

achmea 

Our approach to sustainability

March 2025

achmea 



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Achmea at a glance

At the heart of society for more than 210 years



1811

Founded with a cooperative identity

#1

Insurer in non-life & health in the Netherlands

17,360

Employees

7

Countries

€265 bn

Asset Under Management

€24.8 bn

In premiums

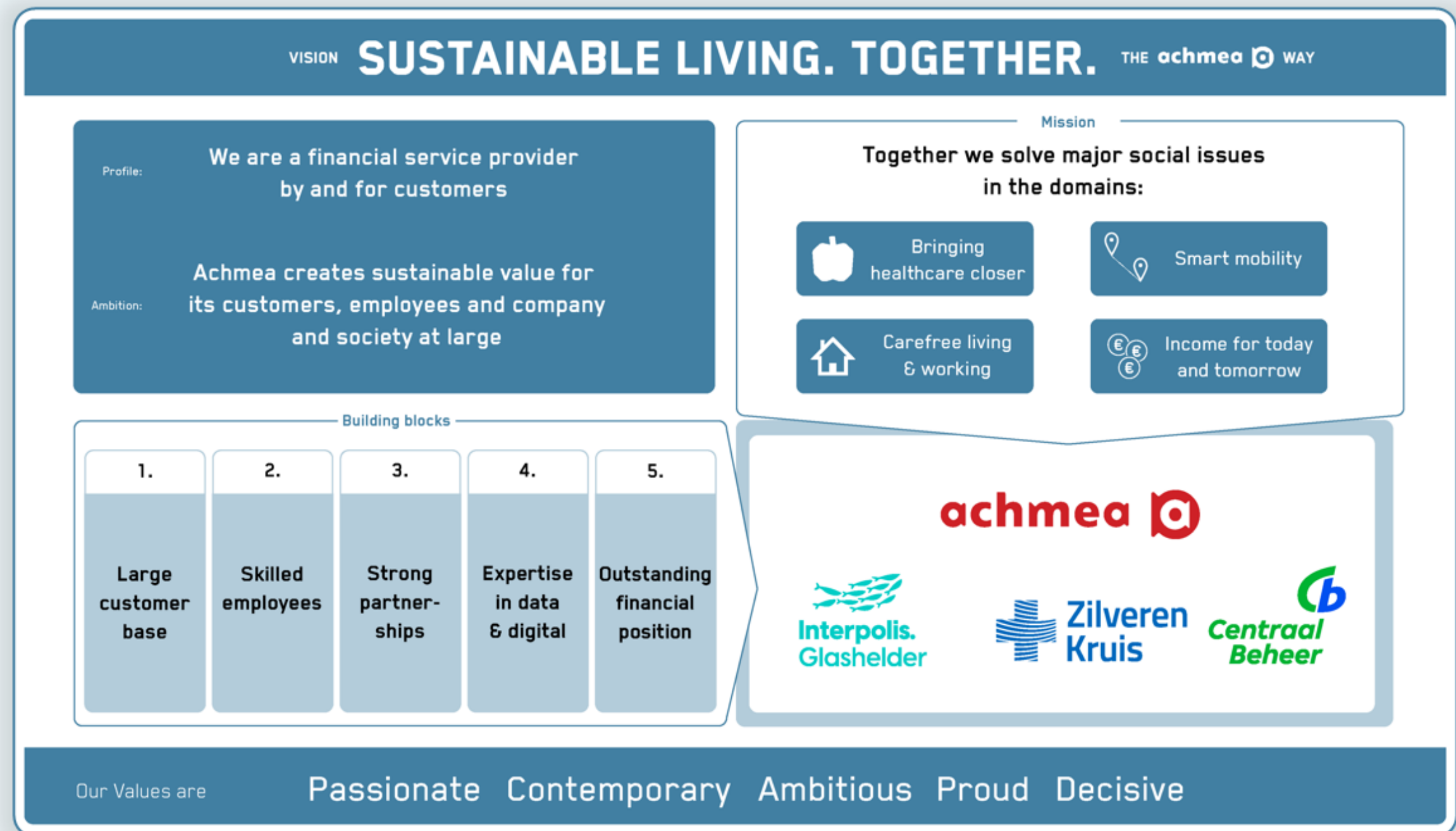
Sustainability embedded in our purpose

Sustainable Living. Together

Achmea stands for Sustainable Living. Together. An inclusive society in which everyone participates and can live happily and healthily side by side in a way that can endure for many years to come.

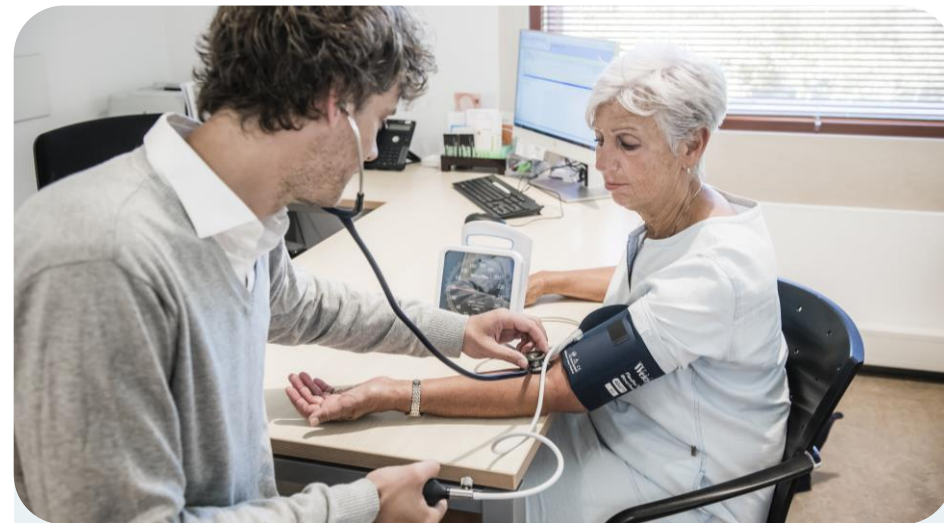
In collaboration with our customers, partners, and business relations, we want to solve major social issues relating to health, living & working, mobility, and income. That is our mission.

In doing so, we aim to create sustainable value for our customers, our employees, our company, and society as a whole.



Four key domains to focus on impact

Creating financial and social wellbeing for our customers and society



Bringing health closer

We encourage and support our customers in realising healthier lives and work environments. When people need care, we strive to ensure they receive it in their familiar surroundings wherever possible. Digitalisation can help in this process.

Smart mobility

In the transition from ownership to usage and from fossil fuels to green energy, we aim to offer consumers and businesses greater convenience, reliability, personalisation, and speed through our services and solutions, leveraging data and new technologies.



Carefree living & working

We promote sustainability in both new and existing buildings, while ensuring comfort and safety. Through innovation, partnerships, and financial support, we encourage sustainable living and work environments in all areas of society.

Income for today & tomorrow

We support people as a financial coach, offering insight, clarity, and intuitive products. We help them make informed financial decisions so they have sufficient resources, now and in the future, and are prepared for unexpected challenges.



Sustainability at Achmea

ESG principles guide us in translating our purpose into actions

‘Sustainable Living. Together.’ is our commitment to future generations. Our purpose is guided by firm Environmental, Social, and Governance principles: protecting our planet, empowering communities, and ensuring ethical responsibility and good governance.

We translate our purpose into clear steps to minimise our negative impacts and make a positive contribution to the world around us – and realise these ambitions through our operations and core activities.

We believe that sustainability is a journey, not a destination. Together with our stakeholders, we will continue to learn, adapt, and innovate as we strive to build a future that balances economic growth with environmental stewardship and social equity.



