



Assurant Europe Board Diversity Policy

At Assurant Europe, we understand that diversity and inclusion is important to our customers, employees, shareholder and our business. Each of us is unique and our individual differences improve performance, drive growth, innovation and enhance engagement. We protect what matters most to customers across Europe by understanding their diverse needs, embracing a diverse culture and operating in diverse markets.

We are strong believers in the strategic value of inclusion and diversity to foster leadership, governance and innovation in our business, specifically in the boardroom.

We believe that the boardroom should be a place for robust debate where challenge, support, diversity of thought and teamwork are essential features. Diversity of skills, background and personal strengths are an important driver of the Board's effectiveness, creating different perspectives amongst directors, breaking down a tendency towards "group think" and increasing the quality of decision-making.

The purpose

The Board Diversity Policy (**Policy**) sets out our approach to diversity on the Board of Directors (**Boards**) of all companies within Assurant Europe, being Assurant Group Limited, TWG Europe Limited and their respective subsidiaries from time to time.

Scope

The Policy applies to the Boards and is in line with Assurant Europe's Strategy and Equal Opportunities Policy.

Policy Statement

We know first-hand that organisations with diverse Boards and inclusive cultures perform better.

We are committed to ensuring there is a representative balance of individuals on the Boards with a wide range of skills, knowledge, experience, backgrounds and other personal attributes. Further, we are committed to ensuring that the Boards are exposed to a wide range of perspectives and insights from outside the boardroom to further encourage diversity of the Boards' thinking.

We will aim to achieve this by:

- Making appointments to the Boards, and designing succession plans, based on merit and measurable objective criterion and, within this context, promoting diversity of gender, social and ethnic backgrounds, cognitive and personal strengths.
- Considering candidates for appointment as directors from a diverse range of industries and with varying degrees of board experience.
- Regularly reviewing the composition of the Boards, taking into account the diversity of the skills, knowledge and experience of their members and identifying opportunities for further diversification.

- Periodically conducting evaluations of the Boards considering the balance of skills, experience, independence and knowledge on the Boards, their diversity, how the Boards work together as a unit and other factors relevant to their effectiveness.
- Ensuring that our Board recruitment partners act in accordance with our diversity standards. Specifically, we will aim to work with executive search firms who have committed to promoting diversity, such as via The Voluntary Code of Conduct for Executive Search Firms. This addresses diversity on Boards and best practice for the related search processes with the aim of increasing the diversity of shortlisted candidates.
- Supporting the Boards, our leadership team and our hiring managers with training designed to encourage inclusive leadership and the removal of bias from all Board recruitment processes, thus ensuring that interview processes for Board appointments are conducted in such a way so as not to disadvantage candidates with diverse backgrounds.
- Developing a more diverse executive pipeline by supporting the development and progression of a wide range of employees through our Talent Management Framework.
- Holding focus groups with management to identify and remove barriers to progression, thereby enabling equal opportunities for progression.
- Inviting a diverse range of external and internal subject matter experts to share their views and perspectives with the Boards.

We know that there are opportunities to further improve which is why our Global CEO has signed the CEO Action for Diversity & Inclusion Pledge and our European CEO has signed the Inclusive Insurance Pledge which demonstrates our commitment to a culture where inclusive behaviours are the norm and where everyone is accepting of diversity.

We are proud to work with external organisations who share our belief in the power and importance of diversity and inclusion. We partner with Business in the Community to continually refine our position as a responsible business. We pledge to keep working, keep caring and keep improving as we build an even stronger company for the future.

Responsibilities and Review

The Boards of Assurant Group Limited and TWG Europe Limited are responsible for reviewing the Policy on an annual basis and amending it where necessary. At any given time, the Boards may seek to improve one or more aspects of their diversity and measure progress accordingly, taking into account the effectiveness of the Policy and any relevant changes to legislation.

Geographical Scope:	Europe
Issue Date:	6 December 2018
Review Date:	6 December 2019
Status:	Draft