

# Engaging our people

We are an organisation where diverse talents come together globally to apply fresh perspectives and knowledge to make the world more resilient.

Our vision is to offer our employees meaningful work with a clear purpose in an attractive and inclusive work environment. We aim to collaborate in the spirit of “Let’s be smarter together”, because we can maximise our full potential only if we work together. Our organisation is constantly looking for new ways to improve the wellbeing of society and prepare for the changing needs of the future, drawing on the know-how and experience of a diverse, multigenerational group of employees. We aspire to be a place where a flexible and inclusive culture is the norm and

where everyone can contribute. We are passionate about building an environment of trust, respect, collaboration and responsibility in which *how* we achieve results is every bit as important as *what* we achieve.

Swiss Re is a global company with a presence in all major markets and 29 countries. As of 31 December 2017, we employed 14 485 people (regular staff) from over 110 nationalities: 59.5% work in Europe, the Middle East and Africa (EMEA), 25.8% in the Americas and 14.7% in the Asia-Pacific region.

## EMPLOYEE DATA, SWISS RE GROUP

	2015	2016	2017
Total headcount regular employees	12 767	14 053	<b>14 485</b>
Full-time*	11 652	12 960	<b>13 395</b>
Part-time*	973	1 093	<b>1 090</b>
Temporary employees	376	330	<b>355</b>
Turnover rate (incl. company sales)	10.6%	9.7%	<b>10.7%</b>
Voluntary	6.8%	6.7%	<b>7.2%</b>
Involuntary	3.8%	3.1%	<b>3.5%</b>
Average tenure regular staff (in years)**	7.2	7.0	<b>7.1</b>

\* The 2015 numbers for full-time and part-time employees do not add up to the total headcount, because employees on unpaid leave were not included in the calculations. As from 2016, employees on unpaid leave are included in the figures.

\*\* In 2017, we changed our reporting method for average tenure. The numbers for 2015 and 2016 have been restated accordingly.

## The Swiss Re employee experience

Swiss Re has a clear People Strategy which sets out what we want to achieve in order to create an environment that enables each one of us to give our personal best. We regard our People Strategy as our “North Star”: It provides us with clarity and direction, it is embedded in everything we do and defines our ambition for the future of Swiss Re.

Four core themes bring our strategy to life:

- **Lead and develop:** We aim to be known in the market both for our technical expertise and our leadership capabilities. Our employees inspire and engage each other across all levels through honest, constructive and timely dialogue and feedback. We invest in the career development of our people, which we see as a shared responsibility, with leaders investing their time and resources and employees taking ownership to drive their development.
- **Empower and collaborate:** We empower and enable our people to make decisions and drive performance, while at the same time ensuring that we maintain the appropriate risk culture. We encourage all employees to work together and collaborate across organisational and geographical boundaries for the wider and ultimate benefit of Swiss Re.
- **Drive the business:** We envision that our employees operate with a truly commercial mind-set and accountability. They should all take accountability proactively and hold each other responsible for performance in terms of both results and behaviour. We ensure reward is fair and competitive, although this should not be the main reason why people want to work for our company.

- **Build for the future:** At Swiss Re, we embrace and build a diverse workforce that brings together the best of multiple generations, cultures, skill sets and thinking. Our aim is for our employees to live a flexible, inclusive and open culture where all perspectives are valued. We create meaning for our employees by connecting our work to the core purpose of our company.

### Embedding the behaviours we need for the future

We believe that everyone at Swiss Re personally contributes to the future of our company by delivering to our clients, adding value to Swiss Re in the best way possible, and by creating an environment where teamwork is the norm. Our Personal and Leadership Imperatives set out the behaviours we need and expect from our leaders and employees to support our strategy and values. We aspire to achieve exceptional performance by embedding these imperatives into our culture and human capital processes, such as recruiting, our performance management practices and leadership development programmes.

