Bulgarian pension and life business was sold.



# Highlights 2021

## Your community matters week

We organised our first-ever 'Your community matters week', an initiative to deepen our involvement with our local charitable partners. During this week, ten NN business units organised locally relevant volunteering activities that align with our strategic goals. In Turkey, NN colleagues taught English to primary school students from underserved areas. And in Spain, NN colleagues planted trees and helped people to improve their digital skills. These are just some of the 44 activities organised with local partners in ten of our markets.



## Our support during Covid-19



During 2021, Covid-19 continued to cause uncertainty and distress globally. NN continued to support the communities in which we operate. For example, we donated EUR 500,000 to the Covid-19 recovery fund of the Oranje Fonds in the Netherlands. This fund supports local charities and social enterprises that try to mitigate the negative effects of the pandemic for people facing financial difficulties. In other countries, such as the Czech Republic, we provided moral support to healthcare workers by delivering 500 thank-you gifts.

## NN Company Cleanup with Plastic Whale

In April 2021, NN and Plastic Whale organised two NN Company Cleanups. 778 NN colleagues in the Netherlands took to their local streets to collect as much litter and plastic waste as possible. Their efforts are part of the 'NN Plastic Pledge', NN's company-wide commitment to make our business and working environment more sustainable and circular, and to reduce or recycle plastic waste as much as possible. Also in other countries, like Hungary, NN organised clean ups.



# Our contribution to financial well-being

Through the NN Future Matters programme, we aim to create financial well-being on an individual level by empowering people to be in control of their financial situation and seize economic opportunities that fit their skills, talents, and ambitions. In 2021, we achieved the following:



**EUR 4.3m**

donations to charitable organisations



**8,356**

employee volunteer hours



**21,525**

people reached through NN Future Matters

## Financial empowerment



**990**

people received financial literacy training and increased their skills and knowledge about managing their personal finances.



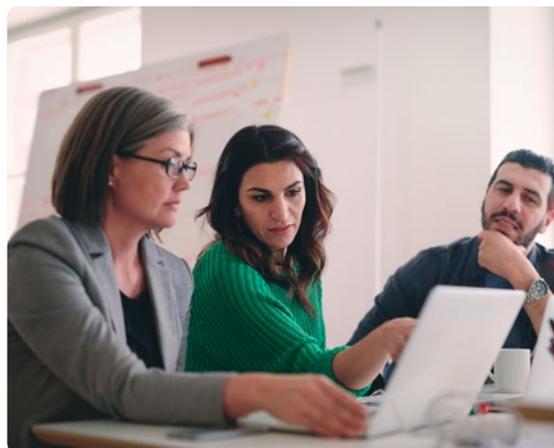
**3,269**

households or entrepreneurs received debt counselling and increased their feeling of control over their finances and income.



**2,077**

families received financial relief through in-kind donations.



## Access to economic opportunities



**39**

scholarships awarded to first-generation international Master's students.



**13,282**

students received out-of-school time opportunities that included linkages to networks that helped them build 21st century skills.



**1,368**

people trained on employability and job readiness that helped them access to economic opportunities and improve their career prospects.

## Networking for work by the next generation

In the Netherlands, we partnered with JINC to develop a new programme called 'Networking for Work'. Networking is an essential skill for career orientation and finding a job. Young people who grow up in underserved communities often have smaller networks with fewer connections to work. With the new programme, JINC and NN Group want to support young people to build and grow their network to a greater array of career and personal choices. The project is tailored to the specific needs of secondary students and vocational education students in the Netherlands. In 2021 we extended our collaboration with JIN to Belgium.

### Ambition 2022 and beyond



The programme will become a new part of JINC's curriculum and aims to reach 15,000 students a year in the Netherlands overtime.



