



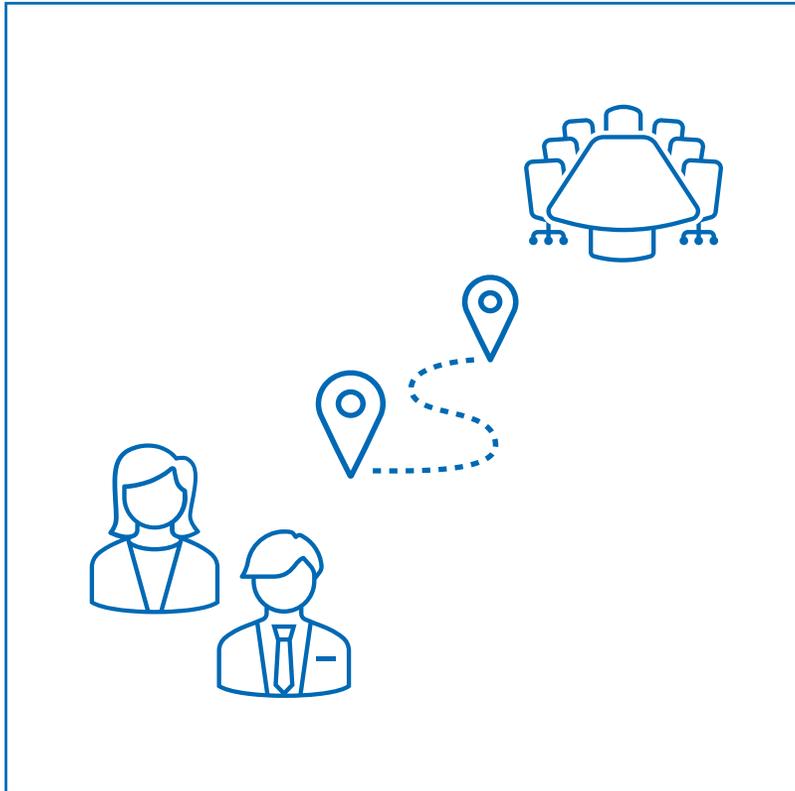
Glass ceiling analysis

March, 2022



Helping people live their best lives

Objective glass ceiling analysis and chosen research approach



To what extent is vertical mobility to a senior management role equal for men and women in Aegon?



Quantitative analysis on inflow, outflow and (vertical) mobility of employees of Aegon NL, CC, AAM, Knab, TKP, and GTS



Qualitative interviews of both male and female employees

- 9 females
- 5 males
- 2 female former colleagues

Conclusion: we are not successful in achieving our female leadership ambitions; barriers for women to break through exist

Improvements at inflow, vertical mobility and outflow required

Despite the **equal treatment and hiring** ratio of men and women, we **fail to attract more women to work for Aegon**.

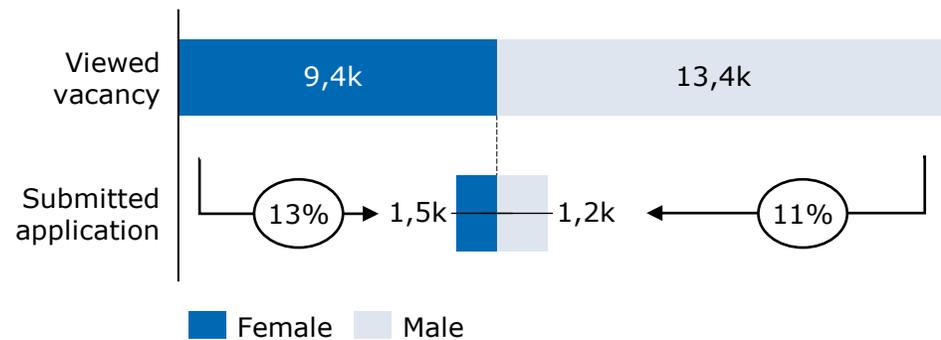
Female managers were promoted to senior management **less than their male counterparts**, but this **has changed positively in 2021**.

The average **duration of female employees is lower** than for male employees, on top of that **female managers are leaving our organization** more often.

