



ZURICH®

# #ZurichNeverStops

This is Zurich –  
HR Factbook 2019



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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

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## Growing together!

We are committed to growing together with our people. Creating a sustainable work environment that values diversity, is inclusive and where employees can thrive, is at the heart of our people strategy. Especially during the unprecedented times of the COVID-19 pandemic, we have made it our top priority to protect and support our people, customers, partners and communities when it matters most.

As our world and industry continue to change in fundamental ways, we are looking further into how different roles are evolving and what skills are needed to best address diverse customer and employee needs of the future. Our goal is to support our people in building their career paths today and in the future.

## Our commitment in action

Work sustainability sits alongside our sustainability commitments to climate change and data protection. Through these commitments, Zurich people are eager to help make our world a better place to live and work. In 2019, we put in place commitments to:

- Prioritize development of current workforce over external hires
- Support and develop the skills our people need for the future of work
- Keep as many jobs as possible in-house as opposed to outsourcing
- Offer career choices that match our peoples' talents and ambitions while meeting current and future market needs

We empower our people to work flexibly to allow for work/life balance while delivering services to our customers. In 2019, Zurich UK started advertising every vacancy as a potential part-time, job-share or full-time opportunity. Paired with Flexwork, this approach generated significant change, including a 25% increase in the number of women applying for

positions. It's a great example of how we integrate our D&I principles into our business practices to ensure equal access and opportunities.

Zurich's recruitment and retention of a diverse workforce is well-recognized through such accolades as inclusion in Bloomberg's Gender-Equality Index and Forbes' list of "America's Best Employers for Diversity." With our global D&I strategy as a foundation, we shape the global and local D&I agenda with our business units and employee resource groups around the world.

The wellbeing of our employees is paramount. Our goal is to provide tools, educational content and wellbeing initiatives that support them in staying healthy, safe and empowered.

All of this, along with our aim to make a difference in the world by investing in ways that matter to the environment, the work we do to protect communities through our award-winning global Flood Resilience Alliance and in other efforts to improve the communities where we live and work, creates an attractive and challenging place for our employees to build their careers. Our company history goes back nearly 150 years, and we intend to continue for generations to come.



*David Henderson*  
**Group Chief Human  
Resources Officer**

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Zurich Insurance Group (Zurich) is a leading multi-line insurer operating globally and locally, meeting our customers' needs in more than 215 countries and territories. Since our founding in Zurich, Switzerland in 1872, we have applied our expertise

and experience to providing customers with the best protection for the things they value. Our customers include individuals, small businesses, mid-sized and large companies as well as multinational corporations.

## Global data



Employees  
**55,369\***



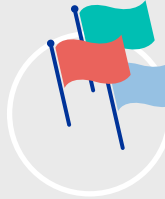
Women  
**51.1%**



Average age  
**42.4 years**  
(Women **41.9**,  
Men **43.0**)



We have operations in  
**215 countries\*\***



Nationalities  
**112**

\*All demographics used in this booklet are based on 52,001 employees (excluding employees in Bolivia, Venezuela, CoverMore and Brightbox). Please note that percentages are rounded. Figures are based on headcount. 51% of our employees are covered by an independent trade union or collective bargaining agreement. Some calculations may differ from last years booklet due to a change in methodology.

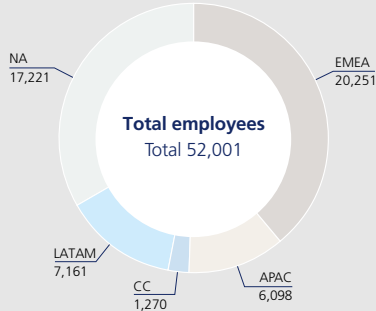
\*\*Zurich's Annual Report 2019.

# Overview

Zurich employed **51.1%** females and **48.9%** males in 2019

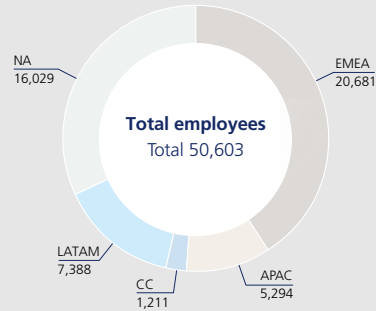
## 2019

Region	% Female	% Male
<b>Total</b>	<b>51.1</b>	<b>48.9</b>
EMEA	47.1	52.9
APAC	57.3	42.7
CC	41.6	58.4
LATAM	56.3	43.7
NA	52.1	48.9



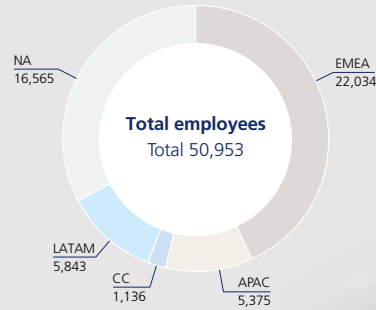
## 2018

Region	% Female	% Male
<b>Total</b>	<b>50.6</b>	<b>49.2</b>
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



## 2017

Region	% Female	% Male
<b>Total</b>	<b>50.5</b>	<b>49.4</b>
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



## 15 largest countries by headcount

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



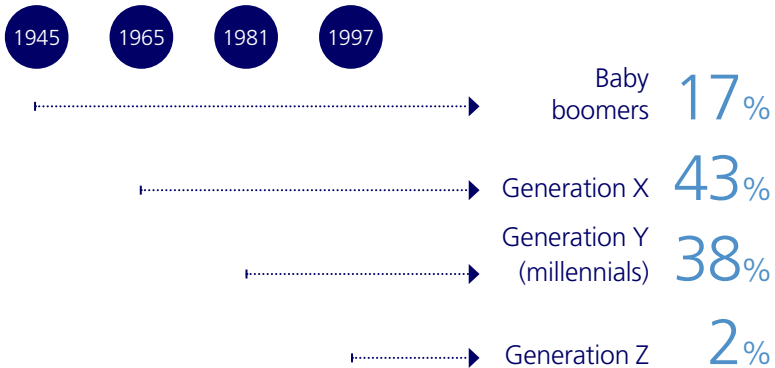
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# Diversity & Inclusion, Wellbeing and Employee Experience

People are Zurich's most important asset. They enable us to achieve our strategy and deliver for our stakeholders. Their varied skills, perspectives and experiences drive innovation. And, they reflect the breadth and diversity of our customers, suppliers, communities and investors around the world. We aim to create a workplace where people thrive, in an environment where everyone is treated as equally important. It's not just the right thing to do, it helps us succeed as a company. It's part of how we achieve our purpose: to protect you, to inspire confidence, to help you reach your full potential. At Zurich we support our employees by helping them stay healthy and empowered. On a global level, we support measures that allow employees to participate in four dimensions of wellbeing – physical, social, mental and financial.



