At Chubb, we strive to be a diverse and inclusive meritocracy in which all employees feel comfortable to do their best, contribute to their fullest potential in support of our business objectives, and can advance and thrive in their careers.

Chubb is a global insurance company with operations in 54 countries and territories. Our deep local presence, and our understanding of local cultures and the unique demographic, economic and social characteristics in different communities, countries and regions, is a defining strength of our company. So too is our culture, which is built upon our shared values, experiences and priorities and the diversity of our people.

At Chubb, we strive to be a diverse and inclusive meritocracy in which all employees feel comfortable to do their best, contribute to their fullest potential in support of our business objectives, and can advance and thrive in their careers. While creating an inclusive and equitable environment that engages employees, encourages innovation and ultimately generates stronger business results is a shared responsibility of all 31,000 Chubb employees, leadership commitment is paramount. Chubb executives set the tone at the top through their behaviors and actions. We expect Chubb leaders to be actively engaged; focused on measuring progress; and committed to developing talent and building a robust, diverse leadership pipeline. This is accomplished through:

- Leadership Accountability. Improving the representation of women in leadership roles is a business imperative for Chubb globally. In the United States, we are also focused on improving the representation of people of color. To ensure progress, we apply the same discipline, rigor and accountability that exist in other areas of our business. We expect diverse slates of candidates for all leadership roles, and we measure representation and rates of hire, promotion and turnover of women and people of color. Our Board of Directors receives regular updates on our progress and initiatives. We have implemented a global talent and organizational review process through which business unit leaders discuss their priorities and plans related to talent development and succession, including their diversity metrics and plans to improve representation of women and people of color at leadership levels and in the leadership pipeline for their unit. Beginning in 2018, the evaluation of our executives’ performance will consider their progress and results.

- Leadership Competencies and Leadership Development. Leaders at Chubb are expected to be skilled and capable in building and leading inclusive teams. “Inclusive team leadership” is one of our stated competencies. In addition, expectations around diversity and inclusion are embedded in management and leadership programs across the company.
• **Review of Employment-Related Decisions.** To guard against unconscious bias in hiring, promotions, development and rewards, Chubb encourages transparent selection processes, provides guidelines for performance-based decisions, and offers management training to recognize bias and adjust practices accordingly. In the United States, for example, we implemented an “inclusion toolkit” for hiring managers, which, among other things, promotes diverse panels of interviewers. We also review annual performance rating distributions and compensation recommendations to ensure fairness for women and people of color.

At Chubb, we’re harnessing the power of diverse ways of thinking, backgrounds and perspectives. Our **Business Roundtables** and **Regional Inclusion Councils** — sponsored by some of our most senior executives — promote dynamic networking across our businesses and engage hundreds of employees in constructive dialogue to make our company better on all levels. These circles of support focus on employee onboarding, development and retention and help us build stronger relationships with, and gain deeper insights into, our diverse customer and distribution partner communities.

Other initiatives across our organization include:

**Chubb Start**, a program aimed at women early in their careers, which supports the development of skills and capabilities necessary for sustained success at Chubb. Participants have access to mid-level women leaders, informal networking opportunities, coaching circles and more formal educational sessions.

**The Coach’s Award**, a recognition program that identifies inclusive managers who are strong performers and who are viewed by their employees as doing an outstanding job in providing feedback, coaching and development support. This year, three leaders received the Coach’s Award and are being invited to share their approach and experiences at various company events.

**The Chubb Sponsorship Program**, a 2018 pilot initiative to supplement our talent planning and development activities and to strengthen the pipeline of “ready-now” women leaders. Executive sponsors see this as a tangible way to support the advancement of high-performing, diverse talent and continue to improve awareness of the challenges facing diverse talent. In this inaugural year, 14 senior women leaders have been paired with sponsors who are members of the senior executive team.

One final example of diversity and inclusion in practice is the Chubb/Bolton Hispanic Business Owners Initiative. Launched last year, the program brings together diverse talent from Chubb; influential Latino business leaders; and the Bolton Group, a key distribution partner of Chubb. This first-to-market campaign focuses on the underserved Latino commercial insurance marketplace in the Los Angeles area. Aside from business development benefits, the initiative provides career development opportunities for Chubb’s diverse talent to draw from their knowledge and skills to tackle real-life business problems.

**Chubb Signatures**, a global and regional lecture series for successful senior women, diverse men and inclusion champions to share their unique backgrounds, experiences and hard-earned lessons in business. The platform features live, 60-minute interviews in front of a local audience and is distributed via webcast and replay.
In sum, diversity and inclusion are integral to Chubb’s culture. They fundamentally inform who we are, what we value and how we approach our business. All of us at Chubb are committed to learning from and building upon our past efforts and continuing on the path forward with a thoughtful, practical and deliberate approach to achieving our goal of being a truly diverse and inclusive meritocracy.

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