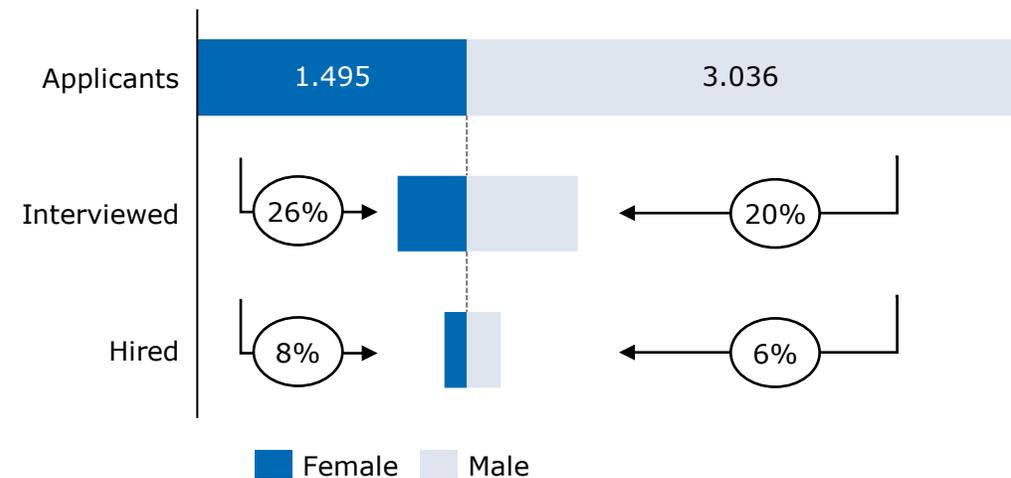
It is not **seen** as a glass ceiling, but it is not a *glass* ceiling for nothing. There are indeed **barriers for women to break through**.

Although conversion in our recruitment process are similar for male and female applicants, twice as many male applicants apply and are hired

Gender distribution of conversion in online application process in 2021¹



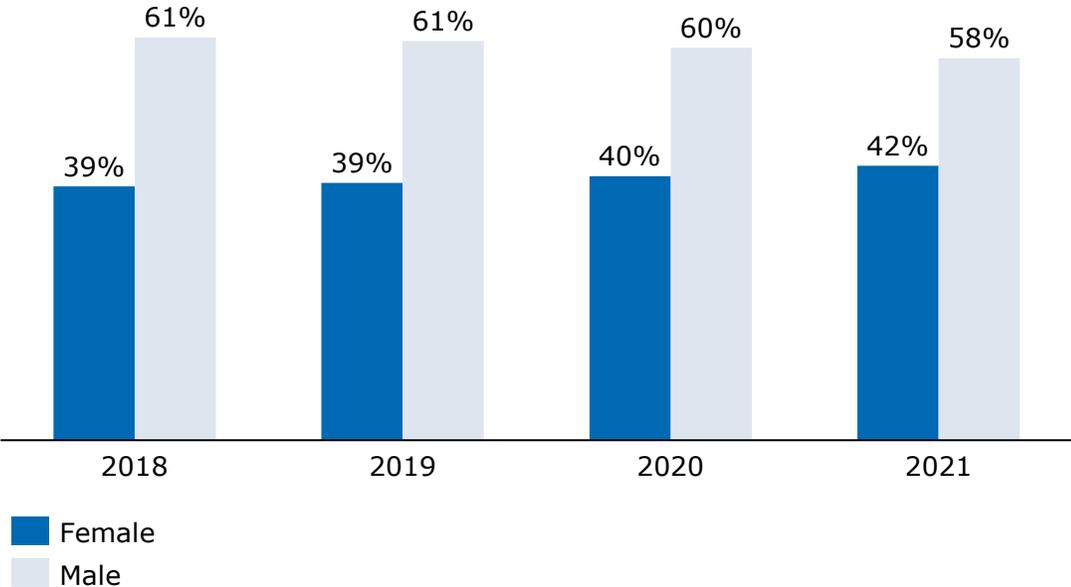
Gender distribution in recruitment process in 2021²



