



# Facts and figures

Our facts and figures outline our financial and non-financial performance year-on-year, and offer an overview in line with our integrated reporting approach.

## Key financial and non-financial indicators

### Key financial indicators (in EUR million)

	2018	2017	2016
Operating result ongoing business	1,626	1,586	1,227
Net result (after minority interests)	1,117	2,110	1,189
Net operating ROE	8.9%	10.3%	8.1%
Solvency II ratio	230%	199%	241%
Value of new business	391	345	214
Assets under Management (end of period, in EUR billion)	246	246	195
Dividend proposal (per ordinary share, in EUR)	1.90	1.66	1.55
NN Group share price (last trading day of the year, in EUR)	34.80	36.12	32.20

### Key non-financial indicators

	2018	2017	2016
Customer satisfaction and loyalty			
– insurance business units using NPS	100%	100%	100%
– insurance business units scoring on/above level previous year	42%	91%	95%
– insurance business units scoring on/above market average	67%	100%	n.a.
Assets under Management in sustainable and impact investing funds and mandates (end of period – in EUR million)	16,549	10,852	5,062
– as part of the total Assets under Management	6.7%	4.4%	2.6%
Women in Senior Leaders Group (%)	33%	32%	20%
Employee engagement score <sup>1</sup>	7.1	7.0	71%
– participation in the engagement survey	85%	73%	86%
Young people reached through NN Future Matters programme	38,536	37,208	27,529
Donations to charitable organisations (x EUR 1,000) <sup>2</sup>	2,700	2,400	1,500

1 In 2018 we introduced a new metric for measuring engagement. The previous measurement for 2017 was 66%; with the new metric this is 70.

2 Includes cash donations to charitable causes, corporate foundations and partnerships.

### Sustainability indices and ratings

	2018	2017	2016
<b>Indices</b>			
Dow Jones Sustainability Index (out of 100)	77 (Included)	80 (Included)	77
FTSE4Good	Included	Included	Included
VigeoEiris Euronext: 120	Included	–	–
Bloomberg Gender-Equality Index	Included	–	–
<b>Ratings</b>			
CDP (Carbon Disclosure Project)	B	C	C
MSCI	A	AA	–
Oekom	C (Prime)	C (Prime)	C (Prime)
	1/146	3/145	13/151
Sustainalytics (position/# insurance companies)	(Leader)	(Leader)	(Outperformer)
Transparency Benchmark Netherlands (out of 200) <sup>3</sup>	–	183	176

3 Since 2017 published on a bi-annual basis.

## Key financial and non-financial indicators continued

## Customer-related indicators (in EUR million)

	2018	2017	2016
Total claims and benefits paid	15,171	15,772	11,681
New sales life insurance (APE)	1,640	1,791	1,386
Gross premium income	13,272	12,060	9,424

## Responsible investment indicators (in EUR million)

	2018	2017	2016
<b>Assets under Management in sustainable and impact investing funds and mandates (end of period)</b>	16,549	10,852	5,062
– as part of total Assets under Management NN Investment Partners	6.7%	4.4%	2.6%
<b>Equity</b>			
– NN Duurzaam Aandelen Fonds	1,512	734	679
– NN (L) European Sustainable Equity Fund	267	308	91
– NN (L) Global Sustainable Equity Fund	1,496	1,717	673
– NN Global Sustainable Opportunities Fund	205	263	265
– NN (L) Global Equity Impact Opportunities	284	368	–
– NN Enhanced Index Sustainable Equity Fund <sup>1</sup>	2,749	2,942	–
– NN Equity Investment Fund	628	–	–
– European Sustainable Equity Mandates	342	387	349
– Global Sustainable Equity Mandates	1,129	1,612	1,121
Subtotal	8,611	8,331	3,179
<b>Fixed income</b>			
– NN (L) Euro Sustainable Credit (excluding Financials)	491	679	587
– NN (L) Euro Sustainable Credit	852	117	96
– NN (L) Euro Green Bond Fund	578	173	61
– Sustainable Fixed Income Mandates	1,639	1,319	1,038
– NN FMO Emerging Markets Loans Fund	94	–	–
Subtotal	3,654	2,288	1,782
<b>Multi-asset</b>			
– NN (L) Patrimonial Balanced European Sustainable	346	234	102
– Star Fund	3,938	–	–
Subtotal	4,284	234	102
<b>Voting</b>			
Shareholders meetings where we voted <sup>2</sup>	2,118	1,507	1,437
– as % of total votable meetings	97%	97%	94%
Agenda items on which we voted	26,839	18,978	18,335
How we voted on agenda items (%)			
– for	87.5%	89.6%	90.1%
– against	12.2%	10.1%	9.6%
– abstain	0.3%	0.3%	0.3%
Countries where we voted	58	54	51
Shareholder resolutions on which we voted by topic	596	348	347
– environmental	40	56	54
– social	119	74	73
– governance	437	218	220
<b>GRESB Real Estate Assessment scores<sup>3</sup></b>			
Private real estate – portfolio average (vs. benchmark average)	80 (66)	74 (61)	72 (59)

