



American International Group, Inc.

Diversity & Inclusion Report

July 2017



## Diversity & Inclusion Report

### Contents

■ Welcome from our Chief Human Resources Officer .....	1
■ Our Focus .....	2
■ Our Strategy .....	3
■ Our Commitment to Equality and Inclusion .....	4
■ Global Inclusion & Cultural Agility .....	5
■ Developing Diverse Talent .....	6
■ Our Employee Resource Groups .....	8
■ Supplier Diversity .....	11
■ Celebrating Successes .....	12

“At AIG, our people and the cultural diversity of our workforce are among our most valued assets.”



Claudine Macartney  
Chief Human Resources Officer

## Dear Colleagues,

Through our employees, AIG is able to view our world through many different lenses, providing a wide breadth of diverse and inclusive perspectives that give us the opportunity to most accurately address the needs of our clients across the globe.

In that spirit, we are pleased to invite you to read AIG’s Diversity and Inclusion Report, detailing the actions and accomplishments of our global efforts.

Through our nearly 100 Employee Resource Groups, AIG has strengthened our commitment to compelling career and development opportunities for our employees, invested in our next generation of female leaders, provided mentoring opportunities from AIG’s executive sponsors, participated in networking events and training workshops, and more.

Last year we launched five distinct new initiatives with the help of our ERG co-executive sponsors to help AIG connect with our customers worldwide:

- **Business Alignment:** Kevin Hogan and Gloria Watson
- **Equity and Measurement:** Rob Schimek and Megan Thomas
- **Global Mindset:** Naomi Matsuoka and Eric Zheng
- **Diverse Talent Pipeline:** Gaurav Garg and Roberto Stewart
- **Community and Brand:** David May and Marya Propis

These teams will continue to work closely together to improve diversity in their respective areas, and to strengthen AIG’s commitment toward a more inclusive workplace.

You will also find that AIG’s vision extends outside of our company doors through our increased use of diverse vendors and suppliers, and businesses owned by minorities and women.

Please know that our effort toward making AIG a better place to work and do business makes us incredibly proud. Together, we will bring AIG closer to our vision of becoming our clients’ most valued insurer.

I would like to thank our employees for their work in building diversity and inclusion, and I look forward to enhancing our efforts as we continue to foster and strengthen AIG’s culture.

Sincerely,

A handwritten signature in black ink, appearing to read 'Claudine Macartney', with a long horizontal flourish extending to the right.

Claudine Macartney

“Early career hiring and development is key to our talent pipeline growth. We partner with INROADS and participate in the annual Out for Undergraduate Business Conference to attract talent. We also actively work with campus organizations at a variety of schools to educate underrepresented students about careers in the insurance industry. Over the years, AIG has partnered with Howard University by facilitating their 2016 Risk Management trek to NY, participated in the annual Executive Lecture Series and remains a platinum level sponsor of the Howard School of Business Center for Insurance Education.

As a global company, we are proud to host signature events in our offices in London and New York to attract and hire diverse students with the goal of introducing them to careers in insurance.”



Jennie Anderson  
Global Head of Talent Acquisition

## OUR FOCUS

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### TALENT

- Recruiting Diverse Talent
- Targeted Development for Women
- Targeted Development for Underrepresented Groups

### WORKPLACE

- 90+ employee resource groups worldwide
- International Diversity Councils

### MARKETPLACE

- Diverse suppliers and vendors
- Diverse markets and customers
- Corporate Citizenship



