

FWD Group Holdings Limited

2024 Environmental, Social and Governance Report





Scaling our impact



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FWD is a fast-growing pan-Asian insurer with a vision of changing the way people feel about insurance



FWD Group is a pan-Asian life and health insurance business that serves approximately 30 million¹ customers across 10 markets.

FWD's customer-led and digitally enabled approach aims to deliver innovative propositions, easy-to-understand products and a simpler insurance experience.

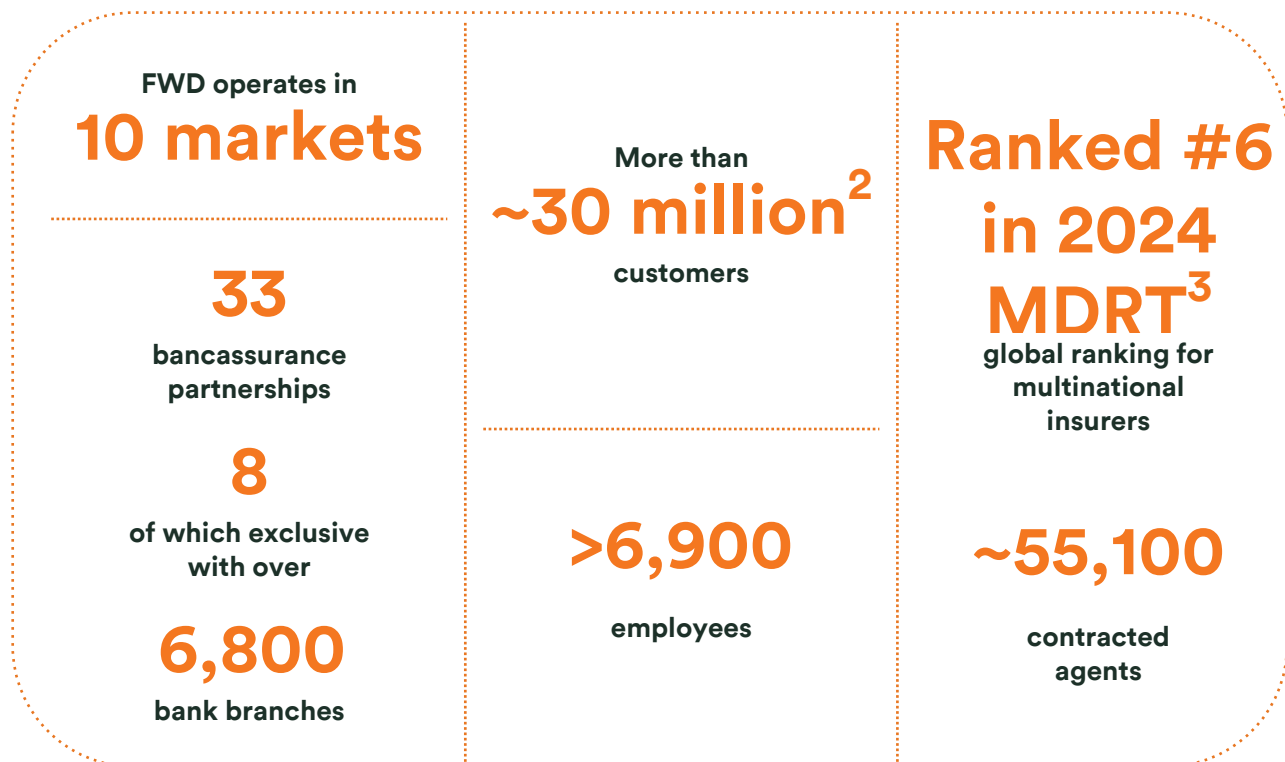
Established in 2013, the company operates in some of the fastest-growing insurance markets in the world with a vision of changing the way people feel about insurance.

For more information, please visit www.fwd.com

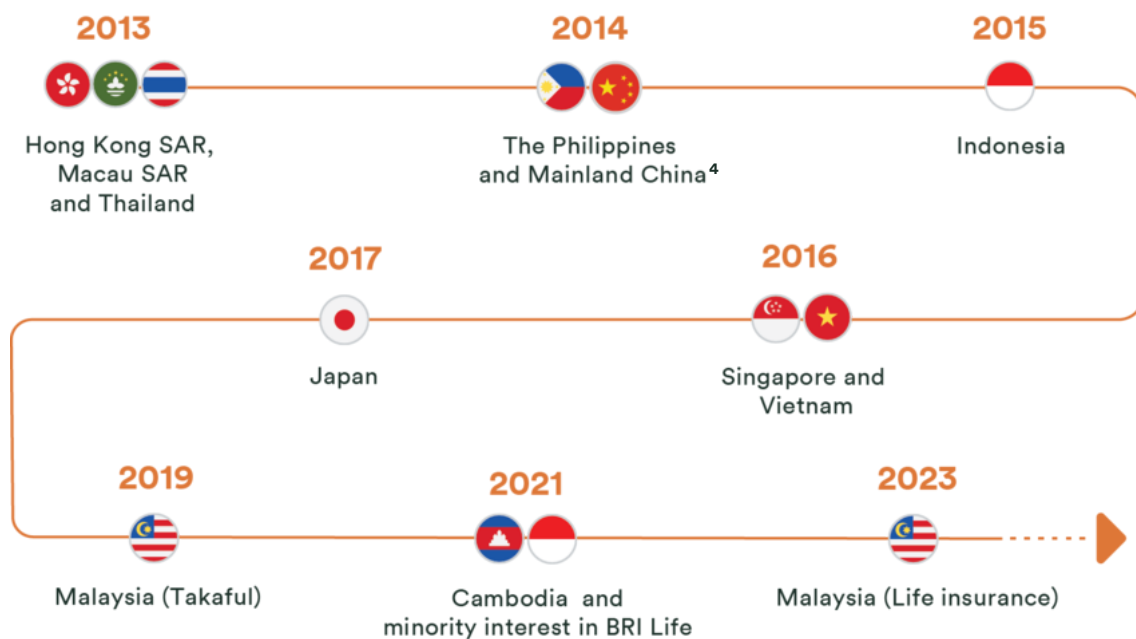
Note:

1. Includes over 12 million customers from FWD Group and over 18 million customers from BRI Life in Indonesia.

Strong and growing presence in Asia¹



Our history



Notes:

1. Approximate as at 31 December 2024.
2. Includes over 12 million customers from FWD Group and over 18 million customers from BRI Life in Indonesia.
3. MDRT, in terms of the number of MDRT-registered members.
4. Representative office in Shanghai.

Our values



Proactive

Perform with passion



Innovative

Dare to be different



Committed

Succeed together



Caring

Everyone matters



Open

Do the right thing

Group Chief Executive Officer's message



Huynh Thanh Phong
Group Chief Executive Officer

“

We are scaling our impact in changing the way people feel about insurance and contributing to closing the vast protection gap in Asia

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Dear stakeholders,

I am pleased to present our environmental, social and governance (“ESG”) report for FWD Group, which highlights how we are scaling our impact in changing the way people feel about insurance and contributing to closing the vast protection gap in Asia. During 2024, we continued to strengthen the good governance that underpins our business, building resilience alongside customers and communities, and investing responsibly as an asset owner.

Good governance underpins our business

Our FWD Group Board has deep and diverse business experience in Asia, which is particularly important given the increasingly complex macro and geo-political operating environment that we operate in. It's also critical in realising our vision of changing the way people feel about insurance. The Board now comprises 13 directors, with two executive directors, two non-executive directors and nine independent non-executive directors, following several new appointments announced in February 2025.

Given our pan-Asian business, FWD Group is among only three insurers subject to the Hong Kong Insurance Authority's Group Wide Supervision framework, reflecting our size and scope. Additionally, we are also a registered internationally active insurance group - one of only four in Asia ex Japan - under the International Association of Insurance Supervisors.

Overall, we aim to run our business with strong governance and risk management by attracting and retaining a diverse and highly-skilled workforce. We are acutely aware of how important it is for FWD Group to continue to understand, meet and anticipate the changing needs of a diverse set of stakeholders across the 10 markets where we operate in Asia.

Building resilience alongside customers and communities

FWD Group now has approximately 30 million customers across Asia, including our Indonesian joint venture, BRI Life. Overall, we're focused on ensuring that the purpose of life insurance - pooling the risk to take care of each other - is successful and sustainable over the long term for our many stakeholders. This takes many forms, including enhancing the accessibility and affordability of life and health insurance products; engaging with our communities to raise financial and health literacy and utilising digital platforms.

For example, our collaboration with BRI Bank – one of Indonesia’s largest banks which prioritises serving micro, small and medium enterprises as a champion of financial inclusion – was recognised in 2024 as a case study for Master of Business Administration students at INSEAD. Through our 44 per cent minority investment in BRI Life, we leverage our digital insurance and risk management expertise and work with BRI Bank to align products, customer requirements, and sales processes to meet the insurance needs within BRI’s vast customer base.

In 2024, FWD Group continued to expand its Community Care programmes in areas such as financial literacy, benefiting almost 100,000 people. Our signature JA SparktheDream programme, developed by Junior Achievement together with FWD Group, grew further in 2024, operating in eight markets across Asia, compared to two in 2021. This initiative acquaints students with essential financial literacy skills and encourages engagement with parents and peers to apply the concepts for social good. It won awards again in 2024, recognised by the Stevie Awards for Innovative Achievement in Corporate Social Responsibility (Bronze) and by the Bisnis Indonesia Corporate Social Responsibility Awards in its Special Mention category. In 2023, the programme received a Silver Award from the Investor and Financial Education Council, a subsidiary of the Securities & Futures Commission, dedicated to improving investor and financial education in Hong Kong.

Investing responsibly as an asset owner

As an asset owner, we are focused on ensuring that we meet our promises to our customers for protection, savings, and retirement income. We maintain a prudent investment strategy as you’d expect from a regulated insurer, taking a longer-term view to match long-term assets to liabilities. Fixed income securities made up 81 per cent of our overall US\$42bn group investment portfolio as at the end of 2024.

We are also committed to investing responsibly and playing our part in supporting the transition to a lower-carbon economy. Our sustainable investment guidelines steer how we embed ESG factors into our investment process – including on climate, where we also see opportunities, particularly in Asia as the region continues to rapidly develop and embrace innovation. In 2024, we screened 86 per cent of our portfolio for ESG risk and strengthened our sustainable investment practices with our fund managers, including regular screening and engagement for high-risk issuers.

During 2024, FWD Group submitted its first public Principles for Responsible Investment (“PRI”) transparency report after it became a signatory in 2020. The PRI is the world’s leading proponent of responsible investment and its global voluntary framework is endorsed by thousands of signatories, including hundreds of asset owners.

In closing

This report highlights the key achievements and progress we have made towards our ESG aspirations. We hope that it gives readers greater insight into, and understanding of, our ESG journey, which remains aligned with our company’s vision of changing the way people feel about insurance. Looking ahead, our ESG strategy for the coming years will be focused in three key areas: effective governance & sustainable business; accessible protection; and sustainable investment. We look forward to continuing to share our progress with you.



Huynh Thanh Phong OBE

Group Chief Executive Officer

12 May 2025

Our approach to ESG



Our approach to ESG

In 2024, we built upon the foundation of the Group ESG strategy 2021 - 2024, refreshing our commitment to play our part in creating a better and more sustainable future. We engaged stakeholders both inside and outside the organisation, to prioritise and reaffirm ESG risks and opportunities relevant to our business and stakeholders. Our 2024 ESG materiality assessment was approved by the Board-level Nomination and Corporate Governance Committee (“N&CGC”). Our new strategy focuses on three core pillars: accessible protection, sustainable investment, and effective governance and sustainable business, each with priorities that highlight the areas we believe we have the greatest opportunities to contribute and enable us to manage material ESG issues across our business.

FWD Group ESG strategy

	ESG strategic pillars	Priorities
 Accessible protection	<p>We help our customers and communities to achieve better health & financial protection so they can celebrate living today and in the future.</p>	<ul style="list-style-type: none"> • Help people achieve the protection they need through accessible and affordable life and health products • Leverage digital platforms for enhancing customer journey and improving access to protection • Engage our communities and raise financial and health literacy
 Sustainable investment	<p>We are committed to investing responsibly and creating long term value for our stakeholders.</p>	<ul style="list-style-type: none"> • Embed ESG factors into investment process to mobilise capital for long-term sustained value and returns • Support a just and orderly transition to a lower carbon future with focus on investment portfolio emissions
 Effective governance and sustainable business	<p>We run our business with strong governance and risk management by attracting and retaining a diverse and highly skilled workforce.</p>	<ul style="list-style-type: none"> • Run our business with strong governance, risk management and responsible business practices • Progress equity, inclusion and wellbeing agenda for our diverse workforce • Enhance ESG considerations in our operations and sourcing decisions
Aligning SDGs <div> <div> 3 GOOD HEALTH AND WELL-BEING  </div> <div> 4 QUALITY EDUCATION  </div> <div> 8 DECENT WORK AND ECONOMIC GROWTH  </div> <div> 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE  </div> <div> 10 REDUCED INEQUALITIES  </div> <div> 13 CLIMATE ACTION  </div> </div>		

Our new ESG strategy has been developed to help us in continuing to strengthen the communities we serve, while creating value for our stakeholders. By focusing on our strategic ESG priorities, we believe we can contribute meaningfully to six United Nations Sustainable Development Goals (“SDG”), covering areas where we can make the greatest contributions: SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 10 (Reduced Inequalities), and SDG 13 (Climate Action).

We are working towards putting our group ESG strategy into action, by striving to create lasting impact through the following three strategic pillars: (1) accessible protection, (2) sustainable investment, and (3) effective governance and sustainable business, as described below.

1. Accessible protection

We are committed to close the protection gap by providing accessible and inclusive protection to our diverse customer base across Asia. Our approach focuses on offering life and health insurance products that are not only affordable but also tailored to meet the needs of our customers, including the underserved communities. By leveraging digital platforms, we enhance the customer journey, making it easier for individuals to access the protection they need.

In 2024, we have started integrating ESG considerations into our product approval process, enabling closer alignment of our product offering with our ESG objectives. This helps our customers achieve the protection they need. We also actively engage with our communities to raise financial and health literacy, providing the knowledge, skills and resources to help empower people to make informed decisions. In 2024, we have supported over 95,000 individuals through financial education and literacy programmes.

2. Sustainable investment

We continue to embed sustainable investment practices across the portfolios, to promote long-term value creation for our stakeholders. Our investment philosophy focuses on maintaining a balanced portfolio that generates stable returns while considering ESG factors in our investment process.

Our commitment to sustainable investment is reflected in our ongoing efforts to enhance ESG integration, control identified high ESG risks and manage exposure to sectors with significant environmental risks. We endeavour to contribute to the transition to a lower carbon economy through a robust engagement strategy, supporting a just and orderly transition.

3. Effective governance and sustainable business

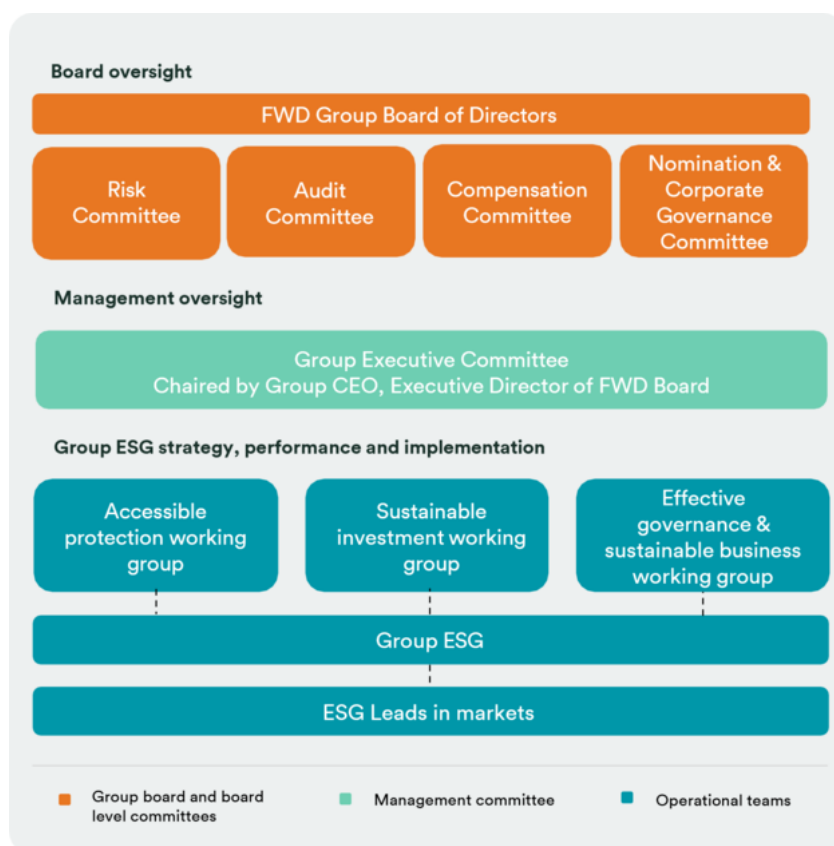
We are committed to maintaining robust corporate governance and promoting sustainable business practices across our operations. Our corporate governance framework ensures that we have the right structures, operating model, and mechanisms in place to manage and control our business effectively, with a focus on long-term shareholder value and the interests of key stakeholders, including customers, regulators, and business partners.

By fostering a culture that values being proactive, innovative, committed, caring and open, we aim to attract, develop, and retain talent that will help drive the insurance industry forward. Our commitment to sustainability is also reflected in our efforts to manage our own operational emissions and the carbon risk of our investment portfolio. Through responsible business practices and strong governance, we strive to create positive impacts for the millions of lives we touch.

ESG governance

The FWD Group Board of Directors is responsible for overseeing the Group's approach and strategy on managing and reporting ESG matters, including climate-related matters, that are material to the Group. Led by the Group CEO, the Group Executive Committee ("GEC") has taken over the Group ESG Committee in February 2025 to support the Group Board and comprises key senior management from across the Group. The GEC has the responsibility to set and approve the Group's ESG ambition and strategy, monitor its performance and make appropriate recommendations to the Group Board. ESG matters and progress, as well as any ESG trends, risks, opportunities, and regulatory requirements are reported by the GEC to the Group Board on a quarterly basis, via the N&CGC.

The GEC provides management oversight to three designated working groups representing each pillar of our refreshed ESG strategy.



The three ESG working groups are supported by a dedicated group-wide ESG function ("Group ESG") with the responsibility to support the working groups in keeping abreast of the latest ESG trends and requirements, coordinating with other teams and functions to track and monitor material ESG issues through FWD's ESG value creation scorecard, and progressing strategic ESG initiatives, ESG reporting and disclosures. In 2024, Group ESG invited external experts to conduct ESG training for our Board of Directors with a focus on climate topics, the latest ESG trends and evolving regulatory requirements in the region.