## Helping women find employment in Poland



The University of Success in Poland is an educational programme for young women growing up in orphanages, adoption programmes and for those who are experiencing financial difficulties. NN has been a strategic partner since the organisations' inception, which aims to equip these young women with digital and marketing skills that will help them enter the job market with confidence and suitable competencies. The program includes workshops in programming, digital marketing and many extra-curricular activities.

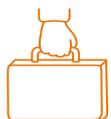


72

women joined The University of Success

## Stimulating innovation in SME's in Japan

In Japan, ETIC is a prominent entrepreneurial organisation that helps and guides youngsters who aspire to be entrepreneurs. Its Family Business Innovation Lab is a programme that was started in cooperation with NN Life Japan to facilitate innovations in family businesses and to ensure that small to medium-sized family businesses have a successor in place. Through this, the discontinuation of these business can be averted, business models may be updated and young entrepreneurs are stimulated. With this programme, a new generation of youngsters is encouraged to help secure the future of their family business and develop their own entrepreneurial skills.



347

family businesses joined the Family Business Innovation Lab programme



## From Debts to Opportunities: knowing what works

In The Netherlands, 1 in 5 households (over 1,3 million) regularly struggle to pay their bills. Over 600,000 of these have serious debts. Solving debt problems is often complex and difficult. People may lack the financial knowledge, confidence or peace of mind to know where to start. This makes it difficult for local governments or other formal programmes to reach out.

Over the past five years, Nationale-Nederlanden and Aegon have worked with the 'From Debts to Opportunities' (Van Schulden naar Kansen) programme to increase financial resilience in the Netherlands and reduce poverty caused by debts.

During this period, the Amsterdam University of Applied Sciences was commissioned to undertake a five-year study into the impact and effect of local, informal poverty and

debt projects. The study investigated 85 local projects in 7 Dutch cities.

More than 1,500 NN colleagues have volunteered in projects like Talent Coach, Over Rood and Schuldhulpmaatje. They helped sorting through unopened mail and worked as a coach, administration buddy or financial expert.

### Moving forward

In 2021, we finalised the 5-year programme 'From Debts to Opportunities'. We have learned a lot from our collaboration with the various projects and the research of the Amsterdam University of Applied Sciences. This is, of course, far from enough and certainly not the end. We will continue and further scale up the work done by the foundation within our programme 'NN Future Matters'.

### Supporting our customers in financial distress

Tax authorities, health insurers, friends and the bank are the most common creditors for people in financial difficulty. As an insurer that is at the heart of society, we naturally also have customers with payment arrears, for example on their mortgage or health insurance, or in financial distress. As a creditor, we stand next to our customers, not across from them. As NN, we look at how we can tackle a problem together and try to come up with tailored solutions. Unfortunately, we don't always succeed. Nationale-Nederlanden works closely with the National Debt Relief Route (NSR). Through NSR's initiative Geldfit.nl, customers are referred to appropriate (local) support organisations.

### Key achievements



18,567

Dutch households reached through 'From Debts to Opportunities' programme



75%+

of the participants increased their financial self-reliance



1071

customers in financial distress referred to Geldfit.nl



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The research results strengthen our belief that to combat debt and poverty effectively and make sure no one is left behind, we all need to work together. As businesses, governments, knowledge institutes and societal organisations. By exchanging knowledge, measuring progress and providing resources to initiatives that work.

Tjeerd Bosklopper

CEO Netherlands Non-life, Banking & Technology

## Back to school in Spain

In Spain, NN partnered with SOS Children's Villages' Cooking Programme. Through the programme, youngsters are supported that are at risk of exclusion, dropped out of secondary school and live in poverty. They are encouraged to finish their education, or are guided to work in the Spanish hospitality sector. They learn about a variety of topics, from mathematics, literature to cooking techniques. Next to basic education the teachers work with them on their personal and social skills to increase their self-confidence and prepare them for their next steps in life.



