Our value chain

Financial capital
As a company, we take in financial resources – essentially debt and equity – from our investors and creditors. This gives us the financial capital we need to run our businesses. From our resources, we pay employees, reinsurers, suppliers and intermediaries – and invest in our business.

Human and intellectual capital
We use the skills, time and resources of our employees to develop, price and market our products and services. We also have well-established systems, investment platforms and processes to manage and model risk, for example, or ensure effective customer service.

Social and relationship capital
To sell our products and services, we rely on key relationships with customers, intermediaries and other business partners. These relationships provide important services and give us access to local markets. At the base of these relationships is trust in our two main brands, Aegon and Transamerica.

Investments

Distribution

Our business model

Claims and benefits

Product development and Pricing

Value created and shared with stakeholders

• EUR 53.6 billion to our customers in claims, benefits and insurance claims. From our profits, we offer sustainable, attractive returns for investors. We also provide financial support to local economies through tax payments and donations to charities and other good causes.

• EUR 861 million to our investors in dividends and interest payments.

• EUR 6.6 billion to intermediaries, suppliers and reinsurers.

• EUR 2.1 billion to our employees in salaries, benefits and training.

• EUR 620 million to support our public services.

• EUR 10.1 million in support for local communities through cash donations and employee volunteering.

• Our Company-wide employee engagement score was 65, unchanged from 2017.

• International research into retirement, pensions, healthy aging and treatment for illnesses like Alzheimer’s.

• EUR 8.4 billion in impact investments, including renewable energy, affordable housing and international development banks.

• 41% of Aegon businesses in top half vs. peers in Net Promoter Score performance (down from 45% in 2017).

• 1,775 jobs lost (net) during the year.

1 This figure relates to financial capital, but has been used as a proxy for social capital (creating a healthier environment).