In order to effectively integrate our Group ESG strategy and initiatives across FWD, the ESG Leads comprising of senior management representatives across all our markets, are responsible for driving the ESG agenda within their regions. Key ESG KPIs such as those relating to diversity, equity and inclusion, community investment, and greenhouse gas ("GHG") emissions, are included as part of standard reporting to the senior leadership within each business unit. This ensures that local management teams are up to date on ESG performance within their own markets. Group ESG keeps the ESG Leads updated on the latest ESG developments through monthly meetings and facilitates sharing of knowledge and experiences across the Group and markets.

Materiality assessment approach

Our Group vision of changing the way people feel about insurance requires us to work closely with our stakeholders. We strive to build stronger relationships and create long-term success through honest and transparent engagement which helps us understand different needs and expectations of the people who may be directly affected by our activities or who can significantly impact our operations. They help us identify emerging issues that may pose significant risks to our business and ensure we are driving focused, relevant and targeted efforts led by a purpose-built ESG strategy.

We adopt a multi-faceted communication approach to regularly engage with key stakeholder groups who come from both outside and within the organisation. The table below summarises the main engagement channels we use to interact with them.

Key Stakeholder Groups	Key ongoing engagement channels
Bondholders and investors	<ul style="list-style-type: none"> ● Announcements, circulars, presentations and media releases ● Annual and interim reports ● Investor meetings and response to enquiries
Employees	<ul style="list-style-type: none"> ● Quarterly employee engagement surveys and performance reviews ● Feedback channels, including townhalls and grievances mechanisms ● Internal events, including team building activities, trainings and volunteering events ● Internal newsletters, emails and posts on the intranet
Customers	<ul style="list-style-type: none"> ● Customer satisfaction surveys ● Customer service hotlines, live chats and email communications ● Social media and corporate website ● Mobile app for customers
Distribution Partners	<ul style="list-style-type: none"> ● Meetings and conferences ● Trainings
Regulators	<ul style="list-style-type: none"> ● Meetings and conferences ● Public consultations
Non-governmental organisations (“NGOs”)	<ul style="list-style-type: none"> ● Community care programmes and volunteering activities ● Meetings and conferences ● Membership and networking events

A critical component of our sustainability reporting is a materiality assessment process that involves engagement with key stakeholders to identify and validate ESG issues that are most important to them. We refresh this process regularly using a methodology that follows a structured process which reflects on the views of our leadership through discussions with key decision makers, our senior management team and the FWD Group Board.

As part of our strategy refresh in 2024, we conducted a comprehensive materiality assessment to gain deeper insights into the issues that matter most for our business and our stakeholders. We identified key ESG issues through a desktop research exercise which considered the latest ESG trends, industry research, ESG reporting frameworks and peer practices. Following this exercise, we engaged internal and external stakeholders in over 20 discussions and forums to gain more granular insights on their interests and concerns. The feedback from the workshops helped us refresh our ESG strategy and

prioritise the areas of focus and where we could create a positive impact on both our business and our communities.

Our 2024 materiality assessment refresh exercise was reviewed and endorsed by the former Group ESG Committee (replaced by GEC from February 2025) and approved by the N&CGC, which then informs our annual ESG reporting.



Accessible protection

We help our customers and communities to achieve better health & financial protection so they can celebrate living today and in the future.



Help people achieve the protection they need through accessible and affordable life and health products



Leverage digital platforms for enhancing customer journey and improving access to protection



Engage our communities and raise financial and health literacy

Protection

Shifting socio-economic patterns within Asia, including an ageing population and a rising middle class, are driving up insurance needs while insurance penetration rates remain low. Projections suggest that by 2030, Asia's mortality protection gap, which is defined as the shortfall between the financial protection required by individuals and their actual coverage, is set to reach US\$119 trillion¹.

Closing this protection gap requires equalising access to relevant insurance products as well as improving overall financial literacy. This was confirmed in the 2024 FWD Middle Class survey, which covered the ten markets that FWD operates in. It showed that consumers who considered themselves more knowledgeable in financial products, or with more financial and insurance products, generally had a higher overall life well-being score.

Responsible product development

To ensure our products and services are based on the principles of being customer-led, we conduct comprehensive market research. This research helps us with consumer segmentation and to develop fitting propositions, based on the specific behaviours and needs of the target segment.

Prior to product launch, we perform thorough due diligence to assess all relevant factors, including commercial viability, i.e., fit with target consumer segments and distribution channels, financial metrics, and risk profile appetite. This is done through both local product governance and Group product governance, involving local product management committees and Group functions such as Group Proposition, Actuarial, Risk, and Compliance. This process ensures that we review new propositions holistically.

Post launch, we closely monitor our products and services through a review cycle that includes collecting feedback from our customers and business partners. This helps us achieve our intended outcomes and take corrective action where necessary.

To further align our product offering with FWD's ESG objectives, ESG considerations are integrated into our product approval process. Our aim is to increase accessibility and inclusivity across our markets, ensuring that our products not only meet financial goals but also contribute positively to society.

Inclusive and accessible products

Gaining access to suitable insurance products and services can enhance protection coverage for individuals or families when and where they need it most. We consider three important aspects of product accessibility: (1) affordability, where we provide options of insurance that are affordable for different economic segments of society; (2) awareness, ensuring our customers are aware of their needs and how insurance can help them; and (3) availability, making appropriate products available whenever and wherever they want.

To achieve this, we continue to expand our product range to offer more inclusive products that consider underserved communities, including low-income groups, the disabled, and populations at high risk of chronic conditions.

Note:

1. [Global Insurance Report 2023: A paradigm shift in Asia life insurance](#), McKinsey & Company, November 2023

As an example, FWD Insurance Berhad's *Qaseh Bakti Plus*, is a microinsurance product under Bank Negara Malaysia's Perlindungan Tenang programme, for underserved communities in Malaysia. *Qaseh Bakti Plus* offers affordable health insurance coverage that provides income replacement in case of unforeseen hospitalisation. *The One for mental wellbeing* by FWD Philippines is an innovative new insurance plan that helps address mental health concerns among Filipinos by combining customisable life protection benefits and easy access to mental health experts. *FWD SpecialMed 2* is Malaysia's first online family takaful medical plan tailored for persons with disabilities inclusive of coverage for conditions such as global developmental delay, attention deficit hyperactive disorder, Down syndrome, visual/hearing disability and others. FWD Hong Kong launched *Crisis EasyGo* series to close the protection gap for individuals with critical illness (cancer, heart disease, stroke) history.

FWD Philippines launched *SmartStart Investment-linked insurance*, one of the most affordable entry-level insurance products in the market, to put protection and wealth growth within reach for young Filipinos. Similarly, FWD Life Japan repriced its top selling medical product with a lower minimum premium requirement to offer easy access to the younger segment. In 2024, FWD Malaysia Takaful also launched two new ESG funds to support customers wanting to align their investments with personal beliefs and social responsibilities.

Tailored and tech-enabled multi-channel distribution

We put customers at the heart of everything we do. Our products are distributed through multiple distribution channels, including bancassurance, agency, brokerage/ Independent Financial Advisors ("IFA"), as well as other channels, which include direct-to-customer distribution and ecosystem partnership via digital commerce. We have also adopted a digitally enabled, multi-channel distribution model based on the pillars "Enhance, Extend and Empower".



Enhance: We have enhanced traditional face-to-face channels with a host of new technologies that help our bank partners, agents and brokers/IFAs to engage and serve their customers in flexible, dynamic and digital ways. By blending our digital tools with a human touch, we combine offline and online channels to allow customers to engage with us however, wherever and whenever they choose.



Extend: We have extended our reach to individuals underserved by traditional channels. We provide multi-device mobile access so that customers can determine their protection needs, understand our propositions, purchase our products and services and submit claims. Our distribution leverages our digital commerce channels and ecosystem partners for online direct-to-customer sales, and we have extended our agency channel with our social media engagement platform.



Empower: We have empowered our customers to celebrate living by providing them with information to help them to choose the right protection whenever, wherever and however through all our channels with simple propositions, advanced data analytics and high-quality sales leads. We use AI algorithms to supply our distribution channels with the customer insights they need to offer tailored solutions. We have streamlined underwriting, simplified the language used in the policies and reduced the number of exclusions, thereby allowing our channels to better help all customers to understand insurance and buy the protection they need.

By widening our touch points with customers, and alongside our professional and digitally enabled team of agents, we give our customers a choice of how to engage with us based on their protection needs and interaction preferences.

Project Exclusion

Project Exclusion is an initiative to reduce long and convoluted exclusions in our insurance policies to offer our customers more protection, increase the transparency of our products and make it easier for customers to claim and obtain payments.

We have focused on removing exclusions which were based on outdated medical data and unsupported judgements. This has enabled us to better gauge our risk exposure to certain activities and has improved our underwriting process. Under this initiative, we have seen a reduction in the number of exclusions, of up to 86 per cent, across different markets and products. As a result, we believe we have enabled our customers to feel more confident about their insurance coverage and their ability to make insurance claims.

Fulfilling the protection and financial needs of future families

An essential element of our customer-led strategy is developing lifetime partnerships, especially with people under 40 years old. These individuals face an unpredictable future with rapid changes in life today, but they also have the advantage of accessing modern solutions that are continually emerging.

As a result, we are creating more inclusive products by expanding our family-focused product portfolio with features designed for families of the future, including extended family members. Catered to the needs and characteristics of families in Asia, our protection products provide benefit coverage that has been extended to protect multiple generations of family members in a single plan.

Crisis OneMaster Series launched in Hong Kong, continues this innovative family protection concept. It offers an option for critical illness protection that covers three generations of the family. *Crisis OneMaster Series* was awarded the Most Innovative Product/Service Award - Health in the Hong Kong Insurance Award for 2024.

FWD Care

The FWD Care recovery plan continues to bridge the recovery services gap with support for customers and their family members that meet their physical and emotional needs. The plan goes beyond financial benefits to aid customers and their families through critical life events, such as a major illness or the death of a loved one. FWD Care covers a wide range of professional services and immediate care, including consultation services, home assistants, and transportation services.

Customers

Customer expectations are ever evolving. As a life insurer operating in Asia where 60 per cent of the world's population¹ lives and where a large protection gap exists, we put our customers at the heart of everything we do so we can understand and serve them better. We are focused on solving our customers' pain points and constantly challenging the traditional insurance business model, to create new, simple and relevant products together with intuitive experiences in delivering greater value to our customers to build trust and loyalty.

Our customer-led approach means we seek to optimise the experiences of our customers. By investing in robust technology capabilities and digital infrastructure while maintaining high standards on data governance, we strive to pinpoint our customers' needs and respond to them in a more empathetic, personalised and efficient manner. From buying a policy swiftly to enabling faster claims, our customers can take control of their insurance journey while having peace of mind that their data is handled responsibly.

Customer experience, satisfaction and engagement

We want our customers to find it easy to love our brand and overall customer proposition. Our innovative teams craft best-in-class experiences for our customers to make it easy to engage with us and easy to claim. We have implemented compelling customer-led propositions across our customer experience.

Enhancing customer experience is a key objective for us at FWD. Exceptional customer experience sets us apart from our competitors, establishing us as the preferred choice in the market. For FWD, customer satisfaction entails consistently meeting and exceeding our customers' expectations in every interaction. This commitment involves delivering high-quality products and services, ensuring ease of use, and fostering positive emotional experiences.

To achieve this, we launched customer and engagement applications and platforms, such as Omne by FWD, to offer customers various value-added services, promotions and content driven by their preferences. Omne by FWD is our digital app for insurance self-servicing and claims in Thailand, Cambodia, Japan, Philippines and Indonesia, with other markets to follow. Through this 24/7 self-service platform, our customers can obtain and manage their own policies, as well as submit claims for instant processing and payments.

We also engage in annual benchmarking through the KPMG Customer Experience Excellence ("CEE") study, allowing us to evaluate our performance against other insurers and brands in each country. In 2024, FWD achieved a number one ranking for Malaysia (Takaful) and a number two ranking for Singapore among insurance brands according to KPMG's Global CEE Report for 2024, a leading customer experience report. Additionally, our Voice of Customer ("VoC") programme gathers real-time feedback from customers regarding their experiences with us. We have established robust feedback loops to ensure that insights from our CEE and VoC programmes are continuously analysed and acted upon.

Note:

1. Source: <https://asiapacific.unfpa.org/en/populationtrends>

Spotlight on key initiatives implemented are outlined below:

Easy to know:



We believe that it is important for our customers to easily understand the insurance they buy and the scope of coverage. To achieve this, we have sought to make our product offerings transparent, personalised and simple. We have re-written and simplified our policies across eight markets. We have also reduced unnecessary policy exclusions substantially, allowing customers to celebrate living without worrying about uncovered exclusions.

Easy to buy:



We have simplified the purchase journey by introducing paperless sales, enabling purchases via user-friendly mobile applications and streamlined underwriting questions for certain products. We have also extended our reach to potential customers with the goal to meet them wherever and whenever they choose, online or offline. To this end, we equip our partners with a range of analytical tools for customer insights.

Easy to claim:



We aim to provide our customers peace of mind in their claims experience. Our Omne by FWD customer app can generate instant decisions for low-risk claims and reduce the average assessment time to as little as two minutes from two days historically. We aim to provide a smooth and swift digital claims process for our customers to be covered and paid in their time of need.

Easy to engage:



We provide seamless, intuitive customer experiences with increasing automation. For example, customers seeking to engage with us can utilise our Artificial Intelligence (“AI”) chatbots, which are capable of handling inquiries on a 24/7 basis. Our engagement with customers goes beyond insurance, with offerings extending to rewards, lifestyle experiences, post-claim recovery and other services.

Easy to love:



Our modern brand is recognised for being “different”, according to YouGov BrandIndex, an index evaluating brand associations and brand health using daily customer opinions of brands across different sectors and across different metrics. We strive to introduce new products which provide relevant and affordable protection for individuals and families, as well as providing support post claims through our FWD Care recovery plan.

Dealing with complaints

FWD endeavours to meet customers’ expectations while providing and maintaining a high level of services. Our Group Customer Complaints Policy governs the end-to-end process for handling complaints, ensuring that all complaints are managed in a fair and timely manner. This policy outlines the expected accountabilities and responsibilities of involved parties, complaint handling core principles, expected complaints management and handling processes and systems, quality assurance, analysis, process improvement, training, and management reporting. Under the oversight of the Group Compliance and Operational Risk Committee (“CORC”), our business units establish their own complaint handling procedure which aligns with the Group Customer Complaints Policy and applicable local regulatory requirements.

We have established dedicated channels, including telephone hotlines, email, live-chats, and via social media, that are accessible and transparent for our customers to raise their concerns. Feedback received is promptly acknowledged by designated departments and handled in accordance with our guidelines to ensure fair outcomes for the customers. We also investigate root causes of complaints and perform trend analysis to identify common themes to continuously improve our products and services.

We strive to reduce the number of customer complaints overall through regular training and raising awareness. Our complaints ratio, which is the percentage of complaints received per number of transactions over a calendar year, has consistently been around 0.2 per cent for each year between 2022 and 2024.

Digital inclusion

We put customers at the centre of everything we do and are focused on providing them with a seamless and desirable journey through a combination of digitalised and human services. To maximise customer touch points and extend our reach, in addition to our digitally empowered face-to-face channels, we have developed a series of systems and tools to optimise customer engagement. These tools help our customers learn about and purchase our products, submit claims, and stay engaged in an easy and seamless manner.

Our Group Digital team works closely with all our markets to innovate the use of technology. We have built a digital ecosystem in Asia through close collaboration with ecosystem partners, bancassurance partners and affiliated insurtech companies. This not only enables us to extend our reach to wider audiences, including underserved populations, through traditional channels, but also allows our customers to easily access a wide selection of insurance products online. For example, we can offer our customers the option of applying for short-term micro personal accident protection or credit protection insurance as an add-on service through digital platforms operated by our business partners.

In 2024, we expanded the ways customers can purchase our online digital products in Indonesia and are currently expanding this to other markets. We provided an end-to-end purchase experience for customers on WhatsApp, where they can ask any questions relating to the product and purchase the digital product on the platform. Additionally, in partnership with Bank Simpanan Nasional, we were the first in the insurance market in Malaysia to leverage QR code technology to provide easy accessibility with a simple enrolment process in our first digital microinsurance product - *Qaseh Bakti*. FWD Insurance Berhad was awarded the Top Partnership Distribution Award at the ITC Asia Insurer Awards 2024 in recognition for using technology while demonstrating innovation, collaboration and commitment to expanding reach and enhancing customer experiences.

FWD continued to establish new partnerships with several digital platforms in 2024 to reach wider audiences. For example, in Hong Kong, we partnered with Hong Kong's leading loyalty programme, *yuu*, to provide medical insurance protection in a simple and seamless way. Customers who purchase FWD insurance products via the *yuu* app are awarded matching reward points for every dollar of premium paid. In the Philippines, we empowered Filipinos to manage their health and finances better by partnering with Moneymax, the Philippines' largest personal finance marketplace for financial products. Customers can access FWD products through Moneymax's online financial comparison and digital insurance platform to help them understand their protection needs.

FWD will continue to invest and embrace a digitally enabled customer journey to provide more convenient protection through digital innovation.

For more information about our proprietary digital systems, please refer to our corporate [website](#).

Treating customers fairly

Conduct risks are inherent in the insurance business and may occur at any point in our customer journey - from development and marketing of insurance solutions, right through to sales, servicing, claims and handling of complaints.

Our corporate strategy in putting customers first helps us manage and mitigate conduct risk by ensuring our products and services are aligned with customers' expectations. We have established governance structures in place to ensure departments adhere to policies and procedures to uphold good business conduct in a manner that treats customers fairly throughout the customer journey. This includes the FWD Group Treating Customers Fairly Policy that has been integrated into the compliance frameworks of all FWD companies and is overseen by the Board of Directors. The FWD Group Treating Customers Fairly Policy clearly outlines the role of our business units in delivering positive customer experiences and sets the standard behaviour guideline for all FWD employees and distribution partners to ensure fair outcomes are achieved for our customers.

All FWD employees, relevant contractors and sales force are required to attend training to understand their responsibilities with regards to fair customer outcomes. In 2024, 99 per cent of employees completed the annual Treating Customers Fairly refresher training.

Responsible selling practices

Selling our products in a manner that is fair, clear and not misleading to our potential or existing customers is in line with our belief that customers should be able to easily understand the insurance they buy. This includes ensuring they receive fair treatment throughout the entire lifecycle of our products and services.

Beyond training related to Treating Customers Fairly, FWD has implemented the Group Distribution and Sales Quality Policy. This policy sets expected behaviours for managing FWD's end-to-end processes related to distribution and sales activities, from recruiting the sales force to pre- and post-sales quality controls. It builds upon our Enterprise Risk Management ("ERM") framework for effectively managing compliance risks, including those associated with product distribution. The framework is based on the three lines of defence risk management model, as described in the FWD Group ERM Framework section on page 68 of this report.

