

Social, economic and environmental data¹

	2016	2015	Change	2014	GRI Standards reference
Workforce					
Total number of employees	29,380	31,530	-7%	28,602	102-8
• United States	11,431	12,193	-6%	11,764	
• Netherlands	4,464	4,503	-1%	4,426	
• United Kingdom	2,449	2,260	8%	2,420	
• Central & Eastern Europe	2,317	2,470	-6%	2,495	
• Asia	2,177	1,454	50%	1,119	
• Asset management	1,474	1,382	7%	1,276	
• Others ²	5,068	7,268	-30%	5,102	
% working part-time	9.0%	8.8%	3%	8.7%	
% working on fixed term contracts	8.4%	9.3%	-9%	9%	
Average years of service	7.8	7.4	6	8.2	
% women in workforce	53%	52%	0.8%	52%	
% women in senior management ³	27%	27%	0%	29%	
Employee turnover					
Number of new hires	4,121	5,111	-19%	4,614	401-1
Total redundancies	830	587	41%	734	
Average # applications/vacancy ⁴	48	37	30%	43	
Average # days to fill vacancies ⁴	41	48	-16%	58	
Employee turnover rate ⁵	26%	15%	77%	14%	401-1
• Voluntary turnover	16.7%	10%	68%	9%	
• Involuntary turnover	6.2%	4%	52%	5%	
Total net jobs created	3,291	4,523	-27%	3,880	201-1
Employee welfare					
Absentee rate	2%	2.4%	-13%	2.2%	
• United States	1.5%	1.6%	-8%	1.6%	
• Netherlands	3.9%	4.4%	-10%	3.2%	
• United Kingdom	2.3%	3.6%	-36%	3.7%	
• Central & Eastern Europe	1.9%	2.2%	-12%	1.9%	
# work-related injuries & illnesses	204	306	-33%	227	

NA – not applicable.

¹ With the exception of those indicators that also feature on page 81, the indicators on pages 82-86 are not in the scope of our audited figures.

² Other includes employees in Spain, Joint Ventures in India and Brazil, as well as those working at Aegon's Corporate Centers and at our variable annuities business in Ireland.

³ Please note that our 2014 figure was restated to reflect a change in methodology. The previous value stated was 32%.

⁴ Please note this figure covers 83% of Aegon's workforce. Does not include the UK, Ireland, Aegon Insights or TLB.

⁵ Please note this figure does not include Transamerica Life Advisors in the US. Also excludes Brazil, India, Japan, Turkey & Ukraine.

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	2016	2015	Change	2014	GRI Standards reference
Employee motivation and engagement¹					
Employee engagement score (Hay Index)	63	71	-11%	73	
Employee enablement score (Hay Index)	64	75	-15%	74	
% of employees who are proud of the social impact Aegon has on society ²	55%	NM			
Employee representation					
% of workforce that is represented by an employee representative body (e.g. works council, trade union)	47%	46%	2%	42%	
% of workforce covered by collective labor agreement	47%	48%	-3%	41%	102-41
# formal meetings held with unions, works council or other official representative bodies	250	174	44%	136	
Tackling misconduct, fraud and mis-selling					
Total # incidents of fraud (and alleged fraud)	196	180	9%	317	
• Incidents of fraud (and alleged fraud) involving employees	4	8	-50%	13	419-1
• Incidents of fraud (and alleged fraud) involving intermediaries	40	112	-64%	121	
• Incidents of fraud (and alleged fraud) involving other third parties	152	60	153%	183	
Significant fines to redress cases of mis-selling ³	None	None	NA	€16.3 million	
Talent development					
Total spending on training	€15 million	€14 million	6%	€13 million	401-1
Total spending/headcount	€625	€576	9%	€560	
Average # days spent in training/headcount	3.0	2.6	12%	2.7	
% of businesses who provide training to brokers, advisors or other financial intermediaries	100%	100%	0%	NM	
% of workforce taking part in standardized performance appraisals:					
• Senior management	97%	97%	0%	99%	404-3
• Middle management	97%	96%	1%	100%	
• Other grades	100%	98%	1%	98%	

NA – not applicable.

NM – not measured.

¹ Based on Hay index. Engagement measures the degree of employee motivation and commitment to the company. Enablement measures the extent to which employees feel able to carry out their work effectively.

² In previous years, we measured our employees' perception of how socially responsible Aegon is using '% employees who consider Aegon to be a socially responsible company'. Due to changes in measurement from 2016 onwards we will report on % of employees who are proud of Aegon's social impact on society.

³ These include all fines of more than €100,000.

