



Together, we can do
extraordinary things

This is Zurich – HR Factbook 2018



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We use the following abbreviations in this factbook.

EMEA	APAC	CC	LATAM	NA
Europe, Middle East & Africa	Asia Pacific	Corporate Center	Latin America	North America

Foreword

As one of the world's largest global insurers, we know that our future success depends on having the right people on board and giving them the freedom to use their abilities to do extraordinary things. Being part of Zurich means joining a company that strives to create the right environment for all our employees to grow and develop.

We aim to give them ample opportunity to gain skills and innovate, because together we make a difference, be it by helping us to simplify the way we do things, by contributing great ideas, by making an impact on those who depend on us in big and little moments of their lives, and thinking ahead to a world of future possibilities.

We are a company of about 54,000 individuals. Each and every employee has an important contribution to make.

Just as we try to see every customer as a person, so, too, do we aim to make sure all those people working for Zurich are proud to be a part of making a difference in the way we serve and deliver on our purpose and values.

Zurich has a strong commitment to recruiting and retaining diverse talent, reflected in the recognition we've received from diversity methodology and certification company EDGE, and Stonewall, Europe's largest LGBT charity, which included us as the first insurer in its Top Global Employers list in 2018. In 2019, Zurich was selected for the Bloomberg Gender-Equality Index and added to Forbes' 2019 list of 'America's Best Employers for Diversity.'

Beyond our company, we share a burning passion to help protect communities and individuals worldwide. Our commitment extends to charitable work we do through our award-winning global Flood Resilience Alliance, and in the over 20 local community initiatives we engage in across the globe.

And we want to make a big difference by being a leader in investing in ways that matter to the environment and make our lives healthier and more secure.

All of this is part of creating a great place to work. A fair, diverse, and inclusive workplace where we drive innovation and new ideas. Where we can attract and retain people who are focused on sustainability and innovation. Where we better reflect the diversity of our customer base and the world we are part of. After nearly 150 years in business, we want to be here for another 150 or more.

I welcome you to learn more about us. And find out why at Zurich, together, we can do extraordinary things.



David Henderson
Group Chief Human
Resources Officer



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Zurich Insurance Group (Zurich) is a leading multi-line insurer that serves its customers in global and local markets. With about 54,000 employees, it provides a wide range of property and casualty, and life insurance products and services in more than 210 countries and territories.

Zurich's customers include individuals, small businesses, and mid-sized and large companies, as well as multinational corporations. The Group is headquartered in Zurich, Switzerland, where it was founded in 1872.

Global data



Employees
54,000*



Women
50.7%



Average age
42.4 years
(Women **41.0**,
Men **43.0**)



We have operations in
45 countries



Nationalities
109



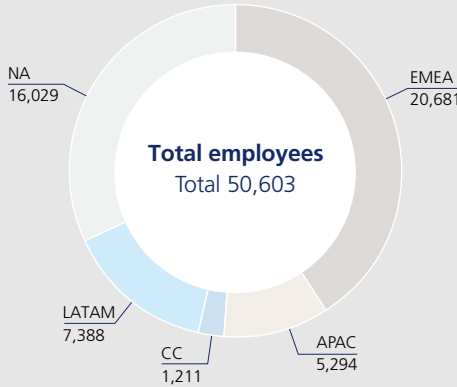
*All demographics used in this booklet are based on 50,603 employees (excluding employees in Bolivia, Venezuela, CoverMore and Brightbox). Please note that percentages are rounded. Figures are based on headcount. 49% of our employees are covered by an independent trade union or collective bargaining agreement.

Overview

Zurich employed **50.7%** females and **49.2%** males in 2018

2018

Region	% Female	% Male
Total	50.7	49.2
EMEA	46.8	52.7
APAC	56.6	43.4
CC	40.7	59.3
LATAM	55.4	44.6
NA	51.9	48.1

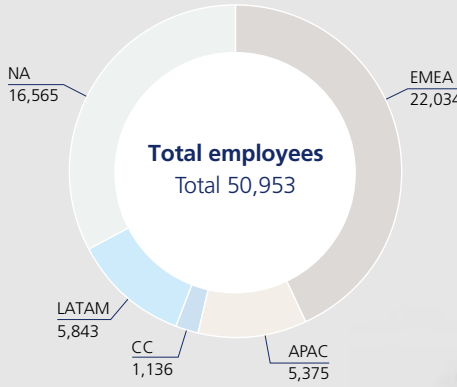


15 largest countries by headcount

- 1 US
- 2 UK
- 3 Germany
- 4 Switzerland
- 5 Chile
- 6 Spain
- 7 Brazil
- 8 Italy
- 9 Malaysia
- 10 Mexico
- 11 Japan
- 12 Ireland
- 13 Austria
- 14 Argentina
- 15 Australia

2017

Region	% Female	% Male
Total	50.6	49.4
EMEA	46.8	52.7
APAC	56.1	43.9
CC	41.5	58.5
LATAM	54.3	45.7
NA	52.2	47.8



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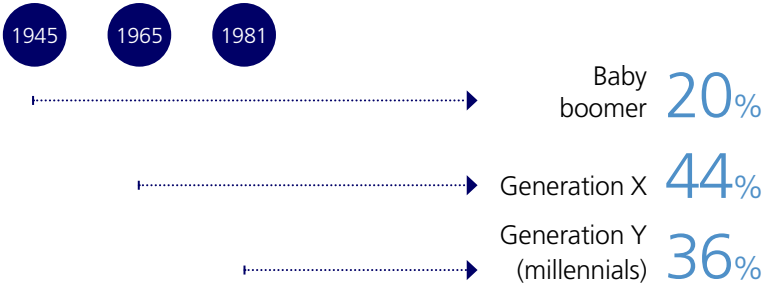


Diversity & Inclusion, Wellbeing and Employee Experience

We aim to create a workplace where our people thrive and experience an environment that is diverse and inclusive, where everyone's voice, no matter their origin, language, gender or volume, is important to us. And not just because it's the right thing to do. It's part of how we achieve our purpose: to protect you, to inspire confidence, to help you reach your full potential. Having healthy, happy and engaged employees will enable us to exceed the expectations of our customers.



