

Successful employees

Flat hierarchies and the greatest possible delegation of tasks are key to increased employee satisfaction

The success of our company is directly dependent on the skills and qualifications, experience and dedication of our employees. We encourage flat hierarchies and enable our staff to prove themselves and develop their abilities through the most extensive possible delegation of functions and decision-making powers. At the same time, this approach enables us to offer an attractive working environment.





Employees

General information and employee indicators

The success of any company is directly dependent on the successful work of its employees. For its part, too, Hannover Re makes systematic efforts to support the professional development, personal growth and wellness of its staff, an approach that it enshrines in strategic principles governing human resources management. Just like other companies, however, we currently face a range of challenges. For some time now, for example, the shortage of skilled workers has been worsening – along with the competition to recruit the best people. This goes hand-in-hand with the fact that employees base their decision to join an employer not only on purely monetary aspects but also on other factors including, for example, the company's reputation, the availability of development opportunities and fringe benefits. Issues such as demographic change, the rapid transformation of the working world as well as digitalisation and automation are increasingly shaping human resources management.

Employing successful staff over the long term is one of ten concentrations defined in our Group strategy. We flesh out the specifics of our human resources management in an internal strategy document, in which we establish the orientation and strategic initiatives of our personnel policy for three-year cycles. For the period from 2018 to 2020 we are addressing, among other things, the aforementioned challenges as well as the potential-oriented development of our staff and managers and the timely filling of vacant positions with qualified candidates. We also define concrete measures as part of our Sustainability Strategy 2018-2020.

In the context of our materiality process we have identified topics in the areas of employee retention, development and advancement as well as diversity as material.

As a central interface function, Hannover Re's personnel management around the world is steered to a large extent from Hannover head office. The division reports directly to the Chief Executive Officer, who is also responsible for implementation of the measures specified in the Sustainability Strategy. Responsibility for actioning the strategy rests with the Human Resources Management division. Furthermore, it serves as an innovator and driver of a cooperative corporate culture, develops and rolls out tools tailored to the needs and potentials of staff and managers, helps to shape organisational and corporate development and fulfils the role of service provider for all traditional HR matters such as recruitment, employee support and personnel development.

We employed a workforce of 3,317 (previous year: 3,251) Group-wide at the end of the year under review. The steady growth of our company necessitated a further increase in the headcount in the reporting period. In the year under review, therefore, as was also the case in past years, there were no compulsory redundancies.

Given our activities as a B2B service provider in the financial sector, there are no temporary fluctuations in the number of staff such as those that may occur in connection with seasonal employment.

Breakdown of the workforce by region, gender, activity level and employment contract

Activity level and employment contract by region	2018				2017		
	Number of employees ²	+ / - previous year	Men	Women	Number of employees ²	Men	Women
Number of employees	3,317	+2.0%	1,558	1,759	3,251	1,535	1,716
Germany	1,434	+3.5%	672	754	1,385	657	728
Europe excl. Germany	702	+1.3%	385	317	693	381	312
United States	293	+1.0%	151	142	290	150	140
South Africa	479	-1.8%	139	340	488	143	345
Asia	233	+5.9%	116	117	220	118	102
Americas excl. USA	71	+1.4%	40	31	70	37	33

Australia	113	+7.6%	55	58	105	49	56
Full-time positions	2,931	+2.7%	1,516	1,415	2,854	1,489	1,365
Germany	1,104	+3.7%	638	466	1,065	624	441
Europe excl. Germany	662	+2.8%	378	284	644	373	271
United States	291	+1.0%	151	140	288	150	138
South Africa	471	-0.6%	138	333	474	138	336
Asia	232	+5.5%	116	116	220	118	102
Americas excl. USA	68	-1.4%	40	28	69	37	32
Australia	103	+9.6%	55	48	94	49	45

	2018				2017		
Activity level and employment contract by region	Number of employees ²	+ / - previous year	Men	Women	Number of employees ²	Men	Women
Part-time positions	386	-2.8%	42	344	397	46	351
Germany	322	+0.6%	34	288	320	33	287
Europe excl. Germany	40	-18.4%	7	33	49	8	41
United States	2	-	0	2	2	0	2
South Africa	8	-42.9%	1	7	14	5	9
Asia	1	-	0	1	0	0	0
Americas excl. USA	3	+200.0%	0	3	1	0	1
Australia	10	-9.1%	0	10	11	0	11
Permanent positions	3,175	+3.4%	1,501	1,674	3,071	1,473	1,598
Germany	1,347	+2.5%	642	705	1,314	630	684
Europe excl. Germany	683	+5.7%	376	307	646	368	278
United States	292	+1.4%	150	142	288	148	140
South Africa	470	+0.2%	133	337	469	136	333
Asia	201	+11.0%	106	95	181	107	74
Americas excl. USA	70	+1.4%	39	31	69	36	33
Australia	112	+7.7%	55	57	104	48	56
Temporary positions	142	-21.1%	57	85	180	82	98
Germany	79	+11.3%	30	49	71	27	44
Europe excl. Germany	19	-59.6%	9	10	47	35	12
United States	1	-50.0%	1	0	2	2	0
South Africa	9	-52.6%	6	3	19	7	12
Asia	32	-17.9%	10	22	39	10	29
Americas excl. USA	1	-	1	0	1	1	0
Australia	1	-	0	1	1	0	1
Trainees	13	-7.1 %	6	7	14	5	9

¹ From 2016 onwards the employees of all companies included in the financial statement of the Hannover Re Group are counted.

² The key personnel indicators are calculated according to headcount. In this context, we consider the consolidated group in accordance with the requirements of IFRS 10 "Consolidated Financial Statements" on the basis of a consistent consolidation model for all companies that defines control without regard to whether it arises out of company law, contractual or economic circumstances. Group companies are consolidated with effect from the date on which Hannover Re gains control over them. The total number of employees also includes trainees at the Hannover location.