Furthermore, this policy requires the FWD sales force to be appropriately trained. This includes training related to compliance obligations, product features, and other mandatory training requirements, such as the Continuing Professional Development hours to maintain sales licenses. The policy is applicable to all FWD operating entities and business units, specifically the distribution departments and sales force (including agents, financial advisors and telemarketers). We expect other distribution partners, such as bancassurance partners, brokers and third-party call centres, to abide by the spirit of this policy and comply with regulatory reporting requirements.

Additionally, we empower and invest in the professionalism and quality of our agency and distribution partners through curated programmes with INSEAD Business School, leadership development with partners such as LIMRA & LOMA trade associations, and programmes to support advisors to consistently qualify for the Million Dollar Round Table. This ensures that we raise professional standards in our agency force, building stronger relationships with our customers and communities throughout their journey with FWD.

Protecting our customers' interests is one of our top priorities. Each FWD business unit defines the criteria for vulnerable customers in line with local regulations, principles, and standards and is required to establish appropriate processes to safeguard vulnerable customers. For example, a Financial Needs Analysis must be completed for certain insurance products, such as those with long-term contribution commitments, to understand our customers' needs before signing any contract. In

our product approval process, we check for fairness to mitigate risks that may arise in the sales and distribution process.

In addition, Project Clarity, a priority transformation initiative ongoing since 2015 and aimed at making insurance clearer and easier for customers to make decisions, has now become the “official language” of FWD. Under Project Clarity, we aim to use simple language and avoid complex jargon in our insurance contracts to make them easier for our customers to understand, while taking into consideration user experience and design principles such as highlighting important information for the customers’ awareness. By doing so, we have not only improved the customer experience and our products’ attractiveness but also allowed our call centre and online help teams to respond to customer enquiries with increased speed and accuracy.

Our CORC oversees our practices, key risks indicators and any matters of misconduct, reporting to the Group Risk Committee on a quarterly basis.

Community Care

Caring has long been one of our values here at FWD, and that extends to the communities where we live, work, and serve customers. Our Community Care programmes focus on financial inclusion, educating the next generation for a brighter future, and empowering people to live fulfilled lives.

As we continue to scale our Community Care efforts, we also want to enable our employees to share their skills, experience, and passion with our existing community partners, as well as other charitable organisations in the local community, to make an even greater impact.

The Group Community Care team works with Community Care leads in the business units to implement programmes and activities locally. The GEC has oversight for the efficacy and integrity of our Community Care programmes in accordance with our Community Care guidelines.

All partnerships with NGOs must undergo the necessary due diligence assessments, including legal and compliance review, in line with the Code of Ethics and Business Conduct and all relevant Group Compliance and Risk Management policies and standards.

Financial education and literacy

An integral part of our Group ESG strategy is improving financial education to increase financial literacy. Gaining this early in life helps to build better money habits and, in turn, supports a brighter future. This is why we want to equip children and young people with the skills to become financially capable, and at the same time, inspire them to be their own agents of change.

Overall, FWD's Community Care programmes have supported over 95,000 individuals with financial inclusion and literacy. The company expanded its signature JA SparktheDream financial literacy programme to its eighth market (Malaysia) in August, educating more than 36,500 children in the first three-year phase of the programme as at the end of 2024.



JA SparktheDream (Hong Kong, Indonesia, Japan, Malaysia, Philippines, Singapore, Thailand and Vietnam) - our signature financial literacy programme with Junior Achievement ("JA") Asia Pacific equips students across Asia with the skills and tools they need to take charge of their financial future.

In 2024, the programme expanded to cover eight markets in Asia. The programme has reached more than 19,600 students with the support of more than 350 FWD volunteers in Hong Kong, Indonesia, Japan, Malaysia, Philippines, Singapore, Thailand and Vietnam as of 31 December 2024.

For more information, please visit www.jasparkthedream.org.



FWD Malaysia Takaful's innovative financial literacy programme, Fun(d) for Life, created in collaboration with Arus Academy, has grown in 2024 to engage a wider audience, including students, educators, parents, and young adults across Malaysia.

In 2024, we empowered more than 47,100 Malaysian students with the support of more than 2,200 educators and various organisations nationwide. As part of Financial Literacy Month in October, Fun(d) for Life organised Malaysia's first-ever student-led financial literacy conference. From 1,400 applicants, forty students were selected to form a Student Council tasked with leading the conference and bringing fresh, youth-driven insights to financial education. Held on 10 October 2024 in Kuala Lumpur, the conference provided a platform for students to voice their perspectives on financial literacy and share their unique approaches to mastering financial skills.

For more information, please visit www.fundfor.life/en/



InnovateHer Academy 2.0, supported by UN Women Indonesia and in collaboration with KUMPUL.ID, one of the largest ecosystem enablers in Indonesia, drives the entrepreneurial and startup ecosystem. This initiative aims to catalyse the growth of the creative and digital economy through programmes that accelerate the creation of successful businesses by providing education, empowerment and strong business network connections.

This year, FWD Indonesia provided support to eight selected female-led startup founders to launch their businesses and focus on the initiation and development of pilot projects through mentoring sessions with experts. The programme also offers opportunities to access potential funding from seasoned investor partners.

Caring in action

In 2024, FWD scaled its Community Care programmes for greater social impact and employee engagement. Annual employee volunteering hours nearly doubled with over 8,300 employee volunteering hours, up 83 per cent, when compared to 2023. The company hosted its first-ever Community Care month in August, FWD's birthday month, activating and inspiring more FWD volunteers in our group offices.

We marked the 11th anniversary of FWD by announcing our '11 community grants' which focused on financial inclusion, career readiness, social entrepreneurship and health and well-being initiatives. These meaningful projects include:

- **Cambodia:** Collaborating with the Department of Media & Communication at the Royal University of Phnom Penh to boost financial education in Cambodia via training over 120 media practitioners and a story-writing competition to raise financial planning awareness in the wider community;
- **Hong Kong:** Supporting the KELY Support Group to improve the mental well-being of high school students through peer support training;
- **Indonesia:** Extending the InnovateHer Academy 2.0 Accelerator programme in partnership with KUMPUL.ID to support female entrepreneurs with scaling up and accelerating their innovative finance and insurance technology solutions;
- **Japan:** Partnering with the Japan Network for Prevention of Child Abuse and Neglect to support the Orange Ribbon Movement;
- **Malaysia:** Supporting MyKasih Foundation in providing environmental and science, technology, engineering and mathematics educational programmes for students from low-income families;
- **Philippines:** Expanding the JA SparktheDream financial education programme to provide out of school youths with financial literacy and entrepreneurship training in partnership with Junior Achievement Philippines; and launching the Forest of the Future initiative with Fostering Education & Environment for Development to protect endemic, indigenous forest trees;
- **Singapore:** Supporting the Ride and Ralk for Rainbows campaign of Club Rainbow (Singapore) to provide nurturing services and intervention programmes to children and youths with chronic illnesses and their families;
- **Thailand:** Sponsoring seven student scholarships with Pimali Foundation, which supports the disadvantaged Thai youths by providing hospitality training to secure their professional future;
- **Vietnam:** Expanding the JA SparktheDream financial education programme to ensure that significant adults in students' lives, such as parents and teachers, are also equipped with the financial literacy concepts and skills to support students in their development; and partnering with the Breast Cancer Network Vietnam to donate wigs to economically disadvantaged cancer patients.



Sustainable investment

We are committed to investing responsibly and creating long term value for our stakeholders.



Embed ESG factors into investment process to mobilise capital for long-term sustained value and returns



Support a just and orderly transition to a lower carbon future with focus on investment portfolio emissions

Sustainable investment

As key institutional investors in the global financial system, insurance companies seek to manage assets and liabilities within heavily regulated environments with a long-term global view.

Global partnerships

FWD became a signatory to the Principles for Responsible Investment (“PRI”), the world’s leading proponent of responsible investment, in 2020. The PRI is a global voluntary framework endorsed by over 5,300 signatories, of which 750 are asset owners. In 2024, we submitted our first public Transparency report, which is available on the PRI website. Like all its signatories, we are committed to PRI’s principles.

Embedding ESG across our portfolio and into investment decision-making

Our investment philosophy is to maintain a balanced asset portfolio that generates relatively stable risk-adjusted investment returns. We invest customer premiums and income from our insurance businesses to generate returns. We currently have US\$42 billion in general account assets as of 31 December 2024. For our investment portfolios, we invest globally, primarily focused on investment grade fixed income securities, as well as asset classes such as equities, real estate and alternative investments to achieve diversification. It is therefore important for us to understand and consider country-specific dynamics and circumstances when we seek to implement and integrate our ESG practices.

We believe embedding ESG into our investment process helps promote sustainable financial performance that aligns with our long-term investment horizon. Our sustainable investment guidelines were developed in 2021 under the oversight of our Group Board, former Group ESG Committee and Group Investment Committee and is available on our website.

We implement our sustainable investment policies by starting with a few key elements:

We strive to integrate ESG considerations into our investment process in a robust and systematic manner at every stage of our decision-making journey

We periodically review and enhance our approach to sustainable investment, incorporating policies and guidelines to address evolving systemic issues such as human rights, proxy voting, climate change, and biodiversity loss. Over time, we have made several updates to our sustainable investment guidelines to reflect these issues.

A key update in our sustainable investment guidelines highlights the importance of considering human rights and labour rights in our investment analysis where these factors are most material. We monitor our investee companies for compliance with the United Nations Global Compact (“UNGC”), a non-binding United Nations pact to encourage businesses to adopt sustainable and socially responsible policies, and report on their implementation. The ten principles of the UNGC are derived from international agreements on four topics: human rights, labour, environment and anti-corruption. We escalate companies violating one or more of the ten principles of the UNGC based on data from an external data provider.

In 2024, we updated our sustainable investment reporting practices with our fund managers, prioritising quarterly screening and engagement for issuers identified as carrying high ESG risk. We

also suggested engagement targets with fund managers to promote engagement action and outcomes, which are monitored on a consistent basis.

In 2024, 86 per cent of our portfolio was ESG screened¹ utilising an external ESG data provider.

We are active owners of our investments through engagement

In 2022, we introduced ESG reporting requirements, incorporating ESG considerations into investment mandates with our largest asset managers. In 2024, we further enhanced our reporting requirement structure and engagement framework established in the previous years. We are currently developing two separate engagement initiatives; one focused on managing ESG risks as highlighted by ESG risk indicators, and the other, an engagement strategy that prioritises the highest portfolio emitters and is key to our decarbonisation strategy. Our engagement methodology includes detailed reporting requirements around criteria, frequency, expected outcome, follow-up actions and recommendations.

Companies flagged as ESG laggards, UNGC violators, and palm oil producers could pose higher ESG risks. These themes are not exclusive but were established as guidance for our business units and external fund managers on how to consider ESG factors across existing and new investments. Once companies have been identified, we either engage with them via our external portfolio managers or directly. We encourage discussions with companies at the board or senior management level to raise awareness of ESG underperformance and promote behavioural change. We may also seek to engage collaboratively with investor organisations in the case of internally managed assets.

We are cautious about investing in companies or sectors that we perceive to be high risk from an ESG perspective

We manage high ESG risk by establishing sector-specific approaches and considerations in investment decisions in those sectors. Accordingly, we have developed sector-specific considerations for controversial weapons manufacturers and tobacco manufacturers, and are committed to phasing out investments in thermal coal by 2030. Our thermal coal exposure² has reduced to US\$64 million in 2024, with no new investments made in thermal coal.

Phase out thermal coal by 2030

When we developed our sustainable investment guidelines in 2021, we committed to phasing out thermal coal in our investment portfolios and exiting by 2030². As of 31 December 2024, we have divested 66 per cent of the thermal coal investments held. We have also assessed that the outstanding corporate bonds issued by thermal coal companies that we hold in our portfolios mature before the 2030 target.

Note:

1. Fixed income and listed equities screened through MSCI

2. The thermal coal exclusion strategy is applied across listed equities and fixed income asset classes and excludes companies that generate more than 5 per cent revenue from thermal coal mining and extraction.

Reduce financed emissions

We recognise the advantages of a comprehensive investment portfolio carbon footprint calculation as an important measure for assessing climate transition risks and facilitating sustainable decarbonisation strategies. In 2024, we continued to benefit from the foundations built in the previous year, when we partnered with an external consultant to strengthen our financed carbon footprint calculations, aligning our methodology with the Partnership for Carbon Accounting Financials (“PCAF”). We also built an automated platform to integrate validated carbon emissions data from multiple vendors into FWD’s proprietary investment management system. This allows us to reliably track and monitor our investment portfolio carbon footprint and our progress towards future targets.

Based on the portfolio analysis undertaken, we developed a stewardship prioritisation framework to facilitate engagement with high emitters and accelerate portfolio decarbonisation objectives. At this stage, we are focused on the highest emitting companies, responsible for over 60 per cent of our portfolio emissions across corporate bonds and listed equities. The stewardship prioritisation framework aims to assess issuers with the highest climate transition risk, scaled from non-alignment to net-zero. We do this by setting out a categorisation of net-zero criteria and alignment levels. This categorisation system allows us to track progress over time. We have referred to the Institutional Investors Group on Climate Change (“IIGCC”) Net Zero Stewardship Toolkit to develop our net-zero alignment engagement tracker.

Where it is determined that the transition risk from non-alignment to net-zero is higher, we encourage further security analysis and recommendations by fund managers to understand the overall financial risk to the portfolio. We are also evaluating approaches to monitor and control transition risk for new exposures, as well as reinvestment criteria that incorporate carbon footprint trends and transition risk assessment.

We operate in and have investments in Asian markets that are disproportionately affected by climate change but have yet to receive global capital required to decarbonise. Given the complexities of the Asian energy transition, we realise that a comprehensive decarbonisation will take time and require action from all stakeholders across both the public and private sectors. To support sustainable development, we will need to balance our decarbonisation practices and make provisions for a just and inclusive transition. We will continue to explore a suitable approach for our investment portfolio transition pathway, which accommodates a non-linear decarbonisation target range for portfolio emissions, with an emphasis on ensuring the real economy is not left behind. This is why our preferred approach to facilitate portfolio decarbonisation objectives is through engagement.

Manage biodiversity risk and deforestation

Previously, we stated that we would endeavour to eliminate commodity driven deforestation from our investments by 2025. To improve our understanding and develop guidelines, we have actively participated in the PRI Sustainable Commodities Practitioners Group since its inception in 2021. In 2024, we participated in the PRI’s Nature Reference Group, formed the prior year with the aim of building investor capacity for addressing nature and biodiversity loss by providing a forum for signatories to advance their awareness of nature-related impacts, dependencies, risks, and opportunities. As the wider community evolves frameworks and thinking around biodiversity risks, we will seek to develop similar biodiversity and deforestation-related guidelines to manage risks for our portfolios.

We will continue to support initiatives for sustainable development and energy transition in all our markets through suitable collaborative and collective engagement.



Effective governance and sustainable business

We run our business with strong governance and risk management by attracting and retaining a diverse and highly skilled workforce.



Run our business with strong governance, risk management and responsible business practices



Progress equity, inclusion and wellbeing agenda for our diverse workforce



Enhance ESG considerations in our operations and sourcing decisions

Strong governance

Our approach to corporate governance is crucial for the effective management and long-term success of our business. We have developed a strong and robust corporate governance framework that helps ensure compliance with applicable laws and regulations, while upholding high ethical standards across all our operations.

Corporate governance

Besides our people, our reputation is our most important asset. Good governance protects both. That is why we do the right things right. We've developed structures and processes that guide us daily in identifying, managing and reporting risks. Our approach is driven by the same core values that drive everything else we do: putting customers first, leveraging technology and empowering our people.

Corporate governance framework

FWD defines corporate governance as “the structures, operating models, individuals and other mechanisms that allow for robust management and control over the business operations, with due consideration to long-term shareholder value and the interests of key stakeholders (including customers, regulators and other partners)”. Effective corporate governance enables the Group to achieve its strategic objectives in accordance with its risk philosophy and risk appetite. Our corporate governance framework is regularly reviewed and updated, and is implemented across the Group, with business units expected to align local practices with Group expectations and report any instances of non-compliance through our robust escalation mechanisms.



More details about the corporate governance structure, principles and practices which the Group has adopted, are available on www.fwd.com/about-us/corporate-governance/

The Group Board

Composition

We are proud that the members of the Group Board bring a wide and global range of skills, expertise and diversity. This, in turn, enhances all areas of our Group strategy, including good governance.

Executive Directors



Non-Executive Directors



Independent Non-Executive Directors



As at 31 December 2024, the Group Board was made up of 11 Directors, of which two were Executive Directors (including the CEO), two were Non-Executive Directors and seven were Independent Non-Executive Directors (including the Chairman).

On 18 February 2025, there were new appointments to our Board. As a result, our Board comprises of 13 directors, including two Executive Directors (including the CEO), two Non-Executive Directors and nine Independent Non-Executive Directors (including the Chairman).

Biographies of our Directors are available on our corporate website.

Board independence

As at 31 December 2024, seven members of the Group Board (64 per cent) were Independent Non-Executive Directors, meeting the independence guidelines set out in Rule 3.13 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Hong Kong Listing Rules”). None of the Independent Non-Executive Directors had any business dealings or significant financial interests in the Company or its subsidiaries. Therefore, the Group Board has considered all the Independent Non-Executive Directors to be independent. The Independent Non-Executive Directors constituted a majority of the Group Board and provided perspectives for the benefit of the Group Board as a whole.

Group Board diversity

FWD is committed to building a diverse, equitable, inclusive and collaborative culture. We recognise and embrace the importance of having a diverse Group Board, which we believe is essential for maintaining an effective Group Board and contributing to the sustainable development of the Group.

We believe that the Group Board should represent a diversity of perspectives and experiences, achieved through various factors, including but not limited to: professional experience, skills, expertise, knowledge, independence, composition (including gender identity, age, disability, race, ethnicity, sexual orientation, education and cultural background), tenure on the Group Board, and other relevant factors. These elements contribute to the effectiveness of the Group Board and meet the evolving requirements of our business.

We are committed to increasing female representation and are working towards an ultimate goal of having female Group Board members comprise at least 30 per cent of our Group Board. During 2024, we maintained female representation on the Group Board at 27 per cent and following appointment of new Board members on 18 February 2025, women make up 30 per cent of our Board.

The Group N&CGC is responsible for reviewing the structure, size and composition of the Group Board, selecting individuals to be nominated as Directors, reviewing and monitoring the pragmatic implementation of our Group Board Diversity Policy. The Committee also reviews the succession plan for Directors and makes recommendations to the Group Board for approval. This helps ensure that the Group Board has a balanced composition of skills, experience, expertise, independence and knowledge appropriate to the requirements of FWD's businesses, with due regard for the benefits of diversity on the Group Board.

For employees of the Group, there is a separate diversity, equity and inclusion strategy.

Risk management

At FWD, our vision is to change the way people feel about insurance. To accomplish this, it is essential that everyone maintains the highest standards of integrity and comply with laws and regulations that govern our activities. These are our guiding principles, which we call ‘Doing the Right Things Right,’ and they form the basis of our Code of Ethics and Business Conduct.