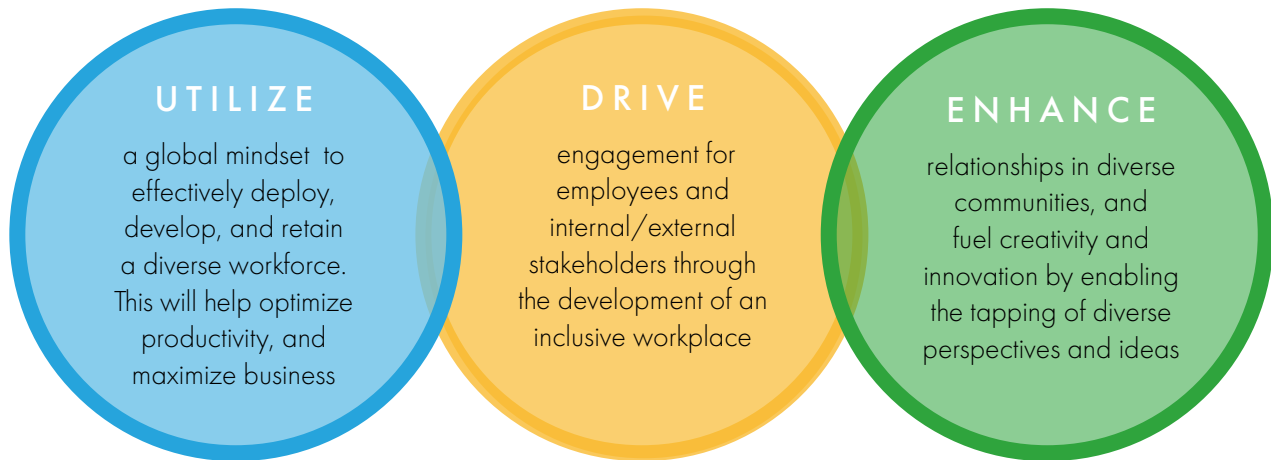
Walter Hurdle  
Global Head of Inclusion and Staffing

“Diversity and inclusion are crucial to AIG’s future. They are powerful drivers of growth, profitability and risk at our company. A diverse workforce fosters creativity which leads to innovation and growth; recruiting more expansively helps us obtain skills others can’t which fuels profit; and diversity prevents groupthink which decreases risk. On all three fronts, diversity and inclusion help a company become more valuable and a better place in which to work.”

## Our Strategy

### OUR GUIDING PRINCIPLES

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### Defining Diversity & Inclusion

Diversity and Inclusion no longer are defined just by gender or race. True diversity encompasses the whole human experience—culture, education, personality, skills, life experiences and many other attributes. Our different

backgrounds and life experiences result in differences in thinking style, and equips us to meet the challenges of our complex and competitive global marketplace.

# Our Commitment to Equality & Inclusion

AIG has numerous policies and programs in place to foster a workplace where all employees feel valued, respected, as well as support the diverse communities in which we serve.

- In 2016, AIG's CEO, along with the Human Rights Campaign and nearly 200 other business leaders, publicly supported the repeal of North Carolina HB 2 legislation which requires people to use the bathroom associated with their gender at birth, not the gender in which they identify.
- AIG offers a generous benefits policy to their employees, including transgender surgical benefits for employees and their families with the U.S.
- Eligible employees can take advantage of opportunities that encourage flexibility in balancing life and work schedules, including flextime and telecommuting, which allow eligible employees to perform their jobs outside of the traditional work hours and office locations. Additionally, the company provides parental leave to eligible employees.
- Partnering with the diverse communities in which we serve is important to AIG – throughout the year, we provide our employees the opportunity to participate in hundreds of service projects. In addition, employees can take two paid volunteer days per year with qualified charitable organizations and schools. Amongst the many ways AIG provides philanthropic support, here are a few examples:
  - AIG donated to the Endeavor Fund, based in London, England. This is the first donation as part of a three-year partnership to help support wounded, injured, and sick service personnel and veterans by using sports and adventure as part of their recovery and transition.
  - AIG invested in Girls Who Code, a national U.S. nonprofit organization working to close the gender gap in the technology and engineering sectors by educating and inspiring high school girls. AIG also opened the doors of its New York City offices for the organization's seven-week summer immersion coding program.
  - AIG is committed to working with socially responsible entities that treat their employees with fairness, dignity, and respect. AIG fully endorses international conventions on human rights, including the UN Declaration of Human Rights in all of its spheres of influence.



