

# CSR policy 2021-2023

ASR Dutch Mobility Office Fund



# Our vision of CSR

## **ASR Dutch Mobility Office Fund's vision of corporate social responsibility (CSR)**

The aim of the ASR Dutch Mobility Office Fund (ASR DMOF) is to establish and maintain an office portfolio with intrinsic long-term value. As defined in the ASR DMOF strategy, long-term value can be created close to national and international mobility hubs with a strong focus on railway stations. We aim to provide offices that are comfortable, can accommodate multiple tenants and meet the current and future needs of tenants in terms of usage, flexibility and sustainability. These offices have a proven track record and are among the most attractive workplaces in the whole of the economic office real estate cycle.

**We aim to provide offices that are comfortable, can accommodate multiple tenants and meet the current and future needs of tenants in terms of usage, flexibility and sustainability**

A sustainable office means an attractive property: attractive for the tenant because of low energy consumption, a pleasant indoor climate and a healthy environment for employees and visitors. Investors find sustainable office properties attractive because a sustainable portfolio results in long-term value and helps to mitigate risks. Sustainability ensures marketability, continuity and stability. What is more, sustainable offices have a lower environmental impact thanks to their energy efficiency and water efficiency and low levels of waste generation. As a result, they help to reduce CO<sub>2</sub> emissions. a.s.r. real estate signed the DGBC Paris Proof Commitment to showcase its dedication to achieving a carbon-neutral portfolio by 2050.

A fund with long-term value regards its stakeholders, such as external property managers, consultants, tenants and contractors, as long-term partners. By cooperating with other parties to create value, the Fund involves the entire supply chain in maintenance, refurbishment and development activities. This is how ASR DMOF minimises waste and extends the lifespan of buildings and building components. By cooperating with tenants, the Fund also maximises customer satisfaction and creates greater tenant involvement in the shared corporate social responsibility that we have.

As an investment manager, we believe that corporate social responsibility can be achieved only through sound, transparent business practices and healthy and satisfied employees. For a.s.r., this goes without saying.

This policy document ties in with the current CSR policies of a.s.r. real estate and a.s.r. For more information about the CSR policies of ASR DMOF and a.s.r. real estate, please visit a.s.r. real estate's [website](#). For the CSR policy of a.s.r., please visit our main [website](#).





# Strategic objectives 2021-2023

The Fund's vision of Corporate Social Responsibility (CSR) is to accommodate the interests of tenants and investors in the best possible way by creating and maintaining offices that have long-term value from both a financial and a social perspective, and to achieve this in a sound and responsible manner with engaged and aware partners and employees. To work towards these goals, each year the Fund develops a strategic Corporate Social Responsibility (CSR) policy around four themes:

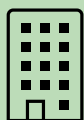
- 1 **Property** Sustainable portfolio
- 2 **Partners** Sustainable partners in long-term relations
- 3 **Planet** Contribution to environment and society
- 4 **People** Sound business practices and healthy and satisfied employees

While each 'P' focuses on a specific aspect of CSR, all four aspects must work in tandem in order for the Fund to achieve its vision. Each theme has its own strategic objectives, which are listed below. From now on the Fund will project not only the three-year goals but also the one-year goals. This gives a better view of the achievements during the first year of the period under consideration.

