



# **ALLIANZ** **HR FACT BOOK 2017**

THE HOME FOR THOSE WHO DARE





# FOREWORD

## LEADING OUR PEOPLE INTO A DIGITAL FUTURE

The economic environment in which we operate is radically changing and the transition to a digital economy is irreversible. We want our customers and employees to benefit from this transition. In order to do so, we need to encourage our employees to embrace digitization, prepare them for the changes ahead and soften the likely impact.

HR is strongly supporting this change process. We have embarked on an HR transformation journey to develop one global HR function at Allianz, making HR a driver of the Renewal Agenda. We are building a culture of trust, collaboration and innovation to enable our people to deliver extraordinary results and achievements, many of which you can find in this fact book.

To support the digital transition, we have set an ambitious agenda for the year ahead, focusing on advancing our three digital initiatives. Our Workforce 2021 project invests in systematic workforce planning to assess the impact of digitalization, help define future employee roles, as well as identify the gaps in our existing skill sets. In accordance with our commitment to lifelong learning, Allianz offers state-of-the-art digital learning platforms to up-skill our existing workforce. In Q1 2018, we will launch LinkedIn Learning to support employees in their pursuit of lifelong employability. Finally, we will develop our incentive and remuneration strategies and adjust our global employee share purchase plan (ESPP) to allow employees to benefit from the dividends of digitalization.

With these measures, we will lead our people into a digital future and build on our value proposition to be a **HOME FOR THOSE WHO DARE.**

To find out more, we invite you to look through our comprehensive fact book.

Enjoy reading it!

A handwritten signature in blue ink, appearing to be 'C. Finckh'.

Dr. Christian Finckh  
Chief Human Resources Officer at Allianz

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Allianz Australia, Sydney



Allianz Czech Republic, Prague

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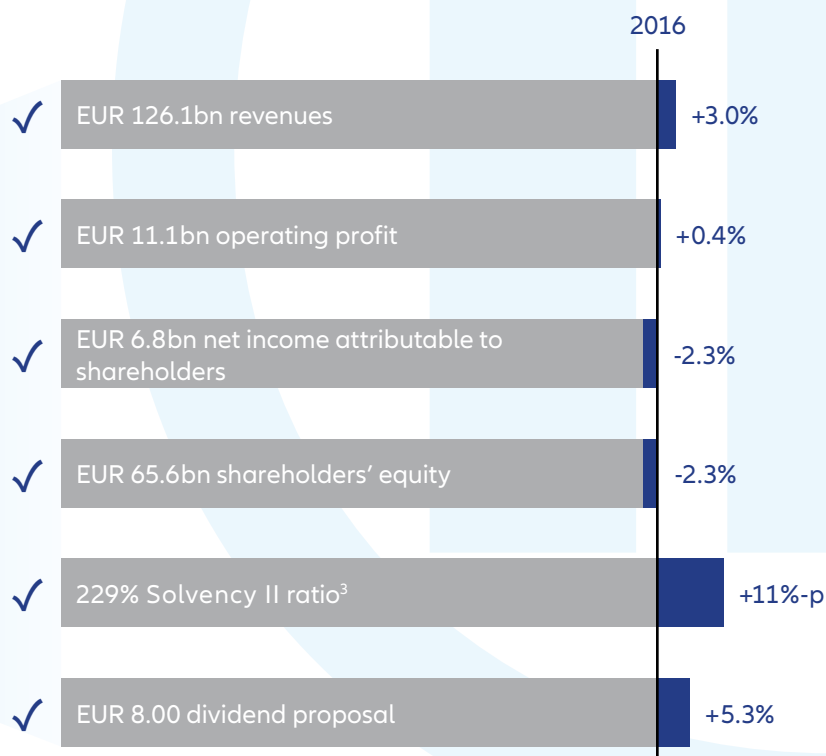
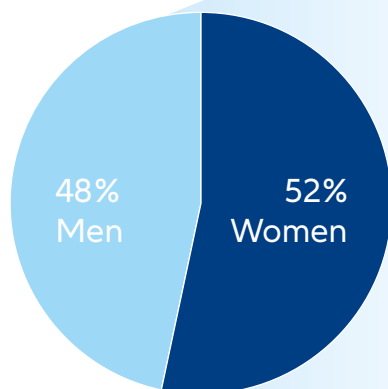


# OVERVIEW

# Strong performance in 2017<sup>1</sup>

As of December 31, 2017

**Total number of employees<sup>2</sup>**  
**140,553**



1) Figures based on all Allianz employees (core and non-core business).