## Listening to our employees

We foster a culture of open dialogue and frequent feedback on all levels, where employees and managers are encouraged to maintain regular exchange, as described in our behavioural framework. In addition, once a year, we seek feedback more formally through the Employee Engagement Survey (EES). The EES is an opportunity for us to hear from our employees what engages them and what ideas they have to improve their experience at Swiss Re. Feedback from our employees in the 2017 EES shows that we continue to make progress. After a steep increase in employee engagement from 2015 to 2016 (+9 percentage points), our 2017 employee engagement score further increased by 2 percentage points from 67% to 69%. With a high response rate of 87%, our overall engagement score puts us well above the Aon Hewitt Global Financial/Insurance Average benchmark of 65%.

We are proud to see that various areas improved in 2017. *Diversity & Inclusion* continues to advance, as 84% of surveyed employees feel that Swiss Re values diversity and has an open, inclusive culture that exceeds the Global Financial/Insurance Average Benchmark of 77%. *Customer Focus* also emerged as a new area of strength, with 75% of employees who feel encouraged to suggest improvements that will better serve customers. Overall scores show that in terms of *Work Fulfilment*, 75% agree that their job is a good fit, and 73% feel a strong sense of accomplishment in their work. Finally, the area that has improved the most since 2015 is *Empowerment/Autonomy*, driven by 70% of employees who feel they are able to influence decisions affecting their work, which directly supports our People Strategy.

Feedback from voluntary leavers also shows strong progress on our employer value proposition; our key strengths have become stronger and weaknesses have improved (overall the Net Promoter Score has increased by 20 points since 2013).

**LEARNING DATA, SWISS RE GROUP**

	2015	2016	2017
Total learning hours recorded	204 225	231 826	<b>234 609</b>
Learning hours per employee	15.5	15.3	<b>15.0</b>
Learning costs per employee (in USD)	1 024	919	<b>784</b>

**Developing our employees**

In a world where the ability to learn and adapt quickly is increasingly crucial, the effective development of our people and leaders is key for our enduring success. For this reason, we have continued to significantly invest in this area during 2017 by reinforcing our 70/20/10 approach to developing and upgrading our leadership development architecture. The 70/20/10 approach advocates a shift from formal training or self-study (10% of development time) to actions that reflect “on-the-job experiences” (eg rotations and stretch assignments; 70%) and “learning from others” (eg mentoring, coaching; 20%).

**Investing in employee development and growth**

We firmly believe in creating a culture of personal growth which empowers our employees to fulfil their aspirations and encourages them to develop their capabilities through a variety of learning experiences with active support from their managers. Our initiative PersonalGrowth@SwissRe sets out the shared role line managers and employees play and focuses on our investments in employee development. In this context, we offer various rotation opportunities that give our employees a great chance to gain insight into business areas outside their own and that support managers who have a short-term need for additional (project) resources in their team.

Formal training at Swiss Re combines technical, professional and leadership skills training. We design our training internally or in collaboration with leading external partners and deliver it through our long-established Swiss Re Academy.

Currently, we offer more than 1 000 different training courses. Our employees attend training in areas as diverse as underwriting, finance, sales and negotiation, leadership, diversity and inclusion, interpersonal skills, project management, office tools and language skills. In 2017, our employees completed 234 609 hours of training overall, averaging 15 hours and USD 784 per employee. We recommend that client-facing employees invest at least two days per year in formal sales training. A total of 581 employees participated in sales training during 2017, with the average feedback score of 4.48 (out of 5), which is in line with the financial services benchmark of 4.4. Reflecting our efforts in the area of employee development, we outperformed in all HR categories within the prestigious Dow Jones Sustainability Indices, with Swiss Re top on the social dimension and above the world average in every human capital dimension (Human Capital Development scored 100% versus the industry average of 38 and world average of 77).

**Investing in a strong leadership pipeline**

Our ambition is to strengthen the capabilities of our line managers and prepare them to meet the challenges of a rapidly changing environment. We are integrating our existing programme offerings into a new leadership development architecture, with a manager curriculum at every management level. Our manager curriculum is about accelerating the development of our line managers through targeted training, providing them with the skills and resources they need to lead, build and engage our people in the future.