## Strategic objectives 2021-2023

		2021	2023
<b>Property</b> 	<b>Sustainable portfolio</b>		
	A energy label coverage of the portfolio	≥ 82%	≥ 89%
	WELL Gold coverage	0%	≥ 15%
	Portfolio rated BREEAM Very Good or higher	≥ 65%	≥ 93%
	Portfolio rated BREEAM Excellent	0%	≥ 35%
<b>Partners</b> 	<b>Sustainable partners in long-term relations</b>		
	Number of partners with specific agreements on sustainability targets	≥ 2	≥ 6
	Tenant satisfaction rating	≥ 7	≥ 7
	Green lease coverage for new lease agreements	100%	100%
<b>Planet</b> 	<b>Contribution to environment and society</b>		
	Paris Proof roadmap	Design	Execute
	Energy intensity, yearly reduction	≥ -2.4%	≥ -2.5%
	CO <sub>2</sub> intensity, yearly reduction	≥ -3.3%	≥ -3.6%
	Number of PV panels	≥ 870	≥ 2,248
	Climate adaptation projects	≥ 1	≥ 3
<b>People</b> 	<b>Sound business practices and healthy and satisfied employees</b>		
	Sound business practices: implementation sustainability in risk control framework	TCFD & SFDR	Future regulation
	Personal development of employees		
	- Training (% annual salaries)	≥ 1%	≥ 1%
	- Sustainable employability (% annual salaries)	≥ 1%	≥ 1%
	Focus on employee's health and wellbeing	Improvement vitality score	
	Employee satisfaction (Denison scan)	≥ 94/100	≥ 94/100

# 1



## Property

### Strategic objectives

#### Sustainable portfolio

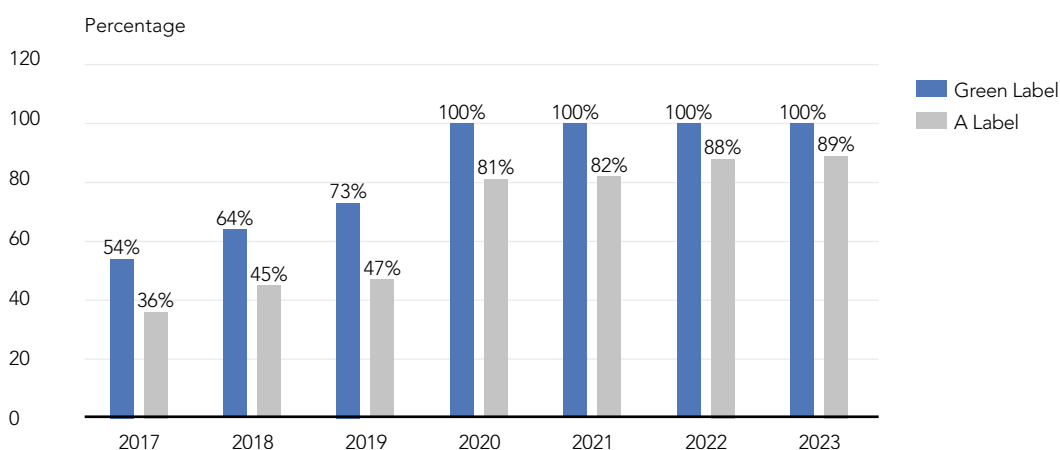
	2021	2023
A energy label coverage of the portfolio	≥ 82%	≥ 89%
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Portfolio rated BREEAM Excellent	0%	≥ 35%

As a real estate investment fund, Property takes centre stage at ASR DMOF. The overall objective is to continue to enhance the sustainability of the portfolio in various ways. Wherever possible, the Fund aims to do this at appropriate times in the property cycle, such as during routine maintenance work or when there is a change of tenants.

#### A energy label coverage of the portfolio

In order to speed up progress towards sustainability in the office market, the Dutch government has adopted a policy of requiring landlords to obtain a so-called Green Label, a minimum energy label of C, from 2023 onwards. In the last few years, the Fund has worked actively towards a 100% Green Label portfolio and is proud to have achieved this goal already in 2020. Although the Fund will not be legally required to obtain an A energy label for all its office properties until 2030, it plans to ensure that 89% of the portfolio has achieved this standard in the period 2021-2023. By the end of 2021, the aim is to have 82% of the portfolio awarded an A energy label. By taking these steps, the Fund will ensure that it has a green office portfolio that is well above average and is ready for future regulatory regimes. In other words, this means a portfolio that is more likely to maintain its long-term value. At the end of 2020, 80% of the portfolio has been awarded an A energy label. Several buildings were awarded an A energy label (Katreinetoren, Laag Katreine and Laan van Puntenburg) in 2020. The only buildings that have a different type of Green Label (B or C) are Neckerspoel, Europlaza and Moreelsepark.