**13**

youngsters joined the Cooking programme and received up to 918 hours of classes and 120 hours of in-company hospitality training



# Towards economic opportunities for all

## Interview



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**With the Economic Opportunities for all initiative, JA Europe and NN Group aim to achieve true societal impact by expanding our reach to those young Europeans who need opportunities and resources the most.**

**Salvatore Nigro**  
CEO JA Europe

Since 2015, NN Group and Junior Achievement (JA) Europe have worked together on empowering young people to tackle societal challenges by using innovation and entrepreneurship. In 2021, we reached 13,282 students through our flagship programme ‘Social Innovation Relay’, with 285 NN colleagues volunteering to support the programme. Last year, we extended our partnership to facilitate JA Europe’s organisational capacity building and organisational change. CEO Salvatore Nigro reflects on the drivers for this strategic transition, the launch of the ‘Economic Opportunities for All’ initiative and the unique partnership with NN that played a pivotal role.

### **How are current trends and developments in education affecting JA’s communities?**

On the one hand, we see several structural trends related to the education system. A defining one is the underfunding of education in recent years. Many schools across Europe increasingly struggle to invest in learning materials and the upskilling of teachers. At the same time, the business world is changing incredibly fast, as are the jobs available and the skills they require. Both technical and digital skills and soft skills. This causes a gradually widening skills gap between what the education system offers and what the job market demands. For today’s students, this makes the transition from education to employment increasingly difficult.

On the other hand, we see the direct impact of the Covid pandemic. This is especially the case among young people from lower

socio-economic backgrounds, growing up in households that struggle financially or living in rural areas without proper internet access. They struggled to continue their education and join our programmes because they lacked the resources or digital skills. We now see they are at an increased risk of falling behind in their education.

### **In the midst of the pandemic, JA Europe decided to make a transition in its strategic direction. Can you tell us about this decision?**

Embracing technology in the classroom plays a crucial role in equipping the next generation with the relevant knowledge and skills. The pandemic showed that in a digital classroom young people from lower socio-economic backgrounds can’t keep up and lack the opportunities to learn those skills. We can make an even greater

impact with our educational programmes when we shift our focus towards supporting these youngsters towards employment or entrepreneurship. We need to make sure no one is left behind.

### **How important is it for businesses and the education sector to work together?**

Very important. Together, they can work on closing the skills gap. Learning-by-doing and introducing students to entrepreneurship and social innovation play an important role in this. This is a definite strength of the projects that NN and JA Europe have been organising together for the past eight years. An example is the Social Innovation Relay, in which NN colleagues’ volunteer work is a key component.

**In 2021, NN Group extended its partnership with JA Europe. How does NN’s contribution support JA Europe in its organisational change?**

Our decision to change the strategic direction meant we needed to redevelop our entire organisation and our educational programmes. Not only does our management team have to go through changes, but all our departments do too. From business development and finance to sponsorship and education. Our entire workflow is in transition. That takes time and resources. NN Group not only helped us with financial support but also with their knowledge. We work with a great group of NN experts to make important choices for our programmes: about the approach and impact we want to have, but also about the best way to engage NN volunteers. NN’s support has been fundamental in the acceleration of our transition.

**In the same year, NN and JA Europe started the Economic Opportunities for All initiative. Can you tell us about the initiative and the progress you made so far?**

This is a three-year collaboration aimed at providing economic opportunities for young people with limited resources or opportunities, by supporting their transition from education to employment or entrepreneurship. The first thing we did was an extensive context analysis about the underlying issues and possible solutions for business and policy. This report is the foundation for the design of a new evidence-based impact model we can use to scale our existing programmes throughout Europe and to design new types of learning initiatives. With a thought leadership campaign we brought the report to the attention of our external stakeholders and managed to position ourselves as a thought leader within the international field of education. In the coming years, JA Europe and our local JA chapters will use it to start the

conversation with the private sector and national governments about the importance of increasing support and funding aimed at enhancing job opportunities for young people with less resources or opportunities.