¹source: Google Analytics, 80% of response has 'unknown gender' ² source: Recruit Dashboard v2 (PowerBi)

Inflow ratio between male and female employees is hardly improving over time in order to create a more balanced workforce

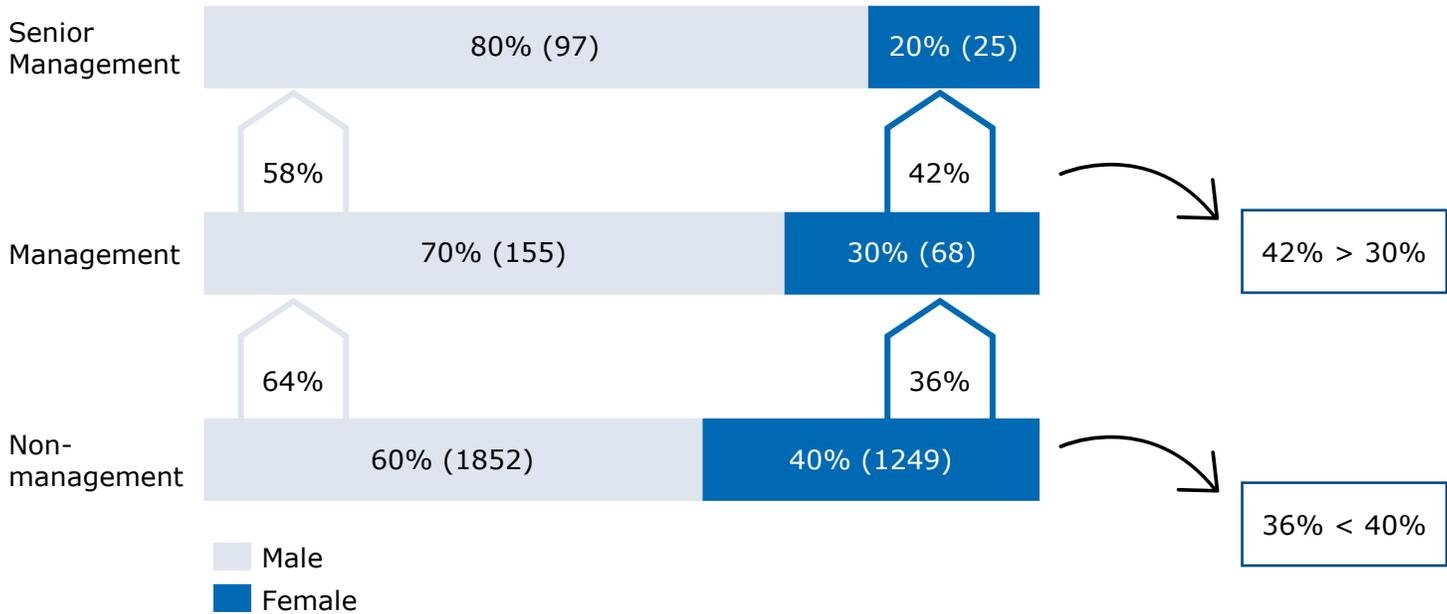
Gender ratio of new joiners per year



Source: Workday data – worker details of new joiners

Compared to the gender distribution in the overall workforce, women not in management are relatively less likely to be promoted than men in 2021

Distribution workforce and promotions over 2021



To analyze promotion rates, we compared the distribution in the population with the distribution of promotions.