#### Distribution of energy labels



## WELL Gold coverage

Besides the successful achievement of becoming a 100% Green Label portfolio, the Fund also pursues a higher goal with regard to the well-being of its tenants and the users of its buildings. This is embodied in the WELL Building Standard, which is a certification for the health and safety within your building. The WELL Building Standard is a vehicle for buildings and organisations to deliver more thoughtful and intentional spaces that enhance human health and well-being. Backed by the latest scientific research, WELL includes strategies that aim to advance health by setting performance standards for design interventions, operational protocols and policies and a commitment to fostering a culture of health and wellness. The certification ranges from Bronze to Platinum, and the Fund aims to have at least a Gold (the second-highest) certification. Within the period under consideration the Fund aims to have a Gold coverage of at least 15%.

## The Fund pursues a higher goal with regard to the well-being of its tenants and the users of its buildings

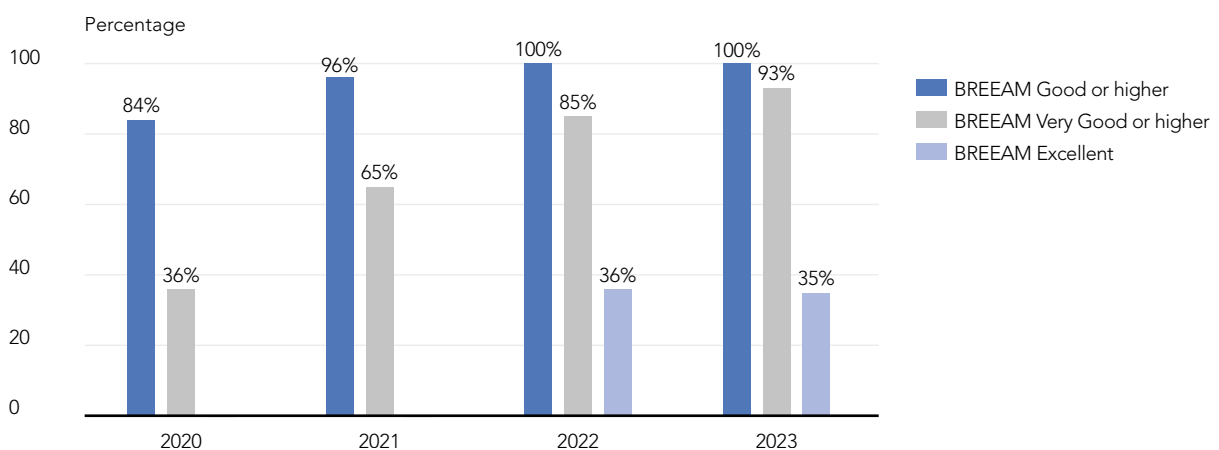
### Portfolio rated BREEAM Very Good or higher

In addition to the portfolio's energy label certification, the Fund wishes to improve the sustainability of its portfolio even further by focusing on obtaining BREEAM Certificates for its properties. To obtain these certifications, all properties, their surroundings and the development process were reviewed against a wide range of sustainability criteria in 2020. The aim for the period 2021-2023 is to obtain Very Good certification or higher for 93% of the portfolio. By the end of 2021, the aim is to have 65% of the portfolio awarded a Very Good certificate or higher. Wherever possible, sustainability improvements are synchronised with maintenance in the multi-year maintenance programme (MYMP).

### Portfolio rated BREEAM Excellent

BREEAM Excellent, which requires a score 27% higher than a Very Good rating, is considered the next step in sustainability goals for the Fund. With newly developed buildings these goals can be implemented from the drawing board. Within the period under consideration the expected percentage of 35% BREEAM Excellent will come from newly built acquisitions (Wonderwoods and EDGE Eindhoven).

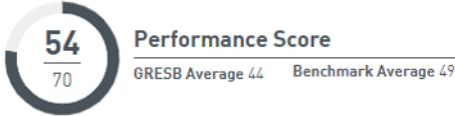
### Distribution of energy labels



# GRESB results 2020

## A further increase in the GRESB score

Due to COVID-19 the GRESB 2020 final results have been postponed to mid-November. For now, the preliminary results are shown. Due to the changed rating system the 2020 score is 82 instead of 84. However, the Fund is pleased with their improvement. The Fund will report the GRESB 2020 final score as soon as possible.