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	2016	2015	Change	2014	GRI Standards reference
Salaries & benefits					
Total employment costs ¹	€2.29 billion	€2.28 billion	0%	€2.06 billion	201-1
• Americas ²	€1.13 billion	€1.11 billion	1%	€923 million	
• Europe	€795 million	€823 million	-3%	€842 million	
• Asia	€48 million	€47 million	3%	€47 million	
• Aegon Asset Management	€233 million	€226 million	3%	€194 million	
• Holdings and other activities	€85 million	€71 million	21%	€58 million	
% of workforce eligible for variable compensation:	69%	68%	1%	70%	
% of variable compensation to total pay:					
• Senior management	30%	32%	-7%	39%	
• Middle management	18%	19%	-8%	25%	
• Other grades	10%	10%	-3%	13%	
Total salaries	€1.5 billion	€1.5 billion	1%	€1.3 billion	
Median salary (average of all the medians) ³	€38,485	€39,175	-2%	€37,465	102-38, 102-39
Ratio of median salary to CEO (fixed) salary ⁴	33:1	30:1	10%	31:1	
Ratio of median salary to CEO (fixed+variable) salary	60:1	53:1	13%	55:1	
Human capital performance					
Return on investment ⁵	1.84	1.87	-2%	1.94	
Value added ⁶	€1.36 million	€1.23 million	11%	€1.2 million	
Productivity ⁷	6.6%	7%	-6%	6.5%	
Financial impact ⁸	€101,000	€97,000	4%	€87,000	
Community investment					
Total donations to charities & other good causes	€8.83 million	€8.58 million	3%	€6.1 million	
• Financial support	€7.79 million	€7.58 million	3%	€5.4 million	201-1, 203-1
• Employee volunteering (value) ⁹	€1.03 million	€997,530	4%	€696,000	413-1
Total donations as % of net income	1.5%	1.4%	8%	0.50%	
Total # employee volunteering hours granted	23,353	21,364	9%	16,931	413-1
Spending on sponsorships (excluding activation costs)	€13.3 million	€13.1 million	1%	€26 million	203-1
Retirement Readiness¹⁰					
Global retirement readiness score	5.8	5.9	-2%	5.4	
• Americas - retirement readiness score	6.4	6.4	0%	6.3	
• Europe - retirement readiness score	5.5	5.5	0%	5.5	
• Asia - retirement readiness score	6.0	6.1	-2%	6.0	

¹ In 2016, our reporting structure changed. Previous years were reported as Americas, the Netherlands, the UK and New Markets.

² Americas includes the US, Canada, Mexico and Brazil.

³ Does not include variable compensation. Figure represents an average of median salaries across Aegon business and country units - excluding Turkey.

⁴ Does not include variable compensation. Figure represents an average of median salaries across Aegon business and country units.

⁵ (Underlying earnings before tax + employee expenses)/employee expenses.

⁶ (Revenues - operating expenses)/headcount.

⁷ Employee expenses as a % of company revenues.

⁸ Employee expenses/headcount.

⁹ Based on average employee expenses.

¹⁰ The Aegon Retirement Readiness Index (ARRI) measures retirement preparedness on a scale from 1 to 10. Scores of 8 and higher are considered to be high retirement readiness and less than 6 as low. Index scores are calculated based on responses from 16,000 people in 15 countries. The regional indices are constructed as follows: Americas (US, Canada, and Brazil), Europe (the Netherlands, UK, Spain, Hungary, Poland, Turkey, Germany, and France) and Asia (China, Japan, India, and Australia).

	2016	2015	Change	2014	GRI Standards reference
Customer relationship management					
% Aegon businesses using Net Promoter Score to measure customer loyalty	97%	98%	-1%	99%	
NPS performance: % of Aegon businesses by quartile: ¹					
• 1st quartile	10%	2%	NA	0.6%	102-44, 102-45
• 2nd quartile	25%	10%	NA	47.2%	
• 3rd quartile ²	23%	41%	NA	50.6%	
• 4rd quartile ²	42%	47%	NA	1.6%	
Total # complaints (written & verbal) ³	75,575	88,447	-15%	75,465	
# complaints relating to issues of data privacy	275	269	2%	519	418-1
Total claims, benefits & plan withdrawals ⁴	€59.0 billion	€45.9 billion	29%	€34.0 billion	201-1
Sales	€12.0 billion	€10.4 billion	5%	€8.2 billion	
Gross deposits ⁵	€100.3 billion	€82.6 billion	21%	€60.0 billion	
Direct-to-customer sales (made through tied agents, affinity marketing or online, as % of total sales)	15.6%	14.8% ⁶	8%	21.0%	
% of Aegon businesses using social media to provide customer support	96%	94%	3%	94%	
% of Aegon businesses offering products and services online	96%	95%	1%	92%	
Inclusive insurance⁷					
% of Aegon businesses offering 'inclusive insurance products'	95%	93%	2%	90%	203-2, FS7
% of Aegon businesses offering products designed for customers on low incomes	78%	72%	8%	42%	
% of Aegon businesses with active financial literacy program	61%	67%	-9%	68%	
Responsible investment					
# companies engaged as part of Aegon's approach to responsible investment ⁸	356	285	25%	230	FS10
<i>Of which:</i>					
• Extensive engagement ⁸	13%	17%	-24%	21%	
• Moderate engagement ⁸	33%	38%	-13%	41%	
• Basic engagement	54%	45%	20%	38%	
% engagements focusing on social or environmental topics	31%	8%	304%	10%	FS10
# of engagements related to social and/or environmental topics	111	22	405%		
Total assets held in ethical or socially responsible investment (SRI) funds ⁹	€2.44 billion	€3.06 billion	-20%	€2.23 billion	203-2, FS11
SRI funds as % of total revenue-generating investments ⁹	0.33%	0.43%	-24%	0.40%	
Total 'impact investments'	€7.2 billion	€7.6 billion	-5%	€4.61 billion	
% of those involved in investment decision-making who have complete RI training	72%	70%	2%	NM	

NM – not measured.