**In 2021**



**13,282**  
students reached



**285**  
employees volunteered

## Meet the next generation of social entrepreneurs

The ‘Social Innovation Relay (SIR)’ is the flagship programme within NN’s partnership with JA Europe. During this annual global competition, thousands of secondary school students develop an innovative business concept to address a social issue. Team REN from Slovakia, a previous winner of academic year 2020-2021 edition, shares their experience.

“For our business case, we were inspired by the current state of Slovak rivers. Almost 50% are in a bad condition due to heavy pollution, and studies show that about 70% is caused by human activities. This is why our team decided to develop a more environmentally friendly alternative for liquid cleaner. We spent countless days (and nights!) working on our business case, experiencing the highs and the lows of social entrepreneurship. From the frustrations of running into unexpected issues, to the moment we realised we won the global round of SIR. We learned many new skills: from working as a team and presenting in front of a

camera, to using social media to promote our company and sell our product. Skills we will be able to use in our future careers, whether we decide to become entrepreneurs or not.”



# Willem and Enis about Refugee talent hub

## Interview



Many refugees are eager to start working in the Netherlands. However, not everyone is successful in finding a job. They often have a small network, know little about the labour market or find it difficult to meet employers. In 2021, NN and Refugee Talent Hub organised a mentor programme for newcomers with an IT background.

As an IT consultant at NN, Willem works with a lot of numbers and abstract subjects. "While I enjoy the subject matter, I equally enjoy working with people. To share what I know and use my experience to help others. When I saw the announcement about NN's IT mentor programme, I knew right away I wanted to apply."

Enis had been working as a network and systems administrator at a governmental organisation in his home country before he and his family came to the Netherlands three years ago. He had just started an intensive Dutch language course when he came across the mentor programme. "I knew nothing about the Dutch labour market, nor did I have a professional network in IT. In order to find a job in the Netherlands, I needed help in these areas."

### Dutch labour market 101

Getting Enis on LinkedIn was their first goal. "Willem asked a lot of questions, for instance about my role and responsibilities in previous jobs. My first homework was to prepare my CV." Enis wasn't the only one with homework, however. Willem had to delve into the details of the Dutch labour market, such as the Collective Labour Agreement (CAO), and employment contracts. Every two weeks, they met up at NN's office in Amsterdam to discuss Enis' progress and exchange feedback. "Not only was face-to-face contact much more enjoyable, this helped with practicing my Dutch."

### Gaining momentum

After two months, Enis posted his first LinkedIn update, which Willem shared with

### About the partnership

Refugee Talent Hub is a non-profit organisation that connects employers to newcomers with the aim of finding paid work. Together with Refugee Talent Hub, we organised two mentor programmes where we helped refugees with an IT-background improve their career chances within the Dutch labour market.

his network. It wasn't long before invitations for job interviews were coming in. "I could tell that he was starting to feel more confident," Willem says. "And rightfully so. He had more than enough working experience for a high-level job in IT. Had I been leading in a network team, I would have hired him on the spot." Enis: "It was very empowering for me to hear Willem say that. I notice many people can be biased when they meet me because of my refugee background."

Enis started applying for jobs himself and sometimes had three interviews in one week. "Those were challenging in the beginning," he says. "Because I had to leave my home country and find my way in the Netherlands, I have a five-year gap in my CV. Willem helped me realise that this part of my story is worth sharing. In fact, whenever a job recruiter asks me about the biggest challenge I've ever faced, I now tell them about the decision to come to the Netherlands with my family."

### Taking leaps

One month before the end of the programme, Enis already had three job

offers from large IT companies. "And there are still a few interviews in the pipeline." They will continue their meetings, and use their time to prepare job interviews and contract negotiations. All in Dutch, Enis points out. "My language coach, who I meet with every week, has definitely contributed to my success."

"What Enis managed to achieve in the past five months is extremely impressive," Willem says. "He took such big leaps, in both his self-confidence and Dutch language skills. He came in not having any expectations of getting a job, and halfway in he decided that he wanted to start applying. Being his mentor brought me a lot of fulfilment. It's definitely something I would do again."