Jennifer Reid of Finance Reinsurance Americas collects the STEVIE Silver Award we received for an interactive new finance training programme.

## STEVIE Silver Award



Swiss Re won the STEVIE Silver Award in the area “Achievement in Workforce Development and Learning” with the new Finance Week Development Programme – a new approach to learning. The newly introduced programme provides an interactive and innovative learning experience that expands our finance expertise and differentiates us from competitors. The objective of the event was to improve

the finance acumen of the Reinsurance organisation. A total of 530 employees participated in 40 events and trainings as part of the Finance Week in Zurich, Switzerland in 2017, and 260 participants attended in Armonk, US with 25 events and trainings. Over 50 internal and external experts shared their expertise and we embedded the 70/20/10 approach to modern training.

Given our investment in leadership skills, we are pleased to start seeing evidence of an improved feedback culture and quality of development conversations: our 2017 EES results indicate that our employees feel we manage performance in a way that enables them to contribute as much as possible for the company’s success (+18 p.p. since 2015), they feel

significantly more positive about their career opportunities (+13 p.p. since 2015), they know whom to go to for guidance and counselling about their career (+13 p.p. since 2015) and their managers provide valuable feedback that helps our employees develop professionally and personally (+6 p.p. since 2015).

### Managing performance

We want our employees to reach their potential and be fully supported in their work. We therefore lay great emphasis on performance. The past three years have seen our behavioural framework, the Personal and Leadership Imperatives, become fully embedded in our performance management approach, focusing on both *what* people achieve and *how* they achieve their goals. Including these behaviours in performance and feedback discussions allows for robust, future-focused

conversations, better performance differentiation and transparent pay-for-performance.

In 2017, we also embarked on a set of pilots, exploring more flexible, timely performance management approaches to strengthen Swiss Re's culture of continuous feedback/dialogue, recognition of achievement, and personal growth and development. We are committed to continuing to improve our programmes and capitalise on digitization where possible, as we build our feedback culture.



In 2017, we again won a "Top Company for Graduates to Work for" award from TheJobCrowd, a popular graduate job review website in the UK.

## Award from TheJobCrowd

In 2017, Swiss Re won first place for "Top 100 Company For Graduates To Work For" in the "Banking & Finance" sector. Previously, we had already won the JobCrowd Award in the "Accounting & Insurance" category in 2015 and 2016. Overall, we ranked 11th out of 100 companies in 2017.

To determine this ranking, our graduates were asked to complete a survey about working at Swiss Re. They were asked questions such as: What are the best things about your company? What attracted you to the company? How do you rate the work/life balance, training, ethical/environmental balance? The results from our graduates were overwhelmingly positive.

This award was presented to us by TheJobCrowd ([www.thejobcrowd.com](http://www.thejobcrowd.com)), a popular graduate job review website in the UK.





## Engaging the next generation

We support employees at all levels to maximise their potential and we are proud to offer various programmes to young adults moving into the workforce.

### Graduates@SwissRe

Each year, our award-winning graduates@swissre programme provides entry positions for a number of university graduates. It offers an excellent opportunity for young talents to discover the exciting world of a leading global re/insurer.

Over a period of 18 months, the graduates receive on-the-job training in their respective functions. They also attend a number of classroom-based training sessions which are specifically designed for the programme and focus on Swiss Re's core business areas. The programme was first launched in 2007 and we still have 409 graduates working for Swiss Re from this 10-year period.

### Interns@SwissRe

In 2017, we employed 79 interns through our interns@swissre programme. This includes nine internship positions for students from the African Leadership Academy (ALA) and the Swiss Re Start-up Academy in Kenya in support of our high growth market talent strategy. The interns programme is mainly aimed at university students who are pursuing a Bachelor's or Master's degree, and at graduates with less than one year of full-time work experience. Interns join teams in core business areas, where they take on specific tasks and various projects. In India, South Africa, the US and the UK, we offer traditional summer internships that typically last between eight and 12 weeks, while in Germany and Switzerland the internships usually span three to six months.