Global data



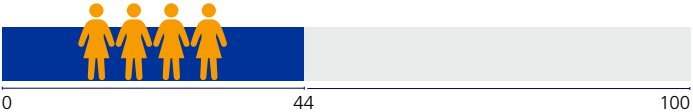
"We are very proud to have been recognized by renowned organizations for our continuous efforts to shape an environment that provides equal opportunities for all our employees regardless of gender, race, ethnicity, age, sexual orientation or other aspect of difference. We are convinced that a diverse and inclusive workplace is key to driving innovation for our customers and succeeding as a company."



Mario Greco, GROUP CEO

Global data

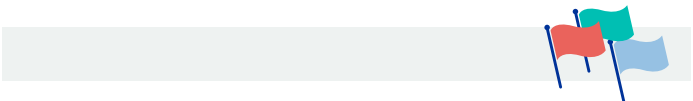
4 female Board members/representing 44% of our Board



81% of part-time employees are female and 19% are male



Nationalities at headquarters in Zurich, Switzerland: 63



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Diversity & Inclusion



Overview

People are Zurich's most important asset. To be successful we attract, select and retain talented people who reflect the breadth and diversity of our customers around the world. They will enable us to achieve our strategy and deliver on our purpose. We believe that when people feel valued and included at work, they are more likely to give customers a better experience.

Globally, our efforts to foster diversity and inclusion (D&I) focus on four areas: **gender, generation, race/ethnicity and sexual orientation**. This helps us to target our initiatives and improve diversity across the organization. While we have key areas and initiatives at a global level, the regions and countries are also free to target and address specific issues that are unique to them.

In 2018 Zurich became the first insurer, and one of only 13 organizations, on the Global Top Employers List compiled by Stonewall, the largest LGBT charity in Europe. This recognition was a key aspiration for Zurich's global Pride@Zurich network.

To find out more about other prominent organizations that have recognized Zurich as a leader in gender equality and diversity, visit www.zurich.com/en/sustainability/our-people »



Spotlight

Pride Week in Brazil and Pride Parade in Mexico

Zurich is blue and all the other colors, too.

We introduced Pride Week in Brazil one year after launching Zurich Pride, a celebration of LGBT inclusion. Before starting the events in Brazil, we worked hard to educate people and raise awareness. We held workshops on the coming-out experience that were attended by more than 200 people. We hung posters proclaiming "No one fights alone." During the week we ran a strong communications campaign on how to engage with the LGBT community. We also invited a KPMG partner, a transgender woman, to speak. And we brought in members of a local NGO, the D&I Moms Association, to talk about how LGBT parents can support their children. We even re-decorated elevator doors to mark Pride Week.



In Mexico we invited our employees and families to join the Zurich Pride Group at the Pride LGBT March. We provided T-shirts for employees and their families to highlight our commitment to D&I.



Felipe Fernandes Freitas Cardoso, Talent Development Consultant

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Outlook

In 2019 we are accelerating our progress. In 2018 we began proactively managing equal pay for equivalent work to ensure that gender is not a factor in salary decisions and will continue to do this on a yearly basis. Our focus is also on improving the selection on internal and external diverse candidates as well as ensuring equal access to development opportunities and experiences for diverse talent.

We will continue to improve the ability of our people to access different flexible working options through our Flexwork@zurich program, which has been rolled out to over 23 countries globally.

We also understand that generational diversity represents an opportunity and aim to provide employment models that cater to the various situations encountered by employees during their working lives.

As a Group we are tracking progress on a quarterly basis to ensure that we are focused on the right initiatives to foster a diverse and inclusive environment.

We will continue to focus on achieving external recognition for the work that we do, and build on the feedback that these indexes and certifications provide.



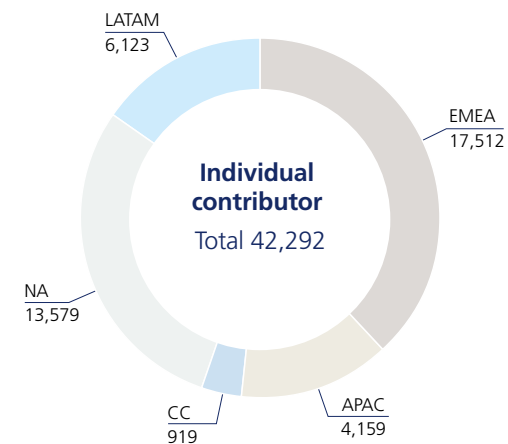
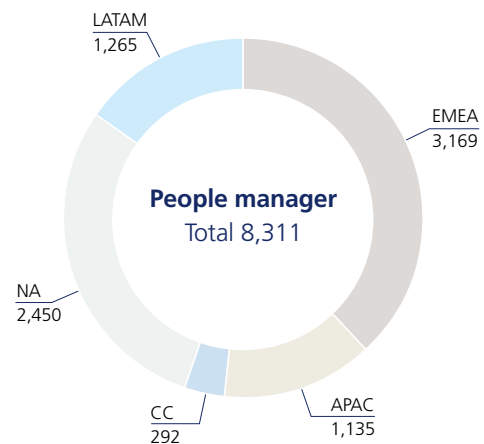
Diversity & Inclusion

Percentage of female employees at the senior management level: **30.7%**

% people manager and individual contributor by region

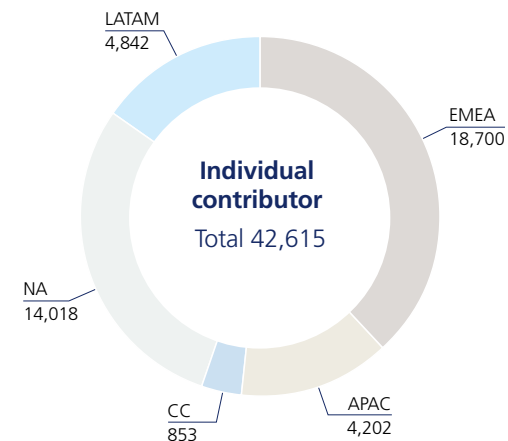
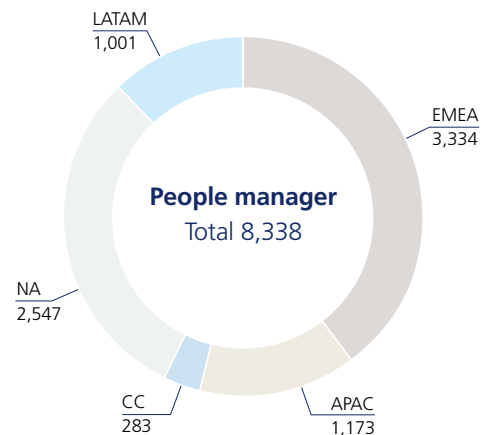
2018