1 Previously: Delta Lloyd Equity Sustainable Global Fund.

2 Excludes voting related to Delta Lloyd assets.

3 NN calculates the GRESB scores on a value-weighted basis, and compares these to the relevant benchmark average. Scores are on a scale of 1 to 100. The real estate portfolios are part of NN Group's proprietary assets.

## Key financial and non-financial indicators continued

## Carbon footprint of NN Group's proprietary assets

	2018	2017	2016
<b>Assessed Assets under Management (in EUR billion)</b>	108	103	81
Fixed income	104	99	78
Equity	3	4	3
<b>Carbon footprint (tCO<sub>2</sub>e/EUR million invested)</b>	146	273	309
Fixed income	146	278	316
Equity	153	120	146
<b>Weighted average carbon intensity (tCO<sub>2</sub>e/EUR million of revenue)</b>	107	231	232
Government Bonds	42	233	232
Corporate Bonds	318	276	238
Equity	213	171	260

Carbon footprinting can help us understand carbon-related risks within our investment portfolio, and can also be useful to inform corporate engagement. In the context of an investment portfolio, a carbon footprint measures the amount of greenhouse gas (GHG) emissions and intensity associated with the underlying portfolio holdings. The footprint is measured in carbon dioxide equivalents (CO<sub>2</sub>e).

**Scope of our carbon footprint disclosure**

The carbon footprint of NN Group's proprietary fixed income and listed equity holdings was measured as per 31 December 2018, and is based on the latest carbon dioxide emissions data for governments and companies available to us.

In 2018, the assessed AuM was EUR 108 billion. This represents 58% of NN Group's total proprietary investment portfolio. The main asset categories that were not in scope of this carbon footprint analysis included mortgages, real estate, private equity, and cash. The fixed income holdings that we assessed included government bonds and corporate fixed income securities. The Corporate Fixed Income portfolio comprised mainly corporate bonds, but also asset-backed securities and loans (although the data availability on these two asset categories was limited).

The analysis is based on emissions data provided by ISS-Ethix Climate Solutions, a leading global provider of investment climate data. The coverage, or the percentage of (assessed) portfolio assets for which (actual or estimated) emissions data was available, is 86%.

The methodology for the footprint measurement of Government bonds was changed compared to last year(s) reflecting an alignment to the methodology recommended by the Platform Carbon Accounting Financials (PCAF). We now allocate emissions to a sovereign bond by taking into account the emissions that are directly caused by the government's own activity, as well as the emissions from government financing in other sectors within a country.

More information on the results and insights can be found in NN's 'Carbon Footprint Disclosure' report, published on the NN Group website.

## Human capital indicators

	2018	2017	2016
<b>Workforce (end of year)</b>			
Total full-time equivalents (FTEs)	14,492	14,853	11,545
Total number of employees (headcount) <sup>1</sup>	14,953	15,406	11,995
– Netherlands Life	2,620	2,924	2,162
– Netherlands Non-life	2,906	2,157	935
– Netherlands Bank	834	n.r.	n.r.
– Insurance Europe	4,688	4,847	4,254
– Insurance Japan	899	868	775
– Asset Management	1,017	1,165	1,098
– Other	1,989	3,445	2,771
Part-time employees	20.6%	22.0%	15.8%
Temporary employees	6.1%	5.8%	5.9%
Average years of service	12.8	11.8	n.r.
Male/female ratio	52/48	52/48	52/48
Male/female ratio managers	65/35	65/35	66/34
Male/female ratio Senior Leaders Group	67/33	68/32	80/20

<sup>1</sup> By further refining the segmentation of employees per business unit data may differ from the previous year (i.e. NN Bank is now separately presented where in 2016 and 2017 it was allocated to Other).

