

# Our people 2016



Our people are the backbone of our strategy. By offering a service that is personal, effective, and uniquely Zurich, we want to stand out as the preferred insurer for our customers. We can't do this without the right people.



To achieve this, we focus on identifying the right people for the right roles at the right time and support them with unleashing their full potential through targeted development. This requires a work environment where everyone feels valued and empowered to perform at

their best, which is a priority for us at Zurich. We highly value the diversity and skills of our workforce and ensure our people feel valued and empowered to achieve our business objectives together.

### Leading by example

Leaders and managers are crucial in defining our workforce's direction, purpose, priorities, goals and roles. We are focusing on equipping and empowering our managers to lead our people, so that all employees can be at their best and contribute to achieving our ambition.

Through our 'Zurich Oxygen' initiative, we are creating a global baseline for people managers at Zurich, clearly defining our expectations when it comes to their behavior and leadership capabilities. Over 6,500 people managers attended a Zurich Oxygen event where they learned what it means to be a great manager at Zurich.

Over 33,500 employees provided insights, as part of our annual feedback cycle, helping us ensure that our people managers are great role models. In addition, our managers also have the opportunity to develop even further with our new Zurich Oxygen Academy. This program provides a single, central platform where managers can access the tools needed to learn new skills, and they can also attend short sessions aimed at supporting their continued development.

In 2016 we also started designing our new Zurich Leadership Development Curriculum. These global leadership development programs for senior leaders will be rolled-out in 2017.

### The right talent

We aim to attract and retain talent by providing an environment where people can be themselves and perform to their full potential, while finding attractive development and career opportunities in-line with business needs.

In 2016 we continued to focus on our talent pipeline and succession planning, investing in various programs to help people advance in their careers. One such example is our 'Senior Leaders of the Future' program which prepares managers to become future leaders in our organization by learning from the best. We have also added assessment tools to make the selection and development of leaders more rigorous. Additionally, we are working on a leadership framework that is embedded in our programs and assessments which uses upward and 360° feedback.

We also introduced our Global Job Model that provides employees with one system, aligning and standardizing job roles and responsibilities across the company. Having a standardized way of evaluating and comparing jobs provides employees with more transparency on which capabilities, knowledge, experience and skills they need to build their career at Zurich.

**We have been focusing on equipping and empowering our people managers to lead people, so that all employees can be at their best and contribute to helping us achieve our ambitions.**

### Further information

Please visit [www.zurich.com](http://www.zurich.com) Email: [corporate.responsibility@zurich.com](mailto:corporate.responsibility@zurich.com)

## Diversity and Inclusion

Our strong commitment to a diverse and inclusive workplace holds true. We focused on global programs designed to create equal opportunities for career growth, advance people manager capabilities and provide flexible ways of working.

Early 2016 we launched the global 'FlexWork@Zurich' program, which is changing the way we work and support our customers. Since its implementation, the number of people working flexibly increased by 20%, which resulted in improved employee engagement and productivity.

Furthermore, we continued to listen to our people. As a result we launched our second global Employee Resource Group (ERG), 'Pride@Zurich', which is an alliance of regional LGBT (lesbian, gay, bisexual and transgender) groups that provides a platform where employees connect and support each other. Our first global ERG, WIN, (Women's Innovation Network), was established in 2007 and by now has more than 5,500 members. Our ERGs are inclusive and open to all.

In 2016 we also continued to increase the number of EDGE (Economic Dividends for Gender Equality) certifications in the countries. EDGE assesses and provides a business certification standard for gender equality. We increased the number of certified countries from 6 to 12, adding Australia, Austria, Brazil, Ireland, Mexico and Japan.



## Engagement

We believe that highly engaged employees drive business results and directly contribute to Zurich's success. We therefore promote open and honest two-way communication and listen to our employees.

In 2016 we increased the number of listening channels. We conducted online pulse surveys on specific topics, our people engage on 'Yammer', an online exchange platform to build discussion groups or share views, and we conducted an upward feedback survey to get feedback on our people managers.

The insights gained through those listening channels were integrated in the design, implementation and continuous improvement of our people activities throughout 2016.

### Our commitment

Our commitment to all our stakeholders: customers, employees, shareholders and the communities in which we live and work is expressed in the Zurich Basics. In 2016, during events such as our 'Global Community Week,' 32.4% of Zurich employees globally participated in community projects across the world – resulting in contributions of 80,731 hours spent working for communities. Our people also collected money for their chosen charities – with matching from the Z Zurich Foundation, this totaled USD 1.5m.



## Looking ahead

In line with Zurich's new strategy, we will focus our people activities on cultural change, building capabilities, particularly in relation to technical excellence and people capabilities. Our focus on talent management also ensures that we continue to attract, engage and retain the industry's top talent.

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