Our ESG framework

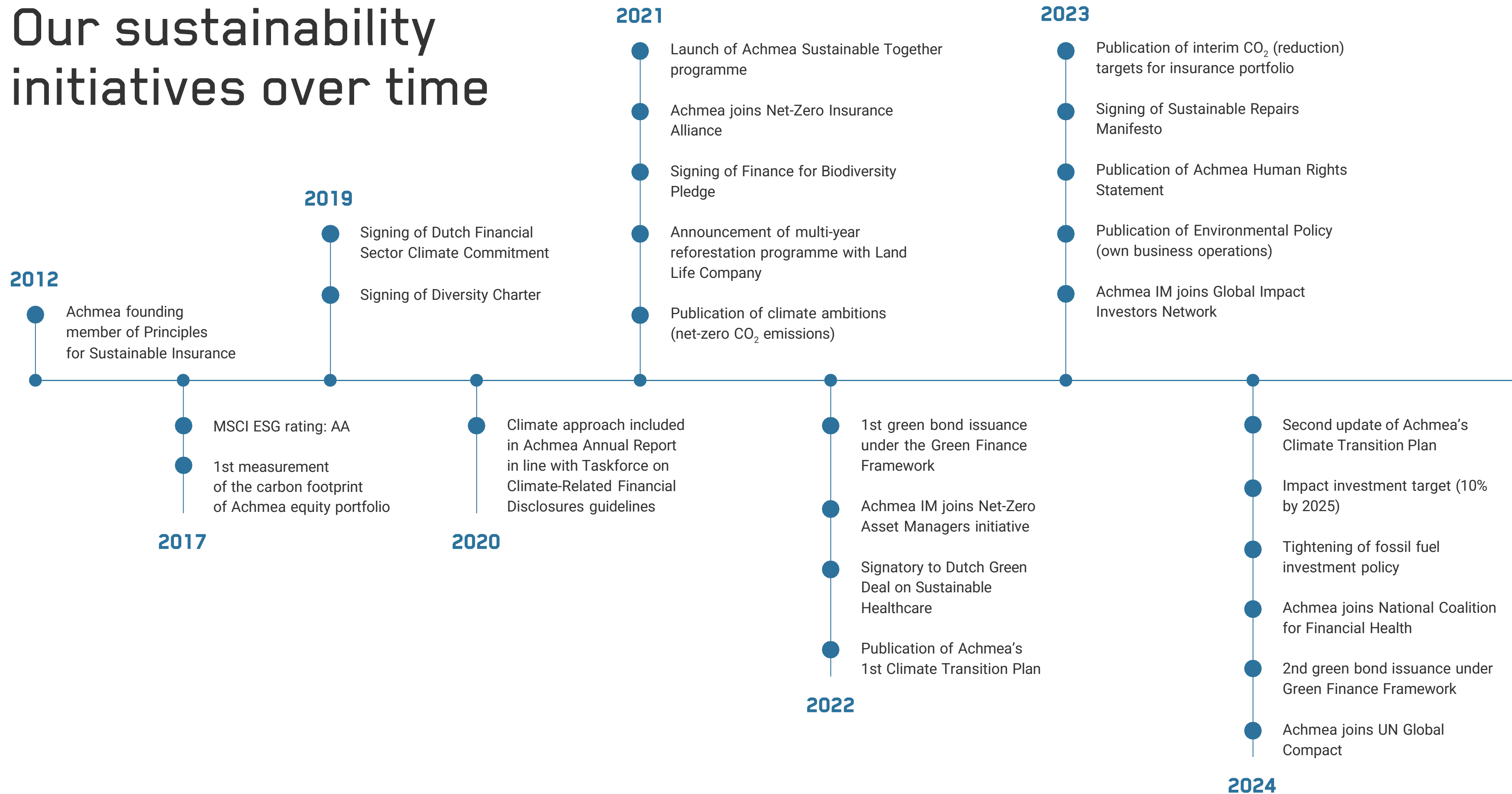
ESG principles are embedded in our policies and activities – enabling us to address relevant matters in our different roles: an employer, insurer, investor, and business partner.

We use a variety of tools – from engagement with our clients and investee companies, to supporting and introducing innovation, and offering new products and services.

We aim for a just transition that prioritises inclusion over exclusion and creates equitable opportunities for all. Across all our efforts, we are committed to collaborating with partners and to contributing to industry-wide initiatives to drive systemic change.

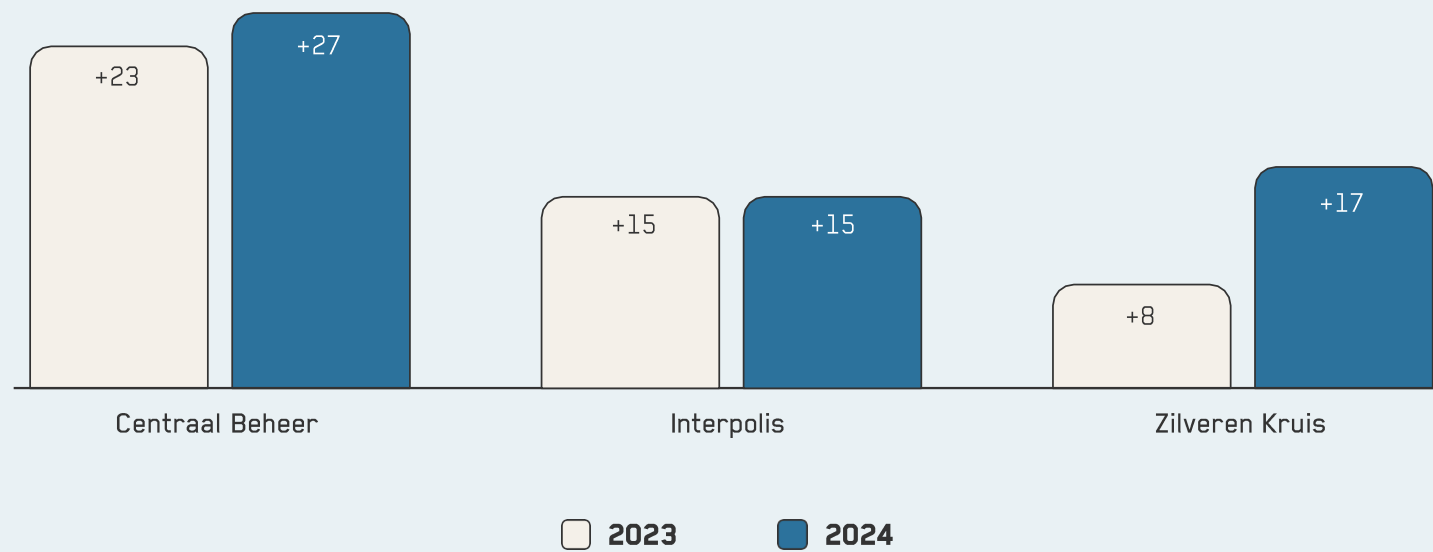


Our sustainability initiatives over time

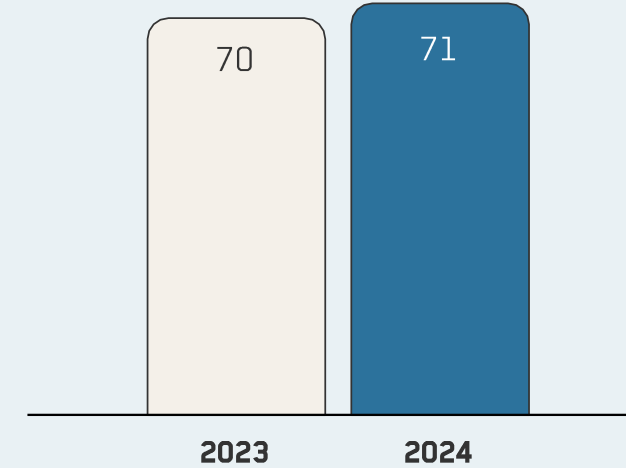


On track to achieve our sustainability ambitions

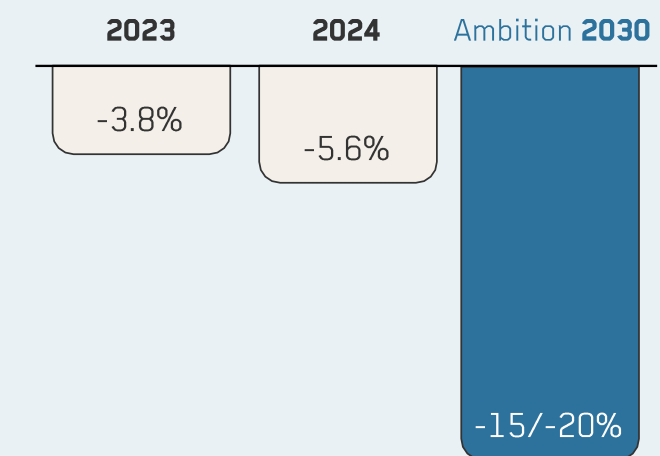
Relational NPS – consumer market
2025 ambition \geq market average