### Actuarial Development Programme

We view superior actuarial expertise as a vital factor for our success. That is why we place great emphasis on globally recruiting top talents for our Actuarial Development Programme (ADP). The ADP is designed to provide support to full-time employees studying to be actuaries in many ways – from

study allowances to mentoring and career development. In North America, we also offer internships for college students with work assignments and projects that are challenging, educational and promote personal and professional development. In 2017, we hired 12 ADP interns to join the programme which runs from May to August each year. The students worked in Fort Wayne, Armonk or Dallas.

### Junior Power

Originally launched in Zurich in 1981, our Junior Power programme was extended to Munich in 2008 and to London in 2014. In total, we have trained over 700 apprentices and trainees through the programme. Currently, 100 apprentices and trainees, aged between 15 and 25, are being trained in a broad range of occupations. We provide them with an innovative and high-quality learning environment that enables them to build up the competencies and skills they need for the labour market. In this way, we also make a positive contribution to youth employment. Participants of our Early Joiner programmes say that they particularly appreciate the multicultural and open environment we offer, as well as the daily exchange with specialists from various disciplines.

## Fostering a diverse and inclusive workplace

One of the key aspirations of our People Strategy is to attract and engage talented employees from different backgrounds by providing a flexible, inclusive and open culture where dialogue and different perspectives are valued. This aspiration is reflected in our Diversity and Inclusion (D&I) vision: "See, feel and live diversity – diversity of age, race, ethnicity, nationality, gender, gender identity, sexual orientation, religious beliefs, physical abilities, personalities and experiences – across all levels, functions and geographies of Swiss Re".

We are committed to this vision because it supports an environment in which our employees value each other's

WOMEN IN MANAGEMENT POSITIONS, SWISS RE GROUP (IN %)			
	2015	2016	2017
Total workforce	46.4	46.9	<b>47.3</b>
Executive/senior management positions*	22.1	22.9	<b>23.3</b>
All management positions*	32.2	32.9	<b>33.3</b>

\* "Executive/senior management positions" comprises the management levels of Director/Senior Vice President upwards.  
 "All management positions" refers to Vice President and above.

differences and where they can all bring their authentic selves to the workplace – an environment in which our inclusive culture enables us to truly live our “smarter together” brand promise.

**Promoting an inclusive culture**

We know that our employees’ lives and experiences are unique and we believe in championing that uniqueness.

Uniqueness in leadership, in thought, in fact in every way we work together and live our values. A key aspect of our People Strategy is to prevent stereotyping of individuals based on any dimension of diversity. We are committed to helping our employees recognise and understand “unconscious biases” that every one of us has, and which can unintentionally influence our decision-making and our behaviour towards others.

Launched in 2016, our “Together with Pride” network promotes equal treatment for LGBTI+ (lesbian, gay, bisexual, transgender, gender fluid) employees and supports their integration at Swiss Re. 2017 showed a strengthening of our Together with Pride network, as new local chapters were started in Australia, New Zealand, Hong Kong and Latin America. Swiss Re is committed to raising awareness and ensuring equal treatment for all LGBTI+ employees across the globe, and to ensure that all our employees experience a safe, open and inclusive work environment regardless of their office location.



For many years, Swiss Re has partnered with The Insurance Supper Club, a network of senior women in the insurance industry, in several key locations. In 2017, we hosted their Zurich Leadership Networking Event “Competence creates a world of opportunity – we shouldn’t be afraid to try new things”. It provided senior Swiss Re leaders with a platform to exchange with colleagues from other insurance companies and share best practice approaches with respect to gender equality.

“If we are to make the world more resilient, we need everybody to be able to bring their true selves to work and to be fully engaged. I am an ally to our LGBTI+ community and am committed to ensuring that they do not feel marginalised or under-represented alongside all other communities at Swiss Re.”