Hannover Re is an internationally operating company. For us, it goes without saying that we respect and observe local laws and regulations as the legal foundation of our business activities in all the countries where we operate.

When it comes to the formulation of employee rights, it is the applicable laws in the various countries that are determinative for us. Along with these national statutory regulations, we are guided by the standards of the International Labour Organization (ILO). Further human rights issues such as equal treatment and anti-discrimination or the right to protection of personal data are governed by the Code of Conduct and our information security and data privacy policies, which are applicable to all employees of our company. As a general principle, the risk of human rights violations in connection with our operations is extremely slight.

The participation of our employees in decision-making processes within the company is safeguarded by their right to have a say through the SE Employee Council, the joint German Employee Council of Hannover Rück SE and E+S Rückversicherung AG as well as by the three employee representatives on the Supervisory Board elected by this

joint Employee Council. The employee-employer relationship is governed by the SE Employee Participation Act, our Articles of Association and the Agreements with the Employee Council. The SE Employee Council has the right to have a say in matters, whereas the German Employee Council has a right of co-determination.

Our employees Group-wide are informed of significant operational changes without delay and in accordance with legal requirements. The Supervisory Board must be advised immediately of matters that can have a material influence on the position of our company. An exact time limit has not been set for this purpose. In the context of their right to information, the Employee Council for the Hannover location and the SE Employee Council of Hannover Rück SE also duly receive all relevant information so as to be able to influence operational changes. All employees are free to contact the staff representatives, Human Resources Management or the relevant manager regarding any complaints that they may wish to raise.

In 2018 no instances are known of business operations that could impede the rights to freedom of association or collective bargaining at our company.

GRI Disclosures

102-8 , 102-41 , 103-1 , 103-2 , 402-1

Executive development and employee advancement

The recruitment as well as the development and advancement of our personnel in terms of their professional and personal growth and their health are closely linked to our business success and were identified as a material issue in our materiality analysis.

GRI Disclosures

103-1 , 103-2 , 103-3

More information

 Sustainability Strategy

In our Sustainability Strategy approved by the Executive Board we set ourselves concrete goals for executive development and employee advancement and we are constantly working to accomplish them. They include optimisation of the programme of further training activities for specialist staff and managers as well as measures to boost, preserve and restore the physical and mental well-being of our employees.

 AR 2018: Group non-financial information statement

Recruitment of new staff

As an internationally growing company, we attach considerable importance to attracting new recruits. We therefore further stepped up our successful recruitment activities in Germany and abroad in the year under review.

In recent years we have already been successful in recruiting qualified new employees in a timely manner. If we are to maintain this high level, it is vital to remain prominent and attractive as an employer and to know the expectations of candidates on the job market. With this in mind, we undertook a conceptual overhaul of our employer branding approach in the 2017 calendar year that was rolled out in the year under review. This reworking targets both our general image on the recruitment market and appropriate adjustments to the recruiting tools that we use. These include, for example, our job advertisements, our presence at job fairs, informational materials and our website.

In overhauling our advertising campaign we focused on previously identified requirements that make us an attractive workplace and employer in the eyes of relevant applicants – and which we are actually able to fulfil with the positions that we have to offer. Our primary target groups are university graduates and young professionals/professionals. In terms of content, most job profiles are still centred on the disciplines of mathematics and economics. Nevertheless, demand for IT profiles is also growing – as is the difficulty of filling such vacancies. This is another of the challenges that we tackled in the redesign of our advertising campaign.

The systematic mix of marketing tools that we use to address our target groups has been largely retained. When it comes to the target group of graduates, this encompasses various measures such as building and cultivating contacts with universities, attending job fairs, offering to arrange field trips, publishing activity reports in student magazines and trade journals as well as using online media and providing

job application training etc. These measures are constantly reviewed with an eye to their effectiveness and adjusted as necessary. As far as the group of young professionals / professionals is concerned, we use Web-based business networks such as XING and LinkedIn. In the Career section of our website we also explore aspects such as leadership and career advancement for professionals as relevant topics.

On the recruitment side, too, the role played by word-of-mouth recommendations is growing. To this extent, the already existing "Employees recruit Employees" programme and our excellent employer rating on the portal kununu are important marketing factors for attracting young talent.

These various points of contact are complemented by a range of entry opportunities for new employees:

- Presentations on school orientation days and the organisation of activities for the so-called "Future Day" in Lower Saxony are geared to the subsequent recruitment of school-leavers for the company's integrated degree programme leading to a Bachelor of Arts degree in business management with a concentration in insurance studies.
- Internship opportunities and cooperation arrangements to assist with final degree papers enable students to get to know the company and discover it as an attractive employer.
- University graduates can join us both through direct entry and through trainee programmes. In the year under review a programme with a special focus on IT was added to the already existing three trainee programmes in order to appeal even more strongly to the target group of computer science graduates. Trainees receive a permanent employment contract right from the outset.

GRI Disclosures

103-2

More information

 Website: Career

(Further) Training

Hannover Re operates in a knowledge-intensive industry with a high degree of specialisation. Through continuous and appropriate (further) training of staff we safeguard the high quality standard of our services. At the same time, our further training programme offers employees the opportunity to continue growing not only professionally but also personally. Furthermore, well-trained and motivated employees ensure that our company is perceived in a positive light.

As a route to obtaining a professional qualification, we offer up to six places each year to study for a Bachelor of Arts in business management with an insurance concentration as part of an integrated degree programme. Attendance at a summer school organised by the University of Edinburgh forms part of the training programme, thereby already reflecting our company's international approach even during this early phase.

We assist all new members of staff with their career start through special basic seminars tailored to specific groups of employees. These convey a certain level of reinsurance know-how and help the employees to navigate their new scope of duties.