Due to the nature of our business, our activities are highly regulated across all the markets in which we operate. FWD maintains a robust and comprehensive risk management framework to identify, assess, manage, monitor and communicate risks. We have established controls and processes to safeguard our business and our customers’ assets.

The Group’s ERM Framework and associated policies are applied to each of our Group Offices and business units. The framework consists of the following components: risk governance, risk appetite, risk management process, and Own Risk and Solvency Assessment. A risk assessment process covering financial and non-financial risks is undertaken and monitored. ESG risks, including climate-related risks, are also included in this process. Reviews are conducted at least annually to ensure our ERM Framework and associated policies remain fit for purpose.

For further information on our Group ERM Framework, please refer to page 68.

Ethics and business conduct

All FWD employees and personnel, including permanent, part-time, temporary, contract employees, and contingent workers, are expected to maintain the highest level of ethics and integrity. Our Code of Ethics and Business Conduct (the “Code”) sets forth a clear standard of employee behaviour, encompassing five principles that guide our everyday work and decision-making. We also expect all our agents, distribution partners, and third-party business partners, such as suppliers and contractors, to abide by the standards set forth in the Vendor Code of Ethics and Business Conduct (the “Vendor Code”) when performing services on behalf of FWD. The Code and the Vendor Code are published on the staff intranet and the Company website for easy access.

All our employees are required to complete a mandatory annual recertification training on the Code and relevant compliance policies. Training on the Code is also part of the on-boarding process for new-joiners across the Group. In 2024, 99 per cent of our employees completed the Code of Ethics and Business Conduct annual recertification training.

Policy areas	FWD's position	Our policies/guidelines
Guiding principle 1 - Honesty and integrity		
Rejecting bribery and corruption <ul style="list-style-type: none"> • Political and charitable contributions • Gifts and entertainment 	Our success is the result of the hard work and dedication of our people. We reject bribery and corruption as a way of building our business.	<ul style="list-style-type: none"> • FWD Group Anti-Bribery and Corruption Policy
Avoiding conflicts of interest <ul style="list-style-type: none"> • Personal conflicts of interest • Corporate opportunities • Disclosing conflicts of interest 	Fulfilling our clients' needs require our full attention. We must avoid conflicts of interest that could limit our ability to carry out our responsibilities for FWD.	<ul style="list-style-type: none"> • FWD Group Conflicts of Interest Policy
Respecting intellectual property <ul style="list-style-type: none"> • Gathering information about competitors properly • Respecting copyrights 	Respecting intellectual property rights mean we only access information and materials that we have a right to use through legal and ethical means.	<ul style="list-style-type: none"> • FWD Group Brand and Marketing Governance Policy • FWD Group Communications Policy • FWD Group Inside Information Disclosure Policy
Guiding principle 2 - Be informed and act responsibly		
Combating financial economic crime <ul style="list-style-type: none"> • Anti-Money Laundering/Counter-Terrorism Financing • Economic sanctions • Know Your Customer ("KYC") 	To guard against our products and services being used for illegitimate reasons, we gain information about our customers and make responsible decisions as to who we are comfortable working with.	<ul style="list-style-type: none"> • FWD Group Anti-Money Laundering/Counter Terrorist Financing and Sanctions Policy • FWD Group Corporate Dealing Compliance Policy
Competing fairly in the marketplace <ul style="list-style-type: none"> • Price fixing • Insider dealing 	We do not engage in anti-competitive activities that would harm customers and endanger our long-term success.	<ul style="list-style-type: none"> • FWD Group Personal Insider Dealing and Market Misconduct Policy
Guiding principle 3 - Open and clear communication		
Confidentiality and data privacy	We take great care in protecting essential information in order to maintain our competitiveness in the market and demonstrate to customers that we are a trustworthy and valuable partner.	<ul style="list-style-type: none"> • FWD Group Information Security Policy • FWD Group Information Technology and Digital Policy • FWD Group AI and Data Governance Policy • FWD Group Data Privacy Policy • Group Office Staff Handbook
Fair sales and marketing practices	We always present our products accurately, taking time to describe the key features, benefits, exclusions and risks.	<ul style="list-style-type: none"> • FWD Group Customer Complaints Policy • FWD Group Treating Customers Fairly Policy • FWD Group Social Media Policy • FWD Group Anti-Fraud Policy • FWD Group Distribution and Sales Quality Policy
Guiding principle 4 - Professionalism and respect		
Employee health and safety	We provide a strong work environment to promote employee safety and well-being.	<ul style="list-style-type: none"> • Group Office Staff Handbook
Harassment and discrimination	We do not tolerate any form of discrimination, harassment or bullying towards each other, our customers, business partners, agents or candidates interested in joining FWD.	<ul style="list-style-type: none"> • FWD Group Non-Discrimination, Anti-Harassment and Anti-Bullying Policy • FWD Group Discipline and Grievance Policy • FWD Group Whistleblower Policy • FWD Group Investigation Policy • FWD Group Investigation Procedure Manual
Guiding principle 5 - Socially and environmentally responsible		
Environmental stewardship	We are integrating environmental considerations into our investment processes in a robust and systematic way at every stage of decision-making.	<ul style="list-style-type: none"> • FWD Group Community Care Guidelines • FWD Group Community Care Volunteering Leave Guidelines
Social responsibility	We aim to be a positive source for change in the communities in which we do business.	<ul style="list-style-type: none"> • FWD Group Procurement Policy • FWD Group Board Diversity Policy • FWD Group Climate Risk Management Policy • FWD Group Sustainable Investment Guidelines

Reporting ethical concerns

We strive to develop a culture of honesty and integrity, including the ability to speak up when something feels wrong. The Group has a whistleblowing policy that establishes dedicated channels in every country we operate in for confidential reporting if misconduct within FWD is suspected or observed. An online ‘Speak Up’ channel and dedicated hotlines, managed by an independent third-party operator, are available, allowing whistleblowers to remain anonymous to encourage reporting without fear of retaliation and to safeguard the confidentiality of the issue raised.

All whistleblower reports or complaints received will be handled in accordance with the Group Investigation Procedure Manual to ensure proper arrangements for fair and independent investigations and appropriate follow-up action. The final resolution of the case will be uploaded into Speak Up Online on a confidential basis.

The Group Chief Compliance Officer reports the progress and results of the investigations to the Group Audit Committee on a quarterly basis.

Financial Crime Compliance

FWD is fully committed to counter money laundering and terrorism financing. As a reputable insurer, we have developed internal control systems that include our Group Anti-Money Laundering/Counter Terrorist Financing (“AML/CTF”) and Sanctions Policy, Group AML/CTF and Sanctions Standards, Group Anti-Bribery and Corruption (“ABC”) Policy, Group ABC Standards, as well as various relevant Guidelines, FAQs and mandatory training materials. To ensure our AML/CTF, sanctions and ABC programmes remain robust and up to date, the Group and business unit compliance teams undertake periodic Enterprise-wide Risk Assessment (“EWRA”) to identify, assess, manage, monitor and communicate money laundering, terrorist financing, sanction, bribery, and corruption risks. Our business units are required to submit the complete EWRA to their relevant local management teams for deliberation, reference and approval. The EWRA is subject to periodic refresh at least once every two years (or more frequently as required by local regulations). FWD’s AML/CTF and sanctions programme is subject to regulatory inspection and internal audit review.

To improve our capabilities to combat Money Laundering (“ML”)/Terrorist Financing (“TF”), sanction, bribery, and corruption risks, FWD utilises technology to strengthen our AML/CTF framework. For example, we implemented a name screening system that includes the search of adverse news, sanctions and politically exposed persons. The system uses fuzzy logic and transliteration functions, and its effectiveness has been benchmarked against industry peers by an independent consulting firm to a satisfactory level. Other technology applications, including transaction monitoring and customer risk rating, complement internal control procedures within our AML/CTF and sanctions programme.

The Board of Directors in each business unit has continuous oversight and is ultimately responsible for the business unit’s AML/CTF and Sanctions compliance. To fulfil its duties, the Board is kept informed with timely information from the Compliance team in its respective country. The Group Compliance and Operational Risk Committee is accountable for the policies and is supported by the Group Compliance team in overseeing and implementing the AML/CTF, sanctions and ABC programme through periodic reviews on all in-scope business units. ML/TF, sanctions, as well as bribery and corruption risks, are incorporated into multiple management reports at the Group level to provide timely updates and allow the implementation of stronger risk control measures.

FWD also recognises that our employees play a central role in ensuring that we operate responsibly. New employees are mandated to attend onboarding financial crime compliance (“FCC”) training, and existing employees are required to attend mandatory refresher training at least annually. Focussed FCC Workshops are provided annually by the Group Compliance team to staff members with FCC responsibilities. In addition, to ensure that our directors remain vigilant on the latest trends, mandatory training is also provided annually to our directors at board level.

Data privacy

Protecting the personal data entrusted to us by our customers, employees, business partners, and other third parties is our utmost priority. We continue to invest and refine our approach to protect the confidentiality and integrity of sensitive data within our systems, including aligning our policies and practices with leading data protection standards and requiring third-party business partners to comply with our policies and requirements. We will also notify customers of any changes to our Privacy Policy as soon as practical to ensure that they feel their sensitive information is being handled responsibly.

The Board of Directors is supported by the CORC and Group Compliance to oversee adherence to data privacy requirements and the implementation of management measures within FWD. Each FWD entity has appointed a Data Protection Officer and established their own Privacy Compliance Programme to ensure compliance with relevant local data privacy laws and regulations, such as the Hong Kong Personal Data (Privacy) Ordinance and the Singapore Personal Data Protection Act, as well as internal requirements. We have also established assessment programmes to ensure our agency and distribution partners comply with our requirements on data privacy protection.

Our Group Data Privacy Policy and Standards set out the principles and provides guidance on data privacy measures, including how we collect, use, store, transfer and dispose sensitive information. The Group Data Privacy Policy and Standards are applicable to all FWD employees, contractors, and other parties that process personal data on behalf of FWD. Execution of these policies relies on our colleagues and our contractors, and mandatory training is provided regularly to educate them on key concepts relating to data privacy and how to protect the Group's information and systems.

Information security

FWD's information security, including cybersecurity risks, remains a significant threat, akin to other organisations, as we pursue digital initiatives and business expansion. The FWD Group Board of Directors oversee information security across the organisation, supported by the Group Chief Information Security Officer ("CISO") and Business Unit Information Security Officers in identifying, assessing, and managing information security risks.

As a regulated entity, FWD Group employs a robust three lines of defence risk governance model to ensure compliance with regulatory requirements and best practices. Led by the Group CISO, the FWD Group Office functions as a centralised hub for information security services to business units, enabling the standardisation and optimisation of information technologies and processes across all FWD markets. Group Office and business units are required to follow the requirements set out in our internal policies and standards, including our Group Information Security Policy.

FWD Group is committed to maintaining and enhancing data governance and security to protect the confidentiality and integrity of its IT infrastructure and systems. FWD Group's risk-based approach aligns with the National Institute of Standards and Technology ("NIST"), with periodic assessments to evaluate the overall information security maturity level and identify opportunities for improvement.

To enhance awareness of information security and cybersecurity, all FWD employees must participate in information security training programmes, including mandatory annual information security awareness training and various awareness campaigns.

Artificial intelligence

Artificial intelligence ("AI") and big data analytics form the foundation of FWD's digital innovation, which we have applied across our sales, underwriting, claims, policy administration, actuarial, collections, and finance functions. FWD's AI application is guided by our Responsible AI Standard which aims to ensure that FWD develops AI and machine learning solutions that are trustworthy,

reliable, fair and secure. In accordance with this standard, all our AI and machine learning model initiatives are aligned with the standardised AI life cycle, from business objective and planning, feasibility assessment and sign-off, project setup, model development, project governance review, model deployment and monitoring, to feedback and reporting.

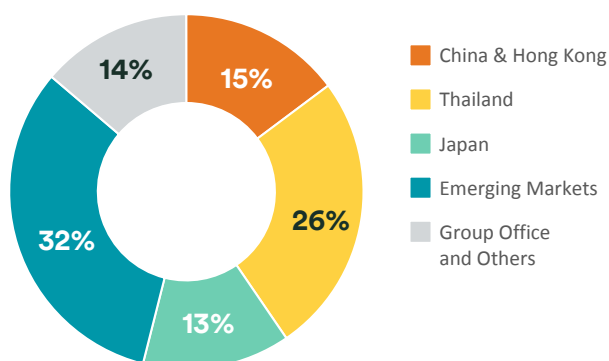
Talent

We seek to create an ethical and inclusive working environment to empower our colleagues to achieve personal and professional growth, driving long-term success for our Company and communities. Our dedicated team brings together diverse experiences and perspectives to help us adapt to the challenges of an evolving world.

Employee engagement

As part of our ongoing efforts to create a positive and engaging workplace, and to ensure we understand what is important to our employees, we seek feedback and insights from our employees through the Annual Employee Engagement Survey. In 2023 and 2024, FWD was awarded a Gallup Exceptional Workplace Award for our 2022 and 2023 engagement scores respectively. In 2024, we achieved our highest ever engagement score of 4.43 since the survey started in 2014. This places FWD in the 91st percentile in the financial and insurance industry.

Employees by location¹



After a successful decade of using Gallup as our employee engagement survey tool, we decided to transition to a new platform called Peakon ourVoice, which provides several benefits aligned with our broader Employee Listening Strategy.

- We conducted the Peakon ourVoice survey thrice in 2024 to allow the organisation to ask for real-time feedback and take quicker action to address any major employee concerns.
- The digital platform, which is integrated with our iHR system, allows higher employee participation with ease of use - we achieved the highest participation rate of 99 per cent in Q4 2024.

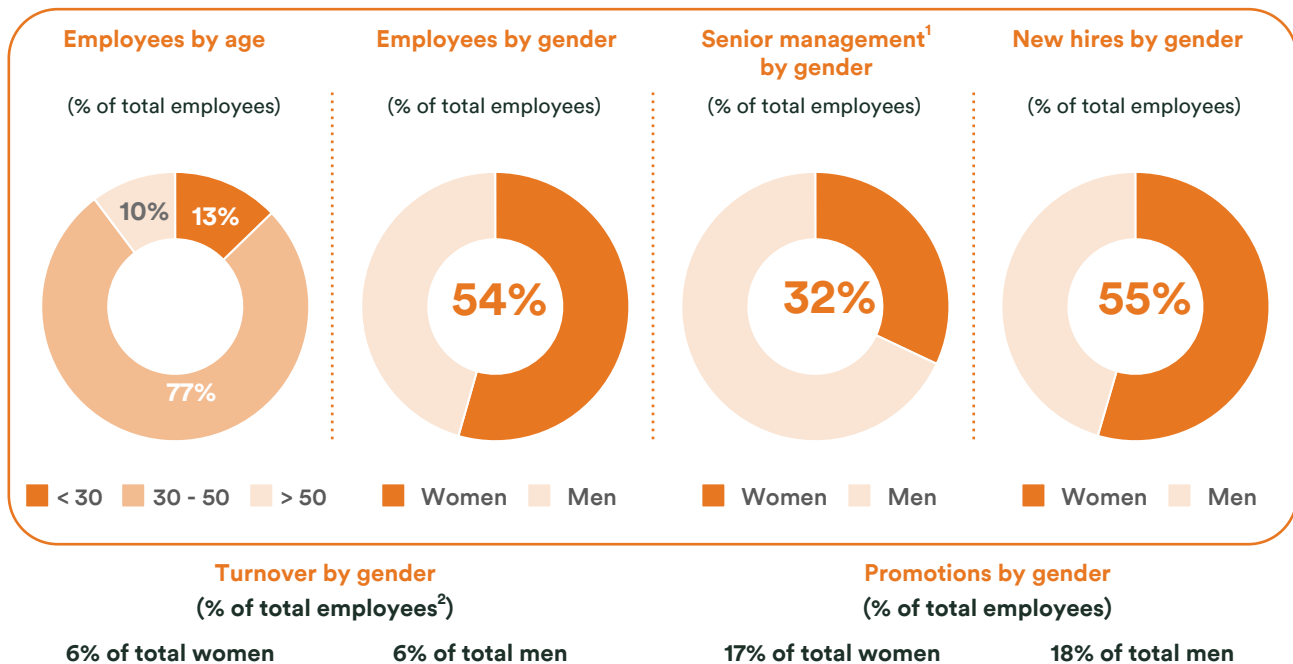
Note:

1. Hong Kong includes Macau and Thailand includes Cambodia.

Employee retention

Across the Group, our employee turnover was 12 per cent in 2024. This was achieved through the implementation of various strategies aimed at improving employee retention. These strategies include talent development, learning platforms and programmes, a well-being strategy and initiatives, a Diversity, Equity, Inclusion strategy, and community care, among others. The relatively consistent employee turnover rate has enabled us to maintain a more stable, experienced, productive, and engaged workforce, while also reducing recruitment and training costs.

Group snapshot



Notes:

1. Senior management is defined as assistant vice president or above.
2. Excludes employees on fixed term contracts and involuntary turnover.

Talent management

The evolution of digital technology and a rapidly changing world has created the need for diverse and experienced talent and perspectives.

The rise of digital financial tools in insurance is enhancing rather than replacing the agency channel. The need for data scientists, actuaries, analysts, and other specialists demands new ways to attract and retain talent.

Financial incentives as well as career development opportunities are now expected by employees. Interesting and varied career paths within organisations, supported by professional training, are becoming essential to retain and develop talent. A growing focus on building a collaborative, supportive and respectful environment ensures diversity of perspectives and experience for more robust decision-making. It also can increase engagement and participation of all employees.

In 2024, we introduced the Leading Edge model which aids talent management by providing a framework for leadership development. It focuses on six key skills: Champion our Vision, Communicate with Clarity, Develop & Engage, Collaborate & Connect, Lead Innovation & Change and Own & Decide. These skills are grouped into three impact areas: Purpose, People, and Performance. By guiding leaders from self-awareness to tailored learning programmes, the model helps identify and nurture talent, leading to exceptional leadership and improved organisational performance.

Performance review

We conduct annual performance reviews to facilitate constructive dialogue between managers and their team members. Regular feedback on performance is essential for guiding employees to excel in their current roles, and to fulfil their future potential. All permanent employees undergo performance reviews. In 2024, 98 per cent of total female employees and 98 per cent of total male employees completed year-end reviews.

To support the annual year-end review, we have quarterly check-ins between employees and their managers to provide feedback on meeting goals, as well as informal conversations every month; we encourage feedback at any time through an internal 'anytime feedback' tool that is accessible to all employees.

Our CEOs, function heads and business units get together every year for 'talent dialogues', an initiative we introduced in 2020. We also utilise this opportunity to evaluate how we're doing at attracting and retaining talent and promoting diversity.