# 2



## Partners

### Strategic objectives

#### Sustainable partners in long-term relations

	2021	2023
Number of partners with specific agreements on sustainability targets	≥ 2	≥ 6
Tenant satisfaction rating	≥ 7	≥ 7
Green lease coverage for new lease agreements	100%	100%

The role of the Fund's partners is essential to achieving its CSR targets. Together, the partners form a chain in which every link plays an important part in achieving the best possible CSR results.

#### Number of partners with specific agreements on sustainability targets

ASR DMOF regards the need for long-term relationships with all its stakeholders as self-evident. The Fund takes pride in working for the long-term benefit of its investors, but also makes long-term agreements with its tenants, external property managers, maintenance partners and other stakeholders. This creates certainty, enhances the quality of the supplier's services and allows the Fund to make clear agreements when it comes to sustainability measures. In addition, ASR DMOF seeks to maintain close contact with government bodies by making good, clear agreements on tax and legal matters. It also aims to coordinate closely with local authorities, since they are vital stakeholders when it comes to ASR DMOF assets more generally.

The Fund aims to increase awareness and ensure that its partners engage with its CSR policy. CSR is a permanent item on the agenda of meetings with external property managers and tenants in order to increase awareness of CSR and ensure that it is a high priority. Additional sustainability requirements are included in agreements with external property managers. As the next step, the Fund aims to make specific agreements on sustainability targets. For 2021 the goal is to achieve these more specific agreements for at least two partners and in the period under consideration the Fund is aiming for at least six specific agreements on sustainability targets with the partners in the chain.



Schellepoort, Zwolle

## Tenant satisfaction rating

ASR DMOF's tenants are important partners and ASR DMOF wishes to ensure that tenants are involved, aware and satisfied. The Fund will actively seek to improve tenant satisfaction and commitment by conducting tenant satisfaction surveys every two years. The results of these surveys will be used to improve tenant engagement. In 2018, the Fund commissioned the survey company Keepfactor to conduct these surveys. The result was a combined (Asset and Property Management) score of 6.3 out of 10. The Fund is aiming for a score of 7.0. In 2020 a new round of surveys has been conducted, including additional questions about the COVID-19 measurements in the offices. The Fund welcomes feedback from its tenants and uses that information both for sustainable investment and to maintain its long-term relationships with tenants. By communicating with tenants, the Fund is able to keep its finger on the pulse of what tenants need and want. Tenant participation was further improved in 2020. Key issues include the exchange of energy data, sharing and following up ideas, improving the green lease requirements and establishing mutual agreements. Better insight into energy consumption should result in a reduction in energy usage and a better understanding of which assets are energy efficient and which assets require attention.

**ASR DMOF wants all its new lease agreements to be green lease contracts, whereby the landlord and tenant agree on how the leased asset will be used in the most responsible and sustainable manner.**

## Green lease coverage for new lease agreements

The Fund firmly believes that cooperation between owners and tenants is an essential ingredient of meeting CSR objectives. The Fund's goal is to challenge tenants to enter into new green lease agreements that set ambitious CSR targets and go beyond the ROZ-2015 level. ASR DMOF wants all its new lease agreements to be green lease contracts, whereby the landlord and tenant agree on how the leased asset will be used in the most responsible and sustainable manner. In 2020, all new rental contracts were green lease contracts. This means that the number of standing contracts with a green lease is growing each year. In the years to come, the Fund will aim to further increase the number of green lease contracts, sharpen the sustainability terms and conduct more substantive talks with tenants on achieving green lease objectives.