When it comes to expanding and establishing our personnel development activities, we attach special importance to a range of measures tailored to specific needs and target groups. In 2018, for example, we focused in particular on supporting our employees and managers in dealing with the implications of markedly changing work environments. In this context the effects of new forms of working or automated/digitalised workflows play a particularly important role. On this basis, for example, we launched a new workshop called "Fit for Changes". Open to both staff and managers alike, it serves a prepara-

tory purpose inasmuch as change processes are simulated in order to prevent the stressful situations that can arise. This workshop is thus consciously designed to serve as a bridge between the topics of change and health.

We also support our managers by holding "practical training days" on which the challenges of a manager's daily routine are explored by small groups operating in a safe space with the help of a trainer and issues can be worked through with the aid of coaching and conflict resolution techniques. We continued to cover subjects such as "Health-Management Task and Individual Responsibility" and "Gender-specific Communication"; the latter event also supports our mentoring programme for women on the management level. At the same time our managers are offered special expert seminars, including for example updated and redesigned workshops on matters of employment law.

An employee's individual programme of development measures is normally drawn up jointly with their supervisor as part of the annual performance review. Relevant external seminars identified in this context are complemented by the in-house programme of further training, which is open to all employees and encompasses in particular topics in the fields of reinsurance and information technology, social and methodological skills as well as language courses. These opportunities were again well received in 2018. On average, each employee of our company participated - both internally and externally - in 2.7 days of further training. The number of training days per employee at the Hannover location was 4.4.

Average number of training days worldwide and at the Hannover location

Region	2018	2017	2016	2015	2014
Worldwide	2.7	2.7	3.9	4.4	3.3
Germany	4.4	3.9	6.1	6.1	4.3

GRI Disclosures

103-2 , 404-1 , 404-2

Performance and career development reviews

With a view to fostering the individual advancement of our employees, all members of staff have the opportunity to take part in an annual performance review with their direct supervisor. During this review the employee's performance is evaluated according to higher-level, company-specific criteria, and issues relating to cooperation and the scope of tasks as well as the goals and professional development of the individual employee are explored at length. Participation in this review is optional for the member of staff, although we recommend an annual cycle of performance reviews.

The implementation rate for performance reviews at the Hannover location is around 90% per year. The remaining 10% can be attributed primarily to employees who voluntarily omit the performance review.

In order to maintain and improve our company's good culture of leadership and communication, a process has been put in place to give feedback to all executives. This management feedback enables em-

ployees to give their supervisor feedback on his or her leadership behaviour as they experience it in a semi-anonymous process (anonymous questionnaire and subsequent discussion within the team). In addition, executives are in turn evaluated by their direct supervisor in relation to their leadership performance. Appropriate supportive measures are agreed with the executive following completion of the management feedback process.

In 2018 altogether almost 50 executives on various managerial levels took part in the management feedback process. The remaining executives will be included in the upcoming implementation rounds. We offer all (new) executives not only the opportunity to attend a range of leadership seminars but also individual coaching support tailored to their needs.

GRI Disclosures

103-2 , 404-2 , 404-3

Generation management and succession planning

We respond to the challenges of shifting demographics by way of our demography and generation management. A number of different seminars have been developed with this in mind. By offering a suitable range of seminars for our older members of staff at the Hannover location, we support their performance capability with an eye to specialist, personal and health considerations. A seminar entitled "Actively Shaping the Retirement Transition" helps older personnel to plan their final years with the company purposefully and with an eye to the future some years prior to actually stopping work. We are also taking various steps to counter the change in the age structure of our workforce by improving cooperation between new recruits and long-standing employees. In the past, work in mixed groups has proven especially helpful and promising for our company.

Systematic succession planning prevents gaps being left by the departure of executive staff. In a standardised process that we conduct every other year at the Hannover location, all positions from Management Level 3 (General Manager/Director) upwards are analysed for the company's head office and for selected international entities. This process is supported by Human Resources Management at the Hannover location. In the context of talks with all Managing Directors in Hannover we first identify potential successors for every position on the General Manager level. Furthermore, each possible successor is

evaluated in terms of their abilities and potentials and any required (development) measures are discussed. The evaluation is based on the following criteria: specialist expertise, methodological skills, social skills, leadership ability and an assessment of their potential for the envisaged management level. Furthermore, we also identify other high potentials and mission-critical individuals and positions. The summary findings on possible successors for the General Manager positions are subsequently discussed and expanded upon on the level of the Board members responsible for the areas in question. In the same way and on the basis of the same criteria, the Board members with area responsibility also identify possible successors for the Managing Director positions. The results of the succession planning, including additional comments by Human Resources Management, are then discussed by the full Executive Board at its retreat.

As a general principle, we fill vacant management positions whenever possible from within our own ranks – where qualifications are equivalent – and we therefore consider leadership potential even at the recruitment stage. At our consolidated Group companies, too, we take care to ensure that all positions on Management Level 3 or higher are filled locally in the respective countries wherever possible. Most current managerial roles are consequently performed by local staff.

GRI Disclosures

103-2 , 202-2 , 404-2

Health and wellness

The performance capability and health of our staff is an essential prerequisite for the sustainable development of our company's business and for safeguarding our high quality standard. As staff working for a service provider, our employees do not engage in any activity that is particularly hazardous. Nevertheless, our company is also not left untouched by the transformation in the world of work, the need to efficiently structure work processes and a constant pressure for change. This can lead to a reduced performance capacity or health problems such as high blood pressure, back, shoulder and neck pain or psychological disorders and hence also to work days lost to sickness.

In our Sustainability Strategy 2018-2020 approved by the Executive Board, we explicitly set ourselves the goal of preserving and restoring the performance capability of our employees because every illness or injury has both direct economic impacts on our company and social implications for the affected individuals, their families, our colleagues and the social security systems.