## Global data



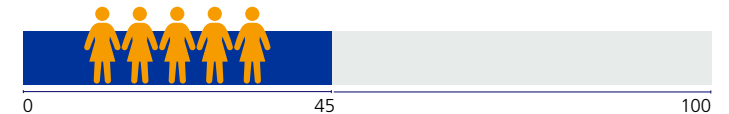
*"We are convinced that a diverse and inclusive workplace is key to driving innovation for our customers and succeeding as a company."*



**Mario Greco**  
Group Chief Executive Officer

## Global data

Five female Board members, representing **45%** of our Board



Across Zurich **7.6%** of the employees work part time

**80%** of part-time employees are female and **20%** are male



Nationalities at headquarters in Zurich, Switzerland: **57**



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# Diversity & Inclusion

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## Overview

We take pride in the diversity of our workforce. It's part of what makes Zurich an employer of choice, while helping us drive innovation and maintain a competitive edge. But diversity can only be successful in an environment that recognizes, values and harnesses differences. That is inclusion. It is our joint responsibility to value and integrate each and every employee. Combining global scale with local service at Zurich, we help our customers protect the people, places and things that matter most. For something this important we need the highest degree of passion, personal integrity and engagement from everyone at Zurich. Our people are Zurich's most important asset.

Globally, our efforts to foster diversity and inclusion (D&I) focus on four areas: **gender, generations, race/ethnicity and LGBT+**. This helps 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.

To learn about organizations that have recognized Zurich as a leader in gender equality and diversity, visit <https://www.zurich.com/careers/our-people> »



## Spotlight

### Zurich Spain 'Brave' Program

In 2019, Zurich Spain launched its 'Brave' program, with the aim of enhancing gender balance across all career levels.

The program includes a review of talent management practices to ensure better representation of females in all processes (succession, external and internal recruitment, etc.), a training module on inclusion for all people managers (starting with an assessment of unconscious bias and its impact on decision making), a career acceleration program for the top female talents and a new family program that includes a gender-neutral enhanced parental leave offering.

Employees can also take the lead in recommending to their managers how they want their role to be covered during a leave and how they will stay in touch during their absence. Under this new policy, all parents are strongly encouraged to take their entire leave.

Since implementing these changes, Zurich Spain has seen a 50:50 gender balance in all new management roles, promotions and external hires.



Name left to right  
**Santiago Insula**  
Head of Human Resources & CSR  
Zurich Spain

**Silvia Heras**  
Head of Customer Office  
Zurich Spain

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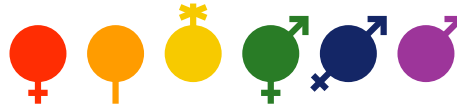


## Outlook

Moving from awareness to action is a key organizational priority. Global initiatives such as equal pay for equivalent work, improved access to parental leave and work-life balance help us maintain the performance and health of our employees and, therefore, contribute to the profitability and competitive positioning of the company. We will continue to work towards global harmonization of our parental leave policies. We will advance policies to implement gender neutral language and create a workplace that is more consistently diverse and inclusive.

We are taking tangible actions to further embed diversity and inclusion in the way we do business, by focusing specifically on accelerating impact and building an open and supportive culture. Our D&I framework provides global direction while empowering local action.

We use our global D&I strategy as a foundation to shape local D&I agendas with the cooperation of our business units and employee resource groups around the globe.



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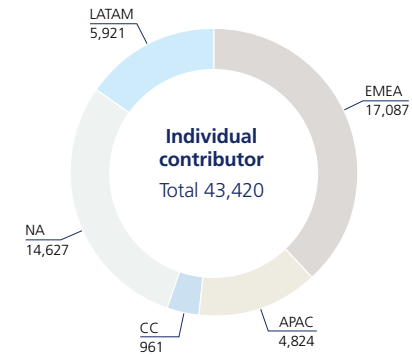
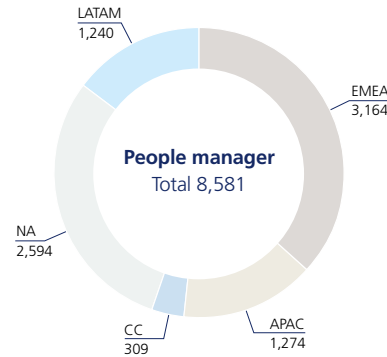
# Diversity & Inclusion

Percentage of female employees at the senior management level: **32.4%**

## % people manager and individual contributor by region

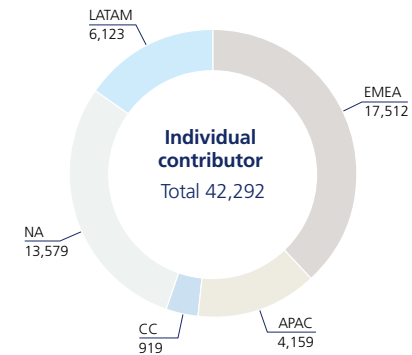
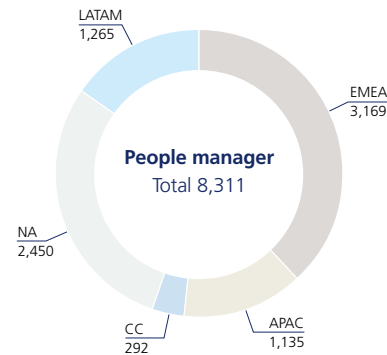
### 2019

Region	People manager % female	Individual contributor % female
<b>Total</b>	<b>39.4</b>	<b>53.4</b>
EMEA	34.6	49.4
APAC	43.9	60.8
CC	24.6	47
NA	43.3	53.6
LATAM	42.7	59.2



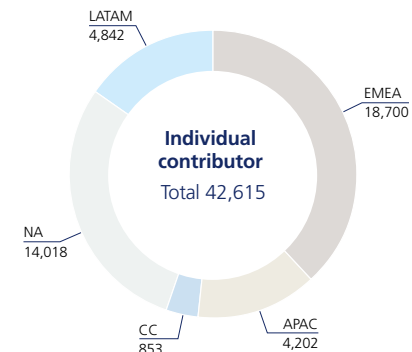
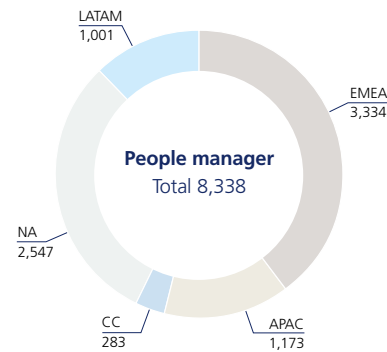
### 2018

Region	People manager % female	Individual contributor % female
<b>Total</b>	<b>38.4</b>	<b>53.0</b>
EMEA	33.5	49.2
APAC	43	60.4
CC	24.3	45.9
NA	42.8	53.6
LATAM	41.4	58.3