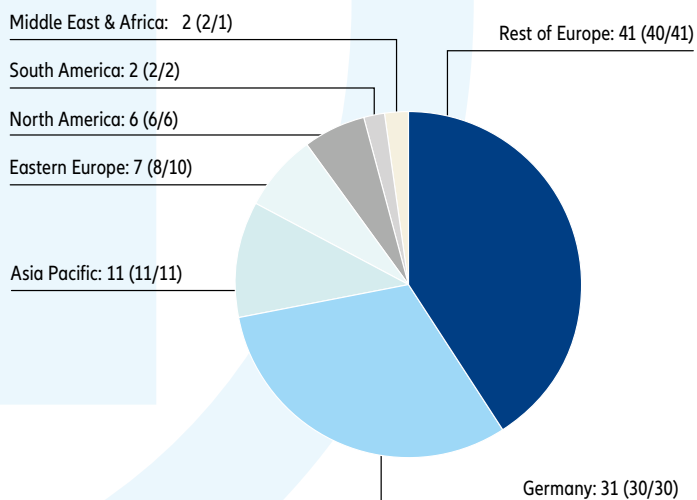
2) Total number of employees with an employment contract of all affiliated companies (core and non-core business).

3) Risk capital figures are group diversified at 99.5% confidence level. Allianz Life US included based on third country equivalence with 150% of risk based capital at company action level since September 30, 2015. The Solvency II capitalization ratio as of 31 December 2017 includes share buy-back.

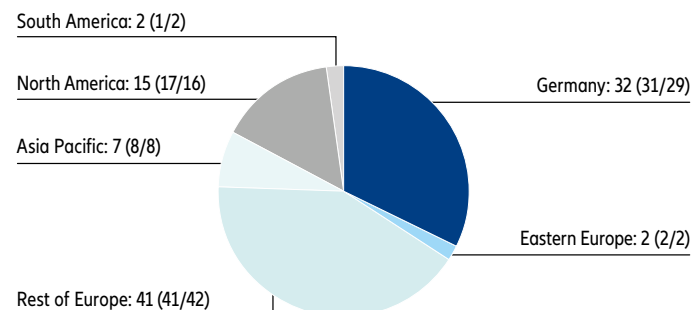
# Allianz employed a total of 140,553 people at end of 2017

As of December 31, 2017 (December 31, 2016 / December 31, 2015)

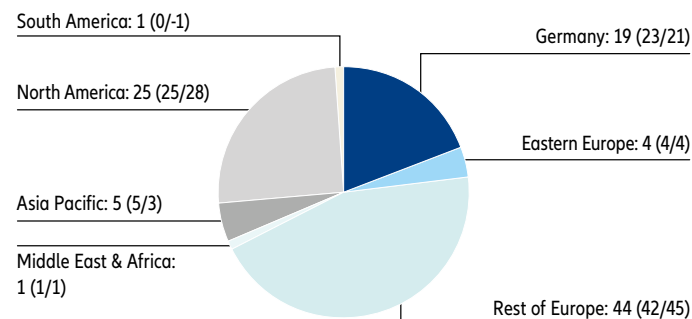
## Employees (%) of 140,553<sup>1</sup>



## Total revenues (%) of EUR 126,149mn<sup>2</sup>



## Operating profit (%) of EUR 11,097mn



1) Figures based on all Allianz employees (core and non-core business). Percentage of employees calculated based on the headquarters of each Allianz company.

2) Group consolidated figures. Middle East & Africa counts as 0.5% of total revenues of Allianz group in 2017 and 0.4% in 2015 and 2016.

# 140,399 employees in our core business

As of December 31, 2017 (December 21, 2016)

Total number  
of employees

**140,553** (140,253)

= total number  
of employees  
with an  
employment  
contract of  
**all** affiliated  
companies

Number of  
employees  
in core business

**140,399** (140,120)

= total number  
of employees  
excluding fully  
consolidated com-  
panies which are:

- considered pure fi-  
nancial investments
- non-profit  
organizations e.g.  
foundations
- classified as  
held for sale

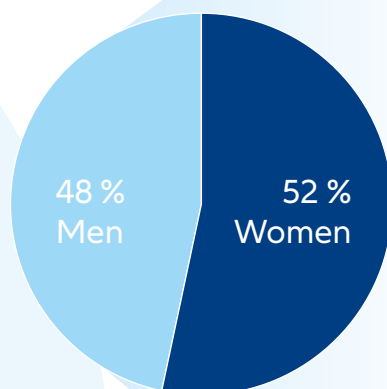
Figures in this report are based on the  
number of employees in Allianz's core  
business, unless otherwise stated.



