

# Changing the way people feel about insurance

Group Environmental, Social and  
Governance Strategy 2021-2024





## Welcome to FWD Group's environmental, social and governance strategy

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FWD Group (FWD) was founded in 2013 with a trailblazer mentality to bring a fresh approach to the traditional life insurance industry in Asia. Led by our customers. Driven by technology. Looking outwards at what people need.

We have a vision: changing the way people feel about insurance. This strategy speaks to who we are as an organisation and what we aspire to achieve for the people we serve — who include not only our existing stakeholders, but all those we intend to reach in the future.



# Being the change we want to see



“Our vision of changing the way people feel about insurance began by asking ourselves – if we could start from a blank sheet of paper, what would that look like?”

An insurance company that makes it easy for customers to get the protection they need. A legacy-light insurer, with a digital heart and a human touch that redefined distribution. Innovative, accessible and inclusive; helping to create a better and more sustainable future. This is FWD.”

Huynh Thanh Phong, OBE  
Group CEO and Executive Director



Today, FWD offers life and medical insurance, employee benefits, general insurance, and Shariah and family takaful products across 10 markets in Asia.

We foresee a Pan-Asian insurance industry where people achieve the protection they need.

Where local communities and economies thrive because people trust us to have their backs.

Where investments in sustainable businesses support portfolio returns.

And many generations will continue to celebrate living.

**At FWD, we are working and investing every day to turn imagination into reality.**

# Focused on the goals



We support the United Nations Sustainable Development Goals (SDGs). Our Group ESG strategy aligns with seven SDGs where we feel we can make the biggest positive contributions.

SDG 3	Good health and wellbeing
SDG 4	Quality education
SDG 8	Decent work and economic growth
SDG 9	Industry, innovation and infrastructure
SDG 10	Reduced inequalities
SDG 11	Sustainable cities and communities
SDG 13	Climate action

## SUSTAINABLE DEVELOPMENT GOALS



The way we measure and disclose meaningful information about our ESG performance is guided by international best practices, including:

- Global Reporting Initiative (GRI)
- Sustainability Accounting Standards Board (SASB)
- Task Force on Climate-related Financial Disclosures (TCFD)
- Principles for Responsible Investments (PRI)

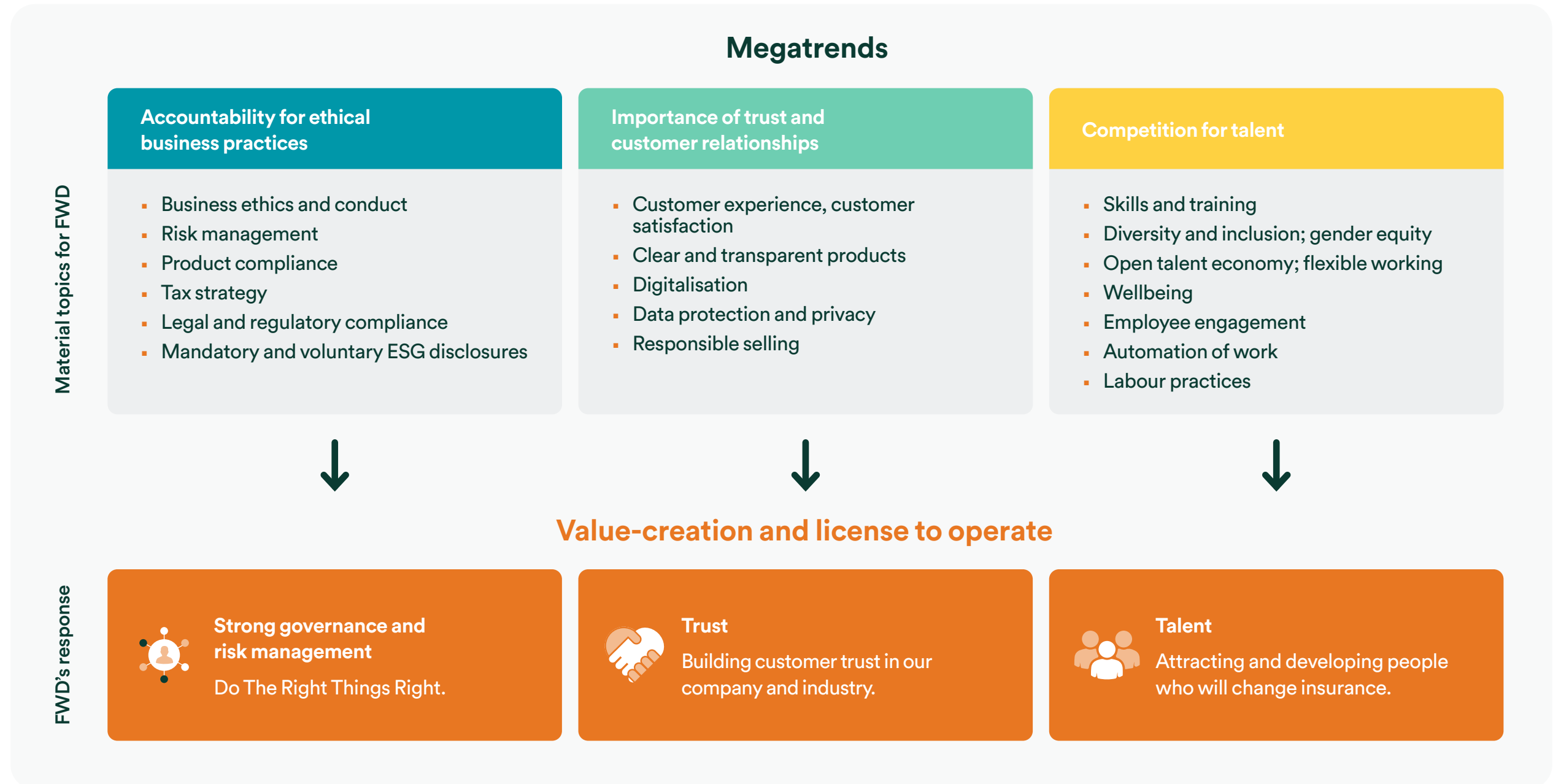
We will continue to consider how best to adapt our corporate reporting in line with the evolving landscape of relevant benchmarks and ESG standards.