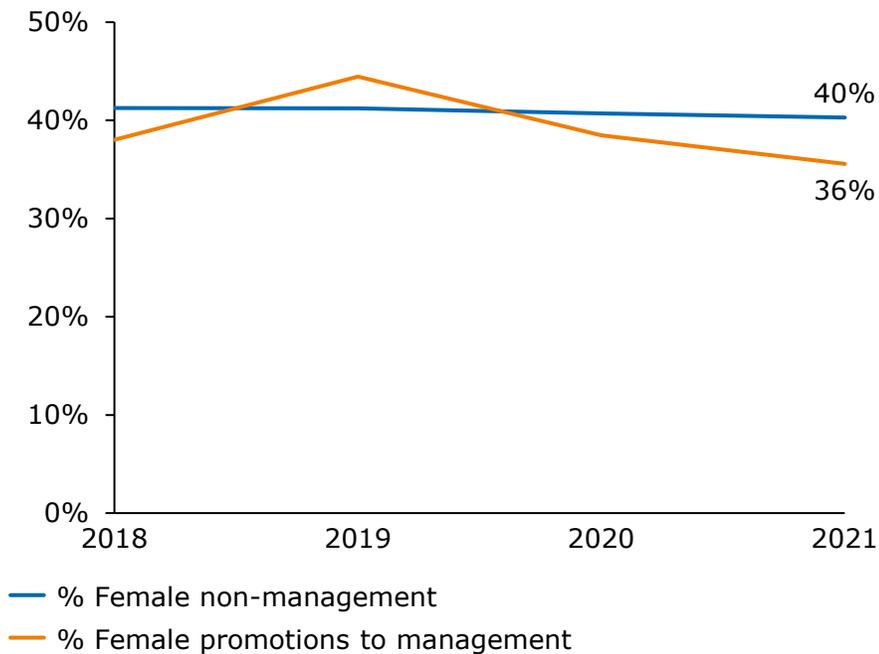
In the graph on the left we exemplified one year of promotions (2021).

- The rectangles show the distribution of male and female in each management level.
- The arrows show the distribution of promotions from one level to another level (up).
- 40% of non-management is female, 36% of promotions from non-management to management is female. For an equal distribution of promotions, this should be 40%.
- In middle management the case is different: 30% of management is female and 42% of promotions to senior management in 2021 is for female managers.
- This is partly due to focused action plans and target setting regarding gender diversity in senior management

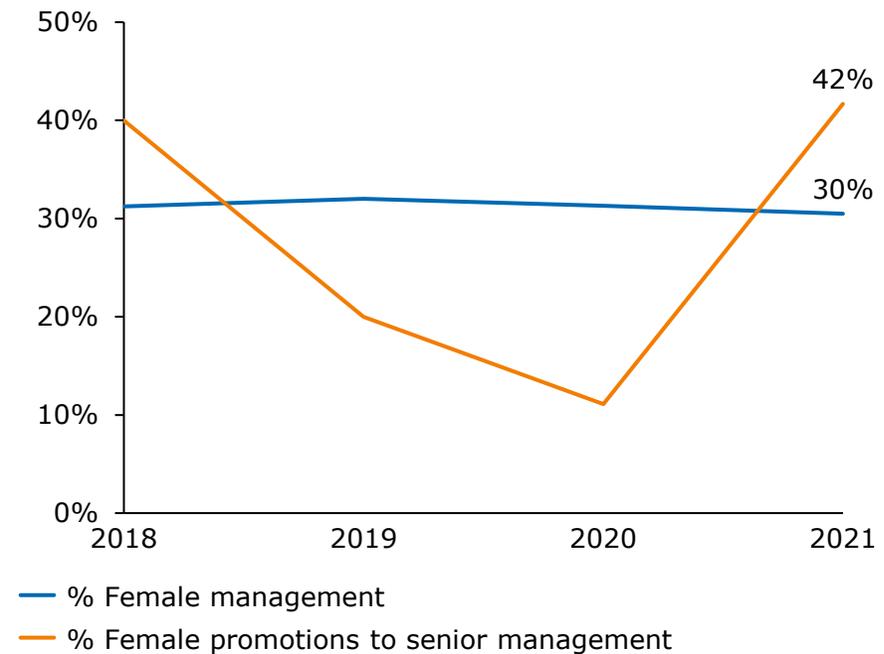
Female managers were promoted to senior management less than their male counterparts, but this has changed positively in 2021

For non-management to management there is a decrease in promotions rates for females