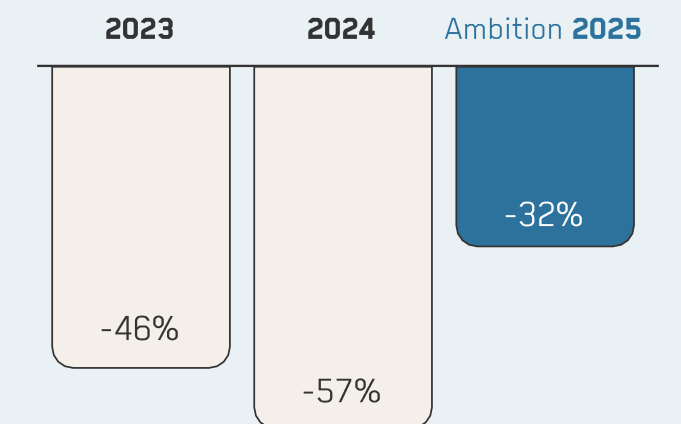
Reputational score
Overall score Achmea brand



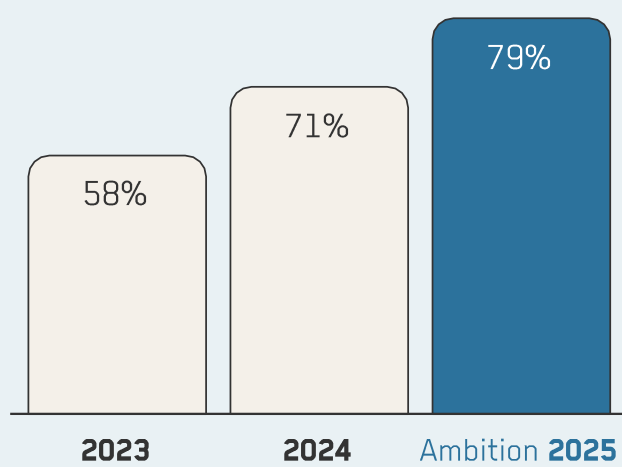
Insurance-associated CO₂ emissions of the personal motor line
% reduction compared to 2021



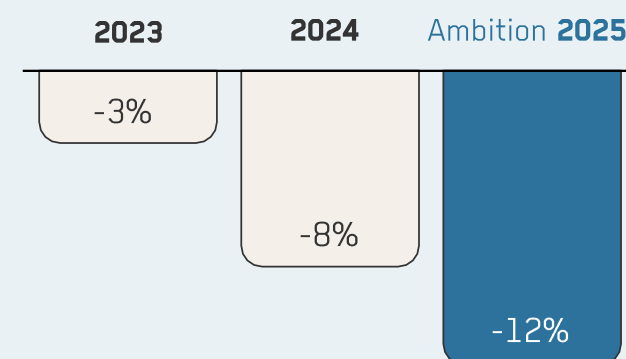
Financed GHG emissions corporate investments
% reduction compared to 2020



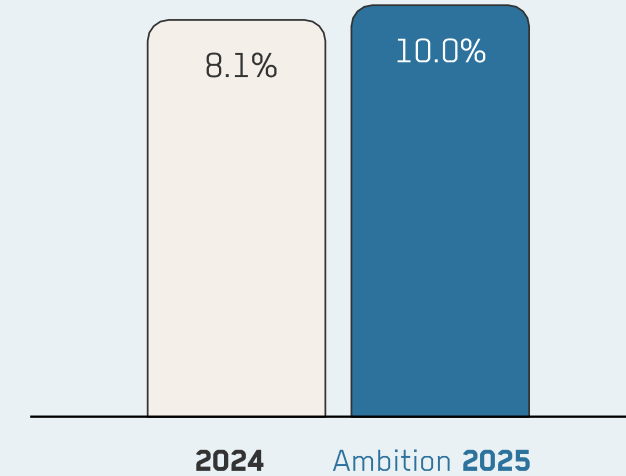
% of energy label A or higher for real estate portfolio



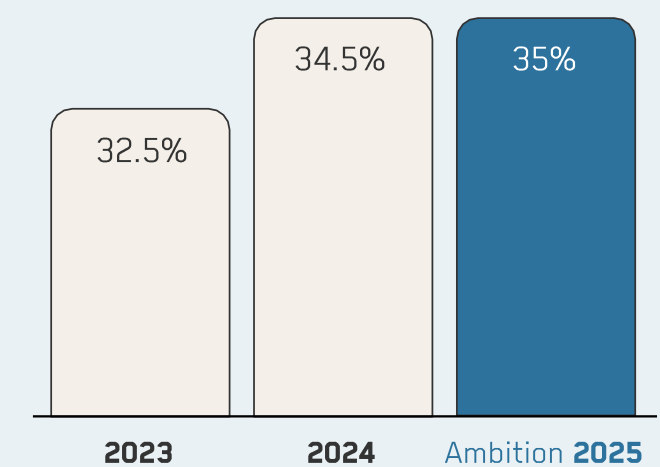
Financed CO₂ emissions in mortgage portfolio
% reduction compared to 2022
(in kg carbon/m²)



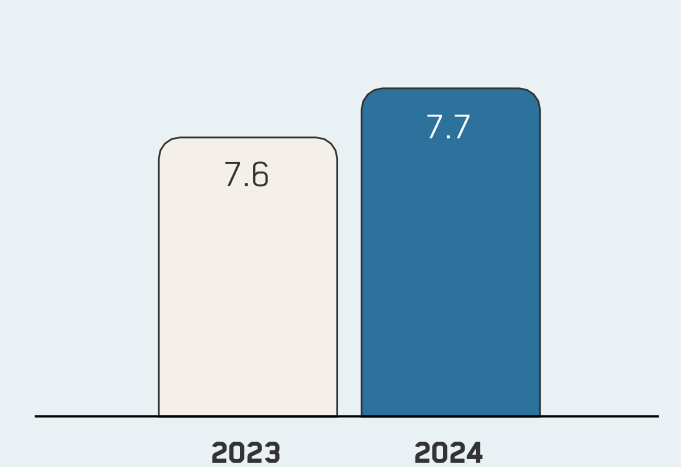
Impact investments
% own risk portfolio



Women in top management
Share women (in %)



Employee engagement score
Average per employee



Ratings and benchmarks

Recognition of our performance

AA

On a CCC to AAA scale



Low risk

#18 out of 300 Insurers



C (prime)

On D- to A+ scale



C

On D- to A scale



Bronze

Top 35% (65+ percentile)



50

Score out of 100



#25

Out of 400 financial institutions



#1

Out of 16 Dutch Insurers





Environment



Accelerating the transition to a net-zero and nature-positive economy

Achmea is committed to addressing critical environmental issues in all activities – from supporting customers and partners in the climate transition to setting strong emission-reduction targets for our own operations, and our insurance and investment portfolios. We are also taking action on other key environmental issues, including circularity and biodiversity conservation.