### In 2021



# 33

refugees were coached for a job



# 33

NN employees volunteered

# Emma at Work: the story of Meike and Til

## Interview

When you enter the job market for the first time, finding a position is not always easy. For young people with a physical disability, finding an accessible workplace where they feel confident and valued can be even harder. In 2021, NN started a multi-year partnership with the Emma at Work Foundation. During our mentor programme, fifteen NN colleagues coached ambitious young people with a physical disability as they started their careers.



Jobs in the Dutch cultural sector are not easy to come by. Meike had been looking for quite some time when she applied for the mentor programme. "I kept thinking: what if I don't find a job in my field, how can I create opportunities for myself to find a job I like, build a network and get to know people?" At the same time, she struggled with some of the challenges that come with having cystic fibrosis, a chronic lung disease that affects her energy levels. "I have to spend my energy wisely, which is hard for me because I want to do many different things in life. Ideally all at the same time."

Her mentor Til was going to help her slow down and turn these different puzzle pieces

into one large puzzle. "Not only was it important for Meike to find a job that she liked, but an employer with whom she could be honest about her energy levels." Inspired by the experience of managing her team during the pandemic, Til started a coaching course last year. "When the mentor programme was announced I knew straight away that I wanted to participate."

### Second division or Premier League?

Meike: "I just wanted to get a job and make my own money. At times I found it difficult to assess how much I really wanted a job." Til helped prepare questions she could ask during job interviews to help figure that out, but also didn't shy away from asking Meike critical questions herself. "Whenever Meike thought she had found her dream job, we would go back to the question: How does this job contribute to your dream? Is it second division football or Premier League?" It became an important point of reference to return to for Meike. "Was I going to put 100% of my energy into a job if I would only get 10% back? Til's football analogy helped me become more realistic."

### Exploring options

Meike has a degree in cultural heritage, Til's day to day work at NN Group involves risk, finance and compliance. "Our professions couldn't be further apart," says Til. "But the matchmakers of Emma at Work had been

thorough in their research. It turns out I know quite a few people who work in the cultural sector." She introduced Meike to colleagues at NN Group's corporate history archive and NN's partners within the cultural sector. "They helped me broaden my view and explore different career options, both inside and outside my field."

### Premier League!

After four months, Meike landed a part-time traineeship at the Cultural Heritage Agency of the Netherlands. "The employer of my dreams!" she says. "They were very accommodating when I told them about my condition. Their office even has a special room I can use in case I need to take a rest."

Til: "I admire Meike's drive and willpower a lot. I witnessed her whole process to get to this point. And I am very proud of how she did it."

### In 2021



9

young people supported on the 'GAP' track



15

employees volunteered

### About the partnership

Emma at Work is a non-profit organisation which aims to increase the chances on the job market for young people with a disability. In the coming years, NN supports participants of the 'GAP' track, a programme that helps them prepare for their (first) job. We also organise a mentor programme, during which NN colleagues give advice to and share their networks with young people who are starting their careers.

# Our contribution to physical and mental well-being



## EUR 1.2m

donations to charitable organisations



## 3,034

employee volunteer hours

### Proper medical aid for Romanian children with heart defects

In Romania, we partnered up with Inima Copiilor, a non-profit organisation aimed at helping children born with heart defects and other serious health problems. Together, we supported a project that addresses the long waiting list for children with congenital heart disease and malformations that need surgery. With a successful external campaign, we were able to engage our local communities to join our ambition and raise money for the expansion of the Cardio Surgery Department of the Marie Curie Hospital in Bucharest.