# Issues that matter to FWD



Through a materiality assessment in 2020, we reflected on the views of our leadership and employees, our peers, industry trends and leading international ESG frameworks.

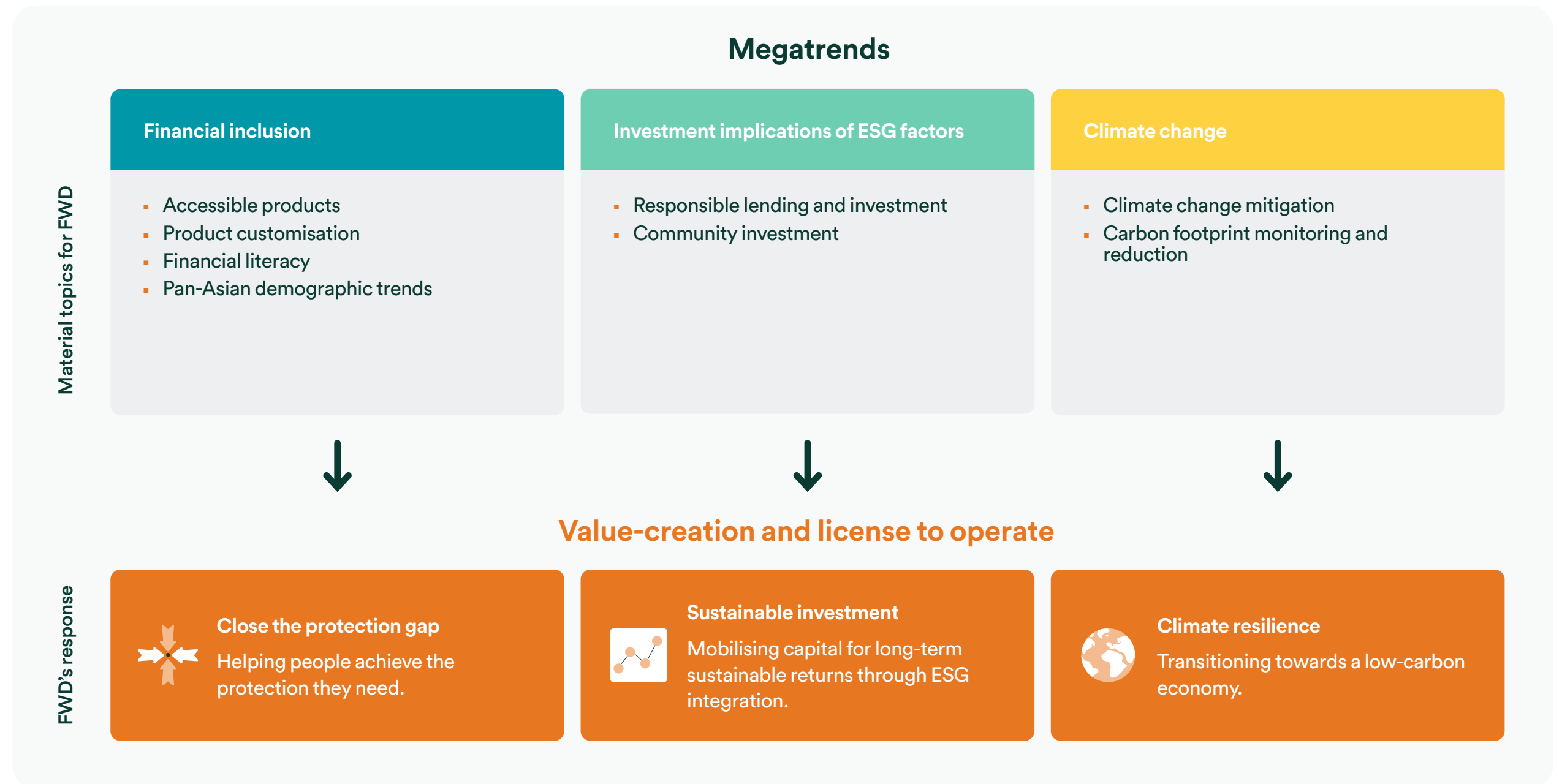
As a result, our Group ESG strategy is focused on six megatrends that are shaping the future of insurance, and which provide a useful structure for organising ESG topics that are material for our business.