# Allianz Group human capital at a glance

As of December 31, 2017

Employees  
in core business  
140,399



Allianz Employees	2015	2016	2017
Salaried workforce	97%	<b>97%</b>	<b>97%</b>
Managers <sup>1</sup>	14%	<b>13%</b>	<b>13%</b>
part-time employees	12%	<b>13%</b>	<b>13%</b>
Employees with permanent contracts	93%	<b>92%</b>	<b>92%</b>
Trainees	3%	<b>3%</b>	<b>3%</b>
International assignments	386	<b>527</b>	<b>423</b>
Average age	40.5	<b>40.5<sup>4</sup></b>	<b>40.8</b>
Average length of service in years	11.1	<b>11.0</b>	<b>11.1</b>
Employee turnover rate	15%	<b>14%</b>	<b>14%</b>
Sick leave days per employee	8.0	<b>8.4</b>	<b>8.4</b>
Employees who participated in at least one training	70%	<b>71%</b>	<b>71%</b>
Revenues per employee <sup>2</sup> (in thou €)	958.1	<b>955.3</b>	<b>977.9</b>
Total personnel expenses (in mn €)	12,367	<b>11,735</b>	<b>12,138</b>
Personnel expenses per employee <sup>3</sup> (in thou €)	86.6	<b>84.1</b>	<b>86.5</b>











1) Employees who are functionally responsible for other staff, regardless of level, e.g. division, department and team manager.

2) Based on average FTE.

3) Based on average number of employees.

4) Corrected figure for 2016.

# 10 largest countries by headcount

	COUNTRY	2015	2016	2017
	Germany	40,600	40,167	<b>40,149</b>
	France	15,822	15,437	<b>14,893</b>
	United States	8,133	8,008	<b>7,996</b>
	United Kingdom	7,182	6,905	<b>6,814</b>
	Italy	6,710	6,642	<b>6,563</b>
	Australia	5,451	5,515	<b>5,525</b>
	India	3,405	4,270	<b>4,878</b>
	Spain	3,525	3,593	<b>3,556</b>
	Austria	3,443	3,461	<b>3,410</b>
	Brazil	3,421	3,414	<b>3,355</b>



# EMPLOYEE STRUCTURE & DIVERSITY

**Jacqueline Hunt**  
Member of the Board of  
Management of Allianz SE



Allianz' strong commitment to Diversity & Inclusion has paved the way for significant progress in diversifying our workforce and creating a culture of inclusion in the Group. Through our combined efforts, we are starting to see more representation in our talents pools and leadership positions, be it in gender, ethnic, racial or age diversity. We are on track with our ambition to transform our culture and workplace - one that is inclusive and respectful of the diversity that our employees bring in, and one that fully reflects our customers and markets.

## KEY FACTS

- Allianz recognizes that promoting diversity and inclusion is essential for a sustainable business cycle and corporate social responsibility.
- Allianz is committed to promoting gender equality. In 2017, women accounted for 23% of Allianz Board members, 28% of executive positions and 52% of the total workforce.
- In 2017, Allianz ranked in the top 20 out of 6,000 companies assessed in the Thomson Reuters Diversity & Inclusion Index. We are part of the Bloomberg Gender Equality Index and took part in the global Stonewall Workplace Equality Index for the first time.
- Our Global Inclusion Council advocates for LGBT (lesbian, gay, bisexual and transgender) inclusion, generations learning and employability, unconscious bias mitigation, flexible working, cultural diversity projects, and the inclusion of people with disabilities.
- Our Junior Executive Talent (JET) program, a platform for non-executive women, helps foster the development of young female talent and promote women in leadership.
- In 2017, female leaders from our women sponsorship program gathered at the Global Allianz Women Forum for the 6th consecutive year.
- All Ability Day was launched as an annual program in line with the International Day for People with Disabilities to promote disability inclusion and recognizes the efforts Allianz championed to advance the inclusion of employees and customers with disabilities.
- Allianz is actively exploring the needs and expectations of a multi-generational work force and examining the positive impact of our millennial population becoming future workforce leaders.

## IN FOCUS

Allianz Spain has an aging employee base, while Spain faces a high national unemployment rate. Therefore, in 2010 Allianz agreed to allow part-time work for employees over 61 until they reach full retirement. For each partial retiree, the company will hire an unemployed person on a full-time, permanent contract. The Partial Retirement Plan has been active for seven years now, and as a result, 384 individuals at the beginning of their career have joined Allianz. Moreover, AZ Spain has been able to reduce the average age of its workforce, increase cross-generational collaboration, and turn know-how exchange between experienced employees and the digital natives into common practice.

The Ministry of Health, Social Services and Equality awarded AZ Spain with the Equality in Business distinction. The company also received the “Young Entrepreneurship and Employment” award for 2013 – 2016, which recognizes the continuous commitment to create permanent, stable employment for young people.