## Improving knowledge and expanding the network

For a.s.r. real estate, improving and sharing its knowledge and expanding its network in the area of CSR is an important objective. Within the Company, involvement in and support for promoting CSR initiatives throughout the sector and society as a whole are at the forefront. For this reason, a.s.r. real estate is affiliated with several organisations (including IVBN, INREV, GRESB, DGBC, NEPROM, VOGON and RICS) and participates actively in a.s.r.'s sustainability working groups, IVBN, NEPROM and DGBC. a.s.r. real estate regularly shares its experience at congresses and other events.



NEPROM





## Alignment with sustainability guidelines

The Fund's strategy is aligned with guidelines set by the following organisations:

### UN Principles for Responsible Investment:

- a.s.r. obtained a UN PRI A+ rating for its Strategy and Governance and an A rating for its Properties.

### UN Global Compact

- a.s.r. signed the UNGC in 2011, embracing, supporting and implementing (within its sphere of influence) its principles relating to human rights, labour standards, the environment and the fight against corruption.

### INREV (European Association for Investors in Non-listed Real Estate Vehicles):

- The Fund is compliant with the INREV Sustainability Reporting Module (100% for the mandatory module and 97% for the sustainability best practices module).

### IVBN (Foundation for Dutch Institutional Investors in the Netherlands):

- The Manager is present in multiple IVBN working groups in which the industry discusses and sets targets on multiple topics (including sustainability).

### Dutch Insurance Code:

- The Manager, as part of a.s.r., has adhered to the Dutch Insurance Code since 1 January 2011.

### UN Sustainable Development Goals (UN SDGs):

- The UN SDGs selected by a.s.r. as well as the Fund are an integral part of the CSR policy.

### Paris Proof Commitment DGBC:

- By signing this Commitment in 2020, a.s.r. real estate embraces the targets of the Paris Climate Conference and actively works towards a Paris Proof portfolio.

### TCFD:

- The Manager, as part of a.s.r., has adhered to TCFD since 2019. TCFD is an industry-led initiative for consistent disclosure of climate-related financial risks and opportunities.

### Finance for Biodiversity pledge:

- a.s.r. has signed the Finance for Biodiversity pledge, with the intention to commit to protecting and restoring biodiversity through the finance activities and investments. The pledge was launched on 25 September 2020.



## 3



## Planet

## Strategic objectives

## Contribution to environment and society

	2021	2023
Paris Proof roadmap	Design	Execute
Energy intensity, yearly reduction	≥ -2.4%	≥ -2.5%
CO <sub>2</sub> intensity, yearly reduction	≥ -3.3%	≥ -3.6%
Number of PV panels	≥ 870	≥ 2,248
Climate adaptation projects	≥ 1	≥ 3

Planet represents the contribution that ASR DMOF makes to nature, society and the environment. In the Netherlands, real estate is responsible for over 35% of CO<sub>2</sub> emissions. As such, the Fund considers it its duty to work actively towards a smaller environmental footprint by improving energy efficiency, lowering CO<sub>2</sub> emissions and reducing waste and water consumption.

## Paris Proof roadmap

Last September, a.s.r. real estate signed the Paris Proof Commitment of the Dutch Green Building Council to showcase its dedication to achieving a carbon-neutral portfolio by 2050. The Commitment has been signed by dozens of real estate organisations and was enthusiastically embraced by Frans Timmermans, Vice-President of the European Commission. To actively work towards a Paris Proof portfolio in 2050, a roadmap will be developed for the ASR DMOF portfolio.

Energy intensity and CO<sub>2</sub> intensity

The Fund aims to reduce its energy use on a yearly basis by at least 2.4% in 2021 and 2.5% in 2023 to ensure that the portfolio is Paris Proof in 2050. This is measured by the absolute energy intensity ratio per sq.m. These ratios are normalised on the basis of the year of construction, vacancy, degree days and area.

For CO<sub>2</sub> emissions, the Fund aims for an annual reduction of at least 3.3% in 2021 and 3.6% to work towards a zero-emission portfolio in 2050. This is measured by the absolute energy intensity ratio per sq.m. These ratios are also normalised on the basis of the year of construction, vacancy, degree days and area. With newly developed acquisitions, the decision criteria will include adaptation for circular applications and solutions for natural gas-free offices.