**“Diversity and Inclusion is important to me, personally and professionally. Working at an organization that embraces diversity and inclusion presents us all with the opportunity to learn from each other and expand our insights. Not only does it help us all to grow on a personal level but diversity is invaluable in the business environment. Diversity of thought, fostered through increased inclusion, helps us to deliver on and achieve our business goals in an effective way.”**

**Charlotte Lach**  
Chief of Staff for the CEO of AIG  
Europe Limited  
United Kingdom

“AIG’s Focus on Inclusion and Diversity both in our workforce and in our thinking, will enhance our delivery of innovative solutions and client-centric products and services.”



**Kevin Hogan**  
Executive Vice President and  
Chief Executive Officer Consumer

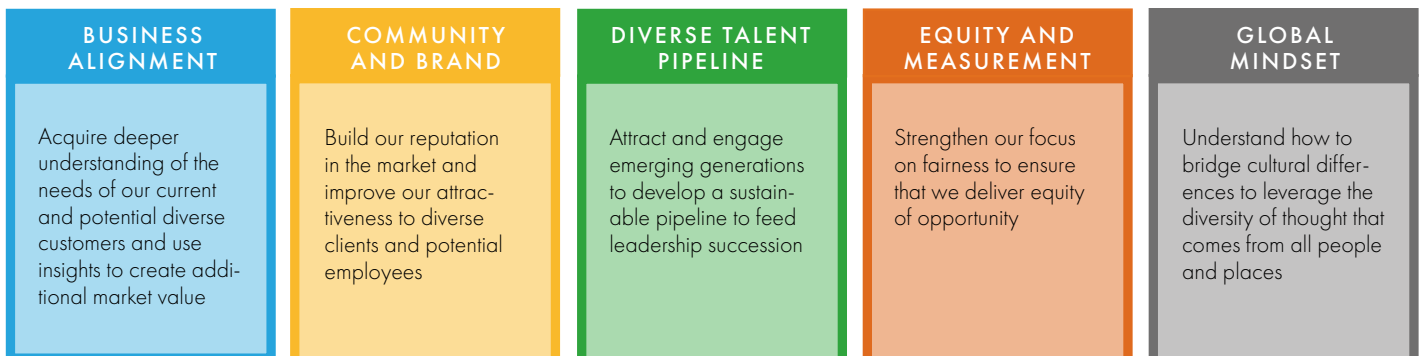
## Global Inclusion & Cultural Agility

In 2015, AIG reviewed its current progress and strategy and decided the focus on diversity and inclusion should be broadened and accelerated through thought leadership from employees around the world. The initiative Global Inclusion and Cultural Agility (GICA) launched in early 2016 with a focus on five work streams. The goal for the GICA initiative is to integrate diversity and inclusion into our core businesses and human capital processes. Two senior executives led each work stream. Nearly forty employees from multiple countries volunteered to work with the executives over several months to develop specific recommendations to broaden and accelerate diversity and inclusion at AIG.

“Diversity and inclusion is incredibly important to me because I have a multi-cultural family. My wife is originally from Tokyo, and my family speaks both Japanese and English at home. It’s important for my daughters and my son to have equal opportunities in life. I feel strongly that AIG is a major international company that truly understands, respects and supports diversity across the board, including gender, race, culture, national origin, sexual orientation, age and family status.”



**Joseph Duronio**  
Vice President, Strategic  
Planning & Research,  
Individual Retirement  
Los Angeles, California





**Rob Schimek**  
Executive Vice President and  
Chief Executive Officer Commercial

“By promoting a culture of inclusion and diversity, we will better serve our clients around the world. AIG continues to be a leader in the market place by leveraging diverse thought from all people and places.”

## Developing Diverse Talent

As a part of AIG’s continuing commitment to value the diversity of perspectives that come from all places and people, several diverse leadership programs have been designed to grow and develop our diverse talent and future leaders.