¹ Figures show NPS performance benchmarked against peers by quartile. Percentage of Aegon businesses weighted by IFRS capital allocated. Figures cover only business in the US, the Netherlands, the UK and Hungary where performance was benchmarked against peers.

² Due to a change in measurement the 2015 figures have been updated to include previously excluded information. This has impacted the benchmark scores which should have been resp. 41% and 47%.

³ UK: "2015 saw an increase in complaints due to pension changes allowing greater freedom to access funds by customers."

⁴ Please note that this figure includes a one-off item related to the acquisition of Mercer US defined contribution business in 2016.

⁵ Based on budgeted sales.

⁶ This figure is based on forecast sales.

⁷ Includes products for customers on low incomes, those belonging to socially vulnerable groups or who have difficulty accessing insurance because of chronic medical conditions, certain lifestyle choices or personal status.

⁸ According to the definition issued by the UN Principles for Responsible Investment (UN PRI).

⁹ Excludes separate green and socially responsible investment funds managed by AIFMC, our asset management joint venture in China.

Impact investments⁹ are defined as those investments that meet minimum financial returns, but also deliver specific social and environmental benefits.

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	2016	2015	Change	2014	GRI Standards reference
Investor performance					
Closing Aegon NV share price (Amsterdam) ¹	€5.23	€5.13	2%	€6.26	
Earnings per share	€0.22	-€0.31	-	€0.49	
Total dividend due /share	€0.26	€0.25	4%	€0.23	
Total dividend payments to shareholders ²	€491 million	€503 million	-2%	€465 million	201-1
Total coupon payments to bondholders	€283 million	€321 million	-12%	€332 million	
Share buyback	€400 million	NA	NA	NM	201-1
Total shareholder return (€)	€1.2 billion	€0.8 billion	42%	€0.8 billion	
Rating agency performance					
Dow Jones Sustainability Index Rating	82	83	-1%	82	
Transparency benchmark rating	186	185	1%	170	
Responsible Tax					
Total corporate income tax paid ³	€116.1 million	€405.4 million	NA	(€147.7 million)	
• Americas	€55.4 million	€311.5 million	NA	(€7.2 million)	
• Netherlands	€62.5 million	€15.9 million	NA	(€180.8 million)	
• UK ⁴	(€8.1 million)	€71.5 million	NA	€5.4 million	
• Others	€6.4 million	€6.6 million	NA	€34.9 million	
Environmental performance⁵					
Gross CO ₂ emissions (metric tons)	69,213	68,283	1%	77,448	
Net CO ₂ emissions (metric tons) ⁶	60,193	57,679	20%	NM	
Total emissions/Headcount (metric tons) ⁸	3.5	3.4	2%	3.9	
Business travel by air (million, km)	109.3	99.5	10%	118.3	
Total consumption of:					
• Electricity (GwH)	97.4	90.3	8%	100.8	
• Gas (million, m ³)	2.24	1.95	15%	2.2	
Supply Chain Management					
Amount spent on goods & services	€1.2 billion	€1.5 billion	-21%	€1.3 billion	
% of businesses assessing suppliers for ESG risk ⁷	95%	92%	4%	94%	

¹ Final dividend for 2015 (€0.25/share) is subject to approval by the Annual General Meeting of Shareholders due in May 2017.

² Reflects IFRS accounting of inventory effects of share repurchases related to stock dividends on total cash dividend of €530 million.

³ Negative figures denote amounts received from the tax authorities. Please note there is often no direct correlation between tax on earning for any given year and amounts paid or received in tax. Part of the explanation for this is that certain tax-deductible items are not recognized in the company's profit & loss statement, but directly in equity. Amounts may also include payments from other years.

⁴ in 2015 our UK business made payments in respect of the year 2014. As a result of a carry back of the 2015 loss to the year 2014, part of this payment is received back.

⁵ Please note that figures for environmental performance cover the US, the Netherlands and the UK.

⁶ Net CO₂ emissions is the total CO₂ emissions minus emissions from renewable energy purchased in the UK and the Netherlands. Under the Greenhouse Gas Protocol guidelines for scope 2 emissions, net CO₂ emissions is calculated using the market-based method, while gross CO₂ emissions is calculated based on the location-based method.

⁷ Headcount refers to the sum of the US, UK, the Netherlands and AAM employees only. Please note this number has been restated due to a change in scope which now includes the headcount of the majority of our AAM employees.

⁸ Weighted by revenue.