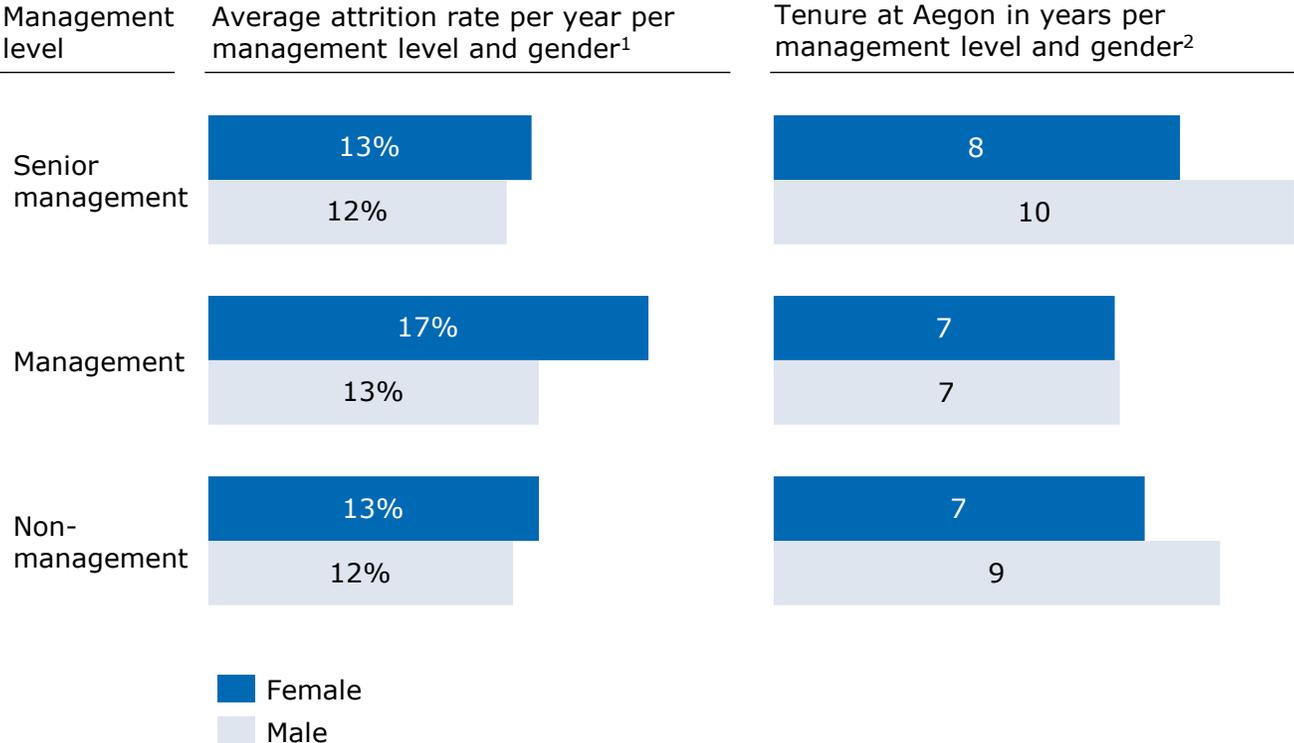
Female promotion rates non-management to management compared to population



Female promotion rates management to senior management compared to population



The average tenure of female employees is lower than for male employees, on top of that female managers leave our organization more often