AIG has a long history of supporting the development of diverse talent through dozens of global forms implemented since 2011 which were held across the globe. More recently, we have launched a series of developmental programs, including:

### Women’s Executive Leadership Initiative (WELI)

This 12-month development program, seeks to build executive competencies so participants can assume greater responsibilities and ultimately reach higher levels of management. Following a successful launch in 2014, the program continues to educate a brand new class of participants each year.

“WELI’s holistic approach, from providing an executive sponsor for each participant to facilitating practice sessions to develop critical leadership skills such as articulating my vision to create followership, differentiates itself from many leadership programs that I have attended throughout my career. In addition to all the learnings, what lasts well beyond the program is a network of great women leaders, who advocate for one another and reach down in the organization to share their learnings.”



**Erin Kang**  
Chief Underwriting Officer,  
Personal Insurance, Consumer



“The largest gift from the program is network of peers, who are so energetic. I feel I belong to my organization, and that makes my working here much more comfortable & encouraging.”



**Kuniko Suenaga**  
Senior Underwriter and participant of Japan Women’s Development Program

### Japan Women’s Development Program

This year-long leadership program was designed for high potential women to increase the gender diversity among Japan’s senior leaders, as well as further develop top female talent. As part of the program, male leaders serve as mentors to the women in order to expand their perspective on women in the workplace and become allies, championing the advancement of women across the organization. The program launched in 2015 and has continued into 2016.

### Executive Men’s Development Initiative (EMDI)

Launched in 2016, this year-long program focuses on creating a pipeline of highly talented men from under-represented groups who are ready to take on more senior leadership roles. Similar to WELI, EMDI will enable participants to build executive competencies and further develop as leaders through personal development workshops, mentoring from AIG executive sponsors, networking opportunities, and more.



Participants of EMDI

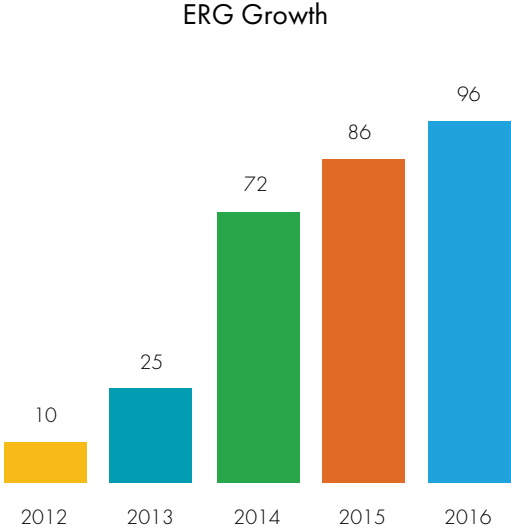
“Our ERGs provide vast opportunities for our employees while also benefiting AIG. They create a sense of community, retain employees, and engage our outstanding talent while also helping to build cultural competence. As a strategic priority within AIG’s overall global D&I agenda, ERGs also help to drive a positive climate of inclusion and employee engagement, while facilitating networking with employees from across the company.”



**Ellen Robles**  
Global Director of  
Employee Resource Groups

## Our Employee Resource Groups

- Interfaith and Generations ERG chapters launched in 2015 & 2016
- As of June 2017, more than 90 ERGs have launched in AIG offices across the globe
- ERGs have launched in 27 countries and 48 AIG locations
- Over 12,000 members have signed up to join our ERGs
- In 2016, the global Young Professionals and Women & Allies chapters, respectively, piloted a global structure, bringing together dozens of ERGs, to collaborate and share ideas





## Why get involved in our global ERGs?

When joining an ERG, employees can expect to:

- Gain exposure to senior management and educational opportunities
- Develop informal and formal mentoring relationships
- Cultivate management skills by taking on a leadership role
- Lead change and innovation to enhance the business and the AIG culture
- Participate in a variety of activities, such as career development sessions, cultural celebrations, and community outreach events
- Expand your network by meeting new co-workers from diverse backgrounds and departments