**Leticia Ortiz Pereira**  
Head of Labor Relations  
at Allianz Spain



## OUTLOOK 2018

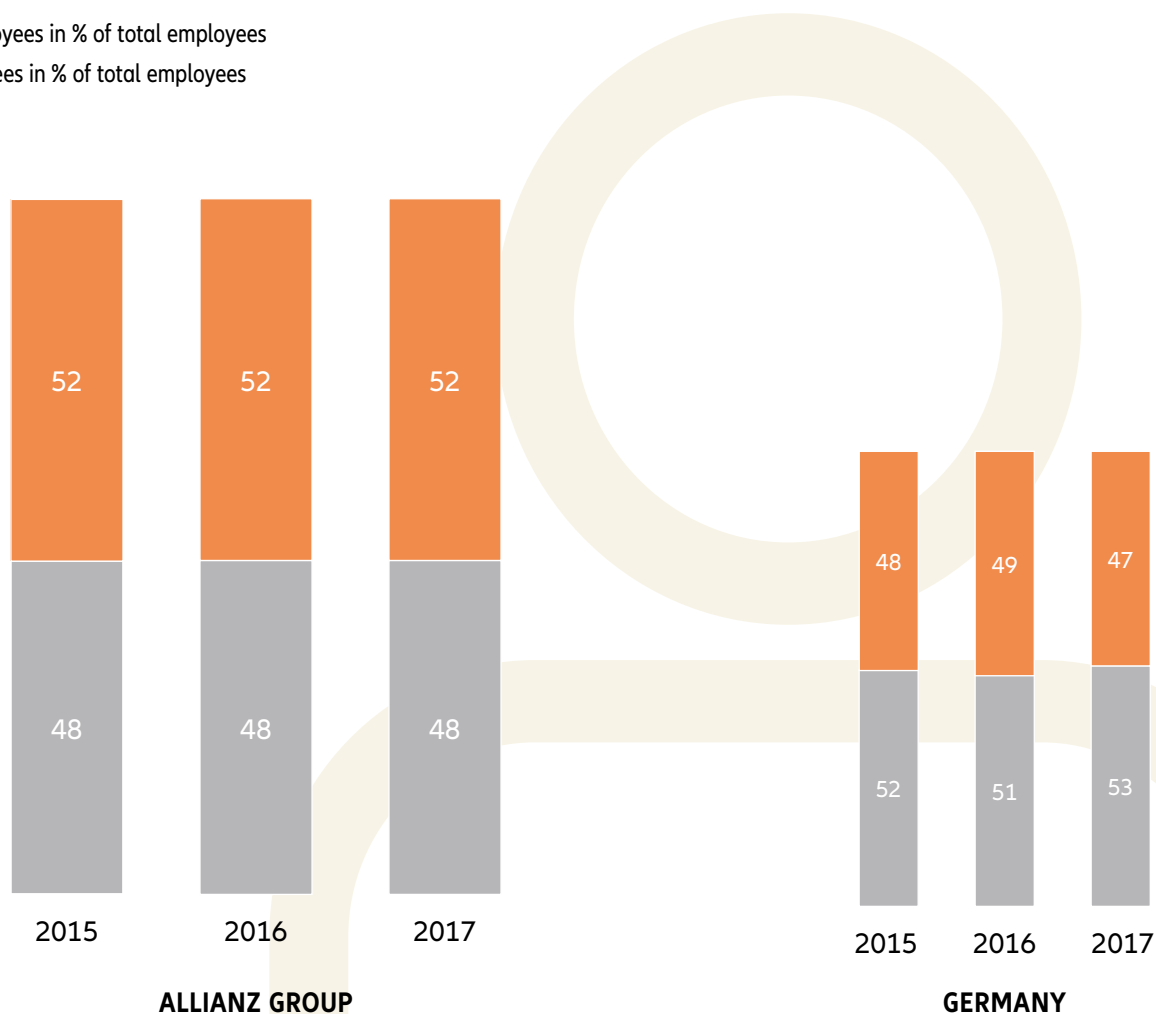
In 2018, we will continue with initiatives such as our All Ability Day and Diversity Day. Leveraging our diverse and inclusive workforce is key to achieving Allianz’s Renewal Agenda targets and implementing an Inclusive Meritocracy culture.

We also aim to foster international virtual collaboration via the second round of ‘Challenge Accepted.’ By addressing unconscious biases, fostering intercultural collaboration and promoting an inclusive leadership culture, we can better respond to a changing market environment and divergent customer needs.