Learning and development

FWD values our employees in every role and in every area of our business by rewarding their contributions and supporting their career development. The Company's learning and development framework is designed to meet the needs of our people at different stages of their careers, including onboarding training, professional development, on-the-job training and leadership development programmes. FWD also successfully launched Anytime Learning with the LinkedIn Platform for all our employees.

We are focused on maintaining a strong talent pipeline and effective management of the senior talent succession planning and senior executive transitions. We have Talent Management in place to ensure we have both internal and external talent pipelines to key roles. We have also launched Talent Marketplace across FWD to enhance internal job rotations and career opportunities.

Given the focus on Generative AI, we launched GenAI Hub with suggested e-learning courses and materials accessible to all employees. The goal of the GenAI is to support our employees in upskilling critical skills and knowledge to enhance individual and organisational productivity.

Leadership programmes

We have strong ambitions for leadership development and succession planning, combining formal training, immersive cultural experiences, mentoring, coaching and tailored on-the-job challenges.

Futurewise Foundation and Futurewise University are two comprehensive programmes to develop the next tier of FWD leaders, focused on increasing collaboration and challenging assumptions about oneself and others. They are blended programmes with online learning and in person workshops, incorporating individual learning, teamwork and coaching, gaming, and simulations.

Manager Essentials and Manager Experience programmes targets to help our people managers build essential managerial skills to lead our people capabilities into building next-generation talent. We have trained over 310 people managers as at 31 December 2024.

Our leadership programmes focus on:

- Growth mindset;
- Drive change and innovation;
- Communicating with influence and impact;
- Strategic, lateral and holistic thinking;
- Translating strategy into action; and
- Coaching for success.

We continue to significantly invest in our senior leaders with over 100 leaders attending Forum 55 twice annually for leadership development and strategy alignment.

Anytime Learning

We provide holistic training and development opportunities for all employees. In terms of professional development, we have education sponsorship schemes in different markets to sponsor employees pursuing professional qualifications and examinations required for their roles. In order to ensure all our employees maintain a high level of knowledge on regulatory and compliance obligations, FWD develops our own mandatory courses, which are delivered to all employees.

Additionally, we are one of the few organisations that provides enterprise-wide digital learning access to LinkedIn Learning library, which has more than 16,000 courses ranging from professional, technical and soft skills to leadership skills for all employees. This provides them with in-depth development in their specialisation and a wide scope for cross-development into other career interest areas. Role-based curricula have been built to further focus employees' learning.

Since the launch of Anytime Learning in October 2022, FWD's employees have completed more than 117,000 courses online as at 31 December 2024, and there are over 6,600 active learners in 2024. Our activation rate is 97 per cent with 57 per cent of repeat learners logging in. Out of the courses completed in 2024, we focused on Generative AI as the trending topic to upskill our employees, empowering them to acquire new skills more efficiently. Over 20,000 Anytime Learning courses were completed for topics related to Generative AI and related subjects like AI and AI Ethics.

We continue to create new development opportunities for our employees with individual development goals embedded as part of the quarterly conversation between manager and employee.

Digital Graduate Programme

We aim to attract young talent with fresh perspectives - Graduates who bring a start-up mindset, passion for technology, and creative approaches to solving problems. Our Digital Graduate Programme aims to attract young talents with a passion for digital technology and exposure to Asia. Over 18 months, participants in the programme learn our business from the ground up, working with experienced mentors, participating in 'shadow' boards, and networking with industry experts through a series of three 6-monthly rotations in various functions. In 2024, the programme is being reviewed with the goal of enhancing relevance to FWD's business objectives.

Enable our employees to improve customer experience

As a customer-led organisation, we empower all our employees to embrace our vision of changing the way people feel about insurance. We champion this by leveraging our Voice of Customer program, which gathers and evaluates valuable feedback from our customers. This comprehensive approach enables us to refine our services and deliver exceptional experiences tailored to our customers' evolving needs. We have also embraced an outside-in approach to define Customer Journeys and drive future "best-in-class" experiences that continue to evolve with further customer understanding.

Remuneration policy

Our remuneration philosophy is consistent with our business strategy and capital management strategies. It aims to align the achievement of our business results with individual remuneration outcomes, while also recognising individual contributions. Our remuneration policy ensures that the total remuneration packages we offer enable us to attract, motivate and retain the highly talented individuals our business needs, who will drive the future success of FWD Group. We also seek to promote sound and effective risk management measures in relation to remuneration practices that align with our culture and values as an organisation. We use short-term and long-term incentives to ensure our employees and senior management are aligned with our strategy.

Diversity, equity and inclusion

At FWD, we recognise the importance of diverse talent, experiences, and perspectives in contributing to the success of our business. We value diversity in all its forms, including gender, age, cultural background, ethnicity, special needs, religion, sexual orientation and family status, as well as professional and life experiences, and interpersonal or professional skills. We are creating a culture that is diverse, equitable, inclusive and collaborative because we need diverse talent, experiences and perspectives to achieve our vision.

Our people make our workplace vibrant and dynamic, and it is only when we celebrate and harness their unique strengths that we can lead in changing the way people feel about insurance.

By being more inclusive, we can improve employee engagement; attract and retain talented people; and foster an environment where everyone can do their best work for FWD. We provide our people with a flexible and inclusive employee experience at all levels and encourage them to use their talents to do the things they love, both professionally and personally.

In 2024, FWD undertook a comprehensive refresh of its Group Diversity, Equity, and Inclusion ("DEI") strategy to better align with our evolving business goals and workplace dynamics. The refreshed strategy completed in Q4 2024, outlines gender as the primary focus area across the Group for the coming year.

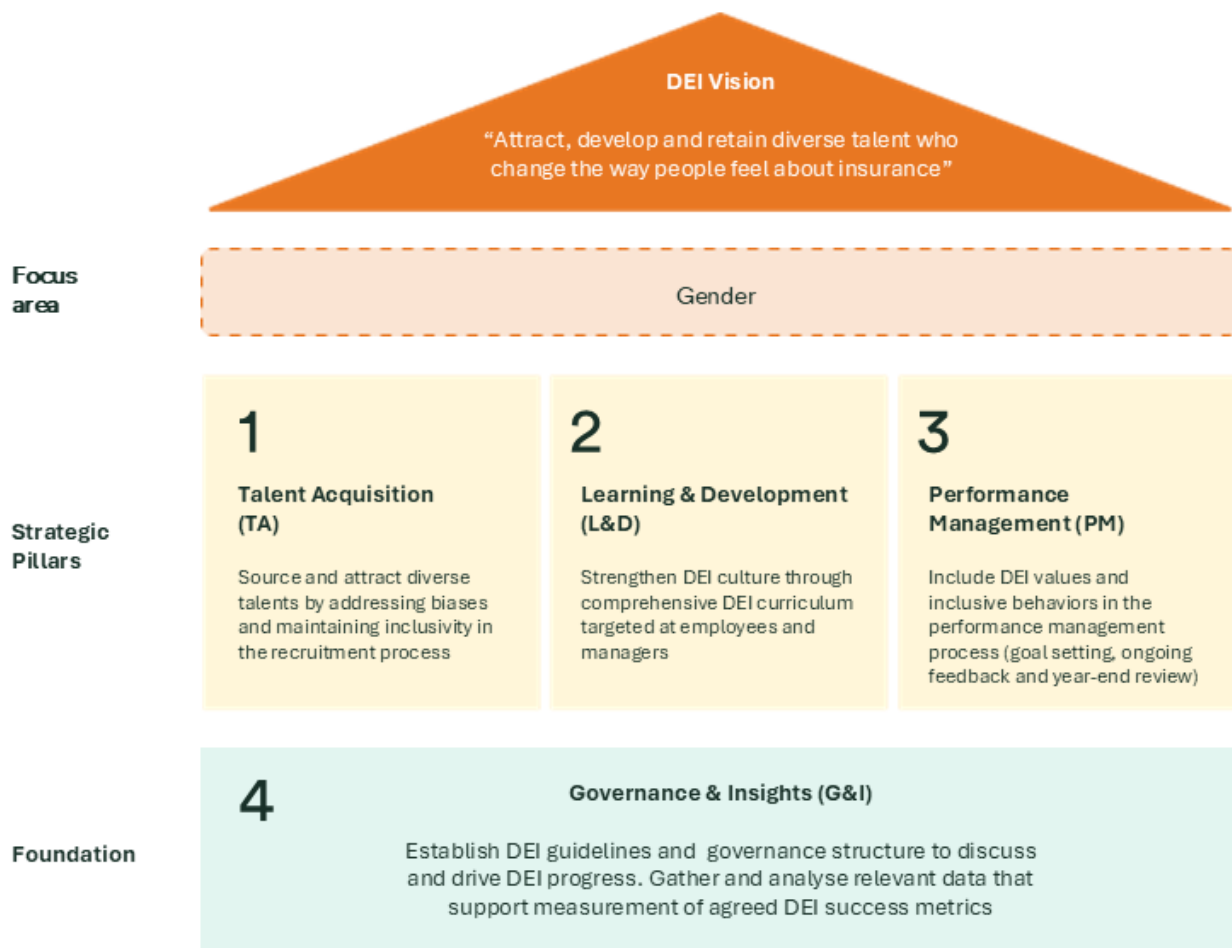
The refreshed strategy aims to create a more inclusive culture by emphasising the importance of gender balance, with success metrics aimed at improving female representation and engagement at various levels across the organisation. The implementation approach is guided by four strategic

pillars: Talent Acquisition, Learning & Development, Performance Management and Governance & Insights. This initiative is part of FWD's broader commitment to ESG principles, aiming to attract and develop diverse talent and foster an inclusive workplace.

We remain committed to achieving 40-60 per cent gender balance at senior management positions and across our Company. Additionally, FWD Indonesia is a signatory to the United Nations Women's Empowerment Principles ("WEPs"). The WEPs are a set of Principles offering guidance to businesses on advancing gender equality and women's empowerment in the workplace. By being a signatory, FWD demonstrates our commitment to women's empowerment in our organisation.

FWD Group DEI strategy

Fostering an inclusive culture where employees feel valued, empowered, and motivated to do their best.



Flexible organisation and modernising the way we work

We believe fostering work-life flexibility and inclusiveness helps us attract and retain talent, keeping our business resilient. We believe this goes hand-in-hand with embracing the power of technology in our work environment on a day-to-day basis.

We acknowledge that our people need to adopt a flexible work approach to unleash their potential while achieving a work-life balance. At the same time, in-person interactions play a critical role in our people's development, as they encourage the sharing of knowledge, expertise, and experience. These interactions strengthen our connectivity and sense of belonging, while enhancing communication and efficiency. In 2024, we maintained our work-from-home practice, offering employees that flexibility alongside in-person interaction.

Well-being - FWD LiveLife

At FWD, our greatest asset is our people. That is why we launched #FWDLiveLife, our Company-wide well-being initiative which, since 2021, has been helping our colleagues lead healthy and fulfilling lives – both inside and outside the workplace. When our people are healthy and fulfilled, both at work and in other aspects of their lives, they are more productive and ultimately more successful. FWD LiveLife takes a holistic, proactive, and preventative approach to employee well-being. Over the last few years, we have continued to improve the programme and embed well-being into our culture.

In its fourth year in 2024, we organised a range of programmes across the five pillars of well-being which are at the heart of FWD LiveLife: emotional health, physical health, financial wellness, social connectedness, and purpose and meaning, all underpinned by our brand promise to Celebrate living. A series of activities took place throughout the year to enhance our employee well-being including:

- Signature events and webinars covering topics including stress management, self-care, financial planning and family financial wellness;
- FWD LearnsTogether: an “ask me anything” series led by professionals on mood disorders, cancer screening and prevention, and healthy eating;
- Step it up challenge engagement activity;
- FWD Talent Camp; and
- Monthly FWD LiveLife newsletter.

We measure the effectiveness of FWD LiveLife through the annual FWD LiveLife feedback survey. The overall well-being rating score of the 2024 survey has increased from 7.62/10 in 2023 to 7.92/10 in 2024. 94 per cent of respondents said FWD LiveLife helped them feel that FWD cared about their well-being and that FWD was a better place to work. 94 per cent believed that FWD LiveLife helped them become more engaged as employees. The overall helpfulness and satisfaction of FWD LiveLife activities have increased to 8.12/10 and 8.19/10 respectively. These scores have continuously increased since 2021.

Climate resilience and operations

As a pan-Asian life insurer, we believe we have a role to play in building climate resilience across the region. With extensive coastlines and low-lying territories, Asia's topography makes it susceptible to physical climate risks such as intensified floods and storms. Higher temperature also negatively affects human health and food security through impacts such as decreased agricultural productivity and increased prevalence of vector-borne diseases. At the same time, policy makers and business leaders across the region have begun to formulate adaptation strategies to address these challenges. As the world moves towards a lower carbon economy, transition risks, including those associated with policy, legal, technological and market disruptions, may arise for our business.

At FWD, we are dedicated to integrating environmental sustainability into our business operations and decision-making process. Our commitment to ESG is reflected in our aspirations to manage our own GHG emissions responsibly, conserve natural resources, and promote environmental stewardship across our operations.

This section outlines our climate strategy, our management of climate risks, our targets, and how we measure our performance.

Task Force on Climate-related Financial Disclosures

We continue to refine our climate disclosures by referencing the Task Force on Climate-related Financial Disclosures ("TCFD") recommendations, underpinned by climate scenario analysis and the identification of climate risks and opportunities. The TCFD recommendations are structured around four core elements on how companies operate: governance, strategy, risk management, and metrics and targets.

Governance

The Board of Directors has ultimate accountability for our overall approach towards climate change. Embedded within our ESG governance structure¹, the Board is supported by board-level committees and the GEC in providing oversight of climate-related issues, including establishing the overall direction and performance of our climate strategy, as well as proper management of climate-related risks and opportunities. Each function is delegated with specialised responsibilities to assist the Board in managing climate-related issues across the organisation. For example, the GRC advises the Board on the identification, measurement, monitoring and management of material climate risks while the N&CGC is responsible for integrating climate-related considerations into the director nomination process, ensuring that the Board has the necessary expertise and skills to oversee climate-related risks and opportunities. The GEC provides regular updates to the Board on the progress of implementing the Group's ESG strategy, which includes climate actions, through the N&CGC on a quarterly basis.

To ensure Board awareness on the latest trends and issues on climate change, regular training is provided to our directors and senior management. In 2024, we continued to partner with external parties to conduct climate risk and sustainable finance trainings for our Board and relevant functions in the Group Office and business units.

Note:

1. In 2025, we integrated ESG within our existing governance structure to enhance ESG governance. For more information, please refer to our [corporate website](#).

Climate-related risk considerations are incorporated into FWD's ERM process and our Climate Risk Management Policy sets out the framework for key principles on management of climate risks. It also defines the roles and responsibilities for management of climate risk across FWD. The GRC has delegated authority from the Board to oversee the identification, measurement, monitoring and management of material ESG risks, including climate risks. The GRC is supported by our Group Risk function who is responsible to establish climate risk management methodologies and processes. Group Risk is also responsible for assessing and developing appropriate mitigation action in response to material climate risks in line with the Group ERM Framework. The GRC reports to the Board on such matters at least four times a year.

Please refer to page 11 for more information on FWD's ESG governance and page 68 for more information on FWD's Risk Management governance and Three Lines of Defence approach to risk management.

Climate strategy

FWD is committed to reducing our environmental footprint and aligning our climate action strategy with the goals of the 2015 Paris Agreement. We adopt a holistic approach to developing decarbonisation strategies and targets that are in-line with the latest climate science.

Our climate action strategy guides our decarbonisation efforts around five areas: managing carbon risk in our investment portfolio and everyday operations; diversifying into new and emerging opportunities in high-growth sustainable sectors and industries; adopting a digital-first and cloud-first infrastructure to reduce our carbon footprint and enhance product accessibility for our customers; supporting initiatives to promote natural climate solutions and climate resilience; and supporting research that will benefit our customers and communities under a changing climate.

In 2024, we continued our Group-wide climate risk assessment as well as GHG emission screening of our investment portfolio. For our own operational emissions, we started to implement our Sustainable Offices Framework ("SOF") with the help of a third-party consultant to control our office emissions and will continue to work closely with our business units in the implementation of the framework.

Going forward, we will continue to monitor developments in climate change both at a global and local level and work towards developing appropriate actions in response.

Our climate action strategy focuses on five areas

Manage carbon risk

- Reducing financed emissions through a sector-based approach
- Engaging with issuers for greater transparency on how they are transitioning their businesses
- Reducing our own day-to-day operational emissions

Digitisation, cloud-first & customer journey

Our digital-first and cloud-first infrastructure will help reduce our own day-to-day operational emissions, and make our products more accessible for our customers



Diversification

We will leverage opportunities to invest in new, emerging and high-growth sustainable sectors and industries

Natural climate solutions

We will support investor-led and community-led initiatives to promote natural climate solutions and climate resilience

Air quality, decarbonisation & health

Reducing air pollution levels will reduce the disease burden on our local communities, as well as improve the environment. With this in mind, we'll continue to research and define the multifaceted benefits of climate action

Climate risk management

We are continually developing the way we identify, assess and manage climate-related risks. The management of climate risk is part of the overall Group ERM Framework.

Please see more information on FWD's ERM Framework on page 68.

Climate-related risks and opportunities

As a growing pan-Asian insurer, it is likely that climate risks will increasingly impact our strategy, business, and operations. In anticipating emerging climate-related risks and potential impacts, we proactively conducted a climate risk assessment to identify and assess our exposure to physical, transition and liability risks.

Climate change risks emerge over a longer time frame than is reflected in traditional reporting. In assessing the longer-term risks of climate change, we categorise time periods, during which specific risks may emerge, into the following categories:

- Short-term: 0 to 1 year
- Medium-term: 1 to 5 years
- Long-term: 5 years and beyond

While climate change will lead to a wide range of related risks, our process has identified the following risks as most relevant for life and health insurers:



Risk from regulatory, legislative and disclosure expectations: The pace and volume of new climate-related regulations could pose compliance and operational challenges. For example, these may impact us through additional compliance costs, affect the financial performance of our investments, impose requirements on the products we sell, or necessitate resource allocation. We are closely monitoring regulatory development across the region. (Short, Medium and Long term)



Risk to our Investment portfolio: Our investment portfolio is exposed to transition risk, which can result in increased uncertainty of performance due to heightened price volatility and reduced liquidity. We continually monitor our exposures within the investment portfolio and manage our investment risks in a way that aligns with our ESG strategy and policyholder interests. (Medium and Long term)



Risk to our policyholders and products: Extreme weather events and long-term change in climate patterns may negatively impact the health and livelihood of our customers, potentially resulting in changes in mortality, morbidity and persistency of our portfolio. Changing customer expectations influenced by climate change may also impact the demand for products and the perception of the brand. As we continue to enhance our understanding of climate-related risks, the longer-term impact of climate change will be considered when developing products and adjusting our pricing structures. (Long term)



Risk to our daily operations: In some of our markets, extreme weather events could have physical impacts or disruptions to our branches and offices. We have undertaken an assessment on the exposure of our offices and branches to severe flooding or typhoons and the immediate risk exposure is not significant. We also have appropriate business continuity plans in place to maintain our ability to service our customers. (Long term)

We assess climate-related opportunities on an ongoing basis, in line with our broader business strategy. We proactively monitor market conditions, regulatory developments, consumer needs and consider them in our business plans.