ASIAN LEADERSHIP NETWORK

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BLACK PROFESSIONALS & AFRICAN CARIBBEAN INCLUSION GROUP

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DISABILITIES & ALLIES

---

GENERATIONS

---

INTERFAITH

---

LATINO NETWORK

---

LGBT AND ALLIES

---

SEASONED PROFESSIONALS

---

VETERANS LEADERSHIP NETWORK

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WOMEN & ALLIES

---

WORKING FAMILIES

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YOUNG PROFESSIONALS

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# Our Employee Resource Groups: Outstanding Initiatives

Our ERGs host events / programs throughout the year which focus on four objective areas:



## Business Integration:

- New York Black Professionals ERG hosted an 'Art & Insurance' event which centered on the impact of art in the insurance industry, including driving awareness of AIG's products and services to new clients and business partners.
- Houston-based ERGs served as focus group participants for AIG's Life Marketing Strategy & Research Group by providing valuable feedback on preliminary products and services.
- U.S. based Women & Allies ERGs provided important feedback to AIG's Consumer Insurance colleagues around better understanding the investing and retirement needs of women.
- Global ERGs have partnered with Talent Acquisition to help in the recruitment of diverse talent to the organization.

## Career Development:

- Canada Women & Allies created a mentoring program which matched AIG leaders with ERG members to provide guidance and help support personal and career development.
- Japan Women & Allies hosted a Career Forum series in their eight AIG locations to provide insights from female leaders on various topics and to enhance networking and educational opportunities.

- New York Women & Allies launched a four-part development series focused on 'Managing Your Career in Times of Change' which featured internal and external leaders discussing strategies on this topic area.
- New York Young Professionals created a 'Spark Series' featuring internal and external leadership to serve as a catalyst for growth and development as well as expose new or young professionals to senior executives.

## Awareness Education:

- Australia Women & Allies hosted a session on 'Flexible Leaders: Future Ways of Working' which focused on AIG leaders sharing what flexible working means to them personally and the importance of promoting flexible working to enable a more engaged and productive team.
- Houston Veterans Leadership Network hosted a Veterans Day Recognition program to recognize employees and family members who have served in the U.S. Armed Forces.
- Philippines LGBT & Allies held a workshop that focused on sexual orientation, gender identity and expression to help spread awareness and educate employees on the LGBT community.
- UK STEP (LGBT & Allies) launched an Allies program to show support of LGBT employees in the workplace.

## Community / Brand Enhancement:

- Brazil Women & Allies enrolled in Brazil's Pro Equity Gender & Race Program to support the company's commitment to gender and race equality, the first insurance company to do so in Brazil.
- Hong Kong Young Talent created the AIG Hong Kong Scholarship to honor young, talented individuals studying at a local diverse university.
- UK African Caribbean Inclusion Group partnered with Harris Academy to place students studying Business and Economics in AIG offices to gain a better understanding of the insurance industry.
- Dozens of ERGs across the globe participated in charity events to help our communities and help to brand AIG in the markets in which we serve, including the American Heart Association and breast cancer awareness events.

“AIG’s commitment to Supplier Diversity is grounded in sound business strategy. The utilization of diverse suppliers provides AIG access to the widest possible selection of qualified suppliers, innovative solutions, and creative thinking. Engaging economically with diverse-owned businesses demonstrates how the company’s resolve to support the growth and development of the communities in which it conduct business further enables delivering value back to shareholders.”



**Diana Domenech**  
Global Head of Supplier Diversity

## Supplier Diversity

Through our supplier diversity program, AIG actively supports and facilitates the purchase of services from diverse businesses.