## Key financial and non-financial indicators continued

## Human capital indicators continued

	2018	2017	2016
<b>Well-being and engagement</b>			
Sick leave <sup>2</sup>	3.6%	3.3%	2.4%
Engagement score <sup>3</sup>	7.1	7.0	7.1%
Participation in engagement survey	85%	73%	86%
Grievances on labour practices <sup>4</sup>	18	10	12
<b>Employee participation</b>			
Employees covered by Collective Labour Agreement (CLA)	76.9%	75.1%	70.1%
Employees represented by an employee representative body	85%	87%	n.r.
Formal meetings held with employee representative bodies	134	127	n.r.
<b>Talent development</b>			
Total spending on training and development (in EUR million)	21.5	21.4	13.7
Spending/average FTE	1,469	1,441	1,111
Human capital return on investment <sup>5</sup>	2.3	2.3	2.3
Employees with completed standard performance process	93.1%	91.8%	98.4%
<b>Employee turnover</b>			
New hires	1,674	1,521	1,358
Employee turnover	15.0%	14.9%	10.2%
– voluntary employee turnover	7.9%	7.8%	5.8%
– involuntary employee turnover	7.1%	7.2%	4.4%
Open positions filled by internal candidates <sup>6</sup>	46.7%	26.8%	29.2%
<b>Whistleblower concerns filed</b>			
Of which investigated by Corporate Security & Investigations	7	11	n.r.
	4	3	n.r.
<b>Other incidents and concerns</b>			
Measures taken, related to:	100	71	n.r.
– Fraud (and alleged fraud)	14	n.r.	n.r.
– Unethical behaviour	7	n.r.	n.r.
– Unethical behaviour	6	n.r.	n.r.
– Conflict of interest	1	n.r.	n.r.
<b>Employee compensation</b>			
Total employee wages and benefits (in EUR million)	1,500	1,496	1,160
Ratio of CEO compensation to the average employee compensation <sup>7</sup>	33:1	29:1	n.r.

2 Netherlands only; this counts for 60% of the total organisation.

3 In 2018 we introduced a new metric for measuring engagement. The previous measurement for 2017 was 66%; with the new metric this is 7.0.

4 The 2018 number covers data from our global organisation (where in 2017 and 2016 it accounted for the Netherlands only). It does not include the complaints received in relation to the integration process of Delta Lloyd and Nationale-Nederlanden, given the specific nature of these complaints.

5 Human capital ROI is calculated as: (operating result ongoing business + employee expenses)/employee expenses.

6 The increase is mainly due to a change of definition: number of employees with a change in position/(number of employees with a change in position + hired employees).

7 For more information, refer to the Remuneration report on pages 32-35 of the Financial Report.

n.r. indicates not reported.

## Key financial and non-financial indicators continued

## Community investment indicators

	2018	2017	2016
Total donations to charitable organisations (x EUR 1,000) <sup>1</sup>	2,700	2,400	1,500
Of which received by charitable organisations through our corporate foundations (country/name)			
– The Netherlands/Together for Society	189	218	182
– The Netherlands/From Debt to Opportunities	942	850	
– Romania/Foundation for Life	26	11	29
Total hours of volunteering work (in Future Matters focus areas)	13,236	14,099	5,685
Total number of young people reached through NN Future Matters programme <sup>2</sup>	38,536	37,208	27,529

1 Includes cash donations to charitable causes, corporate foundations and partnerships.

2 Numbers reached include partnership with JA and EP-Nuffic, the Future Matters anniversary donations and main Dutch programmes (excluding the From Debt to Opportunities programme).

## Environmental indicators

	2018	2017	2016
<b>CO<sub>2</sub> emissions of our direct operations</b>			
% of CO <sub>2</sub> emissions offset annually	100%	100%	100%
CO <sub>2</sub> emissions (kilotonnes)	23	25	22
CO <sub>2</sub> emissions from energy consumed on NN sites	10	11	9
– of which electricity	6	6	6
– of which natural gas	2	3	2
– of which district heating	2	2	1
CO <sub>2</sub> emissions from air travel	5	4	4
CO <sub>2</sub> emissions from car travel	8	10	9
CO <sub>2</sub> emissions (tonnes)/FTE	1.6	1.7	1.9
<b>Business travel</b>			
Air travel (km x 1 million)	28	22	24
Car travel (km x 1 million)	44	56	45
<b>Energy consumption</b>			
Total energy consumption (MWh x 1,000)	53	59	37
Electricity	12	11	12
Renewable electricity	23	24	10
– Renewable electricity as % of total electricity	66%	69%	45%
Natural gas	8	13	11
District heating <sup>1</sup>	10	11	5
<b>Paper</b>			
Total paper use (kg)	457,139	776,380	830,409
– Sustainable paper (i.e FSC) (kg)	357,450	678,418	693,580
– Sustainable paper as % of total paper	78%	87%	84%
<b>Waste</b>			
Total waste (kg)	387,139	389,517	471,162
– Recycled waste (kg)	243,891	320,897	215,325
– Recycled waste as % of total waste	63%	82%	46%

1 Decrease in 2016 mainly caused by a reduction of office space in the Netherlands.