The aforementioned reduction targets are based on the current DGBC Paris Proof calculations. The DGBC is working with the Carbon Risk Real Estate Monitor research consortium (CRREM) to streamline its methods in order to achieve the best possible objectives for 2050. CRREM is based on the methodology of the Science Based Target initiative (SBTi) to calculate the decarbonisation pathway to a zero emission built environment by 2050. Therefore, the Fund expects that the energy and CO<sub>2</sub> intensity objectives may change slightly in the near future.

## Number of PV panels

Different types of renewable energy measures are being considered for the Fund's assets. As most traditional – fossil – energy sources are running out of time and are obviously less sustainable, the Fund implements renewable energy solutions where feasible. PV panels, thermal storage and city heating are currently the most suitable solutions for the portfolio. In 2019 the Fund started to explore the PV panels placement possibilities throughout the portfolio. This will lead to the total installation of 870 solar panels in 2021 and a total of 2,248 in 2023.

## Climate adaptation projects

The built environment has an impact on global climate change through the development of real estate, the operational management of properties and the removal of assets from the real estate stock. However, climate change can also affect the management of the built environment as a result of natural disasters, rising sea levels and air or soil pollution, for instance. Insight into the adverse effects of climate change is vital in order to respond to the impact which climate change is already having, while at the same time preparing for its future effects. The Fund has therefore investigated which effects may apply to the portfolio, and how urgently they require action. The Fund monitors these effects closely as part of its commitment to managing a future-proof portfolio. Besides the monitoring, the Fund has the goal of participating in climate adaptation projects to build a portfolio that is progressively adaptable. For 2021 the Fund aims to participate in one project, expanding to a total of three by the end of the period under consideration in 2023.

**Insight into the adverse effects of climate change is vital in order to respond to the impact which climate change is already having, while at the same time preparing for its future effects**



Central Station area, Utrecht

## Climate Adaptation Project case study

As the impact of climate change starts to materialise, the importance of building a resilient portfolio grows. By understanding and anticipating the long-term risks of climate change, ASR DMOF strives to build a portfolio that is progressively adaptable. In general, the Royal Netherlands Meteorological Institute (KNMI) distinguishes four major climate risks which increasingly affect the portfolio. The indicators used are based on the 'Klimaat-effectatlas' (Climate Impact Atlas), which is managed by Climate Adaptation Services (CAS).



### Climate risks which increasingly affect the portfolio

Climate risk	Indicators (situation in 2050)
Heat	Tropical days & urban heat island effect
Flooding	Chance of flooding > 20 cm
Drought	Subsidence & pole rot
Extreme weather	# days > 15 mm precipitation & average highest groundwater level

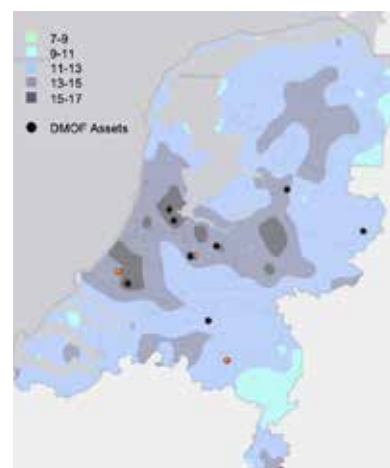
### Climate adaptation objective

The TCFD framework serves as a basis for consistent disclosure of climate-related financial risks and opportunities. Following the framework, the Fund has set an objective to mitigate the risks of heat, drought and extreme weather. Flooding does not appear to be a direct threat, because of active governmental water management. Longer periods of drought cause subsidence, this is currently not a threat for the Fund. However, the Fund closely monitors all four climate risks.