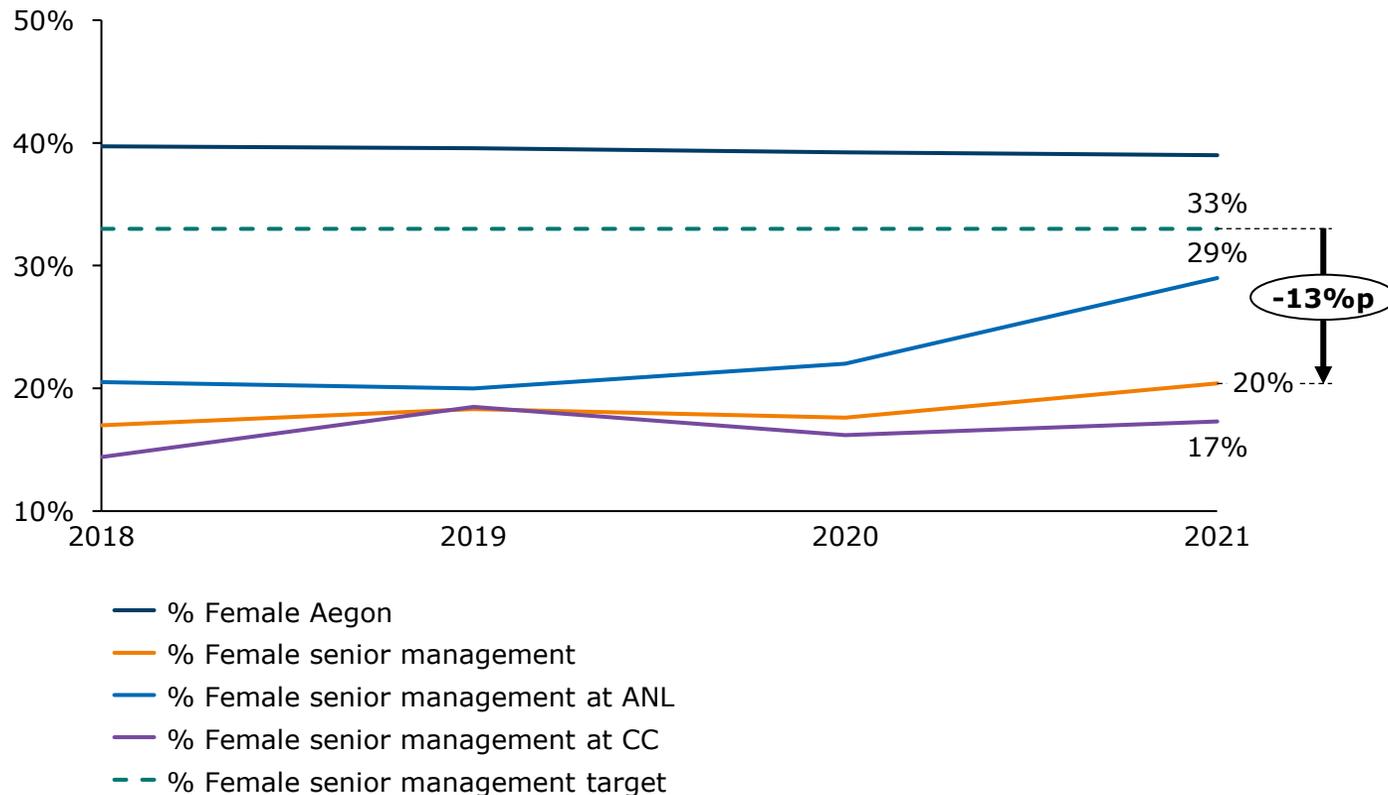


¹Attrition rate: % of leavers / headcount over de years 2018, 2019, 2020, 2021

²Duration of employees who have left Aegon

We are unsuccessful in reaching our target for female leadership and we need improvements at inflow, vertical mobility and outflow

% female employees over time at Aegon



Managers within Aegon do not see a glass ceiling, but it is not a *glass* ceiling for nothing. There are indeed barriers for women to break through



Women still take on **more care responsibilities** and therefore more often need to make **concessions on work life balance** because of **high workload**, compared to their male counterparts.

- **Senior manager** is seen as a role that is **difficult to combine with family life/household** and for which you need to make **sacrifices**.
- Female managers more often drop out or choose a different job because of this. It leads to less female senior management.
- Besides, for **female leaders there is more social pressure in case you do choose to combine the two**. You must **prove that your family life does not get in the way**.
- **Motherhood** is often seen as incompatible with leadership, **fatherhood** is not.

"Somewhere in your career it comes to a point: are you willing to make a lot of concessions in your work-life balance?"

Men are more willing (and able) to do this. Don't mind not seeing their children. Women are often asked 'shouldn't you see your children'."



We want women to **stand up more and express their ambition**, but there is a **lack of structured development programs and talent management**.

- Most of the time within Aegon, the person who is **most visible gets promoted**. Generally, women are **less likely to express their ambition** and are hesitant to express how well they are performing. Therefore, **lots of talent remains unused**, as it is mostly women who stay out of scope.
- Some **business units – like Finance and Risk – are more visible to MT NL**. These units tend to have more male than female managers. As a result, men are more likely to be in the picture than women.