### 2017

Region	People manager % female	Individual contributor % female
<b>Total</b>	<b>37.4</b>	<b>53.1</b>
EMEA	33.1	49.9
APAC	41.8	59.8
CC	23.3	47.5
NA	41.5	54.1
LATAM	38.4	57.6



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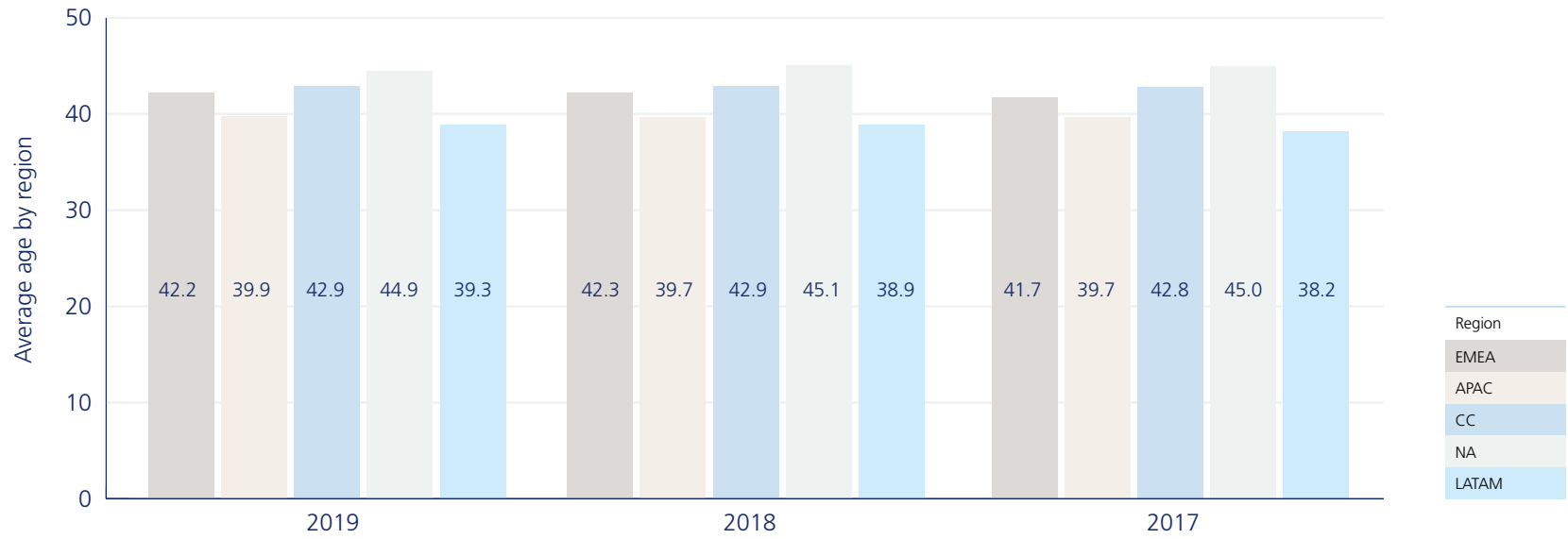
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## Diversity & Inclusion

### Average age by region

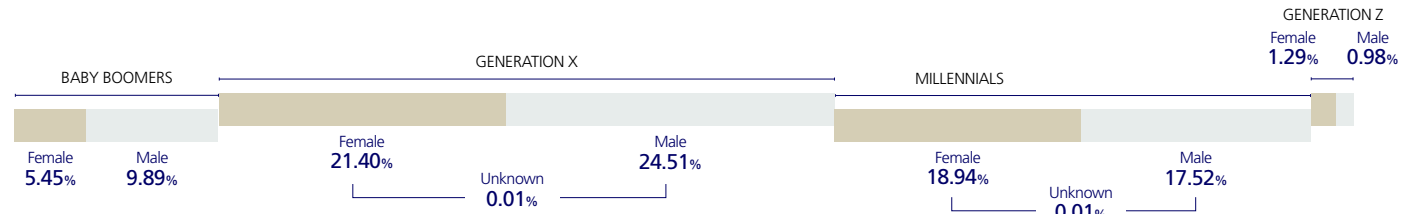


# Diversity & Inclusion

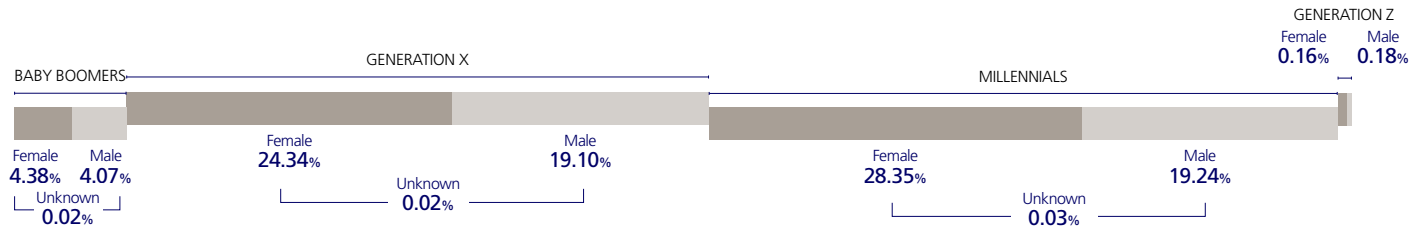
## Breakdown by gender and generation (2019)