Region	People manager % female	Individual contributor % female
Total	38.4	53.0
EMEA	33.5	49.2
APAC	43	60.4
CC	24.3	45.9
NA	42.8	53.6
LATAM	41	58.3



2017

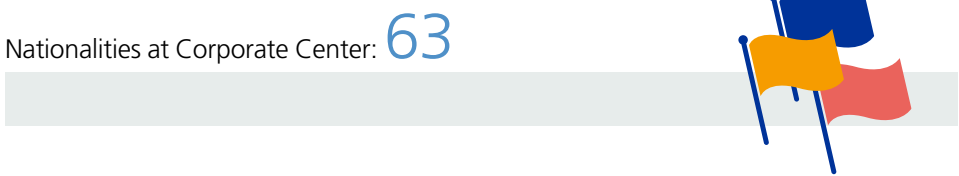
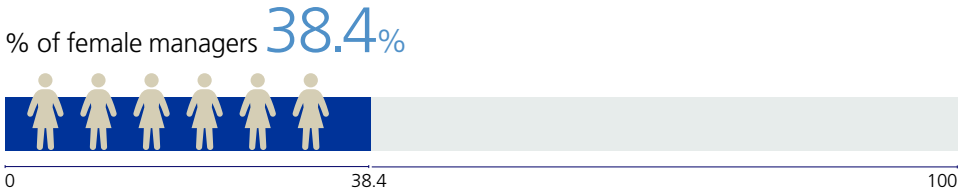
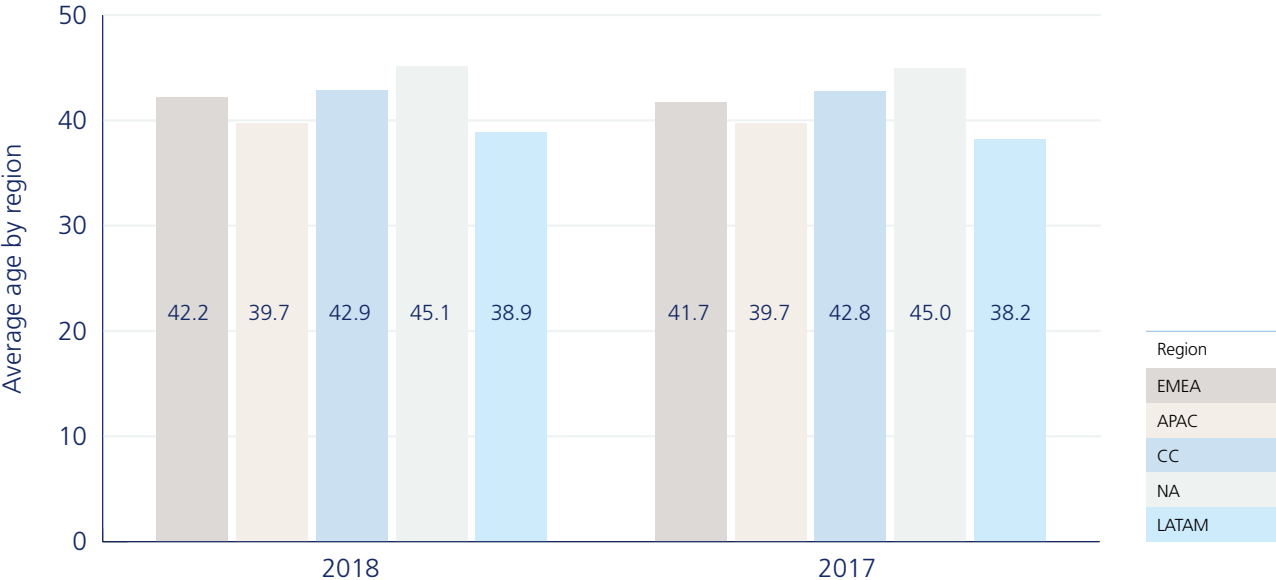
Region	People manager % female	Individual contributor % female
Total	37.4	53.1
EMEA	33.1	49.9
APAC	42.8	59.8
CC	23.3	47.5
NA	41.5	54.1
LATAM	38.4	57.6



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Diversity & Inclusion

Average age by region



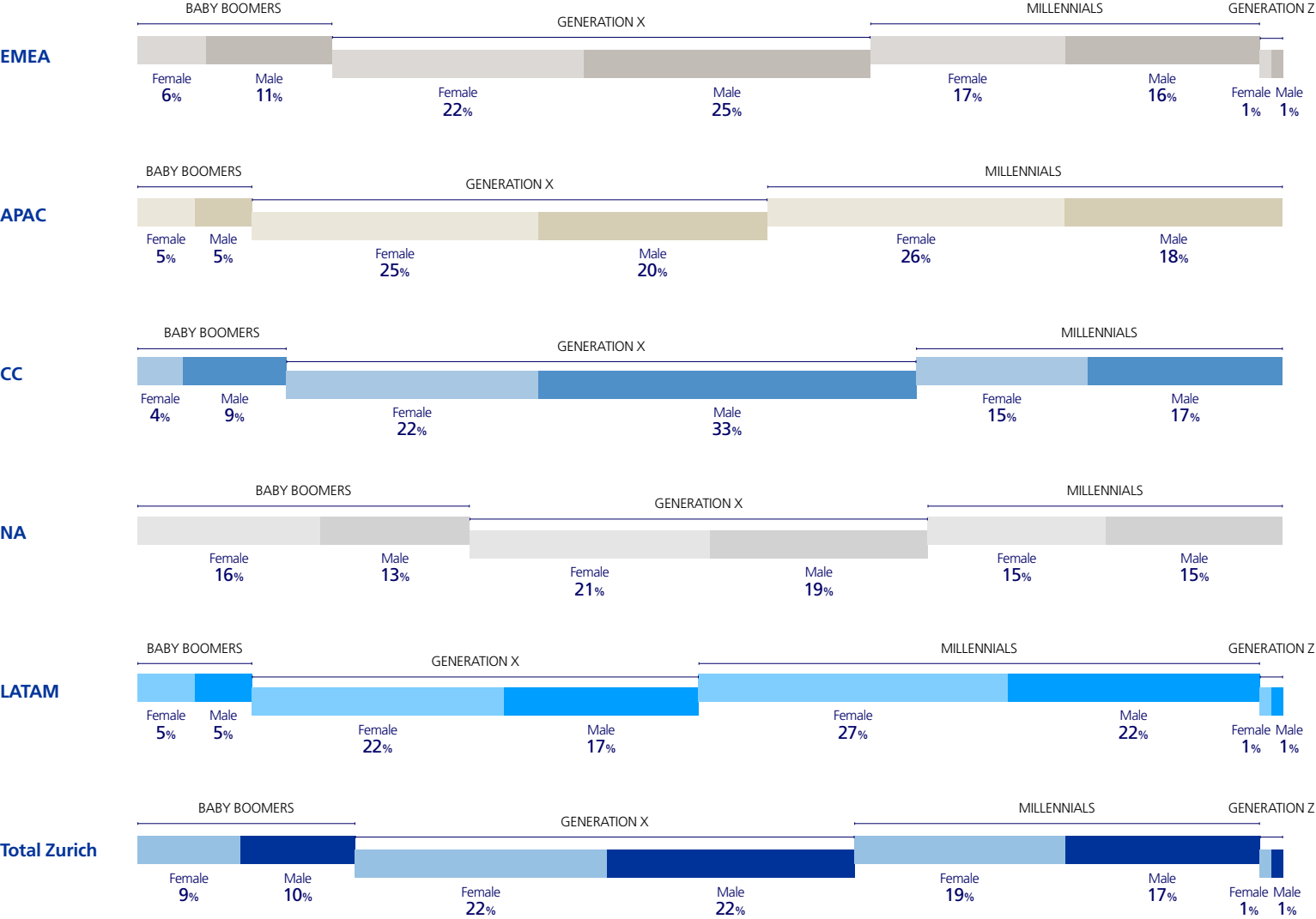
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Diversity & Inclusion