Scenario analysis and stress testing

This year, we enhanced the Company-wide climate-related scenario analysis of our business, referencing global industry standard data, including Network for Greening the Financial System (“NGFS”) scenarios, and benchmarking against prevalent climate risk scenarios performed by the industry.

As a result, we selected two climate risk scenarios this year:

- **Delayed transition:** Countries and sectors experience delay in implementing necessary policy changes. Climate policies are divergent across countries and sectors, leading to fragmented efforts. Carbon prices are typically higher in this scenario due to policy delays and lack of coordination.
- **Current policies (Hothouse World):** Existing climate policies remain largely unchanged with low global effort to halt global warming. This leads to irreversible climate damages as temperature thresholds are exceeded.

The assessment identified climate-related impact areas, the greatest being risks from the development of new climate-related regulations and issuers’ ability to transition, and the impact on our investment portfolio. Our investment portfolio has some exposure to the energy and utilities sector, which are potentially subject to increasing regulatory, investor, and activist pressure. Accordingly, transition risks and opportunities are key focus areas for our sustainable investment guideline and climate risk approach.

We continue to adapt the Climate Risk Scenarios and included it in our Group Prescribed Scenarios for our Group Own Risk and Solvency Assessment, Business Planning Stress and Scenario Testing processes. Through scenario analysis, we gain a better understanding of the impact of climate risks on our business and craft strategies to mitigate the risks, paving the way towards a low-carbon and more sustainable society.

Targets and milestones: transitioning towards a low-carbon economy

FWD’s approach towards climate change is set out in our climate action strategy. We support the global transition towards a low-carbon economy to help achieve net-zero by 2050 in an orderly, just and inclusive manner. In 2023, we studied our GHG emission profile across both our operations and investment portfolio. The findings have enabled us to commence our journey, beginning with integrating ESG considerations into both our investment process and across our operations.

In 2024, we introduced a series of measures on improving the robustness of our ESG data. These measures include implementing a more structured data governance and management process, updating our internal ESG data management guidelines, and strengthening the awareness of employees responsible for ESG data collection across our business. We also launched a new centralised lease management system to help track key property information across all our markets. Going forward, we will continue to work on improving the accuracy and comprehensiveness of our ESG data for more meaningful comparisons over time.

FWD’s environmental performance is measured and monitored through our value creation scorecard which has been refreshed this year to align with our new Group ESG strategy. We monitor our operational emissions, which include Scope 1 (direct emissions from natural gas and combustion from our own vehicles) and Scope 2 (indirect emissions from the purchase of electricity) GHG emissions. We calculate these emissions using the Greenhouse Gas Protocol Corporate Accounting and Reporting Standards (“GHG Protocol”) and report our Scope 2 emissions using both location and market-based methods in line with the GHG Protocol Scope 2 guidance. In 2024, we continued to track our Scope 3 (indirect emissions that occur in the value chain) GHG emissions across our

investment portfolio and in relation to business air travel, working towards disclosing and managing our Scope 3 GHG emissions and aligning with best practices.

We maintain a relatively low office footprint due to the nature of our business and our digitally enabled infrastructure. In 2024, electricity consumption continued to be the largest contributor to our Scope 1 and 2 emissions, accounting for 90 per cent of our reported GHG emissions, with the remaining 10 per cent arising from mobile fuel usage.

Group snapshot	2024	2023
Scope 1 (MT CO ₂ e)	556	518
Scope 2 (MT CO ₂ e) location-based ¹	5,090	5,263
Scope 2 (MT CO ₂ e) market-based ¹	4,877	5,116
Total GHG emissions (Scope 1 + 2) ¹	5,645	5,781
Total GHG emissions intensity (MT CO ₂ e/employee) ¹	0.815	0.773

Notes:

1. The comparative information for 2023 has been restated to include additional data on electricity consumption from a third-party that was previously unavailable at the time of reporting.

Reduce our own day-to-day emissions

In 2023, we developed our Group SOF to assist us in taking practical actions to decarbonise throughout our entire office lifecycle. The SOF outlines a consistent approach to integrating sustainability and wellness elements into our office spaces, from site selection and lease negotiation, to fit-out and ongoing operations. In 2024, we selected office relocations in Thailand and Malaysia to pilot our SOF. In Thailand, sustainability considerations were incorporated from the site selection stage through to the fit-out stage, including details on energy and water efficiency as well as the use of sustainable materials within the office. The new FWD Thailand office is situated within a LEED gold standard building with good access to public transportation to help reduce emissions from commuting. Our efforts in implementing sustainable design and construction practices have been recognised with the achievement of LEED gold standard interior for fit-out, a significant milestone in our commitment to sustainability and environmental responsibility. Building on the Thailand office relocation experience, a number of sustainability elements were replicated for the office relocation in Malaysia. Going forward, we aim to create healthier and more productive workspaces for our employees by integrating SOF in our property management cycle and expanding its adoption to all our markets.

We continued to accelerate our cloud adoption strategy. In 2024, we achieved a 98 per cent cloud adoption rate across all our markets. As we progressively move away from on-site data centres, we work closely with our two key partners, AWS and Microsoft, to reduce our carbon emissions through their commitments to operate their data centres using 100 per cent renewable energy sources.

About this report



About this report

This is FWD's third voluntary disclosure on our ESG strategy and performance. Throughout this report, unless otherwise specified, we have shared the activities and initiatives from 1 January to 31 December 2024 across all business units, where we have operational control, in 10 markets across Asia - Hong Kong, Macau, Thailand, Japan, Vietnam, the Philippines, Indonesia, Singapore, Malaysia and Cambodia, as well as a representative office in mainland China. In October 2024, we expanded our Group Office function to Vietnam to support the growth of our business. The FWD Vietnam Technology Centre is situated in one of FWD Vietnam's existing offices, and we do not consider this to be a significant change to our reporting boundary in 2024. Unless otherwise stated, the scope of this report excludes our distribution channels, such as agents and bancassurance partners.

Our approach to managing material ESG issues and disclosing our ESG performance references the Global Reporting Initiative ("GRI") Universal Standards, the Sustainability Accounting Standards Board ("SASB") Standard for the Insurance sector and the recommendations of the TCFD, and is in compliance with Appendix C2 Environmental, Social and Governance Reporting Code under the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited ("HKEX ESG Reporting Code") except Part D on climate-related disclosures, the requirements of which are referenced within the section titled Climate resilience and operations. FWD is currently working towards more quantitative and comprehensive disclosure in accordance with the requirements under Part D of the HKEX ESG Reporting Code.

In preparation of this report, we followed the Reporting Principles set out in the HKEX ESG Reporting Code to inform our reporting approach. These include:

Materiality	A structured process reflecting the views of our stakeholders was used to identify and validate key material ESG topics to our business.
Quantitative	ESG metrics, referencing the requirements of the HKEX ESG Reporting Code, have been provided within our report with notes and description about the standards and methodologies used in calculating the data, where appropriate.
Consistency	We adopted a consistent approach to prepare and disclose information to allow for meaningful comparisons of our ESG performance to 2023.
Balance	We report information in a transparent and unbiased manner that provides fair representation of both our positive and negative impacts.

Selected ESG KPIs disclosed in this report have been independently verified by Deloitte Touche Tohmatsu in Hong Kong ("Deloitte"). The Independent Practitioner's Limited Assurance Report can be found on page 55.

Datasheet and assurance statement





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Independent Practitioner's Limited Assurance Report

To the Board of Directors of FWD Group Holdings Limited

We have been engaged by the Directors of FWD Group Holdings Limited ("FWD") (the "Company") to perform a limited assurance engagement in relation to certain Environmental, Social & Governance ("ESG") data points (the "Data Points") to be included in the ESG Report for the year-ended 31 December 2024 (the "ESG Report") and as selected by FWD.

Data Points

The Data Points are as follows:

Environmental

Climate

- Absolute Greenhouse Gas ("GHG") emissions
 - Scope 1 GHG emissions (MT CO₂e)
 - Mobile combustion (owned vehicles)
 - Stationary combustion (natural gas)
 - Scope 2 GHG emissions (MT CO₂e) (market and location based)
 - Purchased electricity
 - Total Scope 1 + 2 (MT CO₂e)
- Intensity GHG emissions (by employee)
 - Scope 1 GHG emissions (MT CO₂e/employee)
 - Scope 2 GHG emissions (MT CO₂e/employee)
 - Total Scope 1 + 2 (MT CO₂e/employee)
- Intensity GHG emissions (by office space)
 - Scope 1 Stationary combustion (natural gas) GHG emissions (MT CO₂e/m²)
 - Scope 2 GHG emissions (MT CO₂e/m²)

Energy

- Absolute energy use
 - Fuel (L)
 - Owned fleet: diesel (L)
 - Owned fleet: petrol/gasoline (L)

- Sub-total (L)
- Sub-total fuel use (MWh)
- Natural gas (m³)
- Natural gas (MWh)
- Purchased electricity (MWh)
- Total energy use (MWh)
- Intensity energy use (by employee)
 - Fuel (L/employee)
 - Owned fleet: diesel (L/employee)
 - Owned fleet: petrol/gasoline (L/employee)
 - Sub-total (L/employee)
 - Sub-total (MWh/employee)
 - Natural gas (m³/employee)
 - Natural gas (MWh/employee)
 - Purchased electricity (MWh/employee)
- Intensity energy use (by office space)
 - Natural gas (m³/m²)
 - Purchased electricity (MWh/m²)

Social

Diversity, equity and inclusion

- Gender profile (Number of)
 - Senior management
 - Middle management
 - Junior managers
 - Officers and clerical
 - Not categorised
- Age and gender profile (Number of)
 - < 30
 - 30 – 50
 - > 50
 - Group total
- Corporate governance
 - Independent directors %
 - Female directors %

The Data Points are identified with the symbol [R] in the 2024 Datasheet in the ESG Report.

Reporting Criteria

The Company prepared and presented the Data Points in accordance with the criteria set out in the sections "Corporate governance assured data", "Diversity, equity and inclusion assured data" and "GHG and energy assured data" (the "Reporting Criteria") in the ESG Report.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board of Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Management 1, "*Quality Management for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance or Related Services Engagements*" and, accordingly maintains a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Responsibilities

Deloitte Touche Tohmatsu

It is our responsibility to express a limited assurance conclusion on the Data Points based on our work performed and to report our conclusion solely to you, as a body, in accordance with our agreed terms of engagement and for no other purpose. We do not assume responsibility or accept liability to any other person for the contents of this report.

FWD Group Holdings Limited

The Directors of FWD are responsible for the preparation and presentation of the Data Points in accordance with the Reporting Criteria. This responsibility includes designing, implementing and maintaining internal controls relevant to the preparation and presentation of the Data Points, applying an appropriate basis of preparation, making estimates that are reasonable in the circumstances and ensuring the accuracy and completeness of the Data Points.

Reporting Framework

We conducted our work in accordance with the International Standard on Assurance Engagements 3000 (Revised), "*Assurance Engagements other than Audits or Reviews of Historical Financial Information*", and the International Standard on Assurance Engagements 3410, "*Assurance Engagements on Greenhouse Gas Statements*", issued by the International Auditing and Assurance Standards Board (together, the "Standards").

The Standards require that we comply with ethical requirements, and plan and perform the engagement to obtain limited assurance as to whether any matters that come to our attention cause us to believe that the Data Points do not comply in any material respects with the Reporting Criteria.

Objectives

The overall objectives of our procedures were to assess whether the Data Points were prepared, in all material respects, in accordance with the Reporting Criteria.

Procedures Performed

Our work comprised the following limited procedures:

- Interviews with relevant management and personnel involved in providing information relating to the Data Points for inclusion in the ESG Report;

- Sample testing of documentary evidence at FWD's corporate level;
- Reviewing, on a sample basis, whether calculations had been performed with reference to the methodologies outlined in the Reporting Criteria;
- Reviewing, on a sample basis, the arithmetical accuracy of the calculations performed, including assumptions and estimates made, in relation to the Data Points; and
- Analytical procedures regarding the Data Points and enquiring with FWD management as to the reasons for any material variances.

Our work performed was not for the purposes of expressing an opinion on the effectiveness of FWD's internal controls and so we did not perform tests of internal controls, including in relation to information technology systems, to the extent that would be required to provide such an opinion.

The procedures performed in a limited assurance engagement vary in nature and timing from those associated with, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and did not provide all the evidence that would be required to provide a reasonable level of assurance.

Inherent Limitations

Non-financial performance information, including the Data Points, is subject to more inherent limitations than financial information, given both its nature and the methods used for determining, calculating, sampling and estimating such information. This could have a material impact on comparability. Qualitative interpretations of relevance, materiality and the accuracy of such information are subject to individual assumptions and judgements.

Use of Independent Limited Assurance Report

This independent limited assurance report is produced solely for the purpose of preparing the ESG Report, and is not suitable and cannot be used for any other purposes. We do not assume responsibility or accept liability to any person or third party other than FWD's board of directors for this report.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Data Points have not been prepared, in all material respects, in accordance with the Reporting Criteria.



Deloitte Touche Tohmatsu

Certified Public Accountants

Hong Kong

12 May 2025

2024 ESG datasheet

This datasheet summarises our performance on key ESG indicators.

Limited independent assurance was conducted on selected ESG KPIs on a voluntary basis by our external auditors Deloitte in accordance with the International Standard for Assurance Engagement ("ISAE") 3000 (Revised) and ISAE 3410 Standards. The scope of the independent assurance is based on 2024 data as at 31 December 2024 across all ten markets in which we operate and our representative office in mainland China. Unless otherwise stated, our ESG data excludes our distribution channels - agents and bancassurance partners. Independently assured data are presented in the following tables subtitled: Corporate governance; Employees; Climate; and Energy.

Accessible Protection

Helping people achieve the protection they need

	2024	2023
Accessible protection		
Customer claims advocacy (Net Promoter Score)	65	62
First contact resolution (FCR) - voice ¹	96 %	94 %
Claim paid in three days	66 %	67 %
Complaints ratio	0.190 %	0.232 %
Annual completion % in relation to Treating Customers Fairly training ²	99 %	100 %

Notes:

1. FCR - voice is defined as the number of inbound calls from customers or agents resolved at the first contact over the total number of inbound calls from customers or agents
2. All new joiners have 30 days to complete the training. New joiners who joined with less than 30 days until 31 December 2024 have been excluded.

Engage our communities and raise financial and health literacy

	2024	2023
Community investment		
Time Contributions (hours)	8,306	4,551
# individuals supported by financial education & literacy programmes	95,097	74,176

Sustainable business and effective governance

Strong corporate governance and risk management

	2024		2023	
	Female	Male	Female	Male
Corporate governance¹				
Executive directors	0	2	0	2
Non-executive directors	0	2	0	2
Independent non-executive directors	3	4	3	4
Total	3	8	3	8
Independent directors %		64 % R		64 %
Female directors %		27 % R		27 %
Business ethics and responsible conduct				
Annual completion % in relation to Code of Ethics and Business Conduct training ²		99 %		100 %
Annual completion % in relation to Treating Customers Fairly training ¹		99 %		100 %

Note:

- On 18 February 2025, there were new appointments to our Board. As at 18 February 2025, our Board comprises of 13 directors, including two executive directors, two non-executive directors and nine independent non-executive directors. The percentage of female directors changed from 27% to 30%.
- All new joiners have 30 days to complete the training. New joiners who joined with less than 30 days until 31 December 2024 have been excluded.
- R - denotes this Data Point was limited assured by Deloitte Touche Tohmatsu. Please refer to the Independent Limited Assurance Report for further details.

Corporate governance assured data

The total numbers of executive directors, non-executive directors and independent non-executive directors as at 31 December 2024. The resulting percentage split of independent and female directors for FWD Group Holdings Limited have been independently assured by Deloitte.

Data was collected and validated by Group Company Secretariat.

Progress equity, inclusion and well-being agenda for our diverse workforce

	2024			2023		
	Female	Male	Total	Female	Male	Total
Employees (headcount)						
Type						
Full Time	3,772	3,157	6,929	4,087	3,390	7,477
Part time	0	0	0	1	1	2
Group total	3,772	3,157	6,929	4,088	3,391	7,479
Employment contract						
Permanent	3,658 R	3,063 R	6,721 R	3,705	3,157	6,862
Contract	114 R	92 R	206 R	372	231	603
Temporary	0 R	2 R	2 R	11	3	14
Group total	3,772 R	3,157 R	6,929 R	4,088	3,391	7,479
Employee category						
Senior management	120 R	255 R		132	274	
Middle management	982 R	1,176 R		951	1,209	
Junior managers	1,993 R	1,388 R		2,056	1,461	
Officers and clerical	676 R	338 R		746	355	
Not categorised ¹	1 R	0 R		203	92	
Age group						
<30	518 R	368 R		632	458	
30-50	2,919 R	2,411 R		3,147	2,566	
>50	335 R	378 R		309	367	
Group total	3,772 R	3,157 R		4,088	3,391	
Region						
Group - Hong Kong, Malaysia, Singapore, Vietnam	374	580	954	374	567	941
China	12	6	18	13	7	20
Hong Kong & Macau	506	501	1,007	551	577	1,128
Japan	427	508	935	430	514	944
Thailand & Cambodia	1,131	647	1,778	1,241	671	1,912
Emerging markets ²	1,322	915	2,237	1,479	1,055	2,534
Voluntary turnover (% of total employees)³						
Age group						
<30			2.2 %			2.5 %
30-50			8.7 %			8.1 %
>50			0.8 %			0.9 %
Group total	6.3 %	5.5 %	11.8 %	6.3 %	5.3 %	11.6 %
Region						
Group - Hong Kong, Malaysia, Singapore, Vietnam ⁴			11.6 %			8.9 %
China			5.4 %			14.1 %
Hong Kong & Macau			15.8 %			15.0 %
Japan			7.3 %			7.5 %
Thailand & Cambodia			7.2 %			9.9 %
Emerging markets ²			17.2 %			14.7 %

Progress equity, inclusion and well-being agenda for our diverse workforce (continued)

	2024			2023		
	Female	Male	Total	Female	Male	Total
Skills and training						
Year-end reviews⁵						
Employees that completed year end reviews	98.2 %	98.1 %	98.2 %	97.5 %	97.3 %	97.4 %
Employees that have not completed year end reviews	1.8 %	1.9 %	1.8 %	2.5 %	2.7 %	2.6 %
Employee engagement⁶						
Aggregated participation rate			99 %			na
Average engagement score			8.20			na

Notes:

1. Employees that did not have a compensation grade as at 31 December 2024 due to short-term contractual arrangement.
2. Emerging Markets include the Philippines, Indonesia, Singapore, Vietnam and Malaysia.
3. Excludes involuntary turnover and fixed term contracts.
4. In October 2024, we have expanded our Group Office function to Vietnam to support the growth of our business. Headcount numbers include employees of the new Vietnam Group Office function.
5. All permanent employees as at 1 October 2024 undergo annual performance reviews. China, Japan, Indonesia, Philippines, Thailand and Vietnam also conduct performance reviews of contract employees. Business units may also conduct performance reviews for employees who join after 1 October at their own discretion.
6. Employee engagement metrics are only presented for 2024 because we have replaced Gallup with Peakon ourVoice as our employee engagement tool in 2024 and therefore, the 2023 employee engagement metrics are not directly comparable.
7. R - denotes this Data Point was limited assured by Deloitte Touche Tohmatsu. Please refer to the Independent Limited Assurance Report for further details.
8. Values may not add to the total due to rounding.