### Climate adaptation objective

Climate risk	Indicators (situation in 2050)
Objective	Adding at least one greening or water storage project.
Result	Contribution to water storage, reduction of heat stress and the potential to contribute to protecting and/or restoring biodiversity.
Match with SDGs	 

The portfolio of ASR DMOF is mapped in GIS (Geographic Information System). a.s.r. real estate uses cartographic layers from the Klimaat-effectatlas to see what climate change entails for the Fund. Climate-related risks will be part of all investment decisions as of 2021. Qualitative and quantitative data are used to assess the level of climate risk with regard to the location and characteristics of an asset. These data will be incorporated in the research filter, which identifies the best-performing locations. To periodically assess the standing portfolio as well, the hold/sell analysis will take climate risks into account by incorporating climate risk data in the research filter and the asset analysis tool (AAT).



Indication of days with >15 mm of precipitation in 2050, and the portfolio of ASR DMOF

### Partnerships

Climate adaptation as a solution for mitigating climate risks requires a large-scale approach. Resilience cannot be achieved by a single party in the chain. Through collaboration with partners, ASR DMOF strives to create an adaptive and more livable built environment.

## United Nations Sustainable Development Goals

On 25 September 2015, 193 world leaders committed themselves to the 17 SDGs of the United Nations which are designed to achieve sustainable development worldwide. Between now and 2030, these goals will focus on the eradication of global poverty and inequality, combating climate change and ensuring that everyone can lead a prosperous and peaceful life. It is not only governments but also companies like a.s.r. that have a contribution to make in this context.

a.s.r. and a.s.r. real estate have continued to contribute to and work on the UN SDGs. As a real estate investor, four SDGs are in focus and being monitored for the Fund.



The Fund has set the objective for 2023 of having at least 2,248 PV panels. The Fund also aims to further improve the portfolio's energy efficiency and CO<sub>2</sub> emissions by circa 3% per year. Progress will be monitored by keeping track of the generated amount of renewable energy (kWh) and intensity ratios.



The Fund wants to reduce car usage among the office workers who use its buildings by making shared electric cars available. To achieve this, a.s.r. real estate has embarked on a partnership with Amber, the fastest growing user platform for shared electric cars in the Netherlands.



Since 2017 the energy and CO<sub>2</sub> intensity ratios have decreased by 2.3% and 0.9% respectively. For water consumption and waste a decrease of 3% and 7% respectively has been achieved. The decreases show that the Fund's focus on sustainable maintenance has had a positive impact on performance indicators. The Fund has also improved stakeholder engagement, including its chain partners' adherence to CSR policy.



Besides the Fund's focus on climate mitigation, insight into the adverse effects of climate change is vital in order to respond to the impact which climate change is having and will have. The fund therefore assesses the risks and effects of climate change on its portfolio, to determine whether and where adaptive measures can be implemented. Goal for 2021 is to add at least one greening or water storage project.



Edge, Eindhoven

# 4



## People

### Strategic objectives

#### Sound business practices and healthy and satisfied employees

	2021	2023
Sound business practices: implementation sustainability in risk control framework	TCFD & SFDR	Future regulation
Personal development of employees		
- Training (% annual salaries)	≥ 1%	≥ 1%
- Sustainable employability (% annual salaries)	≥ 1%	≥ 1%
Focus on employee's health and wellbeing	Improvement vitality score	
Employee satisfaction (Denison scan)	≥ 94/100	≥ 94/100

People relates to a.s.r.'s governance regarding risk management and employees. Sound business practices are a key principle within the Company. Secondly, a.s.r. real estate aims to promote the employability, health and wellbeing and satisfaction of its employees and invests in its human capital on an ongoing basis.

#### Sound business practices

For a.s.r. real estate, it goes without saying that corporate social responsibility can only be achieved by means of sound, transparent business practices.

a.s.r. real estate is required to be licensed for the financial services it provides in the field of collective and individual asset management. The AIFMD licence was granted in February 2015 by the Dutch authority AFM. In accordance with the AIFM Directive, 'Wet op het financieel toezicht' (Wft) and 'Besluit Gedragstoezicht financiële ondernemingen' (Bgfo), a.s.r. real estate has an appropriate risk management system in place to adequately recognise, measure, manage and monitor all relevant risks associated with the activities, processes and systems of the investment firm. a.s.r. real estate has a business risk manager who operates independently of the operational departments. Independence of the business risk manager is guaranteed by a hierarchical reporting line to the CFRO of a.s.r. real estate and escalation lines with the Director Risk Management (CRO) of a.s.r.