Breakdown by gender and generation

BABY BOOMERS 1946 – 1964 | GEN X 1965 – 1980 | MILLENNIALS 1981 – 1996 | GEN Z* 1997 – 2018

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* Currently this represents ca 1% of our population, although we expect a significant increase in the next few years.

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Overview

Zurich is committed to improving employee wellbeing. We believe employees who are healthy, happy and motivated are more productive. We support measures that allow employees to grow in four dimensions of wellbeing – physical, social, mental and financial – all linked to our purpose as a company. Our goal is to provide individuals with the awareness and tools they need to take action to improve their own wellbeing.



Outlook

In 2019, we relaunched our Wellbeing Community of Practice that includes representatives from all parts of the business, in order to expand our effort and bring all activities under one umbrella. This network of experts allows us to share and scale best practice. Two of the four global winners of a startup competition run by Zurich are companies that aim to support healthier lifestyles. In 2019 we will run pilots with both startups in two of our regions, and expand them to employees in other parts of the world if successful.



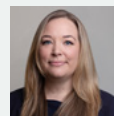
Spotlight

Tackling the mental health stigma

Over the last three years Zurich Ireland has focused on mental wellbeing through its support for Tackle Your Feelings. This campaign features rugby players as ambassadors to reduce the stigma around mental health in Irish society and to give people the tools to be proactive in looking after their mental wellbeing.

To spread this message internally our own employee ambassadors shared personal stories about challenges they had encountered and the steps they had taken to support their mental wellbeing (for example, Zurich employee ambassadors Noelle Forde and Shane Keating). The message is clear: looking for help is a sign of strength, not weakness. Sponsored by the country CEO, Anthony Brennan, the campaign has seen usage of our employee assistance counselling service double, and as much as quadruple in the immediate months after high-profile activity. Managers have also been trained to spot early signs of pressure and to support their staff during challenging times.

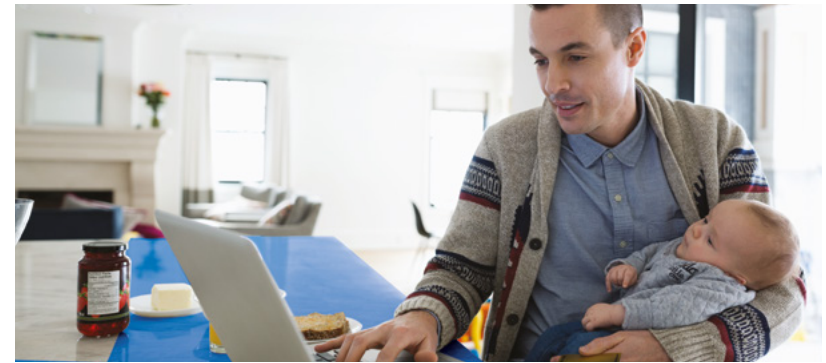
The Tackle your Feelings app (available for free on the Google and Apple App stores) is a great resource to help employees find the strategies that work for them.



*Elaine Hayes,
Talent Management and
Leadership Development
consultant*



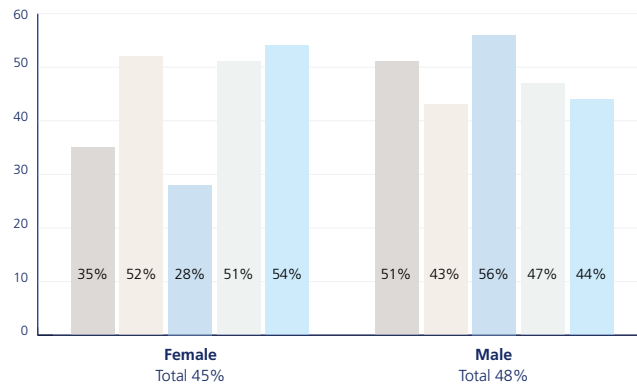
Wellbeing



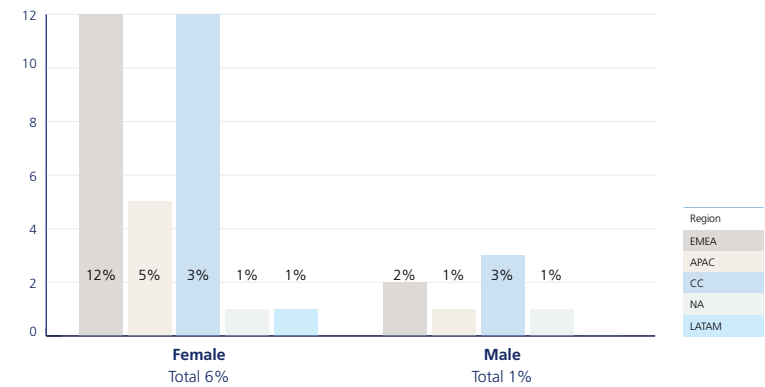
Part-time and full-time employees* by region in %