Aspects of occupational health and safety at our location in Germany are governed by various laws including the Occupational Safety Act (AsiG), the Safety and Health at Work Act (ArbSchG) and the Fire Protection Code. These apply to all employees, service providers and suppliers active in Germany. Our international offices within and outside Europe are subject to local laws which are similarly observed.

An interdisciplinary Health and Safety Committee, which also includes representatives of Human Resources Management, the Employee Council and the company physician, meets regularly to explore the latest risks in the field of occupational health and safety, define necessary measures, coordinate regular activities such as on-site inspections and determine how to respond, e.g. in the case of an accumulation of incidents. Employees receive regular instruction in matters of occupational safety. In addition, the process for occupational reintegration management – which is required by law in Germany – was further optimised. A company agreement was concluded in this regard in

2018, thereby ensuring a harmonised internal process with the participation of all relevant areas of the company.

Seminars and workshops designed to strengthen the resilience and relaxation skills of our staff and managers remain an integral part of our preventive support measures, just as they were in previous years. In addition, we offer staff at our Hannover head office an extensive range of fitness opportunities, including company sports groups dedicated to various types of sport and cooperation arrangements with fitness studios. When it comes to individual workstations, we take care to provide an optimal room layout and ergonomic furnishings, including electronically height-adjustable desks and chairs with a flexible range of adjustment options. We make appropriate facilities available for a mobile massage service that makes regular in-house visits to the Hannover location. When required, we pay the costs of special computer glasses.

Our executives are able to attend workshops tailored specially to their needs, including one entitled "Health-Management Task and Individual Responsibility". We also continued to offer an Employee Assistance Programme. This provides external and anonymous immediate counselling on personal, professional and health concerns for our employees, managers and the family members, including access to a service for families. This support tool once again proved helpful and popular in the financial year just ended.

Altogether 16 accidents occurred while at work or commuting in 2018; the total number of employee days lost to absenteeism was 14,134. The rate of absenteeism was slightly higher in Germany in 2018 than in the previous year at 4.0% (previous year: 3.8%). No work-related fatalities were recorded among the workforce at any Group company. Our business operations do not give rise to any health and safety risks that are covered in formal agreements with trade unions.

Days lost to absenteeism, accidents and fatalities at the Hannover location

	2018	2017	2016	2015	2014
Days lost to absenteeism	14,134	12,934	13,222	12,452	11,453
Rate of absenteeism	4.0%	3.8%	3.9%	3.8%	3.6%
Work- or commute-related accidents	16	4	9	24	6
Fatalities	0	0	0	0	0

GRI Disclosures

103-1 , 103-2 , 103-3 , 403-1 , 403-2 , 403-3 , 403-4

Employee retention

The retention of our staff, i.e. ensuring that dedicated and motivated knowledge carriers stay with the company, is a crucial factor in our company's success. A high level of employee satisfaction – promoted, for example, by a healthy work-life balance and commensurate remuneration – not only has positive effects on staff performance, it also cultivates a positive public image and perception of the employer. For these reasons we consider this issue to be of material significance.

In our Sustainability Strategy 2018-2020 approved by the Executive Board we therefore set ourselves concrete goals and work constantly to accomplish them. We aim to preserve the high level of employee retention and low staff turnover rate. What is more, in view of the impor-

tance that we attach to the dialogue with our employees and their opinions, we conduct regular employee surveys and performance reviews in order to obtain their feedback and identify potential room for improvement or possible conflicts.

We review the focus and quality of our employee retention targets at least every three years as part of the company-wide strategy review, thereby ensuring that the corporate strategy and employee retention mesh closely together. In addition, the annual review of planned and implemented measures forms part of our ongoing Performance Excellence process and reporting.

GRI Disclosures

103-1 , 103-2 , 103-3 , 202-1

More information

[AR 2018: Group non-financial information statement](#)

Work-life Balance

We set great store by enabling our employees to strike a balance between their professional and private life and therefore offer a range of opportunities that promote a healthy work-life balance. Our measures encompass part-time and teleworking models that can be individually tailored, the design of which far surpasses what is legally required, as well as flexible working-time arrangements. In addition, our Human Resources Management division advises employees who are interested in the opportunities for greater employment flexibility. This flexibility at the workplace can make it easier to organise everyday life in phases such as starting a family, caring for relatives or preparing for

the end of one's professional career, e.g. through partial retirement arrangements. At the Hannover location 322 members of staff are working part-time according to around 70 different, very individual part-time models which vary in terms of weekly working hours and how they are spread across the days of the week. In addition, 528 employees have a teleworking position. A variety of part-time working models are also offered at our locations abroad, and teleworking opportunities are available.

Number of employees engaged in part-time working and teleworking at the Hannover location

	2018	2017	2016	2015	2014
Part-time	322	397	346	316	267
Women	288	351	311	286	239
Men	34	46	35	30	28
Teleworking	528	463	411	377	337

We attach special importance to a family-friendly approach. Among other measures, we operate our own company daycare centre "ReKids" at the Hannover location, offering altogether a good 30 places for all-day care of infants (up to the age of three). As part of our Sustainability Strategy we regularly review the need to expand the care made available to employees' children at the kindergarten. No additional places were needed in 2018.

With a view to facilitating re-entry for employees who are currently on or are just returning from parental leave, we encourage our executives to actively maintain contacts with our staff members on parental leave, e.g. by inviting them to attend further training activities or in-house events. On a Group-wide basis, 202 employees of our company were on parental leave in the year under review, thereof 68 men and 134 women. 72 employees returned to work from their parental leave in 2018, thereof 26 men and 46 women. 69 employees who returned from their parental leave in 2017 were still with our company twelve months later (25 men, 44 women).