In addition, independence is guaranteed, because the remuneration of risk management employees is not based on commercial objectives. a.s.r. real estate has set up and implemented its own ISAE Control Framework based on the key processes and key risks. This is annually coordinated with and tested by the external auditor. A Product Approval and Review Process (PARP) has also been set up in the context of financial services and the products of a.s.r. real estate. In addition, IT risks are managed in accordance with the Cobit standards of the Dutch central bank (DNB) and integrity risks are managed on the basis of DNB's SIRA (Systematic Integrity Risk Assessment).

Each year, a risk self-assessment is conducted with the board of directors based on the company's objectives and the relevant strategic risks. Key policies are reviewed annually, addressing aspects such as conflicts of interest, incidents and outsourcing. Where necessary, existing controls are supplemented or changed.

Since 2020, risk management has been closely involved in the implementation and risk monitoring of new sustainability regulations in Europe. This concerns the implementation across the entire operational management of the Task Force on Climate-related Financial Disclosures (TCFD), the Sustainable Finance Action Plan (SFAP) and the underlying Sustainable Finance Disclosure Regulation (SFDR). From 2021 onwards, risk management will implement the most important management measures for the sustainability objectives relating to TCFD and SFDR in the risk control framework, so that the external auditor can rely on this when drawing up the non-financial section for the annual accounts.

## Personal development of employees

The main focus of a.s.r.'s human resource management policy is the personal development of its employees in terms of professional expertise, competences and skills. 1% of annual salaries is devoted to training and development and 1% is devoted to sustainable employability. A dedicated HR team provides guidance for employees who wish to develop their talents and take control of their own future by developing their talents, moving to another position (sustainable employability) or leaving a.s.r. altogether. In 2019, 2.4% and 1.0% respectively are being spent on these themes.

## Focus on employees' health and wellbeing

Prioritising health and wellbeing and avoiding stress are important issues for office-based companies. a.s.r. considers it important to help employees to remain mentally and physically fit and vital, especially during Covid-19. Awareness, prevention and guidance are three important instruments in this regard. a.s.r. provides a wide range of workshops and has a dedicated team to support the employees. It also devotes a lot of attention to a healthy office (or home office) and flexible working conditions. During Covid-19, a.s.r. is questioning its employees weekly through a short online Mood Monitor survey to make sure it is assisting them as well as possible.

**Prioritising health and wellbeing and avoiding stress are important issues for office-based companies. a.s.r. considers it important to help employees to remain mentally and physically fit and vital**

An important objective is to measure the health and wellbeing of a.s.r.'s departments by carrying out a four-yearly vitality scan. Key themes are stress, absentee rate, working ability, physical complaints and level of enthusiasm. Based on the outcomes, a customised vitality programme will be drawn up. The last survey among a.s.r. real estate's employees took place in 2018. The participation rate was 79% and a.s.r. real estate scored equal to or better than the Dutch average on six out of eight themes. With the programme currently being conducted, a.s.r. real estate hopes to improve themes on which it scored less well. The next survey will take place in 2022.

## Employee satisfaction

On a yearly basis, a.s.r. real estate conducts the Denison Organisational Success Survey among all its employees. This survey measures the success of an organisation on several dimensions, e.g. employee satisfaction, engagement and adaptability. The results are compared to a global benchmark of large organisations that use the Denison Survey. Following each survey, the results are analysed and discussed intensively by the board, the internal Denison workforce and all business lines. Where necessary, steps are taken to improve a.s.r. real estate's standing as an excellent employer. In 2020, a.s.r. real estate scored 94/100 for employee satisfaction. The goal is to maintain this excellent score. The next survey will take place in 2021.



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## Colofon

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## Text

a.s.r. real estate

## Photography

Joni Israeli  
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## Design

Cascade - visuele communicatie bv

**Cover:** Edge, Eindhoven



a.s.r.  
de nederlandse  
verzekering  
maatschappij  
voor alle  
verzekeringen