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

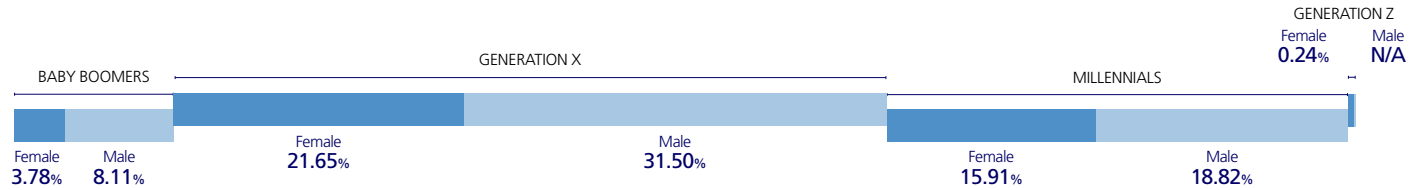
### EMEA



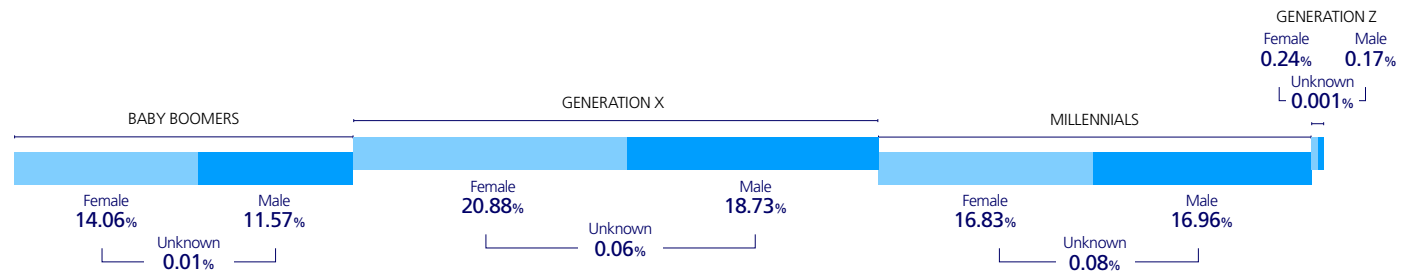
### APAC



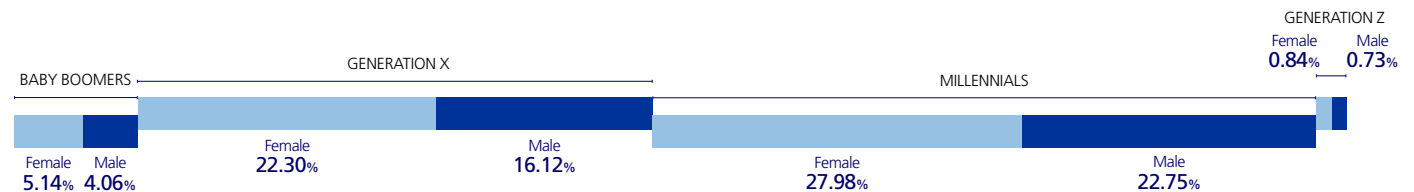
### CC



### NA



### LATAM



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# Wellbeing



## Overview

Zurich is committed to maintaining and improving employee well-being. We believe employees who are healthy, happy and motivated are more productive. We have developed a global holistic Wellbeing Framework that provides you with the tools and resources needed to stay healthy and empowered. We support measures that allow employees to grow in the four dimensions of well-being – physical, social, mental and financial – all linked to our purpose as a company. A global Community of Practice has been set up to share best practices and focus on scale where appropriate. In 2019, we developed health awareness programs to help reduce the stigma of stress and to promote a healthy work environment.



## Spotlight

In many Zurich operations we offer employees an independent support program. A good example is the PAC Programa de Apoio ao Colaborador in Portugal. It provides employees and their families with a 24-hour helpline where they can get advice on dealing with professional and personal obstacles that could affect their health and well-being, from relationship issues, to debt, stress and work-life balance.

The PAC includes quick and easy access to a group of highly qualified professionals who provide the necessary support in areas of legal, psychological and financial advice.



**Nuno Oliveira**  
Head of HR  
Zurich Portugal



**Celina Pereira**  
HR Development (Learning, Talent  
Management and Acquisition)  
Zurich Portugal



## Outlook

In 2020 we are continuing to work through our global Wellbeing Community of Practice, which includes Zurich representatives from across the world, to share and scale best practices. We will also pilot innovative solutions to support a more holistic approach to employee well-being and move towards a holistic well-being ecosystem that can be adapted to the individual needs of our people and business units. We will intensify our work with BU-led initiatives such as “Tackle Your Feelings,” a successful mental health program developed in Ireland in conjunction with the Zurich Z Foundation and now being rolled out in other countries.

“For Zurich, it’s important to give people the freedom to work where and when they want, to trust our employees in the knowledge that they have the engagement and expertise to perform excellently. We drive this through our global frameworks with the flexibility of local adoption.”

**Dr. Katja Raitchel**  
Group Head Diversity,  
Inclusion and Wellbeing



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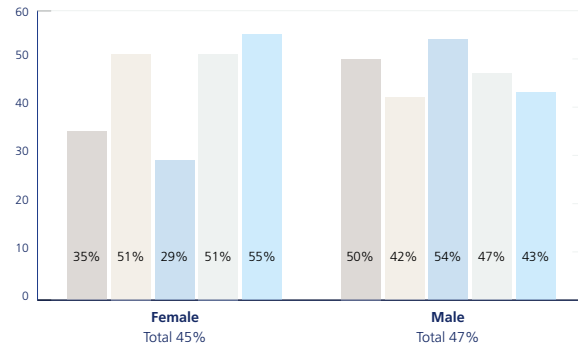
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# Wellbeing

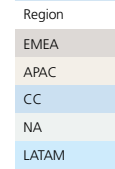
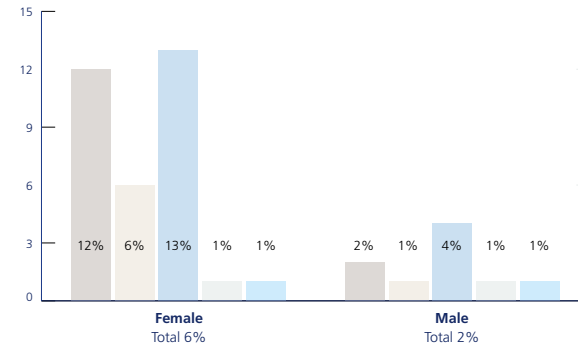
## Part-time and full-time employees\* by region in % (2019):

2019

Full-time employees

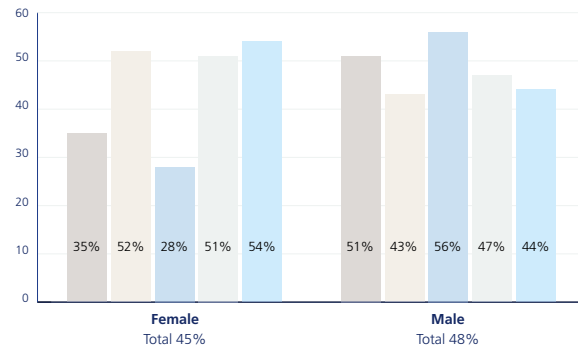


Part-time employees

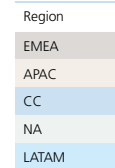
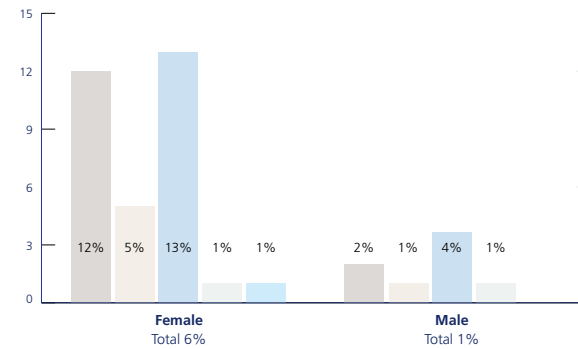