Number of employees on parental leave

	2018	2017	2016	2015	2014
On parental leave	202	216	152	168	119
Women	134	142	105	124	76
Men	68	74	47	44	43
Returnees	72	95	44	37	33
Women	46	60	24	23	18
Men	26	35	20	14	15
Turnover	69	83	43	32	35
Women	44	51	23	18	21
Men	25	32	20	14	14

GRI Disclosures

103-2 , 401-3

Employee satisfaction

We attach great importance to the satisfaction of our employees in order to remain a consistently attractive employer. Various avenues are provided for staff to give regular feedback, which is taken very seriously.

In 2018 we initiated a new round of our management feedback process with this in mind. The employees working under a defined group of managers are able to give their direct supervisors feedback on just how their style of leadership is experienced. This raw feedback is then aggregated into a results report that forms the basis for discussion in a moderated dialogue between the manager and his or her staff, thereby making it possible to identify measures for improving management effectiveness and teamwork.

For many years now we have obtained a reliable picture of our employees' satisfaction through the survey of our workforce carried out at the Hannover location. In the autumn of 2015, with the support of an external opinion research and management consulting firm, we

also conducted a survey of employee satisfaction internationally and Group-wide for the first time. Based on solid participation of around 70%, a very high degree of overall satisfaction among our staff was identified as a central finding. This was true both of the average evaluation across all questions and for virtually all individual questions. The considerable motivation and dedication expressed by our staff was especially gratifying. As far as potential scope for improvement is concerned, they identified a more broad-based system of remuneration and further optimisation of the support provided for their ongoing individual training. On the basis of these insights we evaluated the findings in detail, with decentralised measures subsequently initiated and implemented in the individual units and entities.

The staff turnover ratio at the Hannover location of 4.1% (previous year: 1.9%) was substantially lower than the industry average of 5.3%. The average length of service to the company at the Hannover location stood at 12 years in 2018.

Staff turnover rate

Region	2018	2017	2016	2015	2014
Germany	4.1%	1.9%	3.1%	2.5%	1.5%

Staff turnover by region

Region	2018				2017				2016 ¹			
	Rate of persons joining ³		Rate of persons leaving ⁴		Rate of persons joining ³		Rate of persons leaving ⁴		Rate of persons joining ³		Rate of persons leaving ⁴	
	Number ²	in %	Number ²	in %	Number ²	in %	Number ²	in %	Number ²	in %	Number ²	in %
Germany	96	6.7	57	4.0	65	4.7	32	2.3	62	4.6	50	3.7
Europe excl. Germany	119	22.4	118	22.2	96	18.0	103	19.4	77	14.5	43	8.1
USA	38	12.2	36	11.5	21	6.7	26	8.3	24	7.7	18	5.8
South Africa	58	33.0	50	28.4	72	40.9	63	35.8	15	8.5	16	9.1
Asia	52	23.9	31	14.2	55	25.2	22	10.1	35	16.1	29	13.3
America excl. USA	9	8.3	8	7.4	8	7.4	7	6.5	22	20.4	13	12.0
Australia	13	13.3	11	11.2	16	16.3	9	9.2	12	12.2	11	11.2

¹ From 2016 onwards the employees of all companies included in the financial statement of the Hannover Re Group are counted.

² The key personnel indicators are calculated according to headcount. In this context, we consider the consolidated group in accordance with the requirements of IFRS 10 "Consolidated Financial Statements" on the basis of a consistent consolidation model for all companies that defines control without regard to whether it arises out of company law, contractual or economic circumstances. Group companies are consolidated with effect from the date on which Hannover Re gains control over them. The total number of employees also includes trainees at the Hannover location.

³ The rate of persons joining considers all newly appointed employees in the year under review (according to total headcount as at 31.12.).

⁴ The rate of persons leaving considers the number of employees who left the company in the year under review voluntarily or due to termination, retirement or death (according to total headcount as at 31.12.).

Staff turnover by gender

Gender	2018				2017				2016 ¹			
	Rate of persons joining ³		Rate of persons leaving ⁴		Rate of persons joining ³		Rate of persons leaving ⁴		Rate of persons joining ³		Rate of persons leaving ⁴	
	Number ²	in %	Number ²	in %	Number ²	in %	Number ²	in %	Number ²	in %	Number ²	in %
Men	175	11.2	154	9.9	171	11.1	137	8.9	124	8.8	103	7.3
Women	210	11.9	159	9.0	162	9.4	127	7.4	123	8.3	92	6.2

¹ From 2016 onwards the employees of all companies included in the financial statement of the Hannover Re Group are counted.

² The key personnel indicators are calculated according to headcount. In this context, we consider the consolidated group in accordance with the requirements of IFRS 10 "Consolidated Financial Statements" on the basis of a consistent consolidation model for all companies that defines control without regard to whether it arises out of company law, contractual or economic circumstances. Group companies are consolidated with effect from the date on which Hannover Re gains control over them. The total number of employees also includes trainees at the Hannover location.

³ The rate of persons joining considers all newly appointed employees in the year under review (according to total headcount as at 31.12.).

⁴ The rate of persons leaving considers the number of employees who left the company in the year under review voluntarily or due to termination, retirement or death (according to total headcount as at 31.12.).

Staff turnover by age group

Age group	2018				2017				2016 ¹			
	Rate of persons joining ³		Rate of persons leaving ⁴		Rate of persons joining ³		Rate of persons leaving ⁴		Rate of persons joining ³		Rate of persons leaving ⁴	
	Number ²	in %	Number ²	in %	Number ²	in %	Number ²	in %	Number ²	in %	Number ²	in %
Up to age 29	151	44.7	73	21.6	112	33.1	46	13.6	91	26.9	40	11.8
Ages 30 to 49	206	12.5	166	10.0	189	11.4	150	9.1	125	7.6	107	6.5
Age 50 and over	28	4.3	74	11.4	32	4.9	68	10.5	31	4.8	48	7.4

¹ From 2016 onwards the employees of all companies included in the financial statement of the Hannover Re Group are counted.