2018

Full-time employees

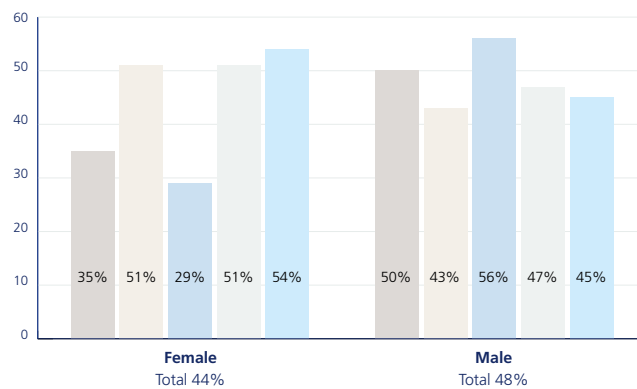


Part-time employees

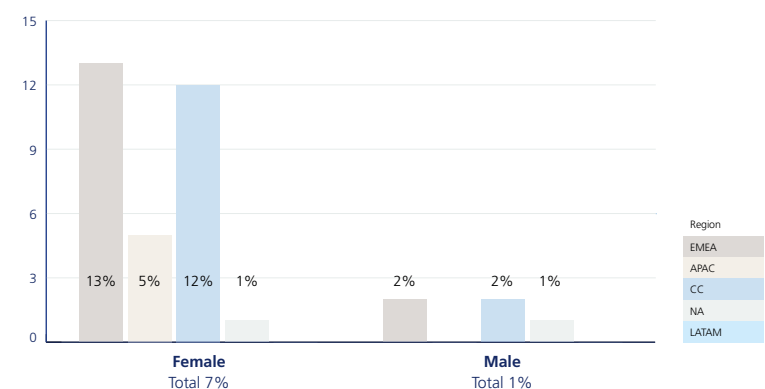


2017

Full-time employees



Part-time employees



* Currently we record absentee rate for 65% of our employees on a global level. The average sick leave days is 4.3

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Overview

We want Zurich to be a great place to work, and rely on employees to help us identify ways in which we can improve the working environment. Two times a year we conduct an Employee Net Promoter Survey (ENPS) that allows us to measure employee loyalty and engagement. The global participation rate was 70 percent for 2018. Leaders are accountable for taking actions on the issues raised by their employees. Since 2017 our ENPS score has improved from -23 to +9 at the end of 2018, with improvements across all countries and functions.

Feedback from our employees through engagement surveys enables us to take the right actions to improve the employee experience – both globally and locally – which in turn improves our customer experience. #yousaid #welistened.

We will continue to listen to our employees using ENPS as well as other mechanisms and use the feedback to understand what we can do to improve their experience on the key moments that matter to ensure a great employee experience.



Outlook

Employee surveys will continue to be conducted twice a year to ensure that listening to employees and addressing their concerns become ingrained in our company culture. An action planning tool is enabling teams in different countries to share actions and best practice in relation to employee feedback. New questions will be added to the ENPS survey to help analyze the reaction to HR's global priorities.



Spotlight

Insurance is about people

People serve people in an industry like insurance. So focusing on customers also means focusing on our employees. Our people are at the heart of our success.

We want to build a culture which attracts, retains, develops and inspires the best people. That's why our regular ENPS surveys of employee satisfaction are so important. They help us to understand the needs and expectations of our employees, what they think of us and how we can do better.

We're using them to listen and take action – just like we do with similar surveys of customers.

"As you will all know, I believe our culture and working environment is important to all of us to be successful and create an environment where we can all grow and develop as individuals and teams. Through ENPS we can measure our progress and identify actions that we can all drive together," says Helene Westerlind.



Helene Westerlind
Global Head of International Programs
Zurich Commercial



Employee experience

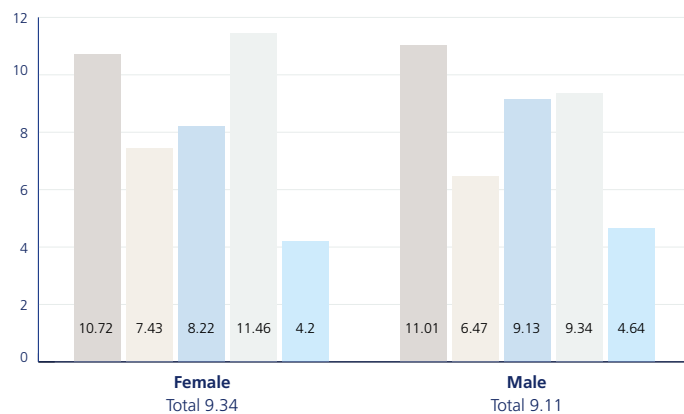
We measure employee engagement through the following ENPS question:
How likely would you be to recommend Zurich as a place to work?

ENPS Score Group Level +7 (end 2018)

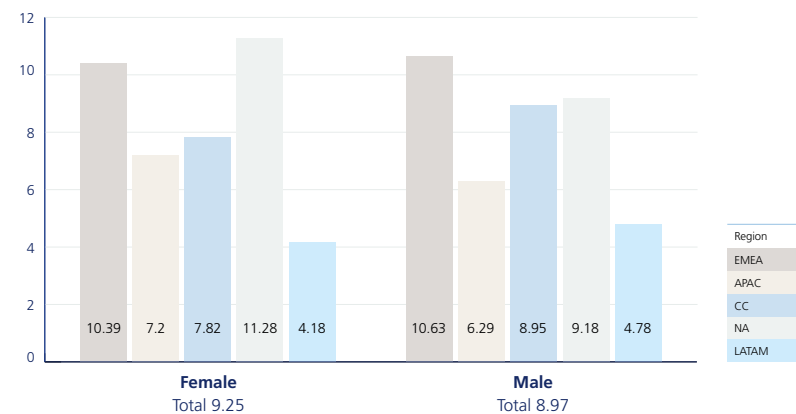
% turnover rate 2018: 14.08% 2017: 14.72%

Average length of service by region and gender

2018



2017



Response rate and employee engagement index (%)