2018

Full-time employees

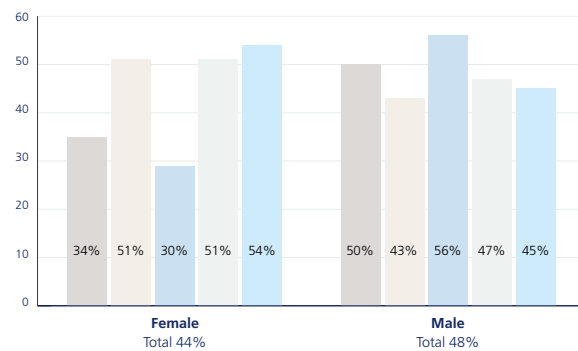


Part-time employees

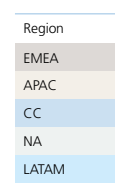
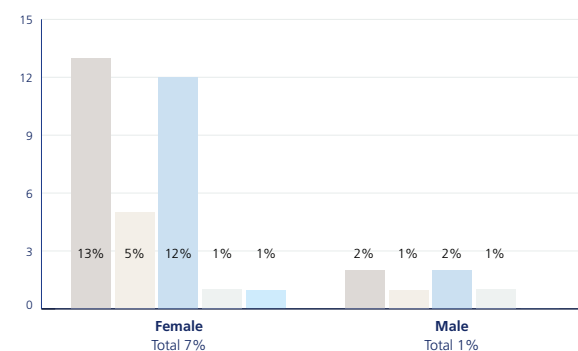


2017

Full-time employees



Part-time employees



\* We record an absentee rate of 1.54% and an average of 3.9 absence days for 83.6% of our employees at global level

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# Employee experience



## Overview

We are committed to making Zurich a great place to work and we listen to our employees to learn how can we improve as a company at local and global levels. Twice a year we conduct an Employee Net Promoter Survey (ENPS) that measures employee loyalty and engagement. The global participation rate was 76 percent for 2019. Countries and units are taking action on the issues raised by employees. The involvement of all leadership levels is proving to make a real difference at Zurich. The main question asked in each survey is whether employees would recommend Zurich as a place to work; our score on this measure jumped from +9 at the end of 2018 to +30 at the end of 2019, with improvements in every country and corporate function.



## Outlook

Employee surveys will continue twice a year to ensure that listening to employees and addressing their concerns become ingrained in our company culture. We continue to listen to our employees on day-to-day topics as well as more strategic ones. This allows us to continue on our path to make Zurich a great place to work.

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## Spotlight

### ENPS Success Story from Germany

#### Employees at the heart of building priorities in Germany

The team in Germany takes listening seriously. Based on ENPS results, they knew they had to develop a tangible and positive culture. Importantly, they saw ENPS feedback as an opportunity for employees to co-create the strategic priorities for Germany – and really make a difference!

Germany launched three workstreams, encouraging employees to be fully involved in shaping the future.

First, all employees were invited to join **'Strategy Dialogues'** to share their contributions, ideas and set priorities. These ideas add valuable perspectives to Germany's Executive Committee (ExCo) conversations.

**'Strategy Impulse'** is a team of talented employees, chosen by the ExCo in Germany, who pioneer and develop strategic and cultural topics through workshops and regular meetings.

This excellent input has helped to design the nine 'strategic imperatives' providing clear direction and targets to support Germany's successful development.

In addition, 'Leadership Dialogues' were launched. Employees of all levels collectively defined and established the leadership style required to support the culture change.

The team also focused on smaller 'quick-wins' accelerated by the workstreams, which have positively influenced how employees feel about working for Zurich. They include:

- The 'Lunch Lottery' – an easy way to meet new colleagues over lunch and learn about each other's work and responsibilities.
- The 'Failure Night' – a way to improve the error culture by talking about failures and learning from others' mistakes.
- The 'Leadership Café' – managers exchange ideas on current, leadership-specific topics so everyone can benefit from personal experience.

All of these activities will continue in 2020, listening to and inviting employees to be involved, so the team can continue to influence cultural change.

**#yousaid #welistened**



**Uwe Schöpe**  
*Head of HR  
Zurich Germany*

# Employee experience

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

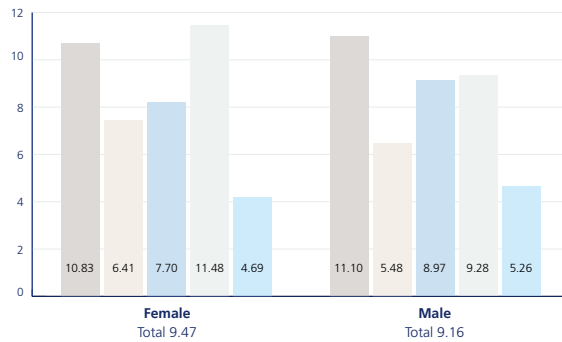
ENPS Score Group Level +26 (average 2019)

ENPS Score Group Level +7 (average 2018)

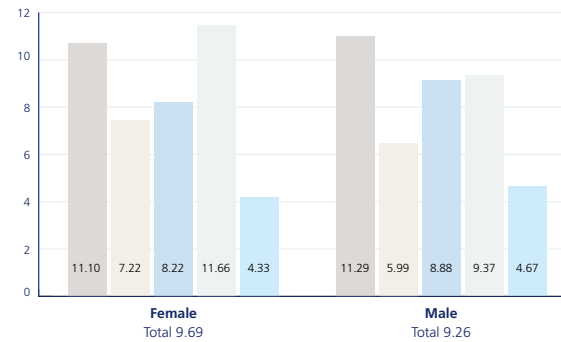
% turnover rate 2017: 14.7%    2018: 14.1%    2019: 13.6%

## Tenure by region and gender

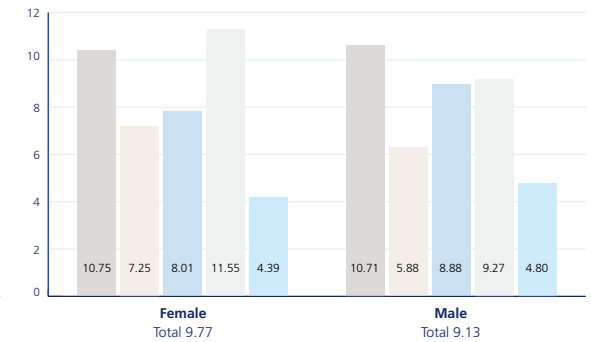
### 2019



### 2018



### 2017



#### Response rate (%)

End 2019 Part rate: **76%**  
Avg 2019: **77%**

#### Region average participation rate 2019

EMEA **76%**  
APAC **78%**  
CC **85%**  
NA **68%**  
LATAM **79%**  
Group Zurich **76%**

#### Turnover rate (in %) by region 2019

EMEA **11.39%**  
APAC **13.32%**  
CC **8.77%**  
NA **13.52%**  
LATAM **22.91%**

#### Response rate (%)

End 2018 Part rate: **70%**  
Avg 2018: **69%**

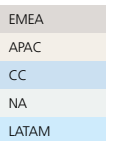
#### Region average participation rate 2018