"it is very important that you have support at senior management or MTNL level. A lot of people are not in the picture. If you are in customer management, the chance is much smaller than for example with Finance, which is super visible. Being present in every meeting, they can profile themselves. You should create a stage for people who naturally have less of that."



Women have a **lot of ambition** and want to move forward in their career, but they **more often** must **adjust** to 'fit in'.

- Female leaders experience that they need to behave more masculine to reach the top. This is also called '**double bind**': If female leaders **behave gentle and collegial**, they are easily regarded as **incompetent**. If, on the other hand, they **behave mainly powerful, self-assured and ambitious**, then they are seen as **competent, but not as feminine**. The 'double bind' can give the women in question a feeling of insecurity and leads to a convulsive way of working. This increases **the chance of failure** and therefore also the chance of **leaving the (sub)top**.
- The (senior) management team is currently made up of more men than women. Some business units are **characterized by a dominant male culture**. Women experience networking and entering an existing network as difficult or uncomfortable.

"If a male colleague asks me, shall we go out for a quick bite to eat? I would not go into that because I think that is uncomfortable. The same situation but with two men, is easier. I think it's that is the old boys network after all. You know, drinking a beer with a group of men is easier than when a woman joins. She is expected to behave like a man."

What will Aegon do to further enhance equal opportunities starting today?



Actively monitor vertical **mobility ratio's** compared to the **distribution** of the workforce.



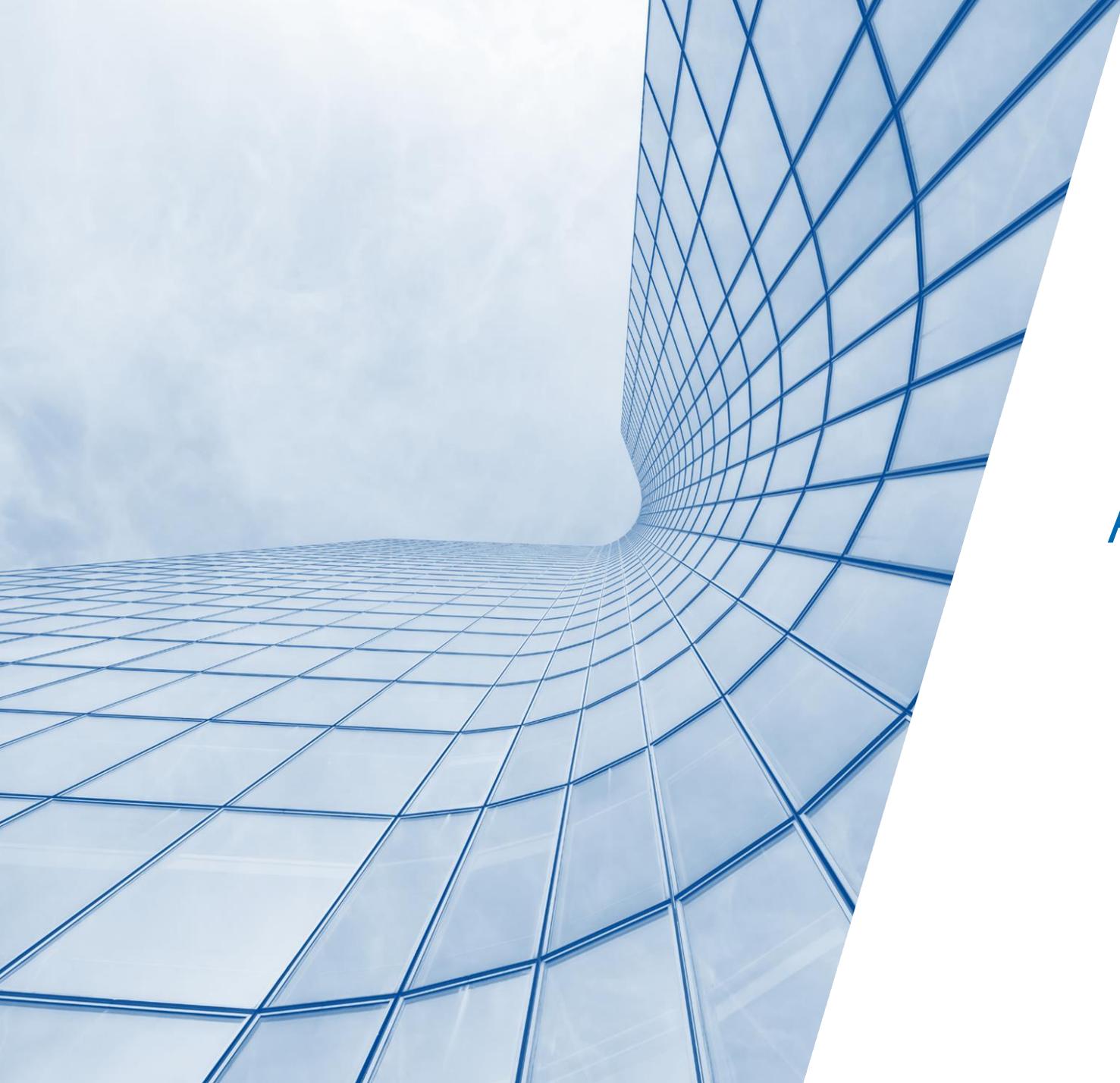
We strive to have **50% female candidates** in talent **pipeline for senior management** functions.