## 400

more children will be able to benefit from heart surgery at the hospital every year

### Supporting Roma families



In Slovakia, we started a partnership with the non-profit organisation Cesta Von (Way Out), whose mission is to help people caught in generational poverty become self-sufficient, find employment and be able to live a decent life. In particular, we supported their new mentoring programme Omama, aimed at helping Roma families. The programme connects young Roma parents to an Omama (which means grandmother in gipsy language) who empowers and supports them in the development of their children, so that they gain a stronger foundation for better learning and well-being later in life. The Omamas' support ranges from improving fine and gross motor skills and cognitive abilities to stimulating children's creativity and a healthy lifestyle.



## 4

Roma communities joined the programme



## 8

new Omamas on board



Campaign promoting kindergarten enrolment

## Friendship at any age

In Greece we partnered with the Prolepsis Institute, a non-profit research organisation active in public health. With the 'Friendship at any Age' programme, Prolepsis Institute aims to combat loneliness and isolation among senior citizens through personal contact. In 2021, NN covered the annual operational costs of a special telephone helpline and the coordination, training and supervision of 117 volunteers, including 12 NN Hellas colleagues. The volunteers communicated with senior citizens by telephone twice a week and participated in regular training and monthly supervision meetings organised by the Institute.



800

senior citizens received moral support and companionship



## Depression: cancer's invisible side effect



In Poland, we partnered with Fundacja Twarze Depresji (Faces of Depression), a non-profit organisation dedicated to breaking the stigmatisation of mental illnesses, raising awareness about the first signs of depression and promoting the importance of getting help. Many people cannot afford professional psychological help or do not receive the immediate help they need due to long waiting lists. NN funded free online psychological consultations for cancer patients, former cancer patients and their relatives and for people who are undergoing preventative treatment for cancer.



528

people received remote psychological help

## Research Centre for Longevity Risk to investigate impact of changing life expectancy

In 2021 NN Group and the Amsterdam School of Economics at the University of Amsterdam (UvA) joined forces to open a new, independent research centre: the Research Centre for Longevity Risk. At the centre, UvA scientists will study the trends in survival rates and life expectancy, and how these are affected by different relevant factors.

The center will conduct research to gain greater insight into the financial and social consequences of changing life expectancies. The research will look at demographic trends and medical developments, as well as the impact of local socioeconomic circumstances and the quality of our living environment.

### About the Research Centre for Longevity Risk

The Research Centre for Longevity Risk is an independent scientific research centre and its researchers will determine the centre's research agenda. All research results will be made public. A Governing Board will safeguard the social relevance of the research.





# Looking forward to 2022 and beyond

This report provides a first overview of our community investment strategy and the impact of our efforts in 2021. We look back at an impactful year where we've grown and learned with and from our partners. We look back at an impactful year where we've grown and learned with and from our partners. With this collaborative spirit we will keep on working on new and effective solutions for the ever-changing societal challenges that we face.

In the next couple of years, we will innovate our programme further in three areas:

### Scale our impact

of our resources in our local communities. In 2022, we will build towards our 1% ambition in 2023. We will build on our current strong foundations, growing existing partnerships and starting new ones. In doing so, we will increase our donations and volunteer hours.

### Deepen our impact

by further developing our impact management and measurement to become more data-driven in our decision making. Impact measurement helps us understand the extent to which our partners help community members' financial, physical and mental well-being. We make sure that we stay well informed about our focus areas by continuing our dialogue with knowledge institutions, community organisations, social investors and other important stakeholders.

### Broaden our impact

by navigating new innovative ways to partner and practice community investment. We increasingly apply the principles of Venture Philanthropy. Next to our current support to partners, we will choose the most suitable financial instruments that best fit our partners' needs and ambitions (i.e. tailored financing). For this purpose, we will explore setting up a Community Investment impact fund where we focus our impact on supporting social entrepreneurs.

This way we will keep on steering all our efforts towards maximising the positive impact for the people within our communities.

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**I am proud on where we stand with our programme, and look forward to further developing it with our team and partners to scale, deepen and broaden our impact.**

**Lonneke Roza**  
Manager Community Investment



# We like to thank all our partners for a great impactful year!