Environmental ambitions

Reach net zero by 2050

Insurance & services

Interim targets by 2030:

- 15-20% reduction of average CO₂ personal motor line (compared to 2021)
- 50% of business portfolio under engagement by 2030 (25% by 2025)

Prevention, sustainable services for mitigation and adaptation, climate damage insurance, sustainable damage repair

Reduction of waste, pollution and carbon emissions in line with the goals of the Green Deal on Sustainable Healthcare

Reach net zero by 2040/2050

Investments & financing

Corporate investments:

- 68% CO₂ reduction by 2030 (compared to 2020) and net zero in 2040; other asset classes by 2050

Real estate:

- 55% CO₂ reduction by 2030 (compared to 1990)

Mortgage portfolio:

- 33% CO₂ reduction by 2030 (compared to 2022)

Impact investments:

- 10% of own investments in 2025

Own business operations

Interim target by 2025:

- 50% CO₂ reduction - from energy consumption in our buildings, data centres, and our mobility (compared to 2019)

Purchase of green energy and sustainable purchasing (circular)

Compensation of remaining CO₂ emissions through reforestation

Reach net zero by 2030

Snapshot: Our progress on our environmental targets

48%

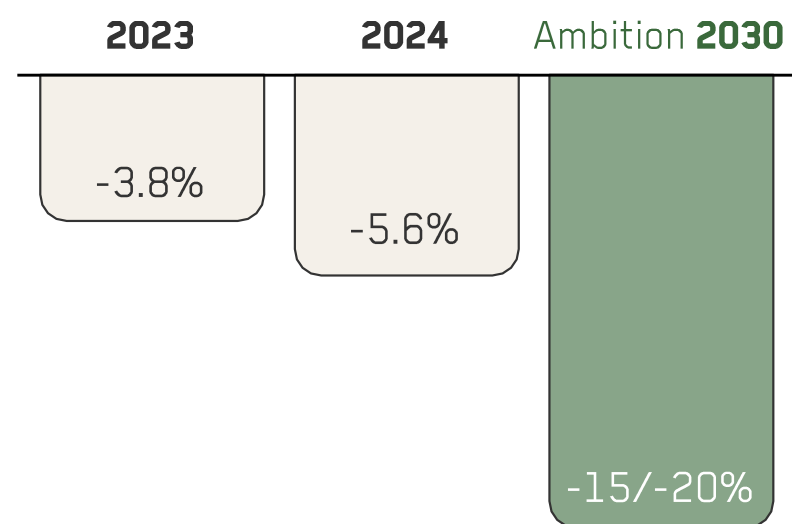
Reduction in carbon footprint
for own Dutch business operations
(compared to 2019)

100%

Purchased green energy
for own Dutch business operations

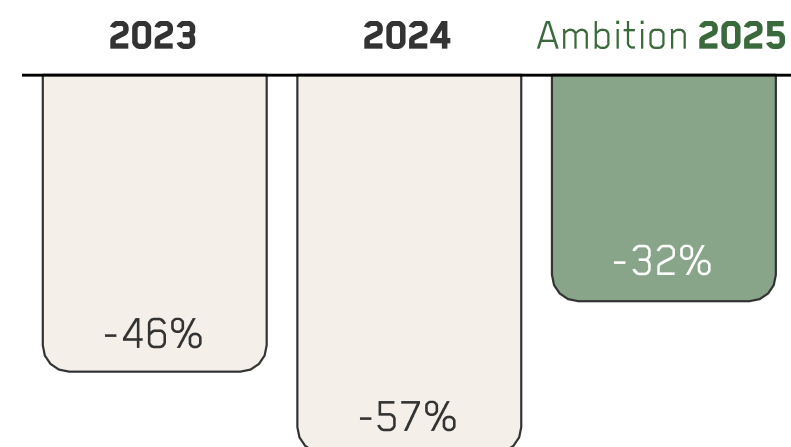
Insurance-associated CO₂ emissions of the personal motor line

% reduction per year compared to 2021

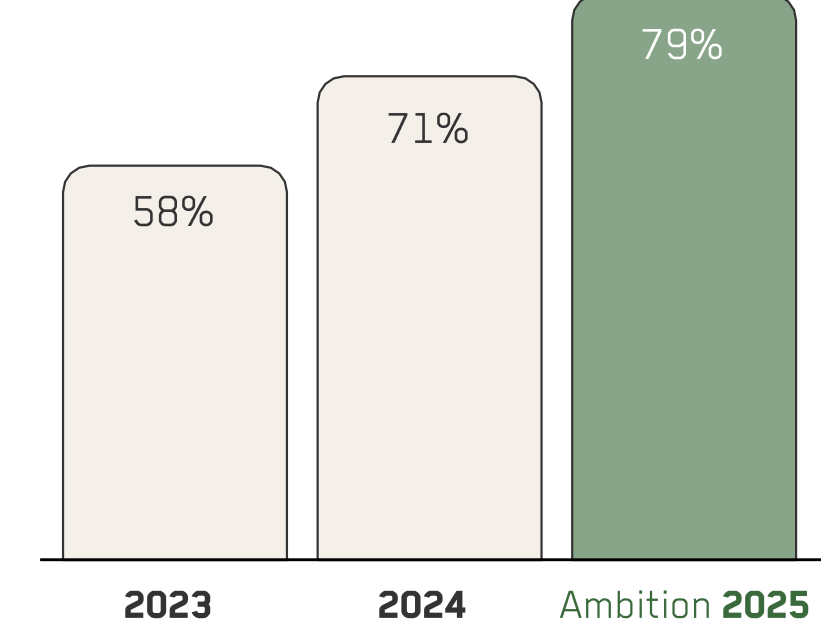


Finance GHG emissions corporate investments

% reduction compared to 2020

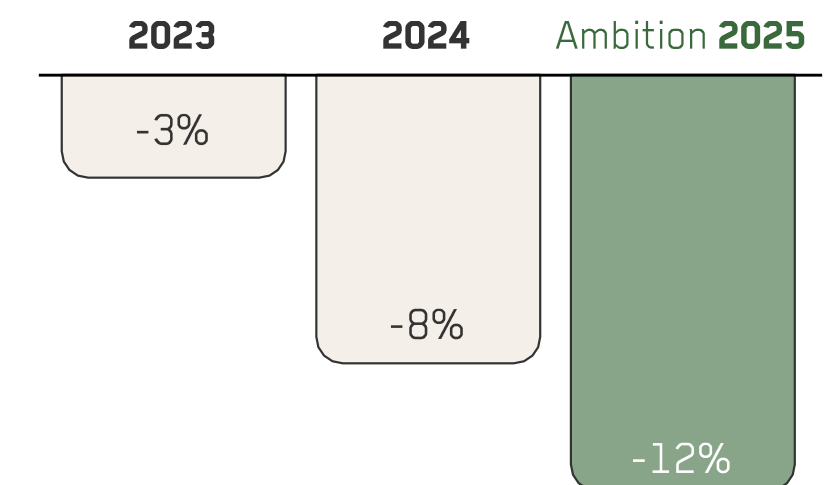


% of energy label A or higher for real estate portfolio



Financed CO₂ emissions in mortgage portfolio

% reduction compared to 2022
(in kg carbon/m²)



 Insurance & services

Supporting the climate transition

Steps we take to support our customers in the transition to a sustainable economy, together with our partners.



1

Climate change mitigation

Developing sustainable products and services; insuring climate-focused innovations; promoting sustainable damage repair.

2

Climate change adaptation

Insuring against flood risks, prevention, creating awareness, and offering climate-related products and services.

3

Engagement

Engaging in dialogue and knowledge-sharing with clients.

4

Industry initiatives

Participating in local and international industry initiatives.



Insurance & services

Climate change mitigation

Achmea is expanding its insurance products, solutions, and other activities to drive climate change mitigation, focusing on the following priority areas.

Hagelunie Innovation Fund

The Hagelunie Innovation Fund, established by Hagelunie (part of Achmea), promotes sustainable innovation and prevention of climate damage in horticulture. In 2024, it supported 20 projects.

Climate-related products and service

We provide sustainable solutions for homes and buildings, as well as for homeowner associations. Together with our partners, we offer insulation, solar panels, charging stations, heat pumps, and green roofs, and help with subsidies and loans.

Supporting sustainable innovation

We insure climate-focused innovations and technologies such as wood construction, solar panels, hydrogen, and energy storage, while combining risk acceptance with engagement to drive sustainable solutions.

Sustainable damage repair

Guided by the Sustainable Damage Repair Manifesto, we support research, minimise waste with spot repairs, and collaborate with certified partners to advance circular damage repair and recycling efforts. 96% of all relevant (home) repair companies we work with are currently ISO 14001 certified.

Reducing emissions from insured cars

Personal motor insurance is one of the biggest contributors to emissions within Achmea's retail non-life insurance portfolio. We have achieved a 5.6% reduction in insurance-associated emissions per car (target: 15-20% by 2030 vs 2021).

 Insurance & services

Climate change adaptation

As a leading insurance provider, we aim to support our customers in adapting to a changing climate and evolving sustainability landscape.

Accelerating climate adaptation report

Achmea leads the Platform for Sustainable Finance's report on accelerating climate adaptation. The report provides valuable insights into the impact of climate change on the financial sector and the contribution the sector can make to climate adaptation.