² The key personnel indicators are calculated according to headcount. In this context, we consider the consolidated group in accordance with the requirements of IFRS 10 "Consolidated Financial Statements" on the basis of a consistent consolidation model for all companies that defines control without regard to whether it arises out of company law, contractual or economic circumstances. Group companies are consolidated with effect from the date on which Hannover Re gains control over them. The total number of employees also includes trainees at the Hannover location.

³ The rate of persons joining considers all newly appointed employees in the year under review (according to total headcount as at 31.12.).

⁴ The rate of persons leaving considers the number of employees who left the company in the year under review voluntarily or due to termination, retirement or death (according to total headcount as at 31.12.).

GRI Disclosures

103-2 , 401-1

Remuneration and fringe benefits

Remuneration at our company is determined by clear and transparent rules. Our employees are paid according to their specific tasks, their skills and qualifications and their performance on the basis of a remuneration policy that applies worldwide.

Employees in Germany benefit from the security and advantages of the collective agreement for the private insurance industry. 93% of our employees at the Hannover location are covered by the collective bargaining agreement. The remaining 7% can be attributed to some non-collective agreements with executives, whose salaries are comprised of fixed, performance- and responsibility-based components. Depending on the individual objectives agreed with them, managers additionally receive performance-related payments and long-term incentives. Group-wide, 100% of employees in France, India and Sweden are covered by collective bargaining agreements. In view of the very specialised nature of our business we deploy highly qualified personnel worldwide. Salaries reflect these high skills levels. Salary increases and promotions follow a clearly defined process. There is consequently no risk of falling short of a local minimum wage.

The individual promotion grades for staff employed in Germany are subject to transparent criteria published in the company's in-house intranet, which are also purely task- and skills-based. In the context of

the annual round of salary adjustments and promotions, we explicitly evaluate how many women and men receive a salary increase, whether there is a difference in the average amount and whether a trend towards favouring or disadvantaging one gender over the other can be discerned. As in the previous years, there is no preferential treatment or discrimination in this respect – neither in terms of the numbers nor the average amount. In addition, we review how many women and men are promoted for each hierarchical level: here, too, men and women are treated equally.

Supplementary to individual and statutory retirement provision, employees in Germany who have been with us for longer periods of time are entitled to inclusion in the employer-funded retirement provision models. The amount of the funding contributions is determined by the individual salary levels and calculated according to the pay scale groups under the collective agreement. Employees can accumulate further employee-funded occupational retirement provision by way of deferred compensation. Our company's expenditures for social security contributions as well as pension provision and assistance amounted to altogether EUR 57.1 million in the year under review.

Social security contributions and expenditures for pension provision and assistance

Figures in EUR thousand	2018	2017	2016	2015	2014
Social security contributions and expenditure for pension provision and assistance	57,112	56,753	59,700	53,300	n.a.
Social security contributions	26,928	25,486	n.a.	n.a.	n.a.
Expenditures for pension provision	26,117	26,551	n.a.	n.a.	n.a.
Expenditures for assistance	4,067	4,716	n.a.	n.a.	n.a.

Furthermore, we offer our employees additional voluntary benefits. These include, among other things, life, health and disability insurance policies. Such offers are dependent upon the particular location and relevant legal stipulations. All members of our staff are granted the same benefits in proportion to their working hours.

Clear and transparent rules are just as important to us in the area of personnel recruitment. For a number of years now we have participated in the Fair Company initiative, a campaign supported by the publications Handelsblatt and Wirtschaftswoche for the fair employment of interns. As a "fair company", we undertake to comply with various fundamental principles, including for example not filling full-time positions with interns, volunteers, student employees or long-term temporary workers.

GRI Disclosures

102-35 , 102-36 , 102-37 , 102-41 , 103-2 , 201-3 , 202-1 , 401-2 , 405-2

More information

 Remuneration and performance review

 Website: Code of Conduct

Diversity

The diversity of our workforce is one of the cornerstones of our commercial success and therefore a material consideration for our company. We benefit in large measure from the abilities and know-how of our employees, whether they be female or male, older or younger, and from the various nationalities within the Group's workforce. This diversity helps us to appropriately reflect within our own organisation the diverse business environment in which our company operates and to fulfil the exacting quality standards of complex reinsurance services. Diverse cultural backgrounds thus contribute to our ability to act globally in a professional manner. What is more, the cultivation of diversity within the company enables us to foster a positive working environment and boost employee motivation.

We have enshrined the promotion of diversity and equal opportunities in our Sustainability Strategy 2018-2020 and backed this up with concrete goals which we are constantly working to achieve.

The focus and quality of our diversity goals are reviewed at least every three years as part of the company-wide strategy review, thereby assuring the close interlinking of the corporate strategy with diversity considerations. In addition, the annual review of planned and implemented measures forms part of the ongoing Performance Excellence process and reporting.

GRI Disclosures

103-1 , 103-2 , 103-3 , 406-1

More information

-  (Further) Training
-  Compliance

We do not tolerate any discrimination based on race, colour, gender, age, origin, religion, sexual orientation, gender identity and expression, relationship status, citizenship, disability, medical condition or due to any other legally protected factor. This is specified in our globally effective Code of Conduct and exemplified by our executives and staff in the course of day-to-day business. Any violations can be reported through the whistleblower system that we have installed Group-wide. No instances of discrimination that would have necessitated consequences in employment law were recorded in the year under review.

We are committed to equal opportunities for men and women and want to increase the proportion of women in managerial positions over the long term. Through our mentoring programme and other development measures we help women at our company to reflect on their professional development so far and take active steps to shape their future career path. Our range of seminars serves to develop all the company's employees and is designed to encourage a willingness to engage in life-long learning, even among our more seasoned staff.