Christian Mumenthaler, Group CEO

### Achieving gender equality at Swiss Re

Swiss Re is deeply committed to the United Nation’s Sustainable Development Goal #5: “To achieve gender equality and empower all women and girls”. At Swiss Re, we believe that increasing gender balance in leadership is a strategic imperative that is critical to our future business success.

In 2017, we took several important steps toward building and fostering a gender-balanced talent pipeline. We are committed to closely monitoring the talent flows in the business and locations, ensuring we make steady progress toward our aspirations. We also launched a global sponsorship initiative designed to enable high-potential female talent to reach their career aspirations. Close to 50 executive members are actively engaged in one or more sponsor/sponsee relationships.

At our Swiss corporate headquarters, we reassessed ourselves against the EDGE best practice standard for gender equality (Economic Dividends for Gender Equality, [www.edge-cert.com](http://www.edge-cert.com)). This objective measurement strongly supports our global interventions, steering us towards implementing further gender equality best practices.

Externally, Swiss Re continues to contribute to the advancement of female talent. We have a partnership with the association Advance – Empowering Women in Swiss Business, of which Swiss Re is a founding member. We again hosted their Annual Conference at our Centre for Global Dialogue. The event was devoted to “The Future of Leadership” and saw the launch of the first Advance Gender Intelligence Report Switzerland 2017.

### Caring for the wellbeing of our employees

We set high standards in terms of caring for the physical and mental wellbeing of our employees and aim to provide a healthy workplace that helps our employees take a constructive approach to their own wellbeing, while improving and retaining their ability to perform.

A healthy mind is as important as a healthy body. We offer free, locally available Employee Assistance Programmes, through which our employees can get confidential, impartial and professional assistance on issues of a personal or work-related nature.

Pathways, our Mental Health Network, was launched in the UK in February 2017. The network’s mission is to allow employees to bring their whole selves to work; to allow them to feel accepted and included and to reduce the stigma surrounding mental health issues. Training and awareness sessions have been at the core of our work since the launch. Across the globe, we also hold various local events on topics such as work stress, mental health and awareness trainings. For example, in South Korea we held two learning sessions on stress management that taught to understand stress and how to manage it properly. In Bangalore, we organised a mindfulness talk show where employees learned about the practice and benefits to reduce stress at work. To help our people stay fit, we provide onsite fitness centres and classes, for instance, in Switzerland.



**EMPLOYEE HEALTH DATA**

Sick leave days, Switzerland regular staff			
	2015	2016	2017
Number of employees	3 326	3 267	<b>3 214</b>
Number of employees who have recorded absence due to illness	1 979	1 809	<b>1 683</b>
Average number of sick days	7.2	7.9	<b>8.7</b>

**Owning the way we work**

As a company that operates globally and around the clock, Swiss Re can strengthen its competitive advantage by embracing the new opportunities of an increasingly connected world.

We acknowledge that one size does not fit all and we support non-traditional work models and embrace flexibility. Our trademarked programme, Own the Way You Work, is a cultural change initiative which gives managers and employees autonomy to decide how, when and where work is carried out in compliance with the applicable laws, rules and regulations of their particular region. Own the Way You Work is about creating a team environment where trust, responsibility, empowerment and autonomy are valued and where business results count more than “face time” in the office. This has become a differentiating part of Swiss Re’s employee value proposition and was internationally recognised by Glassdoor when we ranked in their 2017 Top 20 Global Companies for Employee Benefits & Perks.

**Being a parent at Swiss Re**

At Swiss Re, we understand that having children and bringing them up is a source of great joy; that one’s life takes on a new quality that shapes the day-to-day routine. We want to help our employees balance their career and family responsibilities and it is important to us that our employees can always put their families first. Therefore, we offer a range of programmes, services and support.

In general, our employees can count on diverse options, such as additional family allowance, one-off childbirth allowance, additional paid maternity and paternity leave, or the option to take unpaid leave. These benefits are tailored to the local needs of our workforce and therefore differ from region to region. In and around Zurich, for instance, we offer a number of reserved places at day care centres. In Bratislava – one of our high growth locations – we have honoured the concept of “maternity buddies” since 2015: Every mother on maternity leave has a maternity buddy who informs her about current activities in the team, news concerning the organisation as well as open positions to encourage their return.