Equity, inclusion and well-being agenda assured data

The headcount by gender, employee category and age group as at 31 December 2024 have been independently assured by Deloitte. Total headcount include permanent, contract and temporary workers and exclude contingent workers, interns and all Group Board of Directors with exception of our Group CEO who is an employee of FWD.

Total numbers were provided by each of the businesses and office in scope through a centralised system. The numbers have been validated and consolidated by Group Human Resources. We have enhanced the way we disclose our workforce metrics by reporting the actual employee numbers by employee category and age group to align closer to reporting guidance from the HKEX.

We define employee categories according to an internal compensation grading framework. Senior management include assistant vice presidents and above; middle management are defined as managers, senior managers and directors; junior managers include assistant managers and supervisors; officers and clerical include receptionists, office assistants and administrators. Employees that did not have a compensation grading as at 31 December 2024 due to short-term contractual arrangements were classified as “not categorised”.

Climate resilience and operations

	2024	2023
Climate		
Absolute GHG emissions		
Scope 1 GHG emissions (MT CO ₂ e)		
Mobile combustion (owned vehicles)	555 R	518
Stationary combustion (natural gas) ¹	0.205 R	0.280
Sub-total	556 R	518
Scope 2 GHG emissions (MT CO ₂ e)		
Purchased electricity (Location-based) ²	5,090 R	5,263
Purchased electricity (Market-based) ²	4,877 R	5,116
Group total Scope 1 + 2 (MT CO ₂ e) ²	5,645 R	5,781
Intensity GHG emissions (by employee)		
Scope 1 GHG emissions (MT CO ₂ e/employee)	0.080 R	0.069
Scope 2 GHG emissions (MT CO ₂ e/employee) ²	0.735 R	0.704
Group total Scope 1 + 2 (MT CO ₂ e/employee) ²	0.815 R	0.773
Intensity GHG emissions (by office space)		
Scope 1 Stationary combustion (natural gas) GHG emissions (MT CO ₂ e/m ²) ¹	0.0011 R	0.0015
Scope 2 GHG emissions (MT CO ₂ e/m ²) ²	0.045 R	0.046

Climate resilience and operations (continued)

	2024	2023
Energy		
Absolute energy use		
Fuel (L)		
Owned fleet: diesel (L)	75,676 R	79,691
Owned fleet: petrol/gasoline (L)	175,202 R	151,438
Sub-total (L)	250,878 R	231,129
Sub-total fuel use (MWh)	2,320 R	2,145
Natural gas (m³)	100 R	138
Natural gas (MWh)	1 R	1
Purchased electricity (MWh)²	8,753 R	8,963
Total energy use (MWh)²	11,074 R	11,110
Intensity energy use (by employee)		
Fuel (L/employee)		
Owned fleet: diesel (L/employee)	11 R	11
Owned fleet: petrol/gasoline (L/employee)	25 R	20
Sub-total (L/employee)	36 R	31
Sub-total (MWh/employee)	0.335 R	0.287
Natural gas (m ³ /employee)	0.014 R	0.018
Natural gas (MWh/employee)	0.0001 R	0.0002
Purchased electricity (MWh/employee) ²	1.263 R	1.198
Intensity energy use (by office space)		
Natural gas (m ³ /m ²) ¹	0.542 R	0.750
Purchased electricity (MWh/m ²) ²	0.078 R	0.078
Water		
Absolute water use		
Purchased water (m ³)	6,158	8,234
Intensity water use (by employee)		
Purchased water (m ³ /employee)	0.89	1.10
Intensity water use (by office space)		
Purchased water (m ³ /m ²)	0.18	0.23

Note:

1. The Group has conducted a review of our emission factor library and updated emission factors for improved consistencies. Comparative information related to natural gas consumption for 2023 has been restated.
2. The comparative information has been restated to include additional data on electricity consumption from a third-party that was previously unavailable at the time of reporting.
3. R - denotes this Data Point was limited assured by Deloitte Touche Tohmatsu. Please refer to the Independent Limited Assurance Report for further details.

Greenhouse gas and energy assured data

Information on data collection, scope, methodologies, assumptions and source of conversion factors used, for the reporting of emissions and energy consumption:

- GHG data included in the scope of assurance includes scope 1 and 2 emissions from 1 January to 31 December 2024.
- FWD uses operational control to consolidate GHG emissions and follows the Greenhouse Gas Protocol Corporate Accounting and Reporting Standards.
- FWD has operational control over an operation (e.g. business unit or office facility) if FWD has full authority to introduce and implement operating policies. This includes corporate offices that FWD manages and operates for own use, offices that FWD owns, agency offices where FWD determines the office location and establishment. Operations that do not fall under this scope include general agency, bancassurance partners, co-working spaces and premises leased to tenants.
- In October 2024, we expanded our Group Office function to Vietnam to support the growth of our business. FWD Vietnam's Technology Centre is situated in one of FWD Vietnam's existing offices and we do not consider this to be a significant change to our reporting boundary in 2024.
- Scope 1 GHG emissions include direct emissions that occur from energy sources that are owned or controlled by the Company, such as combustion of fuels in stationary sources (i.e. natural gas to generate heat) and mobile sources (i.e. motor vehicles). In 2024, we made improvements to our data collection process for data accuracy. With the exception of Philippines, all business units are required to provide more granular data on fuel consumed by company-owned vehicles. Owing to the current employee benefit structure in FWD Philippines, fuel consumption is collected and reported for company-owned vehicles, company-leased vehicles and employee-owned vehicles based on fuel card consumption records. We will work with FWD Philippines to improve data accuracy.
- Scope 2 GHG emissions include indirect GHG emissions from the generation of purchased electricity consumed by our office operations.
- Carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) are included in our GHG calculations.
- The global warming potential rates used also follow GHG Protocol which refers to IPCC Sixth Assessment Report (AR6). FWD uses GHG emissions conversion factors for fuel combustion from the United Kingdom's Department for Environment, Food and Rural Affairs ("DEFRA"). FWD uses both location-based and market-based GHG emissions factors for purchased electricity. International Energy Agency ("IEA") is used for FWD location-based emission factors for both purchased electricity and natural gas. As for market-based emissions, emission factors from the following local or national sources were used where available: CLP Holdings and HK Electric in Hong Kong, CEM, S.A. in Macau, Energy Market Authority in Singapore, and Ministry of Energy of Thailand, or the IEA.
- Lower heating values were referenced from DEFRA and used for net calorific values of diesel, petrol/gasoline and natural gas conversion to MWh.
- Where possible, actual consumption data, supported through primary data sources were used to calculate emissions, a small amount of consumption data was estimated using a proxy-based methodology since reporting was established. In 2024, some of December data was estimated in this report, as actual consumption data was unavailable at the time of reporting data cut-off.
- Where estimations were required, the following methodology was used:
 - If actual data existed for the previous month, pro-rated daily consumption was used to estimate consumption for the following month based on the number of days to be accrued that month.

- If actual data for the premises did not exist for more than a 2-month period or was unavailable because there were no independent meters or it was included in rental costs, then the intensity ratio by square meter from the same month of a similar premises in the same region would be used to estimate monthly consumption.
 - Where the above could not be applied, the intensity ratio by square meter of the same month of the previous year's data would be used.
 - A small amount of mobile fuel purchase records for December 2024 were unavailable in some of our markets at the time of reporting data cut-off. As such, the annual monthly average was used to estimate December mobile fuel consumption where data was unavailable.
 - location based GHG emissions were used to calculate the GHG intensity ratio for Scope 2 emissions by headcount and total floor area.
- All intensity ratios by employee include all employees (full time and part time).
 - Floor space intensity figures only include the offices that provided natural gas and purchased electricity consumption data. Where possible, actual consumption data, supported through primary data sources are used to calculate emissions and energy consumption. A small amount of consumption data was estimated using a proxy-based methodology since reporting was established.
 - Where offices under FWD's operational control were not occupied for the full year, floor space is pro-rated according to actual days used.

Water consumption

- Water consumption data is reported for offices in seven of our markets where measurement records or utility bills are available and excludes offices where we do not have independent water meters or where it is included in rental costs.
- Floor space intensity figures only include the offices that provide water consumption data. Where possible, actual consumption data, supported through primary data sources are used to calculate emissions and water consumption, a small amount of consumption data were estimated using a proxy-based methodology since reporting was established.

Additional information



FWD Group Enterprise Risk Management framework

At FWD, our vision is changing the way people feel about insurance. To accomplish this, it is essential that everyone maintains the highest standards of integrity, in compliance with laws and regulations that govern our activities.

These are our guiding principles. We call them ‘Doing the Right Things Right’ and they form the basis of our Code of Ethics and Business Conduct.

Owing to the nature of our business, our activities are highly regulated across all the markets in which we operate. FWD maintains a robust and comprehensive risk management framework to identify, assess, manage, monitor and communicate risks. We have established controls and processes in place to safeguard our business and our customers’ assets.

The Group’s Enterprise Risk Management (“ERM”) Framework and associated policies are applied to each of our Group Offices and business units. Incorporating our risk culture, our Code of Ethics and Business Conduct, the FWD ERM Framework consists of the following components: risk governance, risk appetite, risk management process, and Own Risk and Solvency Assessment.

Risk culture

Risk culture refers to the shared values and behaviours of all staff which influence how they make risk decisions. At FWD, we aim to maintain a risk culture that enables proactive risk management by everyone. Therefore, robust communication initiatives are an imperative. Because a visible focus on risk management (at the highest level) will encourage Group-wide risk awareness, and accountability.

This is demonstrated through our Three Lines of Defence risk governance model – along with our senior management’s participation in the risk committees.

We also have tools in place including an annual survey to measure the effectiveness of our risk culture. Our Risk and Compliance Key Performance Indicator (“RCKPI”), set up to encourage all staff to demonstrate proper behaviours, to manage risk within the approved tolerance, and escalate issues accordingly.

Examples of this include ensuring our staff adhere to business policies and that they produce timely notifications of any incidents or issues, as soon as they become aware.

The annual calculation and final results of the RCKPI are approved by the Group Risk Committee and Group Compensation Committee.

Regular training and communication are also provided to all our employees. Risk culture, ethics and leadership were themes of the 2024 Compliance Fun Fair held in September 2024 and bite-sized learning assets were released across the Group covering various compliance and culture topics on a bi-weekly basis throughout the year.

Three Lines of Defence

As part of the Group’s overall approach to maintaining robust corporate governance, our risk governance follows the principle of Three Lines of Defence.

Our Three Lines of Defence are illustrated as follows:



The Group Board takes ultimate responsibility for the risk management activities of FWD Group. It is responsible for reviewing and approving strategies, plans, policies and our risk appetite. It therefore plays a critical role in ensuring sound and prudent policies and practices are in-effect for ensuring good governance – and has continuous oversight of risk management, internal controls and compliance matters.

Please refer to <https://www.fwd.com/en/about-us/corporate-governance/> for more information on our risk governance and three lines of defence model to risk management.

Risk Appetite Framework

The Risk Appetite Framework (“RAF”) organises the Group’s overall approach to selecting the risks it wishes to seek, retain, transfer and/or avoid in the pursuit of its strategic objectives and guides key business activities accordingly. The RAF is comprised of the risk philosophy, Risk Appetite Statements and risk metrics and limits. Each of these components are further supported by robust governance – i.e. roles, responsibilities and escalation mechanisms.

Risk philosophy: FWD Group’s risk philosophy defines the Group’s overall attitude towards risk, with consideration of our vision, corporate strategy and the expectations of key stakeholders. The risk philosophy therefore demonstrates a critical linkage between FWD’s business objectives and its approach to risk management.

Risk Appetite Statements: FWD Group’s Risk Appetite Statements (“RAS”) determines the extent of risk that the Group Board is willing to accept in the pursuit of its strategic objectives (“core RAS”) and to define their attitude towards each of the risks to which the Company is exposed (“risk type RAS”).

Risk metrics and limits: FWD Group’s risk metrics and limits provide the capability for FWD to measure its actual exposures relative to the Group’s RAS, evaluate the extent to which day-to-day business activities are within the bounds of risk appetite and determine whether any mitigation action is required.

Risk philosophy

The Group's risk philosophy is as follows:

"FWD's vision is changing the way people feel about insurance, from which the Group's business strategy and risk philosophy are derived. FWD aims to realise this vision through growth, simple and innovative products and relevant solutions, and best-in-class customer experiences. We focus on maintaining financial stability and creating long-term sustainability through achieving scale and effective risk and capital management."

Core Risk Appetite Statements

The Group has expressed the core RAS as follows:

Strategy

FWD aims to achieve its Group's vision and strategic objectives, in particular from adoption of disruptive technologies, increasingly data-driven decision making and testing of distribution channels to strengthen customers' experience and enhance competitive advantage.

Financial

FWD aims to manage its business to ensure it maintains sufficient capital for the Group to support the Group regulatory capital requirements and the Group economic capital after defined stresses, and sufficient funding to support the business activities and capital needs of operating units, whilst creating sustainable value and earnings consistent with stakeholder's expectations and achieving a minimum of an investment grade credit rating for the Group.

Non-financial

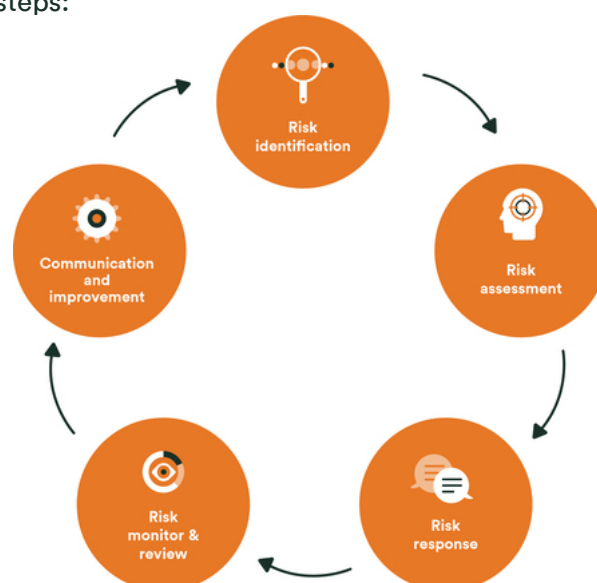
In the pursuit of its vision and strategic objectives, FWD aims to maintain its operational resilience and its commitments to customers and other external stakeholders, and to avoid material adverse impact on its reputation, thereby building long-term trust and demonstrating itself as a responsible firm amongst its key stakeholders and the local communities within which the Group operates.

Risk management process

FWD has defined the risk management process in five steps:

- (i) Risk identification;
- (ii) Risk assessment;
- (iii) Risk response;
- (iv) Risk monitoring and review; and
- (v) Communication and improvement.

The risk management process enables FWD group to identify risks it is exposed to and provides guidance on how the risks are to be mitigated or transferred.



Risk identification: We undertake risk identification to systematically and comprehensively identify any risks in our process, leveraging our people, tools and capabilities to capture the risks that FWD Group is exposed to.

Risk assessment: Risk assessment is performed by classifying risks into different levels. We then assess the impacts against their inherent, residual and expected risks – considering the current control environment and future mitigation actions.

Risk response: Based on the results of risk assessment, response measures are determined to manage risk in accordance with our risk appetite.

Risk monitoring and review: Risk monitoring describes our process of assessing whether the FWD Group is in control of its risks. Risk monitoring is a continuous process to measure and evaluate the effectiveness of our internal controls; to determine whether any risks are within our risk appetite and in line with our desired levels; and whether policies, minimum standards and regulations continue to be adhered to.

Communication and improvement: Risk information is gathered, analysed and communicated in a structured way within our governance structures to ensure the relevant personnel are made aware of risks and can support them in taking responsibility for managing risks.

Own Risk and Solvency Assessment (“ORSA”)

The Group Board and senior management team are responsible for the ORSA. This includes adopting a rigorous process for setting, approving, and overseeing implementation of the ORSA. The Group Board and senior management team are accountable for the ORSA report by reviewing and challenging its results – including the identification and assessment of risks and the underlying assumptions for capital calculations.

ESG index mapping

As at the date of this Report, our Group is not required to comply with the comply and explain requirements of the HKEX ESG Reporting Code. This ESG index provides a cross reference to where disclosures have been made voluntarily in accordance with Part C of the HKEX ESG Reporting code and sets out further disclosures or explains why the Group does not comply with the requirements of Part C of the HKEX ESG Reporting Code as the case may be. Our ESG report also contains the information set out in Part B of the HKEX ESG Reporting Code and references Part D on climate-related disclosures within the section titled Climate resilience and operations. FWD is currently working towards more quantitative and comprehensive climate-related disclosures in accordance with Part D of the HKEX ESG Reporting Code.

HKEX	Indicator	Cross-reference to report	Supplementary disclosure
A1	Information on the a) policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and GHG, discharges into water and land, and generation of hazardous and non-hazardous waste.	Climate resilience and operations, page 46.	<p>As a life and health insurer, FWD's operations are predominately limited to the operation of offices, and so emissions such as nitrogen oxides ("NOx") and sulphur oxides ("SOx") or discharges into water and land are not determined as material for our operations.</p> <p>Nonetheless, under the FWD Group Code of Ethics and Business Conduct, employees are required to ensure their work has a positive impact on the environment and at the minimum, meet local and international environmental regulations.</p> <p>We will continue to monitor developments on these issues to take appropriate actions in response.</p>
KPI A1.1	The types of emissions and respective emissions data.	Climate resilience and operations – Targets and milestones: transitioning towards a low-carbon economy, page 50; 2024 ESG datasheet page 63.	Air emissions such as NOx and SOx are considered immaterial for our organisation.
KPI A1.2	[Repealed 1 January 2025]		

KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).		<p>As a life and health insurance provider, we do not consider hazardous waste as material to our operations.</p> <p>The main source of hazardous waste arising from our operations include electronic wastes, such as laptops and other electronic appliances. As such, we do not consider the production of hazardous waste as material to our business.</p> <p>Our digitalisation and cloud adoption strategy minimises the need for FWD to rely on electronic hardware in our day-to-day operations, and any of the limited electronic waste that is generated are disposed of through qualified and licensed third parties.</p> <p>We will continue to monitor our hazardous waste production and take appropriate actions in response.</p>
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).		<p>As a life and health insurance provider, FWD's operations are predominantly limited to the operation of offices, and non-hazardous waste produced is determined to be immaterial for our operations in light of our overall environmental impact.</p> <p>In addition, as FWD commonly occupy leased assets and offices, where waste management is controlled by the landlord and the relevant data may not readily be available.</p> <p>We will continue to monitor our general non-hazardous waste production and consider the need to start tracking specifically our waste management data in the future and take appropriate actions in response.</p>
KPI A1.5	Description of emissions target(s) set and steps taken to achieve them.	Climate resilience and operations – Targets and milestones: transitioning towards a low-carbon economy, page 50; Reduce our own day-to-day emissions, page 51.	As part of our climate action strategy, we support the global transition towards a low-carbon economy to help achieve net-zero by 2050. We will continue to explore strategies and approaches to align our operations and investment portfolio to net-zero GHG emissions.

KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	<p>FWD recognise the importance of environmentally responsible behaviour within our operations, such as increasing employee awareness and ensuring sufficient resources are provided throughout our office environments to support waste reduction measures. For example, at Group office Hong Kong, we partnered with a local social enterprise to promote all-in-one recycling within the office. Signs, specific bins and training are provided to encourage our employees to clean and separate their wastes. In recognition of our on-going support to the social enterprise for promoting the recycling initiative, FWD was awarded the Social Enterprise Supporter Award in 2024 from the Fullness Social Enterprises Society.</p> <p>Both hazardous and non-hazardous waste are considered immaterial to our operations when compared to our overall environmental impact. As such, we will continue to monitor and review our practices as well as the need to set a target in the future.</p>
A2	Policies on the efficient use of resources, including energy, water and other raw materials.	<p>As a life and health insurer, we do not use significant amounts of resources within our operations. FWD monitors energy and water use and will consider the need to expand the scope to include additional environmental KPIs in the future.</p> <p>Under the FWD Group Code of Ethics and Business Conduct, employees are required to ensure their work has a positive impact on the environment and at the minimum, meet local and international environmental regulations.</p>
KPI A2.1	Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	2024 ESG datasheet, page 64.
KPI A2.2	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	2024 ESG datasheet, page 64.

KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.		<p>FWD has not set specific targets for energy efficiency.</p> <p>In 2024, we continued to encourage the use of our Sustainable Offices Framework across our markets to assist in integrating sustainable office practices, including energy reduction strategies, within our overall office operations.</p>
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.		<p>FWD predominantly operates tenanted office-based operations and consumes water from municipal sources. FWD do not use significant amounts of water nor consider this as material to our business. We will continue to monitor and review our practices as well as the need to set a target in the future.</p>
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.		<p>FWD does not produce finished products and packaging material is not applicable to our business as a life insurance provider.</p>
A3	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Sustainable investment, page 27 and Climate resilience and operations, page 46.	<p>Under the FWD Group Code of Ethics and Business Conduct, employees are required to ensure their work has a positive impact on the environment and at the minimum, meet local and international environmental regulations.</p>
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Sustainable investment, page 27 and Climate resilience and operations, page 46.	
A4	[Repealed 1 January 2025]		
KPI A4.1	[Repealed 1 January 2025]		
B1	Information on a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Effective governance and sustainable business - Talent, page 39.	<p>Relevant policies on labour practices include:</p> <ul style="list-style-type: none"> ● FWD Group Code of Ethics and Business Conduct ● FWD Group Non-Discrimination, Anti-Harassment and Anti-Bullying Policy ● Group Office Staff Handbook. <p>There were no confirmed incidents of non-compliance with relevant laws and regulations relating to labour practices that had a significant impact on FWD during the reporting period.</p>
KPI B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Effective governance and sustainable business - Talent, page 39; 2024 ESG datasheet, page 61.	

KPI B1.2	Employee turnover rate by gender, age group and geographical region	Effective governance and sustainable business - Talent, page 39, 2024 ESG datasheet, page 61.	
B2	Information on a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards	Effective governance and sustainable business - Ethics and business conduct, page 34.	<p>Relevant policies on employee health and safety include:</p> <ul style="list-style-type: none"> ● FWD Group Code of Ethics and Business Conduct ● FWD Vendor Code of Ethics and Business Conduct ● Group Office Staff Handbook. <p>There were no confirmed incidents of non-compliance with relevant laws and regulations relating to employee health and safety that had a significant impact on FWD during the reporting period.</p>
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.		There were no work-related fatalities in the years between 2021 – 2024.
KPI B2.2	Lost days due to work injury.		There were no reported lost days due to work injury reported in the reporting period.
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.		<p>FWD is committed to providing a safe and healthy workplace for our employees. Our FWD Group Code of Ethics and Business Conduct and Group Office Staff Handbook is applicable to all our employees and provides guidelines on maintaining a safe and healthy work environment. We ensure our offices and equipment are maintained in safe, normal working conditions and relevant training are provided to our employees to enhance their safety awareness.</p> <p>All work-related accidents within or outside the office are required to be reported to Human Resources within 24 hours.</p> <p>FWD will continue to review our health and safety approach to establish a safety culture within the organisation.</p>
B3	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Effective governance and sustainable business - Talent, page 39.	

KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).		<p>We value our people and develop them at all stages along their careers. Our learning and development framework is designed to cover the needs of our people from onboarding to leadership development programmes.</p> <p>Reporting mechanism for general training is currently under enhancement.</p>
KPI B3.2	The average training hours completed per employee by gender and employee category.		<p>We value our people and develop them at all stages along their careers. Our learning and development framework is designed to cover the needs of our people from onboarding to leadership development programmes.</p> <p>Reporting mechanism for general training is currently under enhancement.</p>
B4	Information on a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Effective governance and sustainable business - Ethics and business conduct, page 34.	<p>As a life and health insurer, our workforce is skilled, trained and experienced in delivering insurance-related services. We do not tolerate the use of child or forced labour in any of our business operations as well as in our supply chain. Our commitment to the protection of human rights, including prohibiting the use of child and forced labour is stated in the FWD Code of Ethics and Business Conduct as well as the FWD Vendor Code of Ethics and Business Conduct, which all our employees and vendors are expected to abide by.</p> <p>There were no confirmed incidents of non-compliance with relevant laws and regulations relating to child or forced labour that had a significant impact on FWD during the reporting period.</p>

KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	Effective governance and sustainable business - Ethics and business conduct, page 34.	<p>As a life and health insurer, our workforce is skilled, trained and experienced in delivering insurance-related services. We do not tolerate the use of child or forced labour in any of our business operations as well as in our supply chain. Relevant policies on child and forced labour include:</p> <ul style="list-style-type: none"> ● FWD Group Code of Ethics and Business Conduct ● FWD Vendor Code of Ethics and Business Conduct <p>There were no confirmed incidents of non-compliance with relevant laws and regulations relating to child or forced labour that had a significant impact on FWD during the reporting period.</p>
KPI B4.2	Description of steps taken to eliminate such practices when discovered.		<p>FWD Compliance, Legal and HR Teams are responsible for investigating any non-compliance reports on the employment of child or forced labour. Appropriate actions, including disciplinary and/or termination of responsible parties will be taken to eliminate such practices.</p> <p>We are also committed to eliminate such practices within our supply chain. The FWD Vendor Code of Ethics and Business Conduct prohibits the use of child and forced labour in the production of its goods and services and sets out the requirements for monitoring and review. The FWD Vendor Code of Ethics and Business Conduct is reviewed periodically to ensure its relevance and effectiveness.</p>
B5	Policies on managing environmental and social risks of the supply chain.	Effective governance and sustainable business - Ethics and business conduct, page 34.	<p>FWD works with our suppliers to ensure compliance with local and international regulations through the FWD Vendor Code of Ethics and Business Conduct and FWD Group Procurement Policy.</p> <p>Please refer to our FWD Vendor Code of Ethics and Business Conduct for further details of our policies to manage environmental and social risks of our supply chain.</p>

KPI B5.1 Number of suppliers by geographical region.

In 2022 a centralised system was launched across the markets. The system is now fully implemented in most of our markets, including the Philippines which began using the system from Q2 2024. We are now in the process of integrating FWD Insurance Berhard and our new Group office function in Vietnam to the centralised system.

In 2024, 95 per cent of our suppliers were located within Asia and the remaining 5 per cent located in the rest of the world. We will continue to collect and review the data with the aim to disclose our supplier numbers in the future.

KPI B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.

Effective governance and sustainable business - Ethics and business conduct, page 34.

FWD works with our suppliers to ensure compliance with local and international regulations through the FWD Group Code of Ethics and Business Conduct, FWD Vendor Code of Ethics and Business Conduct and FWD Group Procurement Policy. Prospective vendors are required to complete the FWD vendor registration process, which includes a background check on the vendor. Only vendors that have gone through proper vetting and have passed the required due diligence process will be listed in the Company's Preferred Vendor List.

Details on the requirements for vendor engagement, due diligence process as well as periodic assessments of vendors are documented in our FWD Group Procurement Policy.

KPI B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.

We expect our suppliers to adhere with local and international regulations as well as the societal and environmental expectations as set out in our FWD Vendor Code of Ethics and Business Conduct and FWD Group Procurement Policy. The FWD Vendor Code of Ethics and Business Conduct provides guidance on how we monitor and review our suppliers, and it is reviewed periodically to ensure its relevance and effectiveness. Further details on the requirements for vendor engagement, due diligence process as well as periodic assessments of vendors are documented in our FWD Group Procurement Policy.

KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.		<p>We expect our suppliers to adhere with local and international regulations as well as the societal and environmental expectations as set out in our FWD Vendor Code of Ethics and Business Conduct, including considerations to use products with internationally recognised eco-labels, environmental standards and certifications.</p> <p>The FWD Group Procurement Policy provides guidance on how we monitor and review our suppliers and it is reviewed periodically to ensure its relevance and effectiveness. Further details on the requirements for vendor selection and engagement, due diligence process as well as periodic assessment of vendors are documented in our FWD Group Procurement Policy.</p>
B6	Information on a) the policies; and b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Accessible protection - Dealing with complaints, page 19; Treating customers fairly, page 21; Responsible selling practices, page 21; Effective governance and sustainable business - Data privacy, page 37.	<p>As a life and health insurer, matters relating to health and safety of our products and services are not considered as material to our operations.</p> <p>That said, prior to product launch, all products are checked and approved to ensure compliance with relevant laws and regulations. Our Group Privacy Policy ensures all services, including third-party services are subjected to Privacy Risk Assessment and mitigation measures are in place to ensure compliance with applicable regulations.</p> <p>There were no incidents of material non-compliance or fines/monetary losses as a result of legal proceedings associated with marketing and communications of insurance product-related information to customers during the reporting period.</p>
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.		As a life and health insurer, our products are not subject to recalls for safety and health reasons.
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Accessible protection - Dealing with complaints, page 19; 2024 ESG datasheet, page 59.	Owing to sensitivity, we do not disclose the number of complaints. FWD endeavours to meet customers' expectations while providing and maintaining high level of services. We strive to reduce the number of customer complaints through regular training and awareness raising and all complaints received are handled following our internal procedures.

KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Effective governance and sustainable business - Ethics and business conduct, page 34.	FWD and its employees are required to comply to the FWD Group Code of Ethics and Business Conduct on respecting intellectual property. Additionally, the Group Information Security Handbook also provides guidance on staff responsibilities on protecting copyrights and licenses of computer software, multimedia and protected materials in digital form. Any suspected infringements are to be reported via whistle-blower procedures.
KPI B6.4	Description of quality assurance process and recall procedures.		Product recall procedures are not applicable to our business as a life and health insurer.
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Effective governance and sustainable business - Data privacy, page 37.	
B7	Information on a) the policies, and b) compliance with the relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Effective governance and sustainable business - Ethics and business conduct, page 34.	All business units are required to comply with the Group Anti-Bribery & Corruption Policy and Standards, Group Anti-Money Laundering and Sanction Policies and Standards that were benchmarked against Financial Action Task Force recommendations and designed to meet local regulations and requirements. In addition, FWD employees are also required to comply with Group Anti-Fraud policies and the Group Code of Ethics and Business Conduct.
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.		During the reporting period, there were no concluded legal cases regarding corrupt practices brought against the Group or its employees.
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Effective governance and sustainable business - Reporting ethical concerns, page 36.	Please refer to FWD Group Code of Ethics and Business Conduct for more information. The FWD Whistle-blower Policy is available to our employees on the staff intranet. FWD's whistleblowing channel FWD Speak Up Online, can be assessed from www.fwd.com .
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Effective governance and sustainable business - Ethics and business conduct, page 34.	
B8	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Our approach to ESG - FWD Group ESG strategy, page 9; Accessible protection - Community Care, page 23.	

KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Our approach to ESG - FWD Group ESG strategy, page 9; Accessible protection - Inclusive and accessible products, page, 14; Community Care, page 23; 2024 ESG datasheet, page 59.	Our customer-led approach enables us to focus on the needs of our customers. We regularly engage our customers such as through the 2024 FWD Middle Class survey, which showed that consumers with higher overall life well-being score tend to consider themselves to have higher financial literacy. We dedicate our Community Care programmes to engaging our communities and raise financial and health literacy.
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Accessible protection - Community Care, page 23; 2024 ESG datasheet, page 59.	

Glossary

AI	Artificial intelligence.
Bancassurance	The distribution of insurance products through banks or other financial institutions.
Board or Board of Directors	The board of directors of our Company.
BRI Bank	Bank Rakyat Indonesia, one of the largest state-owned banks in Indonesia.
BRI Life	A national life insurance company which is a subsidiary of BRI Bank.
Carbon footprint of a company	A measurement of the amount of greenhouse gas produced directly and indirectly by the activities of a company.
CEO	Chief Executive Officer.
CISO	Chief Information Security Officer.
Claim	An occurrence that is the basis for submission and/or payment of a benefit under an insurance policy. Depending on the terms of the insurance policy, a claim may be covered, limited or excluded from coverage.
Company	FWD Group Holdings Limited 富衛集團有限公司, an exempted company incorporated under the laws of the Cayman Islands with limited liability on 18 March 2013.
CORC	The Group's Compliance and Operational Risk Committee.
Customer	Anyone who owns or receives value from insurance products and services. Customers are categorised as either individual customers or group scheme customers.
Director(s)	The director(s) of our Company.
Emerging Markets	Refers to our operations in the Philippines, Indonesia, Singapore, Vietnam and Malaysia.
ERM	Enterprise risk management framework.
ESG	Environmental, Social and Governance.
FWD Indonesia	PT FWD Life Indonesia, a company incorporated under the laws of Indonesia, and a subsidiary of our Company, which was subsequently merged with PT FWD Insurance Indonesia (formerly known as PT Commonwealth Life), with the surviving entity being PT FWD Insurance Indonesia.
FWD Hong Kong	FWD Life Insurance Company (Bermuda) Limited, a company incorporated under the laws of Bermuda and registered as non-Hong Kong company in Hong Kong under Part 16 of the Companies Ordinance and a subsidiary of our Company.
FWD Insurance Berhad	FWD Insurance Berhad (Malaysia) (formerly known as "Gibraltar BSN Life Berhad"), a company incorporated under the laws of Malaysia and a subsidiary of our Company.
FWD Life Japan	FWD Life Insurance Company, Limited (formerly known as FWD Fuji Life Insurance Company, Limited), a company incorporated under the laws of Japan and a subsidiary of our Company.

FWD Malaysia Takaful	FWD Takaful Berhad, a company incorporated under the laws of Malaysia and a subsidiary of our Company.
FWD Philippines	FWD Life Insurance Corporation, a company incorporated under the laws of the Philippines and a subsidiary of our Company.
FWD Vietnam	FWD Vietnam Life Insurance Company Limited, a company incorporated under the laws of Vietnam and a subsidiary of our Company.
FWD or the Group or FWD Group	The Company and its subsidiaries.
GHG	Greenhouse gas.
GHG Protocol	Greenhouse Gas Protocol Corporate Accounting and Reporting Standards.
Group Board	The board of directors of our Company.
Group Office	FWD Group Financial Services Pte. Ltd, FWD Group Management Holdings Limited and Valdimir Pte. Ltd.
HKEX	The Stock Exchange of Hong Kong Limited.
Hong Kong	The Hong Kong Special Administrative Region (SAR) of the PRC; in the context of our reportable market segments, Hong Kong includes Macau.
IFA	Independent financial adviser.
IIGCC	Institutional Investors Group on Climate Change.
Insurtech	Short for “insurance technology”, refers to the use of innovative technologies to improve the insurance industry.
IPCC	Intergovernmental Panel on Climate Change.
KPIs	Key Performance Indicators.
Macau	The Macau Special Administrative Region of the PRC.
MDRT	Million Dollar Round Table, a global professional trade association that recognises significant sales achievements while working to develop professional and ethical sales practices.
Microinsurance	A type of insurance that is designed to make essential insurance products more affordable.
Morbidity or morbidity rate	Incidence rates and period of disability, varying by such parameters as age, gender and period since disability, used in pricing and computing liabilities for accident and health insurance.
Mortality or mortality rate	Rate of death, varying by such parameters as age, gender and health, used in pricing and computing liabilities for life and annuity products, which contain mortality risks.
Mr. Huynh	Mr. Huynh Thanh Phong.
Mr. Li	Mr. Li Tzar Kai, Richard.

Net Zero	Reducing greenhouse gas emissions to as close to zero as possible and then using carbon removal or sequestration technologies to net out the remainder of the emissions.
N&CGC	The Group's Board-level Nomination and Corporate Governance Committee.
NIST	National Institute of Standards and Technology.
Paris Agreement	The Paris Agreement is a legally binding international treaty on climate change. It was adopted in 2015 and aims to limit the increase in the global average temperature to well below 2°C above pre-industrial levels and pursue efforts to limit the temperature increase to 1.5°C above pre-industrial levels.
PCAF	Partnership for Carbon Accounting Financials.
Physical climate risks	Risks related to the physical impacts of climate change, which can be driven by events such as floods and typhoons (acute risks) or longer-term shifts in climate patterns such as sea level rise and changes in rainfall patterns (chronic risks).
Policyholder and shareholder investments	Investments other than those held to back unit-linked contracts as well as assets from consolidated investment funds.
PRI	Principles for Responsible Investment.
SDG	United Nations Sustainable Development Goals.
SOF	Sustainable Offices Framework.
Takaful	Insurance that is compliant with Islamic principles.
TCFD	Task Force on Climate-Related Finance Disclosures.
Transition climate risks	Risks related to the transition to a lower-carbon economy, which may entail policy, legal, technology, and market changes to address mitigation and adaptation requirements related to climate change.
US\$	US dollars, the lawful currency of the United States of America.
Underwriting	The process of examining, accepting or rejecting insurance risks, and classifying those accepted, in order to charge an appropriate premium for each accepted risk.
UNGC	Global Compact of the United Nations.