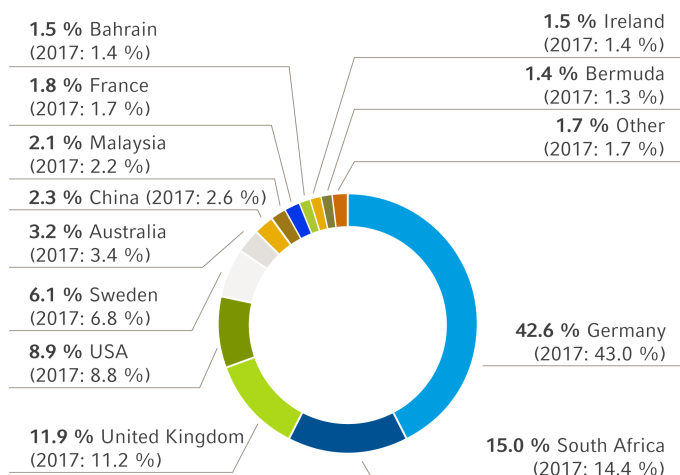
We have been quick to tackle the challenges of an ageing workforce. In the context of our demography and generation management, for example, we have put in place measures to promote cooperation between new and seasoned members of staff. Furthermore, we have implemented numerous programmes and measures throughout the Group to attract young job applicants.

-  Website: Code of Conduct
-  Website: Career
-  AR 2018: Group non-financial information statement

Diversity indicators

We collect data Group-wide on the diversity of our workforce in relation to gender and age, and additionally at the Hannover location in relation to nationality. Due to statutory regulations we do not publish any data on other categories such as religious belief or disability.

Breakdown of employees by country in 2018



Throughout our entire Group employees are selected without regard to origin. Rather, in order to meet the exacting quality standards of our complex reinsurance services, we welcome the fact that we have a diverse range of experts working for us from various disciplines and with a variety of cultural backgrounds.

Group-wide, the gender ratio of the 3,317-strong workforce is virtually balanced at 47.0% male and 53.0% female. Yet women are under-represented on the company's more senior hierarchical levels compared to men. Of the 90 executives working in Germany, 14 are women, or 15.6%. This means that we have still to achieve the new

target quota of 18% for women on the first and second levels of management set by the Executive Board for no later than 2022. With a view to changing this, we have adopted tools and approaches to support women in their professional development: these include, for example, a mentoring programme aimed at women, seminars for executives that highlight the differences and commonalities in gender-specific communication, advice sessions for parents-to-be covering periods of employment protection, parental leave, part-time working during parental leave etc. and also planning – in terms of both timing and content – for employees returning from parental leave with the aid of flexible arrangements that go well beyond the legal standards.

The mentoring programme, in particular, is a highly customised development tool intended to encourage women to contemplate their career opportunities. The programme involves bringing female employees together with experienced senior executives for a period of twelve months to engage in a targeted, regular dialogue. The mentees are encouraged to reflect on their professional development to date and to take steps to actively shape their future career. Yet for the participating senior executives too, who in some cases are members of the Executive Board, the role of mentor enables insights to be gained and leads to greater awareness of gender-related issues. Another implementation round in which seven mentee-mentor tandems worked together was completed in April 2018. A fresh round also got underway in 2018 with information events about the programme and the opening of the application process.

The age structure of our Group's workforce in 2018 again reveals a balanced picture: 13.4% of our employees are under 30, 59.1% are aged between 30 and 49 and 27.5% are 50 or over. A comparison of the age structure over the years, however, shows a trend in line with the shift in demographics. The proportion of employees aged "50 and over" rose steadily by 7.5 percentage points in the period from 2011 to 2018.

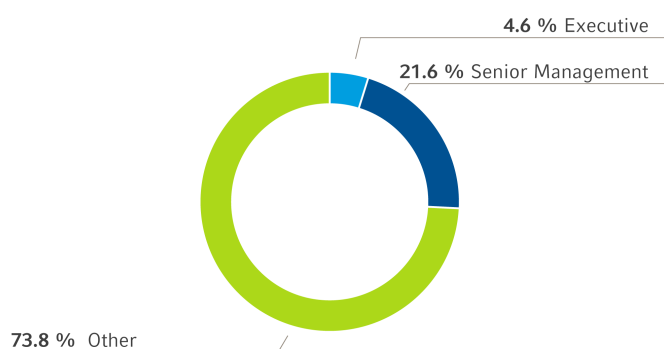
Proportion of women on the first and second levels of management at the Hannover location

In %	2018	2017	2016	2015	2014
Target quota set	18.0	16.8	16.8	16.8	n.a.
Quota achieved	15.6	15.4	16.3	16.0	17.0

In our personnel statistics a distinction is made between three hierarchical levels: Group Executive, Senior Management and other employees. Of the altogether 3,317 employees Group-wide, 152 (4.6%) belong to the category of Group Executive, 716 (21.6%) to the category of Senior Management and 2,449 (73.8%) to the category of other employees.

Details of the breakdown of the various employee categories are provided in the tables below.

Breakdown of employees by hierarchical level in 2018



Breakdown of employees by gender

		2018			2017			2016 ¹		2015		2014	
	Gender	Number ²	+ / - previous year	in % ³	Number ²	+ / - previous year	in % ³	Number ²	in % ³	Number ²	in % ³	Number ²	in % ³
Number of employees	Men	1,558	23	47.0	1,535	45	47.2	1,490	51.5	1,255	48.9	1,231	48.6
	Women	1,759	43	53.0	1,716	313	52.8	1,403	48.5	1,313	51.1	1,303	51.4
Group Executive	Men	128	(3)	84.2	131	(3)	84.5	134	84.8	136	5.3	136	5.4
	Women	24	-	15.8	24	-	15.5	24	15.2	24	0.9	23	0.9
Senior Management	Men	452	19	63.1	433	50	63.5	383	63.5	355	13.8	339	13.4
	Women	264	15	36.9	249	48	36.5	201	36.5	176	6.9	166	6.6
Other employees	Men	978	7	39.9	971	113	40.2	858	40.2	764	29.8	756	29.8
	Women	1,471	28	60.1	1,443	150	59.8	1,293	49.8	1,113	43.3	1,114	44.0

¹ From 2016 onwards the employees of all companies included in the financial statement of the Hannover Re Group are counted.