Insuring flood risk

With rising flood risks, we have insured non-primary water barrier failures in the Netherlands since 2021 for private customers, and since 2022 or businesses. We also advise on adaptation measures, as prevention is key to our sustainability strategy.

Insight in climate risks

We provide insight into climate risks of buildings through the BlueLabel collaboration. The initiative gives government agencies and companies a detailed, up-to-date picture of the potential environmental risks that could threaten their properties due to the changing climate. **BlueLabel** measures the environmental risk for all buildings in the Netherlands.

Building green roofs

Interpolis helps customers build green roofs, which boost biodiversity, cut carbon emissions, and lower ambient temperatures. In addition, greening roofs extends roof lifespans, reduces heating costs through insulation, and keeps properties cooler in summer, lowering air conditioning needs. Green roofs also absorb water, easing the load on drainage systems.

 Insurance & services

Engagement

Achmea successfully engages with our agricultural customers through a formal consultation structure with three sector councils (covering cultivation, open cultivation, and livestock farming) and an advisory board. Each sector council consists of 8-9 entrepreneurs and is supported by a sector manager from Achmea. This form of engagement drives collaboration, insights, and progress on critical issues such as climate change.



€ Insurance & services

Sustainability-focused collaborations and partnerships

We partner with industry and sector initiatives to promote sustainable practices, reduce emissions, and advance greener solutions in fields such as healthcare.



Contributing to FIT and PCAF

As a member of the Forum for Insurance Transition to Net Zero (FIT), Achmea contributed to the 2024 transition planning guidance launched at COP29 in Baku, covering transition plan approaches, evolving regulations, and emerging frameworks. As a member of the Partnership for Carbon Accounting Financials (PCAF), Achmea contributed to new carbon accounting methodologies for treaty reinsurance and project insurance.



Green Deal on Sustainable Healthcare 3.0

As part of our commitment to the Dutch Healthcare Green Deal 3.0, Achmea is working towards lower national targets set to improve health, reduce CO₂ emissions, and reduce the environmental impact of natural resources.

To support CO₂ emission reductions, we focus on making (healthcare) real estate more sustainable, improving sustainable mobility, and identifying and addressing other CO₂ hotspots in the healthcare sector.

We have included the Green Deal targets in our procurement policy for 2025, to encourage healthcare providers and suppliers to take steps to become more sustainable.

Investments & financing

Accelerating the climate transition

Measures we take to accelerate the climate transition, through our investment portfolio.



1

ESG integration

Embedding ESG factors in our investing activities; upholding the UN Global Compact principles.

2

Exclusion

We avoid investments conflicting with our values, including tobacco, controversial weapons, coal and unconventional fossil fuels, and human and labour rights violators.

3

Active ownership

Practising active ownership by prioritising engagement and voting on key ESG themes – such as climate and biodiversity – and supporting shareholder resolutions.

4

Impact investing

Balancing strong financial returns with social and environmental impact.

Investments & financing

Active ownership on environmental topics

We drive positive impact on issues such as climate and biodiversity by prioritising engagement and shareholder voting, including collective engagement initiatives.

Supporting the climate transition

Achmea's active ownership strategy uses engagement and voting to leverage our influence in support of our overarching climate goals: to reduce our GHG footprint by 68% by 2030 via our corporate investments and ensure a climate-neutral portfolio by 2040.

Minimising biodiversity impacts

As a signatory to the Finance for Biodiversity Pledge, we commit to collaborating, engaging, and assessing biodiversity impacts in our portfolio. One example of our collective engagement initiatives is Nature Action 100, a multinational partnership that brings together institutional investors to collectively engage with the 100 global companies with the highest impact on biodiversity.

76

Votes on climate-related shareholder resolutions in general meetings

Companies involved in Achmea's 2024 environmental thematic engagements (#)

4

Climate adaptation and water

7

Clothing and circularity

8

Plastic in packaging reduction

1

In Climate Action 100+

27

Reduction in CO₂ emissions

5

Climate and transport

9

In Nature Action 100

Investments & financing

Corporate investment portfolio

Achmea is committed to transitioning its corporate investment portfolio to net-zero CO₂ emissions by 2040, including an intermediate target of 68% by 2030.

Reduction financed emissions on track

Financed emissions are well within range of our targeted transition path – both for investments for Achmea’s own account and own risk, and for policyholders. The transition path is based on the scope 1 and 2 emissions of our investee companies. However, we encourage companies to include scope 3 in their targets, and have begun measuring and reporting these emissions. The transition path is based on the market benchmark at year-end 2020, and targets reductions of 32% by 2025 and 68% by 2030.

Fossil investment

In 2024, we tightened our policy on fossil investments, leading to the exclusion of 199 additional fossil fuel companies and further lowering our financed emissions. Investee companies with which there is an ongoing engagement will have until the end of 2026 to meet our criteria.

Financed GHG emissions corporate investments

-57%

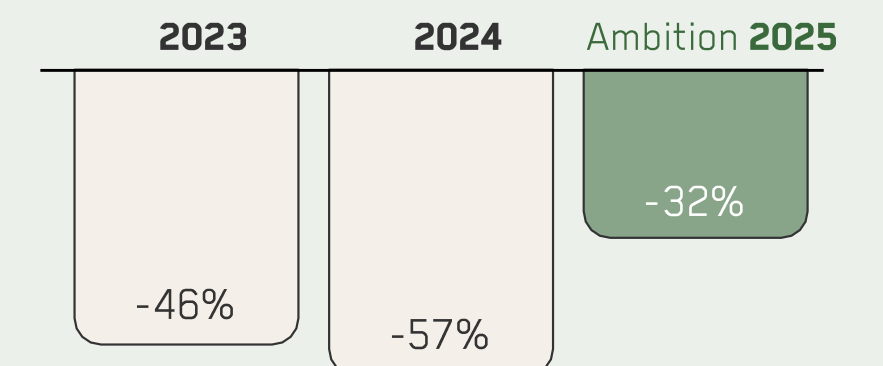
Reduction in financed GHG emissions
Compared to 2020

68%

Transition path
Target reduction by 2030

Financed GHG emissions corporate investments

% reduction compared to 2020

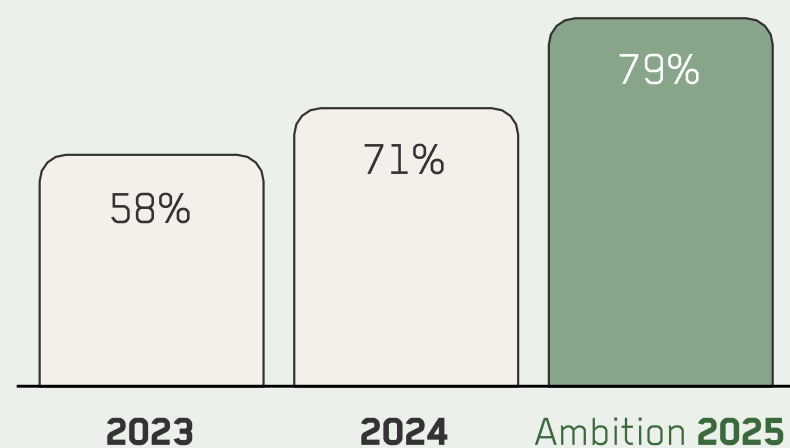


Investments & financing

Real estate and mortgage portfolio

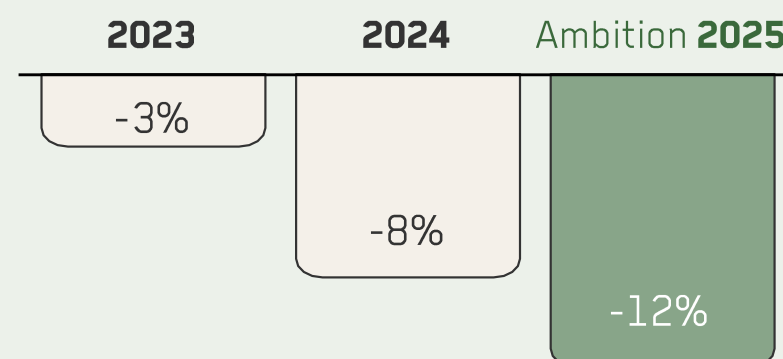
We are working with customers, partners, and investors to make our property and mortgage portfolios climate neutral by 2050.