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

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

EMEA **12.10%** (13.20%)  
APAC **17.37%** (16.26%)  
CC **12.05%** (16.38%)  
NA **14.56%** (14.76%)  
LATAM **17.93%** (19.74%)

#### Region

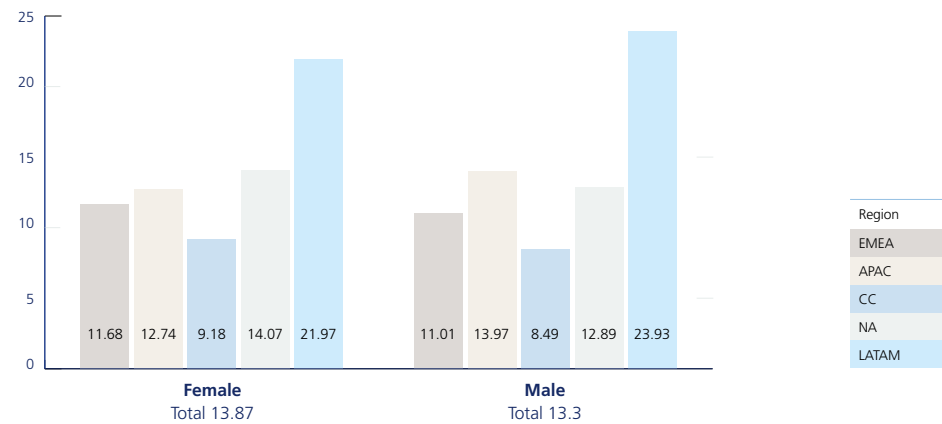


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## Employee turnover\* rate by region (in %) and gender

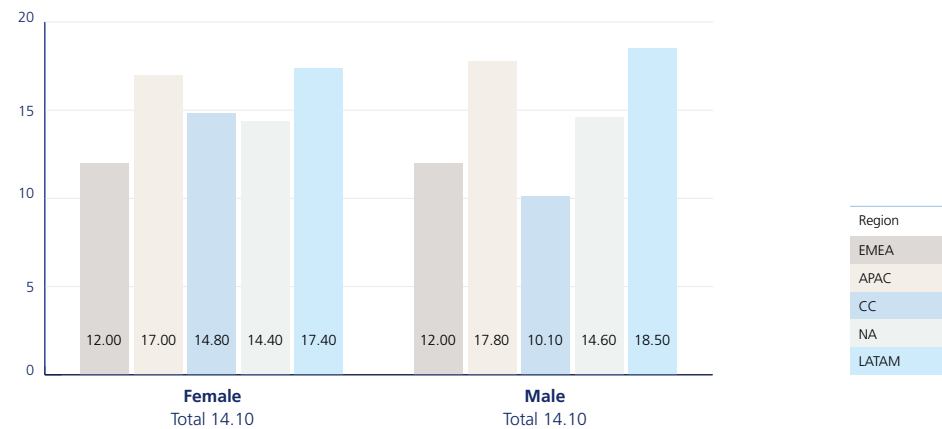
2019

	Total
<b>Total</b>	<b>13.62</b>
EMEA	11.39
APAC	13.32
CC	8.77
NA	13.52
LATAM	22.91



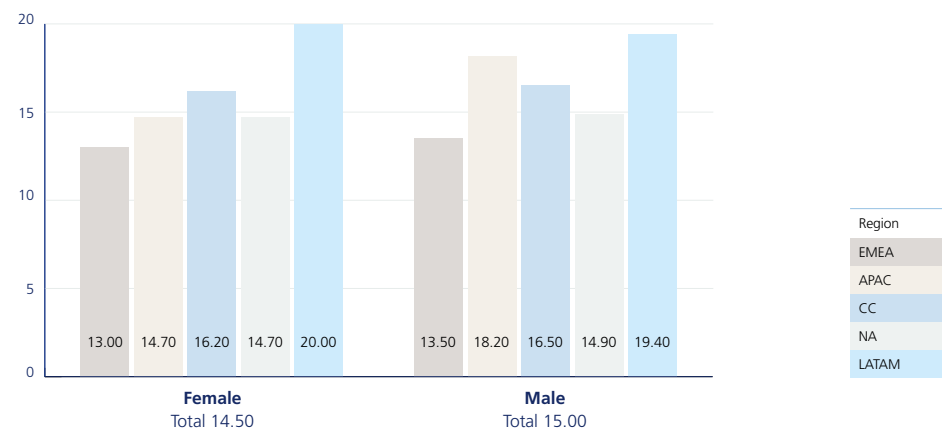
2018

	Total
<b>Total</b>	<b>14.08</b>
EMEA	12.10
APAC	17.37
CC	12.05
NA	14.56
LATAM	17.93



2017

	Total
<b>Total</b>	<b>14.72</b>
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. 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

“Our responsibilities to our employees are embedded in our purpose statement: To protect you, to inspire confidence, and to help you reach your full potential. This is why we constantly strengthen talent and leadership practices to equip our people with the right tools and skillsets to succeed now and in the future, delivering ultimately greater value for our customers.”

*“Personal and professional growth are critical to thrive in this rapidly changing world. This is why we empower and support our employees to own their careers and never cease to learn”*

**Marta Amoedo Criado Del Rey**  
Head of Integrated Talent Management  
Zurich LATAM



% of employees that had at least one training session in 2019 **>99.9%**

Nearly **5000** people managers attended the training where we introduced the changes to our Performance & Development Cycle



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## Overview

Zurich supports employees in developing the skills and capabilities they need for the future, as we are working in an environment with rapidly changing requirements. In 2019 we started to bring this to life with the Future of Work initiative, which will continue in 2020. We implemented the enhancements to our Performance and Development Cycle and offered training for people managers and individual contributors.

We continued to onboard Technical Training Academies to our digital learning platform and launched our Catalyst program for Senior Executives, which successfully ran its first module in EMEA in September 2019.

We reviewed the delivery approach of our existing training and began implementing a blended model that combines classroom work with virtual training.

**“I THINK MY ROLE AS A LEADER IN THE ORGANIZATION IS TO ENABLE CHANGE, TO INSPIRE OTHERS AND TO INFLUENCE BEHAVIORS. THAT’S EXACTLY WHAT CATALYST MEANS.”**

*Participant Quote*



## Spotlight

Zurich Sigorta won the Brandon Hall Gold Award in the category ‘Excellence in Learning’ for their Sales Academy & Leadership Academy

### **Making our sales team members and managers fit for Zurich’s strategies and priorities**

Because our industry is changing at a fast pace and we are facing new challenges, we need to enable our sales team and managers to better support Zurich’s strategies and priorities.