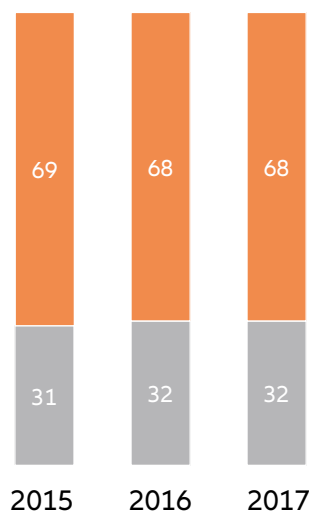
## 52% of Allianz employees are women

### Female and male employees by region (in %)

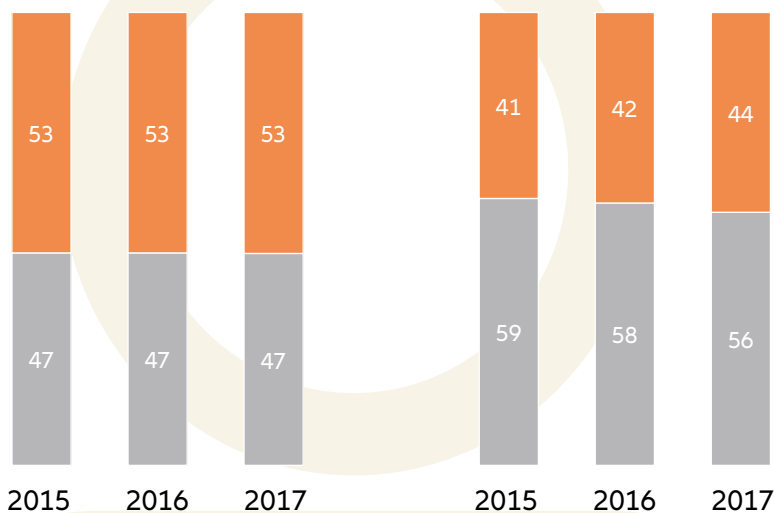
- Female employees in % of total employees
- Male employees in % of total employees



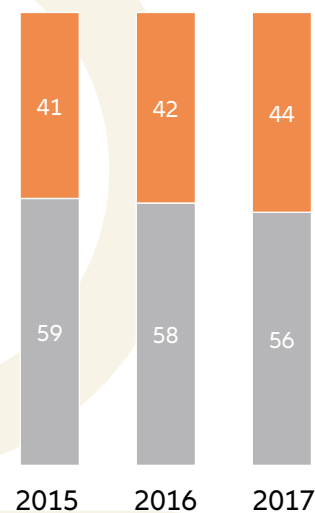




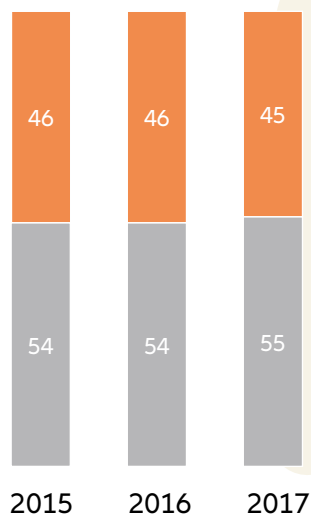
**EASTERN EUROPE**



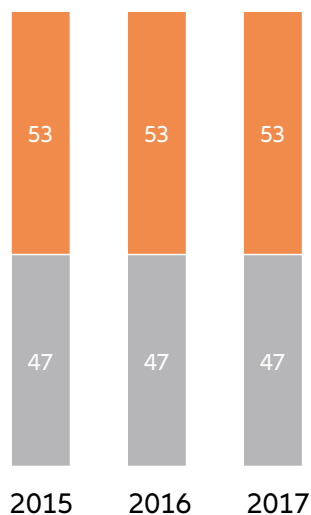
**REST OF EUROPE**



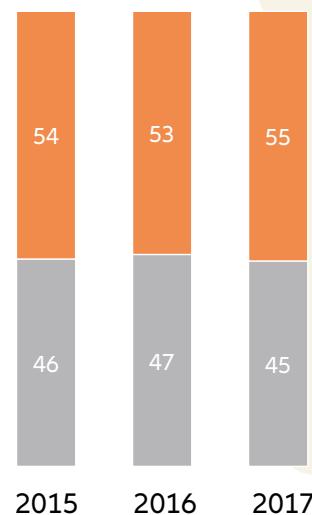
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**