End 2018 Part rate: 69%

Avg 2018: 70%

Region average participation rate 2018

EMEA	67%
APAC	74%
CC	76%
NA	66%
LATAM	79%
Group Zurich	70%

Turnover rate (in %) by region 2018 (2017)

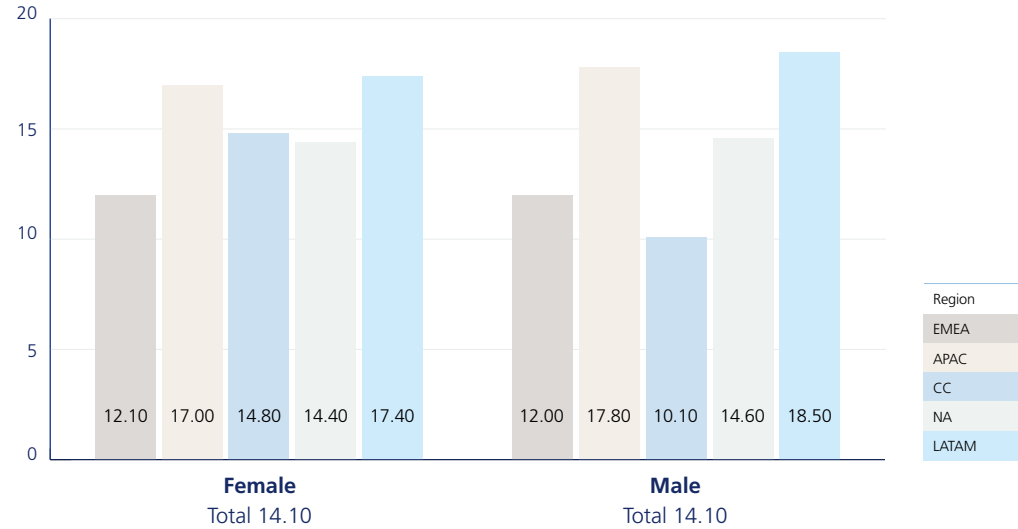
EMEA	12.06%	(13.26%)
APAC	17.37%	(16.26%)
CC	12.05%	(16.38%)
NA	14.56%	(14.76%)
LATAM	17.93%	(19.74%)

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Employee turnover* rate by region (in %) and gender

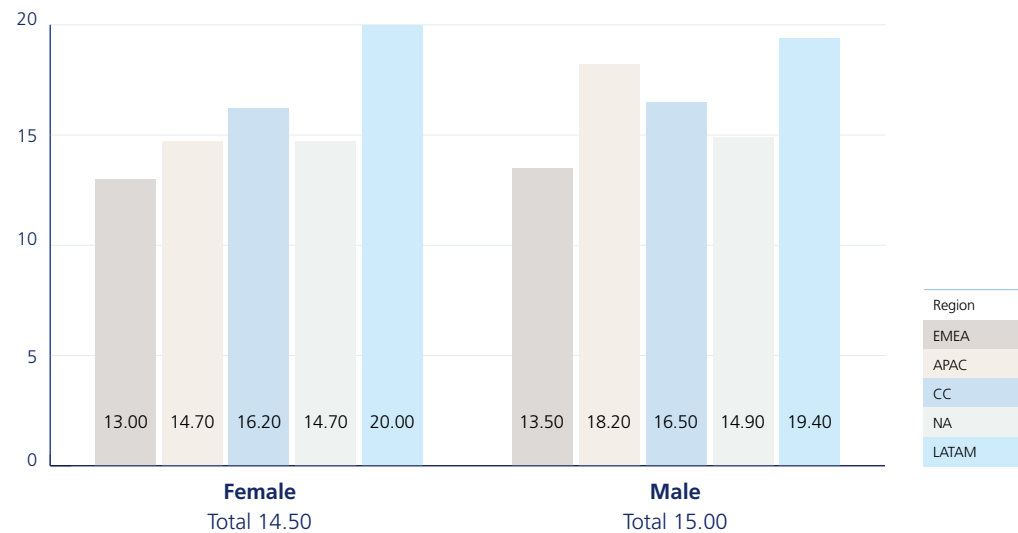
2018

	Total
Total	14.08
EMEA	12.10
APAC	17.37
CC	12.05
NA	14.56
LATAM	17.93



2017

	Total
Total	14.72
EMEA	13.20
APAC	16.26
CC	16.38
NA	14.76
LATAM	19.74



*.The population in scope for the turnover calculation considers the workforce mapped to employee group regular and inpatriates. The countries excluded are Bolivia and Farmers Exchanges. In addition to this, we exclude the employee sub groups from Chile Sales Agents.

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Integrated talent management

Advances in digital technology are changing what our customers need and expect from us. In this challenging environment, each and every one of our people must understand our deeper purpose and their role in helping us to address the evolving needs of our customers. We are introducing more talent management discipline, and an integrated performance and development cycle. We value the diversity and potential of every individual and aspire to help our employees reach their full potential.

"Talent is more than what you are born with. It's a commitment you make to yourself to bring out the best version of yourself every day."

*Arnold Dhanesar
Group Chief Talent Officer*



% of employees that had at least one training session in 2018 **>99.6%**

Increase of active learners on our online learning platform 'Zurich Oxygen Academy' through opening it to all employees in 2018:

+423.8%

*The numbers of active learners increased from **3,586** (in 2017) to **15,196** (in 2018)*

% of Complete Leadership participants who say that the knowledge and skills gained from the program will help them in their role as a leader **97%**



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Overview

We are implementing a simplified, more customer-focused organization and operating model empowering regional and local businesses. That includes equipping new employees to more quickly make an impact. In 2018 we launched an integrated performance and development cycle that allows managers to spend more time on coaching and less time on administrative tasks.

We launched a three-day Complete Leadership program focused on strategic, purpose-based and inspirational leadership, with the first session held at our headquarters. We also opened up the Zurich Oxygen Academy, our global online and mobile-enabled learning platform, to all employees in 2018, leading to a four-fold increase in active learners. And our Zurich Leadership Curriculum was refreshed and aligned to our new purpose, values and behaviors.



Outlook

In 2019, the Complete Leadership program is being rolled out globally to reinforce a new mindset, setting clear expectations through increased feedback and performance management. We're launching technical training academies for Zurich employees on a single global platform. In addition, we're introducing 'HR competencies' and an 'HR Excellence Program' to develop the talent and expertise of HR employees and managers in support of our business objectives.