**Employee relations**

We are a signatory to the UN Global Compact and support its ten principles in the areas of human rights, labour, the environment and anti-corruption. Many of our locations have active employee groups. These employee representatives play an important part in the company’s success by contributing valuable perspectives and by helping to identify employment-related challenges.

These bodies are elected by local employees and have clearly defined information and consultation rights. Although there are significant local differences in the applicable legislation, their rights typically concern: working conditions, benefits, reorganisation and restructuring, redundancies, and disciplinary actions and conflict cases.

At our Zurich headquarters, where almost a quarter of our total workforce is employed, we work closely with the Personnel Committee (PECO). Representing the interests of all Zurich employees, PECO aims to create and maintain a positive working environment. It is involved in changes or adaptations to the General Working Conditions or other important policies, such as the Social Plan. The Committee also seeks to ensure the de facto equality of men and women, and places special emphasis on the challenges faced by employees with family obligations.

In the UK, these activities are covered by the Employee Liaison Group (ELG) and at our Munich office we have a works council with clearly defined codetermination rights in several areas. Our smaller branches in Europe (eg in France, Italy, Luxembourg and Denmark) also have works councils or staff delegates, depending on the size of the branch and local regulations.

#### **Alumni networks**

Our former employees have helped to make Swiss Re what it is today and form an essential part of our extended employee community. They remain important stakeholders for Swiss Re. Furthermore, as many of our alumni work for our clients, they also help to deepen our client relationships.

Through the Swiss Re Alumni Network, we offer our former employees the opportunity to continue sharing their knowledge and experience, and to keep in contact with colleagues. Currently, we have more than 3 800 active members. The network also includes our retirees. This important group of stakeholders continues to take great interest in the company. Through extended access rights, we enable them to utilise resources that are normally available to employees only.

## **Rewarding our people**

Swiss Re is committed to having a compensation framework that is balanced and performance-oriented, and which aligns the interests of both shareholders and employees. Our compensation framework is designed to attract, motivate and retain the qualified talent the Group needs to succeed globally as well as to create a tangible link between performance and pay. The aim is to provide compensation that is competitive in local labour markets and to ensure that employees focus on delivering outstanding results while supporting appropriate and controlled risk-taking.

For most employees, total compensation comprises base salary and the Annual Performance Incentive (API), which is linked to both individual and business/company performance.

Swiss Re uses additional incentive programmes which reflect the longer-term nature of our business: Both the Value Alignment Incentive Plan (VAI), which is the deferred part of the API, and the Leadership Performance Plan (LPP) aim to reward sustained performance and long-term company success, rather than short-term results. This helps to align shareholder and employee interests more closely. The VAI applies to employees who have a total API in excess of a defined threshold, and the LPP is awarded to our senior executives and select key employees.

We also encourage our employees to own Swiss Re shares by providing opportunities to participate in both the Global Share Participation Plan and the Incentive Share Plan.

The balanced compensation package is generally complemented by competitive pension plans and other employee benefits. Such benefits include, for example, the Continuous Contribution Award, which recognises the loyalty, commitment and continuous contribution of our employees by offering them opportunities at defined milestones to enjoy additional paid time off. Health

benefits and financial protection in case of ill-health are also an important part of many of our packages. We provide medical, life and disability insurance in excess of state provisions in several locations. Furthermore, we support employees in accumulating retirement benefits to supplement any state provisions.

In addition, the CO<sub>you2</sub> Programme continues to offer our employees the opportunity to claim subsidies from the company for a range of emissions-cutting investments they want to make in their private lives (see page 58).

In early 2017, Swiss Re participated in a study on compensation practices and policies of the Board of Directors, the Executive Board and senior management of listed and large, unlisted companies in Switzerland and was awarded the Silver Medal (2nd place).

Further information on Swiss Re's approach to compensation and benefits can be found in our 2017 Financial Report (pages 152–178).