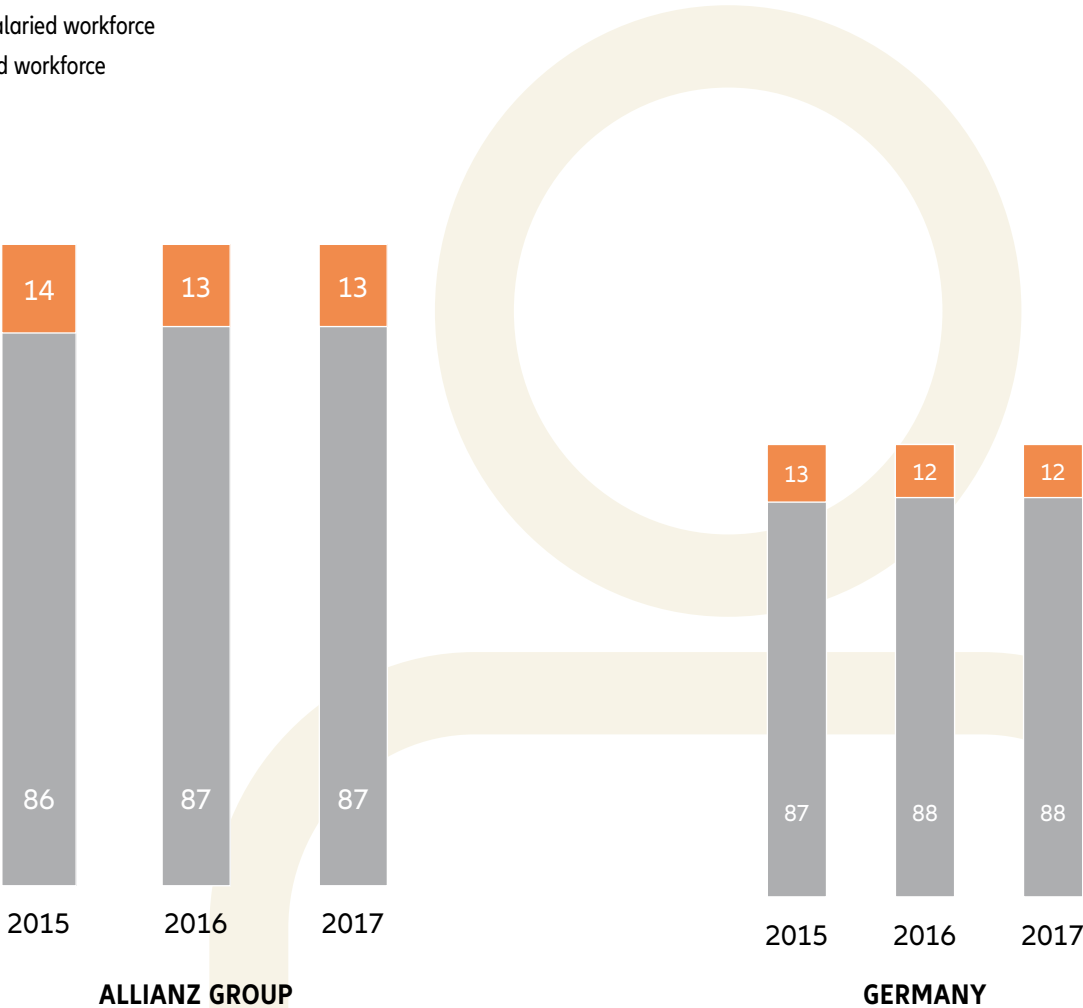


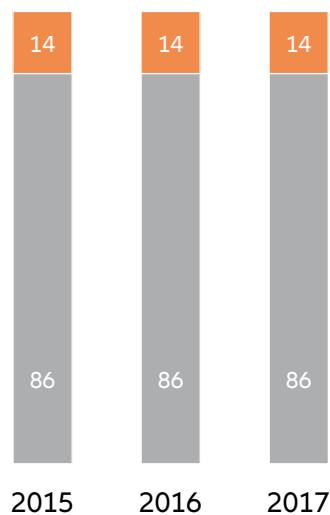
**ASIA PACIFIC**

# On average, an Allianz manager has 7 direct reports

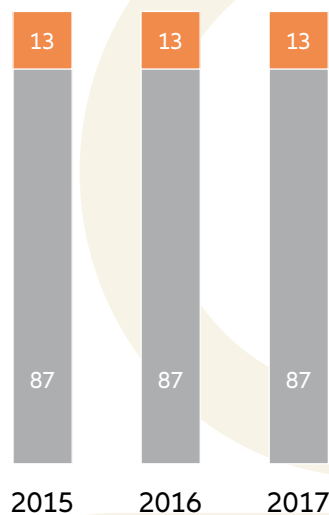
Managers and staff by region (in %)