“WE AS LEADERS NEED TO TAKE THE ORGANIZATION FORWARD AND THIS PROGRAM GIVES US THE IMPETUS TO DO SO.”

Participant Quote



Spotlight

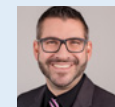
Revolutionizing how we lead at Zurich

Group CEO Mario Greco sponsored a three-day intensive training program for leaders in July 2018. The Complete Leadership program is built on the feedback provided by employees in surveys.

The focus is on strategic, purpose-based and inspirational leadership. It raised leaders awareness of the importance of upholding Zurich's core behaviors. These behaviors define how we lead employees so that they deliver on our strategy while staying true to our purpose and values.

Leaders are brought to the realization that we are undergoing a revolution. As our industry transforms, we must get used to a new culture that goes beyond rules-based thinking and hidebound procedures. Customers are demanding a different level and speed of service, and to succeed, we must adopt an entrepreneurial culture, reinforced by leaders who have courage, vision, humility and are willing to take risks.

#leadwithpurpose



Adrian Stäubli
Global Head of
Talent Development

Learning & Development

General key performance indicators:

Training investment per FTE in 2018

>\$832



Average hours per FTE of training and development in 2018

>18.6



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Learning & Development

Learning KPI	2018 (1 Jan/31 Dec)	2017 (1 Jan/31 Dec)	Increase %	Data interpretation tips
Number of online learning resources	2,954	Not available	Not available	Broad opportunity for self-study (thanks to search functionality, learners can query the platform to accommodate a wide range of learning interests).
Number of online training courses	70	Not available	Not available	Transformative learning (to make the behavioral change happen, we bring people into longer guided learning journeys).
Languages used	8	Not available	Not available	Inclusive learning (we account for multilingual and multicultural issues).
Active learners	15,196	3,586	+424%	Learning offer fans (these are engaged learners, i.e., at least one learning resources consumed or one course attended).
Learning engagement ratio	89.05 %	64.13 %	+25%	Learning offer attractiveness (this KPI is calculated as % active learners vs. active Academy users, meaning that users find the learning offer attractive).
Courses completion rate	21%	20%	+1%	Higher-than-average (the average completion rate for online courses is 15%, and considering that compliance courses are not yet in ZOA, it's a good indicator. It's still low, i.e., a pain point of all online courses).
Total online learning time	15,954 hours	5,229 hours	+205%	Increasing interest in online training (this learning time is self-driven, hence it indicates intention or desire to become a learning organization).

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Talent Acquisition

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Overview

We are keen to enrich our knowledge and capabilities by recruiting talented individuals from all walks of life. In 2018 we started to use behavior-based interviewing practices in our recruiting efforts to ensure an objective, fair selection process. We provided more transparency around our recruiting efforts through a global vacancy report. In addition, a more focused diversity lens has been embedded into our talent acquisition and talent management processes to ensure a more diverse pool of internal and external candidates. We also entered a global contract with LinkedIn to allow us to reach out to talented people outside the company and to position Zurich as the employer of choice.



Outlook

We will continue to actively search for talented individuals with a variety of capabilities and mindsets to position us for future success. We are seeking to mobilize our own employees in this effort. An internal campaign called ('talent brings talent') encourages employees to help us find the people we need. We will also step up our focus on social media to identify and engage with people with the talent we are looking for, and rely less on job postings. And we will expand our use of artificial intelligence (e.g., resume screening, video and gamified assessments) to increase the effectiveness of our recruitment activities and to enhance the experience of our candidates.



Spotlight

A partnership for talent

Our industry is changing at a fast pace, and so are our requirements for skilled people, or 'talent.'

We needed to do a better job at identifying candidates with exceptional qualities and the right mindset. We also wanted to find innovative ways to position Zurich as an employer of choice, globally and locally.

LinkedIn gave us with the opportunity to do both: reach out to qualified individuals outside of Zurich and share information about the great things Zurich offers.

LinkedIn is the most popular contact point for external candidates. We post most of our jobs on LinkedIn. And it is clear that we at Zurich make good use of this channel: our LinkedIn-influenced hires was 55 percent (as of Q4 2018) – higher than the benchmark for our defined peer group. Our LinkedIn 'InMail' response rate is at 46 percent – an indication that people usually respond very positively when we pro-actively reach out to them.



Kathrin Choffat,
*Global Head
Talent Aquisition*



Talent Management

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Overview

As we move into the digital era, we must develop our workforce to succeed in a world demanding more from an insurer. Our talent management activities have been complemented by an annual Strategic Talent Review, which allows us to build a diverse leadership pipeline and strong succession plans. This effort includes assessment development centers for key roles as well as talent acceleration centers. We have also developed profiles that describe what success looks like in such key roles. These profiles are experience-based and serve as a guide for developing people already working for Zurich, but also for selecting the right talent from outside. We also launched a training program for all people managers called Talent Matters, which helps managers to understand the importance of engaging and developing talent, and their responsibility for ensuring the right people are working in the right roles with the right skillset and mindset.



Outlook

In the next phase, we plan to launch a top talent development program to further strengthen and prepare our leaders of the future. At the same time, we intend to invest in expanding our development centers, and in coaching and sponsorship to unleash the talent in the organization.



Spotlight

Creating a strong bench of talent for senior roles

To support the strategy, Zurich needed to invest in building a succession pipeline for the critical country CEO position. The premise: if Zurich can build depth and breadth in a pipeline of high-potential leaders for this role, we would strengthen our competitive position in unstable markets in addition to having strong country CEOs.

The process for identifying people with high potential began by defining the profile of a successful country CEO; only then could Zurich start evaluating whether candidates ranked as 'high potential' against these criteria.

To help gather information, an assessment was designed around the country CEO success profile. The development center ran a two-day evaluation that included a series of simulations and a self-awareness workshop which reflect a day in the life of a country CEO.

Realistic scenarios, in addition to psychometrics and 360-degree feedback sessions, provided Zurich leaders assessing the participants with first-hand information about their potential readiness to become a country CEO. Even more importantly, the evaluation helped to identify the gaps to be addressed, through a targeted development program, in order to create a strong bench.