If **senior management team** has **not yet reached** the female leadership target (34%) as outlined and adopted in our Diversity Plan, **priority will be given to female candidates with next appointment** (in case of equal qualifications).



Broadening and **further strengthen our talent pipeline**, by **sourcing female talents in the market** pro-actively.



Attachments

Definitions & Scope



Research question

To what extent is the vertical mobility to a senior management role equal for men and women in Aegon? If there is an inequality, what are the causes?



Definition of glass ceiling

A glass ceiling is a metaphor used to represent an invisible barrier that prevents a given demographic (typically applied to women) from rising beyond a certain level in a hierarchy.



Senior management target

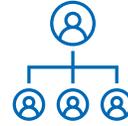
33% of the senior management consists of women (NL)
34% of the senior management consists of women (global MB)



Organization units in scope of the investigation

Internal Aegon employees within the Aegon Netherlands collective labor agreement, that is:

- Aegon Asset Management
- Aegon Corporate Center
- Aegon Netherlands
- Global Technology Services
- Knab
- TKP Pensioen



Definition of management

For Aegon Asset Management, Aegon Netherlands, Global Technology Services, Knab and TKP Pensioen:

- Role clusters NLD-MGT03 or NLD-MGT04

For Aegon Corporate Center:

- Salary scales ending with CC 11 or CC 12



Definition of Management & Senior Management

For Aegon Asset Management, Aegon Netherlands, Global Technology Services, Knab and TKP Pensioen:

- Role clusters NLD-MGT05 or NLD-MGT06

For Aegon Corporate Center:

- Salary scales ending with CC-E, CC-F, CC-G, CC-H or CC-X



Data sources and periods used

- Workday (2018 up to and including 2021 Q2)
- Google Analytics (2020)
- Recruit Dashboard v2 (PowerBI) (2020)

Compared to other financial services companies Aegon has fewer female senior leaders

Vergelijking overige kengetallen

Naast het aandeel vrouwen in de top vergelijken we ook uw aandeel vrouwen in de subtop met het gemiddelde dat geldt voor de charterondertekenaars in uw sector. Ook het aandeel vrouwen in de raad van bestuur en raad van commissarissen/raad van toezicht wordt vergeleken met de sector *Financiële instellingen & verzekeraars*.

	2020		
	minimum	gemiddelde	maximum
aandeel vrouwen in de top	17,2%	29,0%	43,0%
aandeel vrouwen in de subtop	22,0%	29,0%	38,1%
aandeel vrouwen in de organisatie	34,4%	44,1%	67,0%
aandeel vrouwen in de rvb	0%	22,4%	50,0%
aandeel vrouwen in de rvc/rvt	0%	35,0%	57,1%

Compared to other financial corporations, the percentage of female employees is a little below the average (40% at Aegon versus 44% average).

Also the percentage female managers in our senior management group (20%) is lower than the average of female in the sub top within other financial corporations (average of 29% in 2020).