**With a 2015 spend of \$315 million with our top diverse suppliers in the United States, our supplier diversity efforts are crucial to AIG’s business. We are making robust efforts to grow our supplier diversity efforts internationally.**

AIG has placed an emphasis on having our prime vendors share the same commitment to diversity efforts as we do. Prime vendors are encouraged in the competitive sourcing process (i.e., Request for Information (RFI), Request for Quote (RFQ) and Request for Proposal (RFP)) and contracting process to utilize diverse-owned businesses where possible. Prime vendors who commit to driving expenditures with these businesses are asked to report their spend, quarterly. A strong Tier 2 initiative exponentially increases AIG’s influence on spend with diverse businesses and in diverse communities.

AIG maintains relationships with a number of partner organizations to assist in furthering the identification, certification, and development of diverse suppliers. In 2016 AIG was an active member of:

- The National Minority Supplier Development Council
- The Women’s Business Enterprise National Council

- The National Gay & Lesbian Chamber of Commerce
- The United States Hispanic Chamber of Commerce
- The US Business Leadership Network
- WEConnect International
- The Minority Supplier Development of the United Kingdom
- The Financial Services Roundtable for Supplier Diversity

These partnerships mean more than just numbers. They are products of our commitment to supporting and encouraging the diversity in our global communities. As a result of such commitment, this year we were honored to be recognized for our supplier diversity efforts by several organizations.

- AIG was named one of the 2016 Military Friendly® Supplier Diversity Programs by the National Veteran-Owned Business Association.
- AIG was recognized by the United States Hispanic Chamber of Commerce.
- AIG was named one of Women’s Enterprise USA magazine’s WE 100 Corporations of the Year as recognition for our inclusion of women-owned businesses.

The China Mulan Society (One of AIG's Women & Allies ERGs) was named "The Most Respected Women's Network" of the city by the Shanghai City Trade Union.

AIG is the only foreign insurance company to be awarded by the city government.



## Celebrating Successes

As a sign that our efforts are resonating, this year AIG was recognized globally for our work in the area of diversity & inclusion.

This year AIG earned a place on the 2017 Noteworthy Companies for Diversity list for the fourth consecutive year. DiversityInc's annual survey is the most rigorous, data-driven survey of its kind, gauging detailed demographics based on race/ethnicity and gender at some of the largest U.S. employers.

This award comes after AIG received recognition earlier in the year for earning a 100 percent score on the Human Rights Campaign's 2017 Corporate Equality Index for the sixth consecutive year.

In the UK, AIG placed on the 2016 Stonewall Organization Workplace Equality Index, rising 129 places to 109th on the corporate ranking list of over 400 companies.

We also received recognition in the U.S. for our supplier diversity efforts from the National Veteran-Owned Business Association, the United States Hispanic Chamber of Commerce, and Women's Enterprise USA Magazine.

AIG was featured in the 'Diversity and Inclusion in Asia Network (DIAN)' newsletter as a successful business case for women's development programs, initiatives, and pipelining in Asia Pacific and Japan.

In 2016, AIG received the Inclusion & Diversity Award from the Insurance Insider Honours in the UK.

AIG Japan won the Gold Award for the LGBT Index, an award that focuses on excellence for LGBT initiatives in Japan as they relate to policy, representation, inspiration, development, engagement and environment.

In 2016, AIG Insurance Hong Kong Ltd. received the Gold Award from Human Resources Magazine's HR Innovation Awards for our excellence in diversity and inclusion strategies.





American International Group, Inc. (AIG) is a leading global insurance organization serving customers in more than 100 countries and jurisdictions. AIG companies serve commercial, institutional, and individual customers through one of the most extensive worldwide property casualty networks of any insurer. In addition, AIG companies are leading providers of life insurance and retirement services in the United States. AIG common stock is listed on the New York Stock Exchange and the Tokyo Stock Exchange.

Additional information about AIG can be found at [www.aig.com](http://www.aig.com) | YouTube: [www.youtube.com/aig](http://www.youtube.com/aig) | Twitter: @AIGinsurance | LinkedIn: <http://www.linkedin.com/company/aig>.

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