

D&I Narrative April 2022

APG's employees are the key to our success and value. The collective sum of our individual differences, life experiences, knowledge, creativity, self-expression, and unique capabilities drive our culture.

APG is a pension provider that is a global sustainable investor and wants to contribute to society through such efforts as

- **diversity and inclusion;**
- generational solidarity;
- sustainability and responsible investing;
- digitalization.

Pensions are ultimately about people, life, and living together. APG has approximately 3,500 unique individuals working together to build a sustainable future. We strive to be an appealing organization that current and future customers identify with. An organization that reflects the society we work for. Our key principle is: at APG you can be who you are and be welcome.

We strongly believe in providing equal opportunities. We also believe that feeling welcomed and (being) valued deepens job satisfaction, increases engagement, and leads to better results for our clients and their participants. Diversity and inclusion expand richer contributions to APG, building our reputation as a Great Place to Work.

How do we see diversity and inclusion? Diversity is about differences and inclusion is about recognizing and valuing those differences.

Diversity is about **all** aspects in which people can differ from each other yet be complementary. These can be both visible and invisible characteristics: age, color, (dis)ability, ethnicity, family or marital status, gender identity or expression, intersex status, language, national origin, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and all other characteristics that make each person unique.

Inclusion means an environment in which we **accept, embrace, respect, and appreciate** every colleague, so that they feel welcome and can be comfortable to be the truest version of themselves.

Why is diversity and inclusion important to us?

We have formulated five key points that reflect the importance of valuing differences in a Great Place to Work:

1. We strive to reflect the society we serve. We believe that having a diverse team allows us to connect with our clients and their participants and understand their needs.
2. We believe that **diversity of thought** results in enhanced **innovation and creativity**. Encouraging the exploration of **different perspectives** – diverse

talents and competencies – leads to **better decision making and problem solving**. Such contributions strengthen APG's agility and sustainable performance.

3. We are building a **sustainable future** together with 3,500 unique colleagues. Diversity and Inclusion is the **human side of our sustainability profile**.
4. **Inclusion and psychological safety** increases APG's employee engagement.
5. We want and need colleagues to have **the courage to speak out**. This is only possible in a safe and inclusive environment. Our labor market positioning is clear: **be an attractive employer for talent with diverse backgrounds and perspectives**.

What is our ambition?

Diversity and inclusion is a journey of growth, not a fixed destination. We will set the conditions to ensure it is encouraged and incorporated into our culture. That starts with creating awareness in the organization, building from the individual to the team, and throughout the organization. Our goal is to have visible diversity and inclusion at all levels and in all divisions of the organization .

APG's ultimate goal is to have a fully-inclusive environment – a place where everyone feels safe working and completely comfortable being themselves. We want inclusivity to go beyond being “the norm” to becoming the reflex for every one of us.

What is our plan?

Diversity and inclusion is part of APG's 2025 strategy. KPI's have been set that are evaluated and revised over the years, taking into account the current needs of the organization. The KPI's serve as means to become the fully-inclusive organization APG strives to be. In addition to having KPI's, there will be a continuous dialogue about the subject of diversity and inclusion.