- Managers in % of salaried workforce
- Staff in % of salaried workforce

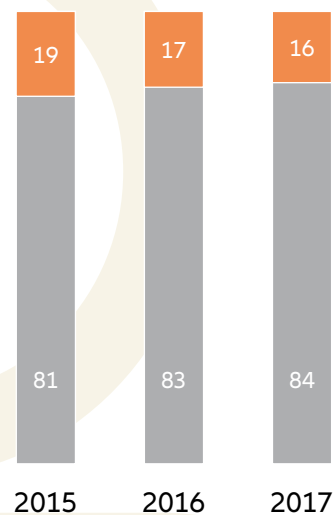




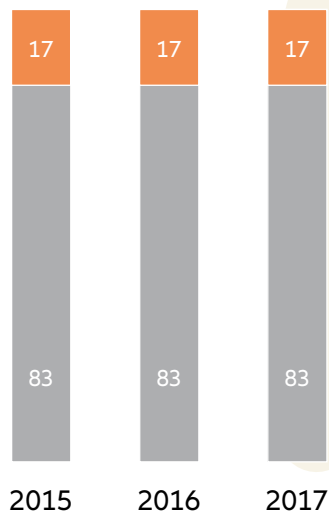
**EASTERN EUROPE**



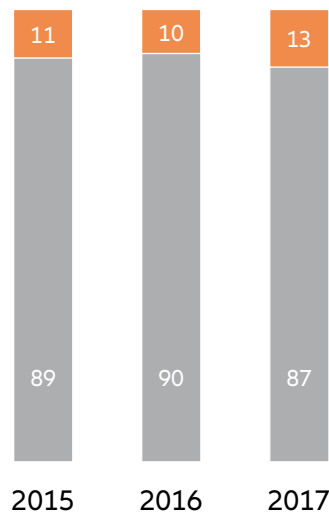
**REST OF EUROPE**



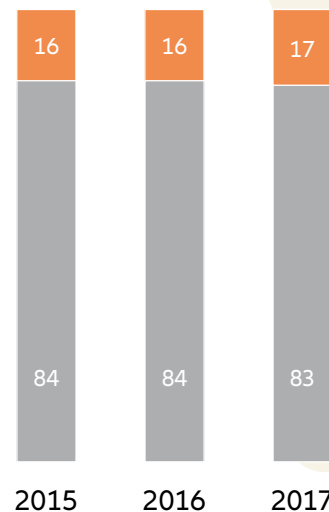
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**