For this reason, we designed our ‘Sales Academy & Leadership Academy’ program to focus on putting customers first and ensuring we provide first-class service in a uniform way. Additionally, it increases communication within the teams, improves competencies and fosters cultural exchange. This new approach has been rewarded with the Brandon Hall Gold Award for ‘Best Advance in



Competencies and Skill Development’ in September 2019.

Zurich’s six behaviors are the framework of the Academy, which consists of three main modules and three follow-up workshops to discuss their individual learning transfer. Training delivery is supported with Ted Talks, reading assignments and book recommendations through a mobile phone application that has been customized for Zurich Sigorta. The impact of this program can be seen in our ENPS, which rose 17 points in the Sales & Distribution Team compared to 2018. Our employees are happier to stay, which can be seen in our turnover rate falling 18% from the previous year. Even those who normally react negatively to change have become volunteer ambassadors of our change processes, acting for both themselves and Zurich Sigorta.



**Attila Gurcan**  
*Human Resources Coordinator  
Zurich Turkey*



## Outlook

In 2020, we are integrating LinkedIn Learning courses into our rebranded digital learning platform. Additionally, we continue to onboard the remaining Technical Training Academies and focus on work sustainability and manager excellence.

## Learning & Development

### General key performance indicators:

Training investment per FTE in 2019:



Average hours per FTE of training and development in 2019



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## Learning & Development

Online Learning KPIs	2019 (1 Jan/31 Dec)	2018 (1 Jan/31 Dec)	2017 (1 Jan/31 Dec)	Increase %	Data interpretation tips
Number of online learning resources	3,247	2,954	Not available	8%	<b>Broad opportunity for self-study</b> (thanks to search functionality learners can query the platform to accommodate a wide range of learning interests).
Number of online training courses	236	70	Not available	337%	<b>Transformative learning</b> (to make the behavioral change happen, we bring people into longer guided learning journeys).
Languages used	8	8	Not available	N/A	<b>Inclusive learning</b> (we account for multilingual and multicultural issues).
Active learners on our digital learning platform	16,361	15,196	3,586	+8%	<b>Learning offer fans</b> (these are engaged learners, i.e., at least one learning resources consumed or one course attended).
Total online learning time	38,811 hours	15,954 hours	5,229 hours	+41%	<b>Increasing interest in online training</b> (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

2019 was a very busy and productive year for our Talent Acquisition community. We launched our global transformation effort, 'Rethink Recruitment,' putting candidate experience in the center of everything we do. The global rollout of behavior-based interviewing techniques and Fair Play Guidelines helped drive this change. We also focused on building our sourcing capabilities to support the business in identifying and hiring talent with capabilities that are crucial for future success. Our employee referral program #talentbringstalent was another initiative to ensure a more diverse talent pool.



## Outlook

In 2020, we will focus on two major initiatives. First, we want to further enhance our candidate experience. We will do this through listening more closely to their feedback. A global candidate NPS feedback approach will provide insight. Second, we will continue to refine our employer branding in line with our Employer Value Proposition. We want to ensure that the promises we make to our candidates are aligned with our actual employee experiences.



## Spotlight

### Talent brings talent

Based on eNPS, we learned that more and more of our colleagues said they will **actively recommend Zurich as an employer** to their family and friends. We built on this momentum and refreshed our global employee referral program under the slogan #talentbringstalent. Countries then **localized the initiative and** we are now proud to have had **more than 800 successful referrals in 2019** around the globe!



#talentbringstalent

Brazil on its successful localization of a campaign:

In September 2019, Brazil launched its local referral program under the name 'Z Indica.' Building on the global framework, we tailored the approach to local needs, starting with a very transparent and fair governance framework, putting the candidate

experience into the center. Of course, mobilization of all our employees was key to our success. Together with our head of HR and communications team, we designed a communications approach that included videos, internal TV reports, testimonials and sponsorship through our local head of HR. We then publicly celebrated successful referrals, with referring colleagues receiving a monetary reward.



*"Our own employees are the best ambassadors of our brand and of our values. Zurich's referral program, #talentbringstalent, is a great way to make our employee value proposition reach more talent in the market through the social connections of our employees."*



**Gustavo Farias**  
Head of HRBPs and  
Talent Acquisition  
Zurich Brazil

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## Overview

We completed the 2017-2019 strategic cycle and exceeded all set targets as a result of the effort and dedication of the talent we have in the organization. Looking back, we have taken a multi-pronged approach to this business challenge and intervened in a number of ways across the organization. As a result, we have steadily improved the bench strength of the organization by identifying additional talent to appear on succession plans and increasing the representation of female talent in our talent pipeline. We have increasingly built talent in our organization that is ready to take on critical roles. As result, our use of succession plans is increasing. This is clear recognition of our commitment to developing our people and providing them with opportunities to reach their full potential.

In 2019, a global group of Millennial and Generation Z colleagues launched NEXT. This movement aims to give a voice to newer generations in order to future-proof our company and shape our legacy. NEXT advocates for younger colleagues to have a voice in key business decisions; empowers them to make a direct impact; and sparks global conversations about how we stay relevant as an employer, insurance provider and global corporate citizen. The NEXT team represents nine Zurich locations, 12 nationalities and a range of business units – and the community is growing fast.

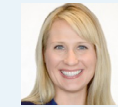


## Spotlight

### Mentoring@scale

In the changing world of work, we recognized that expertise can reside anywhere in the organization and is an untapped source of knowledge. At the same time, many of our employees voiced a desire to connect with others to expand their networks beyond the teams with which they regularly work. Therefore, in our North American business unit, we rolled out a program that matches mentees and mentors who have been strategically paired based on alignment of strengths and development needs, career aspirations, common interests, and other factors. Open to all employees, the mentoring program is a new way for our people to 'opt-in' to challenge themselves through a new experience. One mentee said, "Being a

mentee helped me develop my project management and communication skills at a time when I was transitioning into a new role that required those skills. It also opened the door to other leadership opportunities that I would not have been exposed to otherwise." Mentors have found the program just as valuable. One said, "Being a mentor helped me take a step back and re-analyze what I wanted in my own career development." Since the program began, over 200 employees have been mentored, and we are looking to expand the program in 2020.



**Brittain Bandura**  
Talent Manager  
Zurich North America

*"We aim to involve all employees, regardless of their generation, in shaping the future of our company and its role in society – not just for the workforce today, but for those who come tomorrow."*



## Outlook

Our next strategic cycle has been defined and our ambitious targets will only be accomplished by continually investing in our talent. We will do this by adapting our approach to working and tapping into the opportunities that a diverse workforce can provide. We aim to increase the visibility and frequency of development opportunities for our employees, support our employees with dynamic career planning and increase the cross-fertilization of talent as we further instill a talent mindset across the organization. We will continue to invest in the core foundation (development centers, coaching and sponsorship programs) we have built during the previous three years to unleash the talent in the organization.