% of energy label A or higher for real estate portfolio



Financed CO₂ emissions in mortgage portfolio

% reduction compared to 2022
(in kg carbon/m²)



Achmea Real Estate Investments

We aim for a climate-neutral property portfolio by 2050, with all properties having a minimum 'A' energy label by 2030. We have achieved a 62% reduction in carbon emissions compared to 1990 for our own direct real estate properties. Seven Achmea-managed real estate funds received the highest GRESB rating (5 stars).

Sustainable mortgages

We are working towards a climate-neutral mortgage portfolio by 2050 and a 33% reduction in carbon emissions by 2030 compared to 2022. Achmea supports homeowners in making their homes more sustainable by offering services such as heat pumps, insulation, and solar panels. We also offer tailored financing solutions, including energy-saving home improvement loans with a lower interest rate.

Achmea Dutch Residential Impact Fund

Achmea is investing €50 million in purchasing and upgrading older rental homes, enhancing sustainability, lowering energy costs, and improving tenant comfort. Managed by Achmea Real Estate, the fund invites institutional investors to participate and has the potential to reach €1 billion by 2030.

Investments & financing

Impact investing

Our target is to reach at least 10% impact investments by the end of 2025, focusing on the energy transition, social housing, and healthcare real estate. We leverage the expertise of Achmea Investment Management and Achmea Real Estate.

Energy transition investments

Large-scale projects such as wind and solar farms, network expansion, and energy storage are essential. We are therefore increasing our investments in green bonds and dedicated climate infrastructure funds.

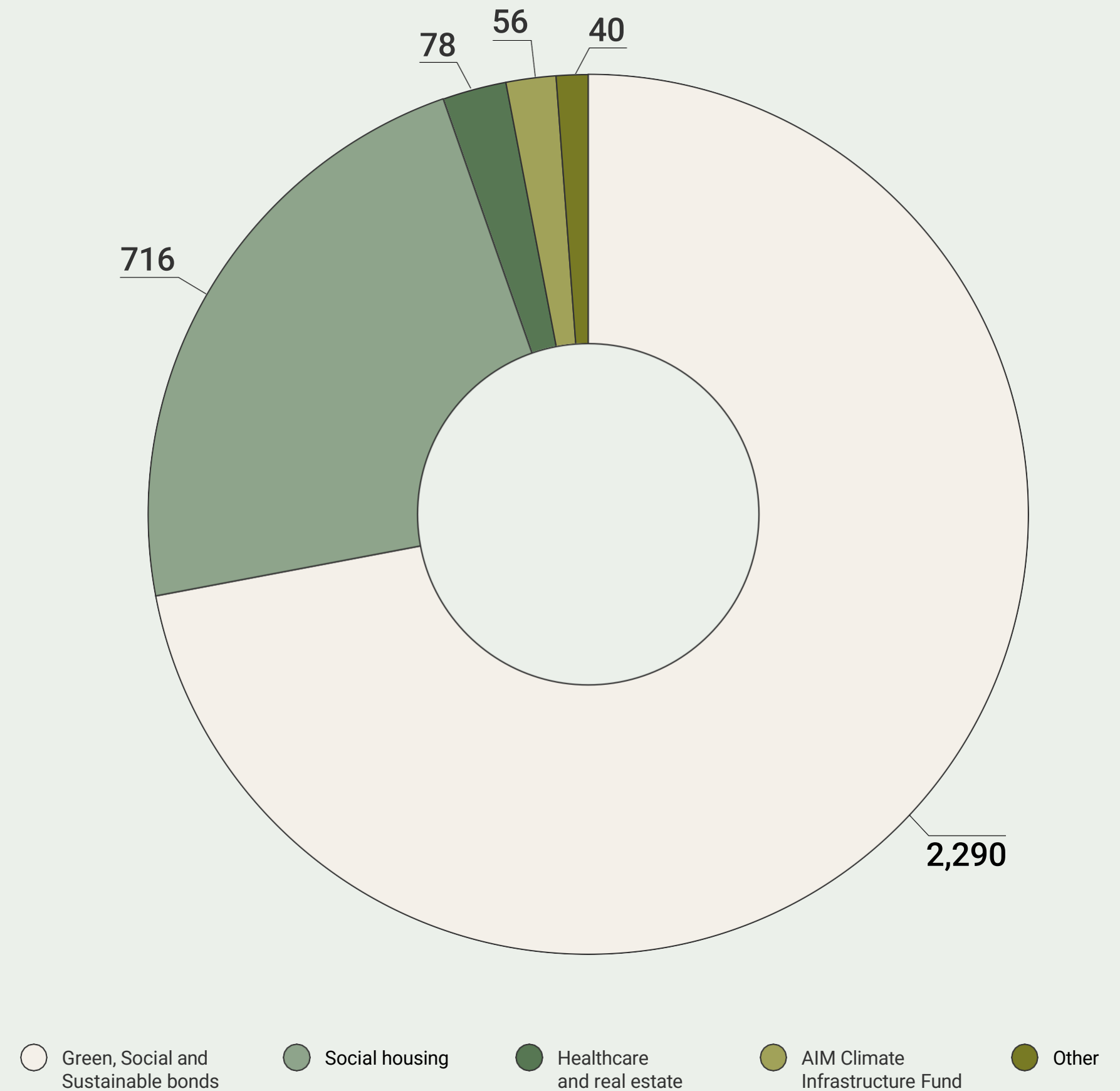
Social housing and healthcare real estate

With an ageing population increasing the need for elderly housing, and a shortage of affordable rental homes, we are expanding our investments in healthcare real estate and financing loans for social housing associations.

As of the end of 2024, impact investments made up 8.1% of our own risk portfolio.

Total impact investments

In 2024 (in € millions)



 Investments & financing

Achmea Innovation Fund

The Achmea Innovation Fund (€100 million) invests globally in early-stage innovators driving social and environmental impact, including two key mobility and agriculture investments made in 2024.



Laka (UK)

Focus: Micro-mobility insurance

Investment objective: Expand embedded bike and e-bike insurance to enhance accessibility and affordability.

Strategic fit: Supports Achmea's mission to promote smart mobility and sustainable transport solutions.

Impact: Advancing green mobility through innovative insurance solutions across Europe.



Klim (Germany)

Focus: Regenerative agriculture

Investment objective: Enable farmers to transition to regenerative agriculture through advisory platforms and carbon footprint tracking.

Strategic fit: Aligns with Achmea's commitment to supporting businesses in reducing their environmental impact.

Impact: Encouraging sustainable agricultural practices by helping farmers monetise emissions reductions through carbon credits.



Own business operations

Targeting net zero and maximum circularity

Across Achmea, we are taking steps to reduce our emissions by maximising energy efficiency, purchasing 100% green electricity, promoting sustainable travel, and offsetting any remaining emissions.

Net-zero CO₂ emissions

As of end-2024, we have reduced the carbon footprint of our Dutch business operations by 48%, excluding offsetting.

Towards zero-waste offices

Our goal is net-zero waste (waste-free offices) and paper usage by 2030. This will involve preventing as much waste as possible by reusing, upcycling, or recycling materials.

Sustainable procurement

By 2030, Achmea will procure 100% circular products and collaborate with partners and suppliers to drive sustainable operations. As of end-2024, 70% of the impactful suppliers we work with are assessed by EcoVadis.

48%

Reduction in carbon footprint for own Dutch business operations (compared to 2019)

Climate budget for Achmea employees

Achmea employees received a climate budget of €2,500. This budget can be used for solar panels, home insulation, a green roof, or a heat pump. An electric bicycle or electric car is also possible. By end-2024, 82% of employees had already made use of the budget.



Social



Contributing to social and financial wellbeing

Achmea is committed to fostering thriving, sustainable communities by promoting health, and financial and social wellbeing. We support accessible healthcare and healthier lifestyles, and we strive to create inclusive financial wellbeing through affordable products that help safeguard people's safety, income, and assets. By prioritising the wellbeing of our employees, customers, and society, we aim to contribute to a healthier, more resilient future for all.