² The key personnel indicators are calculated according to headcount. In this context, we consider the consolidated group in accordance with the requirements of IFRS 10 "Consolidated Financial Statements" on the basis of a consistent consolidation model for all companies that defines control without regard to whether it arises out of company law, contractual or economic circumstances. Group companies are consolidated with effect from the date on which Hannover Re gains control over them. The total number of employees also includes trainees at the Hannover location.

³ The percentage shows the proportion of women and men within the respective hierarchical level.

Breakdown of employees by age group and employee category

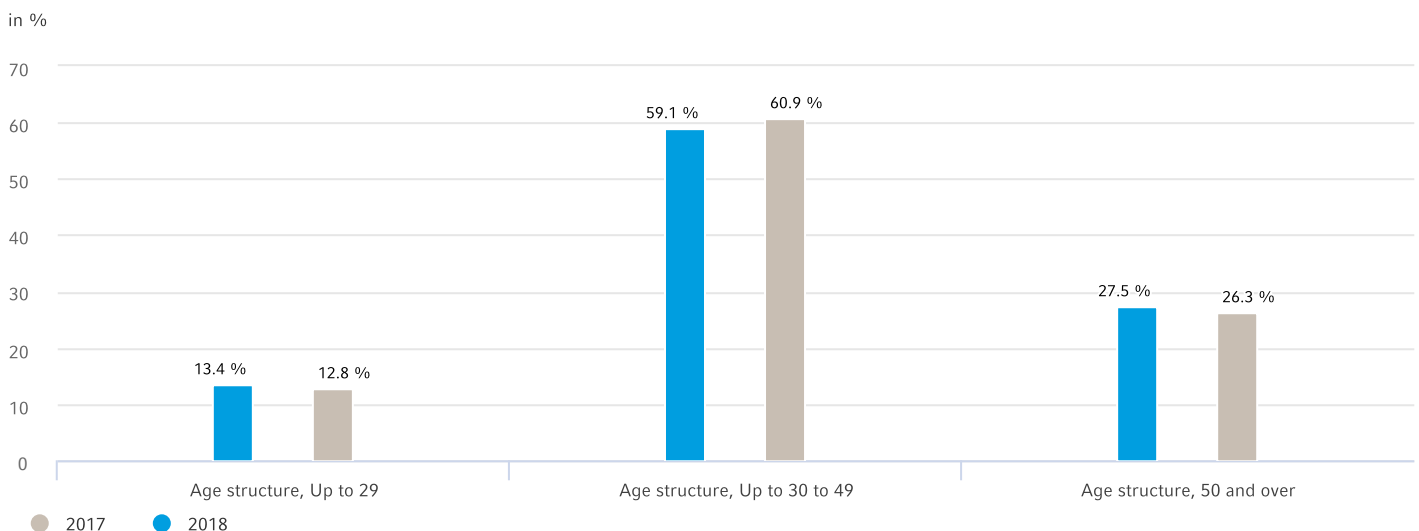
		2018			2017		2016 ¹		2015		2014	
			+ / - previous year									
	Age group	Number ²		in % ³	Number ²	in % ³	Number ²	in % ³	Number ²	in % ³	Number ²	in % ³
Number of employees	Up to age 29	444	29	13.4	415	12.8	370	12.8	341	13.3	331	13.1
	Ages 30 to 49	1,960	(21)	59.1	1,981	60.9	1,811	62.6	1,597	62.2	1,612	63.6
	Aged 50 or over	913	58	27.5	855	26.3	712	24.6	630	24.5	591	23.3
Group Executive	Up to age 29	0	-	-	0	-	0	-	0	-	0	-
	Ages 30 to 49	63	(6)	41.1	69	2.1	75	2.6	77	3.0	87	3.4
	Aged 50 or over	89	3	58.9	86	2.6	83	2.9	83	3.2	72	2.8
Senior Management	Up to age 29	3	(2)	0.4	5	0.2	0	-	2	0.1	1	-
	Ages 30 to 49	434	11	60.6	423	13.0	398	13.8	352	13.7	338	13.3
	Aged 50 or over	279	25	39.0	254	7.8	186	6.4	177	6.9	166	6.6
Other employees	Up to age 29	441	31	18.0	410	12.6	370	12.8	339	13.2	330	13.0
	Ages 30 to 49	1,467	(22)	59.8	1,489	45.8	1,338	46.2	1,168	45.5	1,187	46.8
	Aged 50 or over	545	30	22.2	515	15.8	443	15.3	370	14.4	353	13.9

¹ From 2016 onwards the employees of all companies included in the financial statement of the Hannover Re Group are counted.

² The key personnel indicators are calculated according to headcount. In this context, we consider the consolidated group in accordance with the requirements of IFRS 10 "Consolidated Financial Statements" on the basis of a consistent consolidation model for all companies that defines control without regard to whether it arises out of company law, contractual or economic circumstances. Group companies are consolidated with effect from the date on which Hannover Re gains control over them. The total number of employees also includes trainees at the Hannover location.

³ The percentage shows the proportion of the respective age group within the hierarchical level relative to the total workforce.

Age structure of employees throughout the Group



GRI Disclosures

102-8 , 405-1

More information

-  (Further) Training
-  Website: Code of Conduct
-  Website: Human rights and supply chain
-  AR 2018: Group non-financial information statement
-  AR 2018: Compliance