# Issues that matter to FWD



We believe our responses will continue to strengthen our license to operate while creating value for the people and communities we serve.



# Our ESG value-creation



In order to make the greatest impact, we've set ourselves 10 bold commitments. We aim to implement these by 2024 and will report our progress annually.





## Firm foundations—

Strong corporate governance and risk management.

We are a trailblazer intent on changing the way people feel about insurance.

### Strengthening our culture of integrity and risk management

We live by our values in every decision because it makes our business stronger and more resilient.

- Ensure robust and transparent decision-making.
- Incorporate material ESG factors into risk management.



## Trust—

Building customer trust in our company and industry.

We know that addressing customer pain points is key for maximising our reach and unlocking value in our customer base.

### 1 Being there in the moments that matter, offering personalised customer experiences

- Achieve and sustain leading customer experience scores.
- Create ways for customers to stay engaged with FWD, while ensuring responsible use of their data.
- Train all employees on our Treating Customers Fairly Policy. Ask them to renew their endorsement of this policy annually.

### 2 Delivering the protection that our customers need via simpler, more inclusive products

- Simplify our policies and contracts.
- Make insurance easy to buy, understand and claim.
- Promote and encourage digital inclusion.





## Talent—

Attracting and developing people who will change insurance.

We celebrate diversity and innovation in the way we work.

### 3 Fostering an innovative and vibrant workplace culture with inclusive leadership

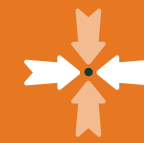
- A Board composition that realises our vision through diverse perspectives and experiences.
- Achieve 40-60% gender balance at executive and senior management positions.
- Create a level playing field by reducing conscious and unconscious bias.

### 4 Attracting, developing and retaining the best people with compelling careers

- Achieve and sustain highly engaged talent.
- Build a professional, digitally-enabled and trusted agency force.
- Ensure employee wellness.

### 5 Promoting diversity of talent and business resilience through flexible ways of working

- Embrace technologies that enable flexible ways of working for our employees.
- Implement a Cloud First strategy to support flexible ways of working.



## Close the protection gap—

Helping people achieve the protection they need.

We make our products accessible to millions across Asia and educate the next generation for a brighter future.

### 6 Meeting the needs of underserved customers to improve financial inclusion

- Be a lifetime partner to our customers as they migrate through life's stages.
- Make our products accessible to millions of new customers across Asia, particularly through digital technologies.
- Attract a new customer base of people under 40.

### 7 Educating the next generation to ensure a brighter financial future

- Roll out new initiatives to increase financial literacy.
- Invest in partnerships for improving and delivering financial education.



## Sustainable investment —

Mobilising capital for long-term sustainable returns through ESG integration.

We make investments to yield long-term sustainable returns for our customers.

### 8 Embedding ESG into our investment process to promote sustainable financial performance

- Ensure the integration of ESG criteria into our investment process.
- Being active owners of our investments through engagement.

### 9 Sharing our passion for a life worth celebrating by investing in local communities

- Support the sustainable development of the communities we serve.



## Climate resilience —

Transitioning towards a low-carbon economy.

We recognise the importance of action in response to climate change.

### 10 Transitioning towards a low-carbon economy to help achieve net zero

- Understand, manage and disclose climate-related risks and opportunities.

# ESG governance



## Our Group ESG strategy has the support of our senior leadership.

The Group ESG Committee was established in January 2020. Chaired by our Group CEO and comprising of senior managers from across the business, this is the team responsible for setting FWD's ESG ambition and strategy, benchmarking and evaluating our performance, and responding to emerging risks or opportunities. It reports to the Board at least twice a year.

Our dedicated Group ESG function sits within Group Strategy to ensure close alignment of ESG with our business goals and resource allocation.



**ESG Committee Chair —**  
Group CEO and Executive Director

**Executive ESG Sponsor —**  
Group Chief Strategy & Business Officer

**Senior level representation from across the business including —**

- Group Chief HR Officer
- Group Chief Investment Officer
- Group Chief Operating Officer
- Group Chief Risk Officer
- Group Chief of Staff
- Group Head of Investor Relations
- Managing Director of Emerging Markets & Group Chief Distribution Officer
- Regional CEO, Thailand and Cambodia

**Group ESG Lead and Secretary —**  
Head of Group ESG

# Changing the way people feel about insurance

We are Committed, Innovative, Open, Proactive and Caring. These core values guide us in everything we do at FWD.

We want to know what you think about this strategy. Reach out to us at [esg@fwd.com](mailto:esg@fwd.com) to let us know your feedback.