Social ambitions

Insurance & services



Providing products and services for sustainable employability

Helping customers avoid payment problems and debts

Accessible and affordable healthcare and helping customers live healthier

Investments & financing



ESG integration and active ownership on living wage, healthy diets, and access to medicine

Exclusion of companies and countries that violate international labour and human rights standards

Impact investing in social bonds and healthcare real estate

Improving the social impact of our real estate

Own business operations



Supporting a diverse and inclusive workforce

Empowering employees in the internal and external labour market through training and skills development

Facilitating employees in a healthy work-life balance by enabling them to combine work, learning, and care in a sustainable way

Providing a healthy and safe workplace

Snapshot: Our progress on social targets

34.5%

Share of women in top management

7.7 /10

Engagement

Average employee score in 2024 (2023: 7.6/10)

7.4 /10

Vitality

Average employee score in 2024 (2023: 7.6/10)

Customer satisfaction

On consumer market


**Centraal
Beheer**

Target 2025 ≥ above market average
(rNPS)

+25


**Interpolis.
Glashelder**

Target 2025 ≥ above market average
(rNPS)

+15


**Zilveren
Kruis**

Target 2025 ≥ above market average
(rNPS)

+17

274,327

Total employee training in 2024

In hours

Insurance & services

Creating sustainable value, together with our partners



Better health and social wellbeing

Enabling financial wellbeing

 Insurance & services

Better health and social wellbeing

Bringing healthcare closer for qualitative and accessible care, now and in the future.

Healthier living and working environment

We create a healthy work environment for employees by supporting their employers in this process.

Care close by and digital to organise

We accelerate digital healthcare by helping patients choose digital options. Our goal is for 25% of care to be digital when it adds value for the customer.

Zilveren Kruis

- Developed Actify, an online vitality coach helping 35,000 users track health and activity monthly.
- Developed the SkinVision app, freely available to all, leading to 47 early skin cancer diagnoses.
- More than 800,000 customers are working on their health through services and apps such as Zilveren Kruis Wijzer and Dokter Appke.

5.3 m

Health insurance customers
In 2024

11

Regional health plans
Under the national Integral Care Agreement

2 m

Waiting days reduction for medical treatment
Through mediation

500 k

Customers used digital or remote care
In 2024

 Insurance & services

Enabling financial wellbeing

Our aim is to empower everyone to become financially fit and self-reliant.

Sustainable employability and workplace wellbeing

We contribute to improving workplace happiness by enabling employees to invest in themselves.

Making informed pension choices

By providing information and inspiration, we support employers and employees in making informed decisions about the new pension system and their own pensions.

 **Interpolis.**
Glashelder

 **Centraal**
Beheer

Lekker Bezig platform

Launched to enhance employee wellbeing and employability with training and interventions. Usage among affiliated employees grew by 100% in 2024.

Mortgage Check

A quick tool providing mortgage affordability insights in 10 minutes. Used 833 times in 2024.

Financial health initiatives

Actively supporting SchuldenlabNL, NSR, and Geldfit. Joined the National Coalition for Financial Health in 2024 to tackle debt issues.



Investments & financing

Integrating social impact into our portfolio

Measures to integrate social impact into our investment portfolio.



1

ESG integration

Embedding ESG factors in all investing activities; upholding the UN Global Compact.

2

Exclusion

We avoid investments conflicting with our values, including tobacco, controversial weapons, and human and labour rights violators.

3

Active ownership

Practising active ownership by prioritising engagement and voting on key ESG themes – healthy nutrition, access to medicine and living wage – and supporting shareholder resolutions.

4

Impact investing

Balancing strong financial returns with social and environmental impact.

Investments & financing

Active ownership on social topics

Our engagements focus on key areas of social impact – from accessible healthcare and nutrition, to nurturing human and labour rights.

access to medicine INDEX

Access to quality healthcare and nutrition

Achmea engages with companies on their strategies related to access to medicine, and to promote accountability in the pharmaceutical sector using the Access to Medicine Index. We also invest in food companies that are enabling more accessible, affordable, and nutritious food products. In 2024, Achmea joined the Health Engagement Alliance (HEAL), which encourages restaurants to make healthier food.



Embedding human rights and labour standards

We are strengthening our human rights focus across our portfolio, with a focus on key industries, such as raw materials, telecoms, and electronics.

Our engagements with investee companies also prioritise indigenous (land) rights, gender equality, and anti-discrimination. Achmea is engaged in global initiatives, such as the Platform Living Wage for Financials, the Investor Alliance for Human Rights, and the Workforce Disclosure Initiative.



Investments & financing

Social impact with Achmea's real estate

Creating a sustainable living environment where everyone has a place to live.

Inclusive and sustainable lifelong living

In 2024, we ensured that 47% of new homes are lifetime homes, and made 1,862 homes more sustainable. Additionally, we invested €78 million in sustainable healthcare real estate.

Affordable rental properties

In 2024, 60% of our newly acquired homes in the Netherlands were affordable rentals, and 111 key workers in critical professions such as healthcare secured housing in The Hague, Utrecht, Rotterdam, or Amsterdam.

Achmea Dutch Healthcare Property Fund

The Achmea Dutch Health Care Property Fund invests, on behalf of institutional investors, in the most attractive growth segments in the healthcare property market – for example, in medium-priced life-course housing, private residential care, intramural care housing, and first – and second-line healthcare centres. In 2024, Achmea invested €78 million in this fund.



Investments & financing

Achmea Innovation Fund

Through our Achmea Innovation Fund (€100 million), we invest in early-stage innovators driving social and environmental impact. Healthcare is a key focus for the fund; in 2024, we made an investment in a dynamic early-stage companies in this space.



 **ETERNO**

Eterno (Germany)

Sector: HealthTech and primary care.

Investment objective: Improve efficiency in primary care through a cloud-based operating system.

Strategic fit: Supports Achmea's vision of bringing healthcare closer to home.

Impact: Digitising workflows to enhance patient care, efficiency, and data-driven decision-making.



Own business operations

Committed to an inclusive workplace and broad employability

Achmea is committed to facilitating employees in a healthy work-life balance and fostering a safe and healthy work environment, while promoting sustainable employability.

Employee engagement

Achmea's annual employee engagement survey shows an engagement score of 7.7/10. Additionally, Achmea's employership is rated with an 8.2/10.

Facilitating employees in work-life balance

Facilitating a healthy work-life balance by combining working, learning, and care.

Safety and wellbeing

Preventing workplace intimidation through roadshows, leadership programmes, and confidential counsellors.

7.7 /10

Engagement

Average per employee in 2024
(2023: 7.6/10)

7.4 /10

Vitality

Average employee score in 2024
(2023: 7.2/10)

7.8 /10

Work-life balance

Average per employee in 2024

8 /10

Psychological safety

Average per employee in 2024

8.2 /10

Employership

Average per employee in 2024
(2023: 8.1/10)



Own business operations

Committed to an inclusive workplace and broad employability

Achmea is supporting a diverse and inclusive work environment for our employees, while promoting broad and sustainable employability.

8.6 /10

Training & development satisfaction score

Average per employee in 2024

+12,000

Employees who completed the ESG e-learning
In 2024

274,327

Total employee training in 2024
In hours

Empowering employees

Maintaining good labour market position, internally and externally, through broad and sustainable employability of employees.

Inclusion, diversity, and equality

Fostering an inclusive culture that embraces diversity in all its forms. Our gender diversity goal is to reach 35% women in top management by 2025, and 40% by 2030.

Training and development

Our 'All You Can Learn' (AYCL) programme enables colleagues to develop themselves, both personally and professionally.

Equal Women at Work certificate

Achmea's Türkiye-based subsidiary, Eureka Sigorta, has received the World Bank-affiliated 'Equal Women at Work' certification, honouring its commitment to equal rights and opportunities for women.

Achmea Foundation

Contributing to an inclusive society

The Achmea Foundation, funded by 0.5% of our net profits, supports activities that contribute to an inclusive society through four distinct programmes.

ImpactPlus

A growth programme for social entrepreneurs improving lives in the Netherlands. In 2024, the programme focused on 'Healthier Living Together, a society with less difference in health'.

Expert volunteer assignments

Opportunities for Achmea colleagues to contribute to organisations that support vulnerable communities.

Impact fund

Investments in innovative projects across Sub-Saharan Africa to enhance health and income.

Achmea Voor Elkaar

A platform for colleagues to engage in social initiatives in partnership with Stichting LEF and Stichting JINC. Over 2,000 young people have so far been reached via the platform.