Stephen Lofrese,
Global Head
Talent Management

Talent Acquisition & Talent Management



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KPI/metric	Details
Number of hires per year	15,078 in 2018; 13,892 in 2017
Gender split of new hires per year	Female 50%, Male 49%, Unknown 1% in 2018; Female 49%, Male 50%, Unknown 1% in 2017
Generational split of new hires per year	Baby Boomers 5%, Gen X 29%, Millennials 65% in 2018
% of positions filled with internal candidates	(30.8% in 2016; 36.6% in 2017)
Featured Story 1: 'Talent brings Talent'	Story around ENPS and referral campaign (2019)
Featured Story 2: "LinkedIn"	Key messages: <ul style="list-style-type: none"> – we entered into a global partnership for Recruiting with LinkedIn – LinkedIn is by far the key external source of applicants – global LinkedIn presence for Zurich Insurance Group – we post almost all our vacancies via LinkedIn – increasing interest from countries
Influenced hires LinkedIn	55%
Number of followers of our Global LinkedIn page	more than 350,000 followers

Total Rewards

At Zurich we operate a balanced and effectively managed remuneration system that provides competitive total remuneration opportunities which attract, retain, motivate and reward employees to deliver outstanding performance.

Total remuneration
2018
USD 5.3bn



73%
of all employees participated
in the Group's short-term
incentive plan (STIP) in 2018



"We are changing our performance management approach to help employees reach their full potential and make Zurich an even better place to work."

Terry Byrne
Group Head Total Rewards



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Total Rewards

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Overview

Our remuneration system aims to promote the successful implementation of our strategy and a high-performance culture. To support our customer-led transformation, customer metrics were included in 2018 for the first time in short-term incentive plan (STIP) calculations for selected major markets. Customer satisfaction measures, and profitability indicators are used to assess the overall business performance which helps to determine the level of STIP awards. This approach is being expanded to additional markets in 2019.

In addition, an aligned target card approach was introduced for the Executive Committee and the Leadership Team in 2018. This included objectives with quantitative measures and relevant strategic projects in the areas of financial measures, customers and people. To learn more, see the remuneration report in our Annual Report 2018: <https://annualreports.zurich.com/2018/en/annual-report/> >>



Outlook

We continue to review our remuneration approach to make sure it is in line with all our objectives. This year, the focus is on how we assess and reward performance, and our goal is to:

- simplify and enhance our performance management approach;
- empower our managers; and
- continue to enable our employees to perform at their best through continuous feedback and a culture of meritocracy.



Spotlight

Benefits in the UK adapted to employee needs

Zurich provides a range of relevant employee benefits that are both dynamic and matched to the local market. In the UK, a new flexible benefits program was rolled out in 2018. Following feedback from employees that modern and relevant benefits are an important part of making Zurich in the UK a really great place to work, nine new benefits were introduced which employees are able to select and access via the new benefits platform.

As of 2018, Zurich UK employees are now able to manage their benefits online and access a wealth of supporting information. That includes information

about company discounts, marketplace discounts, employment policies and workplace wellbeing initiatives. The system also guides employees to where they can get additional help and support if needed, with links to an employee assistance program and a financial education resource.

“Together with our family-friendly policies and supporting agile working across all our locations, we’re confident that our new approach will put us in great shape for the future.”



Jo Burton, HR Programme Manager, Zurich UK



Total Rewards

Zurich paid total remuneration for all employees of **USD 5.3bn** in 2018, made up of base salaries, short-term incentives, long-term incentives and other remuneration



% of employees that participated in the Group's short-term incentive plan (STIP) in 2018*



% of employees that participated in the Group's long-term incentive plan (LTIP) in 2018**



Further information on remuneration for all employees can be found in the remuneration report of the Annual Report 2018: <https://annualreports.zurich.com/2018/en/annual-report/>

*STIP rewards employees on the achievement of key short-term financial, customer and individual objectives set at the beginning of the year.

**LTIP is utilized for a defined group of executives and the most senior roles, including those whose activities have a significant influence on the risk profile of the Group. The LTIP is designed to support Zurich's longer term financial goals and encourage participants to operate the business in a sustainable manner.

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Global terms and definitions

- **Career levels:** Career levels represent the complexity and seniority of the jobs with level A representing entry level and E as the most senior managerial positions.
- **Complete leadership:** Complete leadership is a leadership development program which focuses on the key topics.
- **ENPS:** ENPS measures employee loyalty through two standard questions and is part of the semiannual employee survey. ENPS is based on the methodology of measuring and improving customer satisfaction and loyalty (transaction NPS and relationship NPS) which Zurich uses as a successful method to retain customers.
- **FTE:** Full-time employees are counted as 1.0 FTE, whereas a part time employee is counted according to the fraction of normal contracted hours (i.e. country/entity-specific) each month that s/he works (e.g. someone working 3 days per week as 0.6 FTE).
- **Generation:** Traditionalist (-1944), Baby Boomer (1945-1964), Gen X (1965-1980), Gen Y (1981-2001), Gen Z (2002-).
- **Headcount** shows the total number of employees, regardless of whether the employee works full time or part time; Employees of **Farmers Exchanges** are not included in Group Headcount/FTE.
- **Hires:** Number of employees recruited from outside Zurich Group and internal transfers from other Zurich Business Units.
- **New hires:** Number of employees recruited from outside Zurich Group.
- **People manager:** Employees with at least one direct report.
- **Senior management:** Employees in career level C, D and E.
- **Sick leave days:** Total number of working days missed due to sickness. We register sick leave days for 65% of our employees in HR systems.
- **Strategic leadership:** Inspirational Leadership and Open Source Leadership.
- **Tenure** is based on the global adjusted service date.
- **Total turnover formula:** (number of voluntary leavers + number involuntary leavers) / average headcount (begin period always January and end period selected in prompt date). The turnover indicator is always annualized.
- **Turnover scope:** The population in scope for the turnover calculation considers the workforce mapped to employee group regular and inpatriates. The countries excluded are Bolivia and Farmers Exchanges. Further to this, we exclude the employee sub groups from Chile Sales Agents.
- **ZOA:** The Zurich Oxygen Academy is now available for managers and employees. This online training platform provides courses that will help to develop skills necessary now and in the future.

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[Annual report](#)

[Sustainability report](#)

<https://careers.zurich.com/>

At Zurich, we foster a culture of diversity and inclusion. Our purpose and values are designed to protect, inspire confidence and help our employees reach their full potential. We value and defend what is right and promote opportunities for equity among our professionals, regardless of gender, disability, LGBTQ +, race, ethnicity, generations, belief, etc. Our talent acquisition and hiring processes respect this commitment daily. Be part of this culture.

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