**Kara Wenger**  
Global Talent Manager

# Talent Acquisition & Talent Management

KPI/metric	Details
Number of hires per year	11,331 in 2019; 11,585 in 2018; 11,014 in 2017
Gender split of new hires per year	Female 53%, Male 46.7%, Unknown 0.1% in 2019; Female 51%, Male 48%, Unknown 1% in 2018; Female 50.7%, Male 48.5%, Unknown 0.8% in 2017
Generational split of new hires per year	Baby Boomers 5.1%, Gen X 26.7%, Millennials 59.9%, Gen Z 8% in 2019 Baby Boomers 5.4%, Gen X 29.9%, Millennials 60.3%, Gen Z 4.4% in 2018 Baby Boomers 5.3%, Gen X 31.1%, Millennials 59.7%, Gen Z 3.7% in 2017
% of positions filled with internal candidates	45.3% in 2019; 43.5% in 2018; 46.3% in 2017
Influenced hires LinkedIn	59%
Number of followers of our Global LinkedIn page	more than 461,000 followers



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# Total Rewards

Zurich operates a remuneration system which aims to provide competitive total remuneration opportunities and variable remuneration awards based on results achieved and good outcomes for all stakeholders.

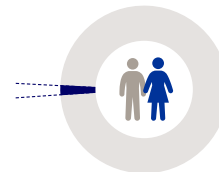
Total remuneration  
2019  
**CHF 5.6bn**



**71%**  
of all employees participated in  
the Group's short-term incentive  
plan (STIP) in 2019



**2%**  
of all employees participated in  
the Group's long-term incentive  
plan (LTIP) in 2019



*"We have enhanced the performance management experience, including the roll out of a new mobile, cloud-based solution, to enable more holistic performance and development-focused conversations while allowing for more differentiation in rewards."*

**Martin Pedemonte**  
Head Rewards Global Solutions



Further information on remuneration for all employees can be found in the remuneration report of the Annual Report: <https://www.zurich.com/annual-report/2019>

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## Overview

Enhancements to the performance management and incentive approach were implemented in 2019 to allow for more flexible, differentiated and merit-based awards. The approach allows employees to focus on achieving key financial, customer and individual objectives, as well as demonstrating behavior in line with the Group's Code of Conduct, purpose and values.

The customer net promoter score (NPS), a global best-practice standard for measuring customer experience, was extended to additional markets in 2019 to assess the overall business performance for a STIP pool, in addition to the existing financial metrics, to determine the funding of STIP awards. The customer NPS now covers the majority of STIP participants, helping drive continuous improvement of customer experience.



## Spotlight

### Integrating employees from an acquired business in Argentina

Following the acquisition of QBE operations in Latin America in late 2018, the Rewards team in Argentina has been busy supporting the integration of two different and deeply rooted cultures. In Argentina specifically, the transaction has positioned Zurich at the top of the local insurance market.

With the duplication of headcount, the Performance Management, Compensation and Benefits team have done a tremendous job analyzing organizational structures with mirror positions, mapping the new structure to the Group's global job catalog, embedding people managers and employees to global and local processes, aligning employees' variable

remuneration to the Group's plans, as well as to relevant sales incentives and undertaking a gradual harmonization of benefits packages.

The team is now working on alignment activities related to parental leave, wellbeing and EDGE certification for our integrated workforce.

*"While we continue working on the consolidation of the integration process, we aim to implement the parental leave alignment within the first quarter of 2020, reinforcing the recent certification in EDGE."*



**Matias Frenkiel**  
Compensation and Benefits  
Zurich Argentina



## Outlook

Enhancements to the performance management and incentive approach will continue to be reviewed and refined as needed to support achievement of the Group's strategic targets and in consideration of the interests of our stakeholders.

Beginning with the 2020-2022 strategic cycle, the performance criteria of the LTIP have been revised with increases to the targets of certain performance metrics.

To learn more, see the remuneration report in our Annual Report 2019:

<https://www.zurich.com/annual-report/2019>

# Organizational Design and HR Strategy

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Our changing world and the future of work are hot topics. At Zurich, we are pro-actively ensuring that we are ready for the future of work in order to serve our customers' changing needs and provide our people with even greater job opportunities – both now and in the future.



## Overview

The impact of our industry's transformation on how we work is a hot topic. In 2019 we started to feature work sustainability – how we approach future of work – as a top priority to empower our people to become fit for the future and take ownership of a lifelong approach to learning.

To be able to identify future requirements in terms of skills and roles required, we designed and implemented an in-house strategic workforce planning approach that allows us to analyze our existing workforce to identify skill surpluses and skill gaps in close alignment with the business strategy and technology roadmap. To test and refine this approach, we co-created a 'proof-of-concept' with UK HR and business stakeholders to support them in building their future-of-work priorities.

## Outlook



In 2020, we are seeking to scale the proof-of-concept approach and improve capabilities across the Group. To support the overall upskilling of our employees, we relaunched our significantly upgraded global learning platform as part of Global Digital Learning Day on February 27, providing access to digital learning content from LinkedIn Learning and Technical Academies.

In light of the COVID-19 crisis, we continue to review our work sustainability priorities in sync with our broader people strategy to ensure that deliverables closely align with emerging business needs within this rapidly changing environment.



Job moves in 2019

1559

Positions Filled

Internal 45%

External 55%



## Spotlight

In the UK, we had a good view of the trends and themes impacting our industry and the skills we would need in the future. However, we were looking for a way to quantify how, when and where emerging technology will automate tasks, change roles through the assistance of technology and create new roles. We worked together with the Group OD & HR Strategy team using a world-class AI analytics platform to build a workforce planning tool which does just this. Using this tool, we have been able to plan tangible actions to build a sustainable workforce in the UK, starting with intensive reskilling

of colleagues to help them transition to in-demand careers within the organisation. We have also launched an internal Data Academy to enable colleagues across the UK to become professionally qualified in data science. We have realigned our graduate and apprenticeship programs to attract people with skills we will increasingly need in the future.



**Tara Hutton**  
Head of People Performance  
Zurich UK

*"We have made a strong commitment regarding sustainability to our customers, our society, our planet and ourselves. Therefore, one of our priorities is to create a sense of security, trust and sustainability in the workplace and hence we are encouraging and supporting our people to develop for the changing future."*



**Jolanda Grob**  
Chief Human Resources Officer  
Zurich Switzerland

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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 that focuses on key topics.
- **ENPS:** ENPS measures employee loyalty through two standard questions and is part of the semi-annual 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 (1900-1945), Baby Boomer (1946-1964), Gen X (1965-1980), Millennials (1981-1996), Gen Z (1997-2018).
- **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 83.6% of our employees.
- **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 of involuntary leavers) / average headcount of the selected year.
- **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 develop skills necessary now and in the future.

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[Annual report](#)

[Sustainability Highlights 2019 Report](#)

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



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