15

Partnerships

With organisations

25

Ongoing projects

In Sub-Saharan Africa

13

Ongoing projects

Focused on health

12

Ongoing projects

Focused on income

€4 m

Net profit to Achmea Foundation
In 2024

2,000

Young people reached
Achmea Voor Elkaar platform



Governance



Building trust through strong governance and integrity

Strong governance and a responsible corporate culture are the foundation of trust. By adhering to robust ethical standards, taking steps to prevent corruption and bribery, and prioritising data security and cybersecurity, we safeguard our integrity and protect our employees and customers, as well as the other stakeholders that we serve.

Our Board

Achmea's Executive Board, including their responsibilities and key areas of focus.



Bianca Tetteroo
Chair

Driving Strategy & Transformation (including IT and CSR), Human Resources/Management Development, Administrative Office, Media Relations & Public Affairs, and Internal Audit.



Michel Lamie
Deputy Chairman and CFO

Leading Finance, Balance Sheet Management, M&A, and Achmea reinsurance with strategic financial expertise.



Michiel Delfos
Chief Risk Officer

Overseeing Compliance, Risk Management & Actuarial, Central Services, Achmea Legal Assistance Foundation, Legal Affairs, Governance, Regulatory Coordination, and the Achmea Sustainable Together programme.



Daphne de Kluis
Board member

Managing Pension & Life division and Achmea Pension Services, as well as Achmea Investment Management, Syntrus Achmea Real Estate, Achmea Mortgage Funds, Achmea Real Estate, Centraal Beheer PPI, and Achmea Bank.



Robert Otto
Board member

Driving Achmea's international and domestic insurance brands, including the Zilveren Kruis division, InShared, and the foreign operating companies (OpCos) in Australia, Greece, Turkey, and Slovakia.



Lidwien Suur
Board member

Leading Achmea's Non-Life division, Centraal Beheer division, Interpolis division and the Distribution, Innovation and Brand division.

Governance and organisation of sustainability

In 2021, the Achmea Sustainable Together programme was launched. The Programme Board is chaired by the CRO, who is a member of the Executive Board. In addition, several division chairs and department directors are on the Board.

The workstreams are headed by the chairs of the respective business units and departments. In addition to the programme, Achmea has a Sustainability department at group level and ESG officers in various business units.

Additionally, Achmea Investment Management has a dedicated Socially Responsible Investment team in place and has set up an impact investing platform.

Supervisory board

Advises and oversees the governance where long-term value creation and sustainability play an important role

Executive Board

Responsible for strategy where long-term value creation and sustainability are integral components

Achmea Sustainable Together Programme Board

Mandated by the Executive Board to implement sustainability ambitions and actions.

Achmea Sustainable Together workstreams

Workstreams headed by business unit leaders, with collaboration across key departments:

- Internal business operations
- Insurance & services
- Investments & funding
- Laws and regulations
- Creating internal movement
- Foreign Operating Companies
- CSRD implementation

Sustainable leadership

Our leadership principles, compensation policies, and performance benchmarks are key drivers of Achmea's sustainability approach, ensuring we deliver on our vision: Sustainable Living. Together.



Leadership programme

Embedding 'Sustainable Living. Together.' through leadership principles that drive strategic execution, resilience, and a balance between results and people focus.

Sustainable compensation policy

Achmea's compensation policy integrates sustainability principles, combining material and non-material rewards aligned with 'Sustainable Living. Together.'

Sustainability criteria in leader performance assessment

In 2024, the following sustainability objectives were used to evaluate the Board of Directors' performance and determine variable compensation.

- **Environmental**
Reducing CO₂ emissions from company buildings and investments.
- **Social**
Advancing Achmea's identified areas of social impact, including healthcare and income for today and tomorrow.
- **Governance**
Enhancing gender diversity in senior management.

Ensuring ethical and responsible operations

Our organisation is built on a strong ethical foundation, with firm guardrails in place to ensure integrity and security across all areas of our business.



An ethical corporate culture

We promote integrity through policies such as the Code of Conduct and Whistleblower Policy, while also adhering to relevant national and global standards.

Achmea's Ethics Committee advises on topics such as digitalisation, healthcare ethics, and responsible investing.

Corruption and bribery prevention

Achmea's Integrity & Fraud Policy, supported by Systematic Integrity Risk Analysis (SIRA), helps prevent corruption and bribery.

Our supplier due diligence process screens vendors to mitigate risks.

Data and cybersecurity

Achmea's Security Policy and Data Governance Policy ensure data protection, reliability, and ethical processing.

Additional measures, such as data logging, emergency response teams, and incident management, safeguard IT systems and customer trust.

Firm dedication to ethical tax practices

We are fully committed to conducting our financial responsibilities with integrity, ensuring transparency, accountability, and adherence to fair and responsible fiscal contributions



- We operate with integrity, adhering to both the letter and spirit of laws and regulations in all countries where we do business.
- We reject artificial tax arrangements and do not engage in low-tax or non-cooperative jurisdictions, unless justified by genuine local economic activities.
- Our approach prioritises transparency and governance. We openly disclose our tax strategy and total tax contributions annually, in compliance with Global Reporting Initiative (GRI) Standard 207.
- The Audit and Risk Committee (A&RC) oversees our tax policies in line with the Dutch Corporate Governance Code.
- We foster constructive relationships with tax authorities and actively support fair and effective tax systems through engagement with governments, businesses, and civil society.
- We also endorse the VNO-NCW Tax Governance Code, to reinforce our commitment to responsible tax practices.



Appendices

Our sustainability benchmarks

#25

Financial System Benchmark

Achmea ranks 25th in World Benchmark Alliance's Financial System Benchmark, that assesses the performance of the 400 most influential financial institutions.



4.2_{/5}

Dutch responsible investment benchmark

Achmea ranks 3rd out of 20 insurers in the Association of Investors for Sustainable Development (VBDO)'s responsible investment benchmark, scoring 4.2/5.



#1

Fair Insurance Guide

The Fair Insurance Guide evaluates the responsible investment policies of 16 Dutch insurers across 10 sustainability themes. Achmea ranks a shared first position with an average score of 8.3/10.



#7

Voting Matters

Achmea performed 7th out of 70 asset managers in ShareAction's assessment of voting on shareholder resolutions for action on environmental and social issues.



#7

Tax Transparency Benchmark

Achmea ranks 7th in the Tax Transparency Benchmark by VBDO, scoring 34/38 among 116 European companies.



5 stars

Real Estate Sustainability Benchmark

GRESB evaluates real estate funds and portfolios globally on sustainability. Seven Achmea Real Estate funds and portfolios received the top 5-star rating.



Our global sustainability ratings

AA

MSCI 

MSCI assesses companies on financially relevant ESG risks and opportunities. Achmea has held an 'AA' rating since 2016, with our score increasing from 7.4 to 8.2 in 2024.

Low risk

 **SUSTAINALYTICS**

In 2024 Achmea received a 14.3 (Low Risk) rating from Sustainalytics, ranking among the top insurers with strong ESG risk management.

C

 **CDP**

In 2024 Achmea reported its climate targets and activities to CDP, receiving a 'C' rating.

C (prime)

ISS ESG 

Achmea has held a 'C' (Prime) rating from ISS since 2022, recognising our industry leadership and strong performance.

Bronze

ecovadis

Achmea joined the sustainability assessment platform, EcoVadis, in 2021 and earned a 'bronze' rating in 2024. Interamerican Greece earned a 'silver' rating.

50

S&P Global

In 2024 Achmea participated for the first time in the S&P Corporate Sustainability Assessment.

Additional information

[Sustainability according to Achmea](#)

[Annual report Achmea 2023](#)

[Socially Responsible Investment Policy \(Dutch\)](#)

[Climate Transition Plan 2024](#)

[Green Finance Framework](#)

[Tax transparency report 2023](#)

[Remuneration Policy 2023](#)

[Remuneration Report 2023 \(Dutch\)](#)

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Thank you

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- Evolving market practices, ESG standards, and competition rules.
- Operational, regulatory, reputational, and transition risks related

to ESG matters.

- Uncertainties in (emission) calculation methods and models (e.g., PCAF, SBTi, CRREM).
- New or revised scientific insights regarding climate change.

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