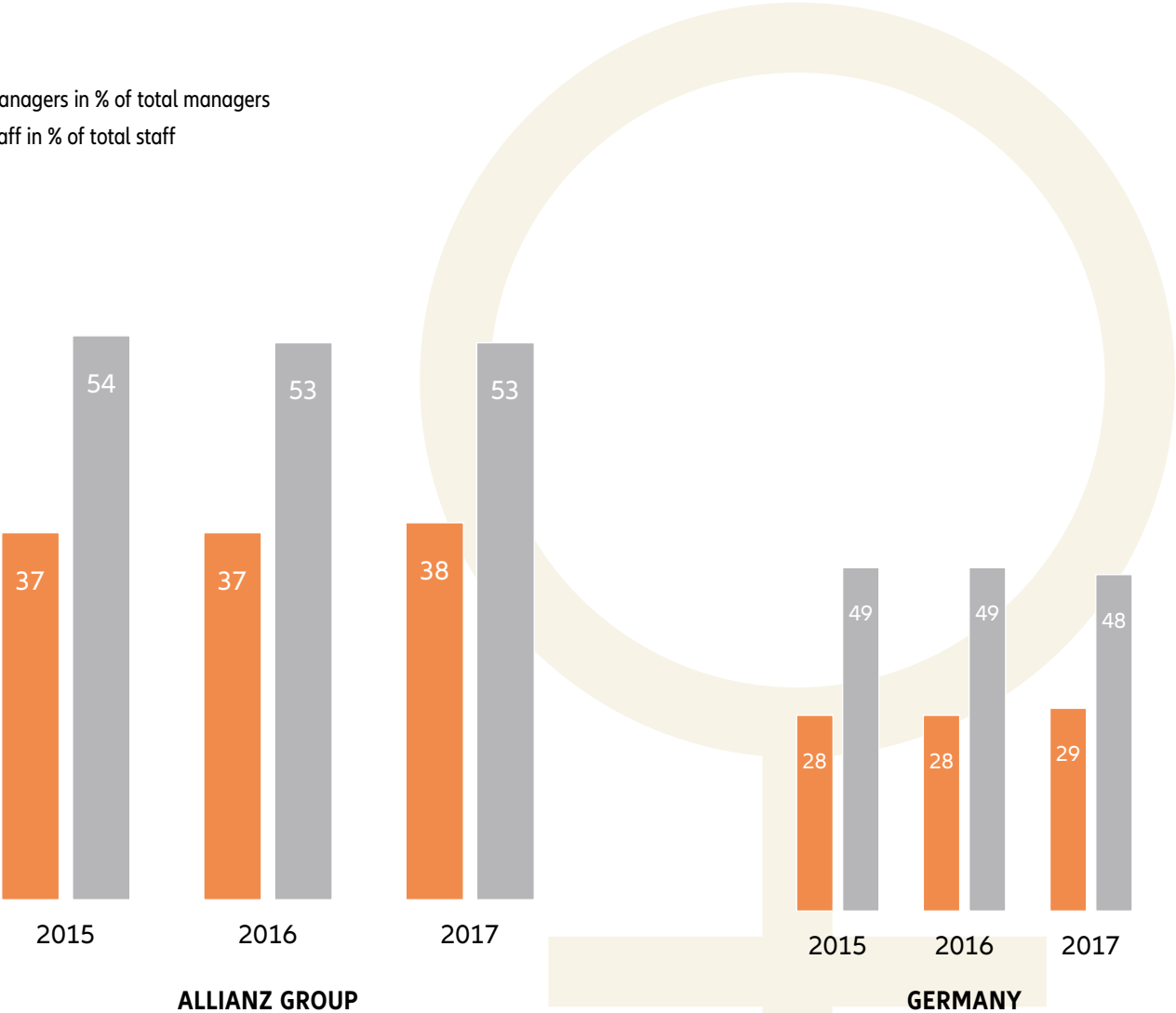


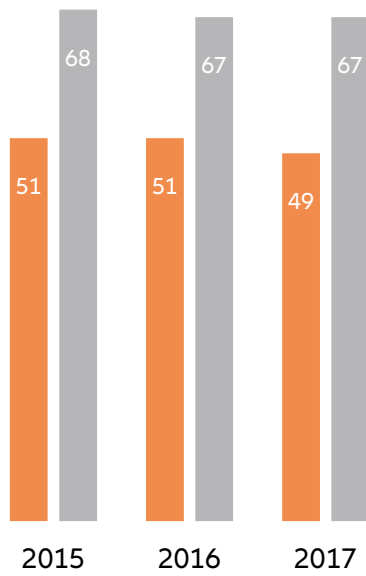
**ASIA PACIFIC**

# 38% of Allianz managers are women

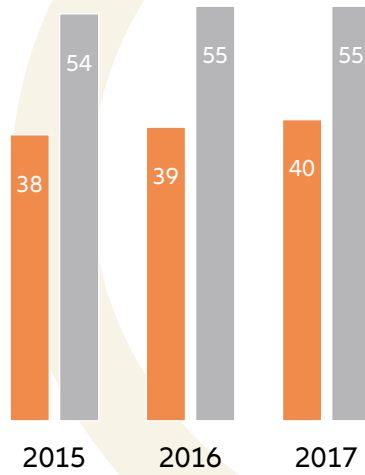
Female managers and staff by region (in %)

- Female managers in % of total managers
- Female staff in % of total staff

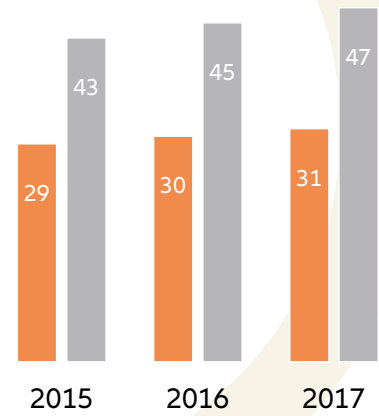




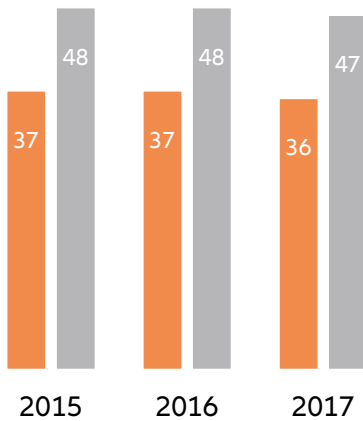
**EASTERN EUROPE**



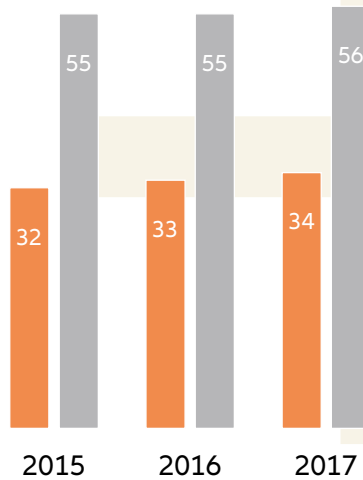
**REST OF EUROPE**



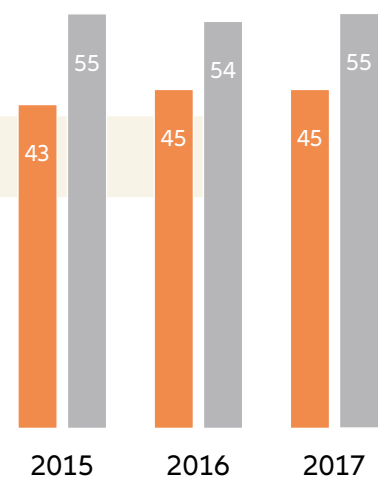
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**

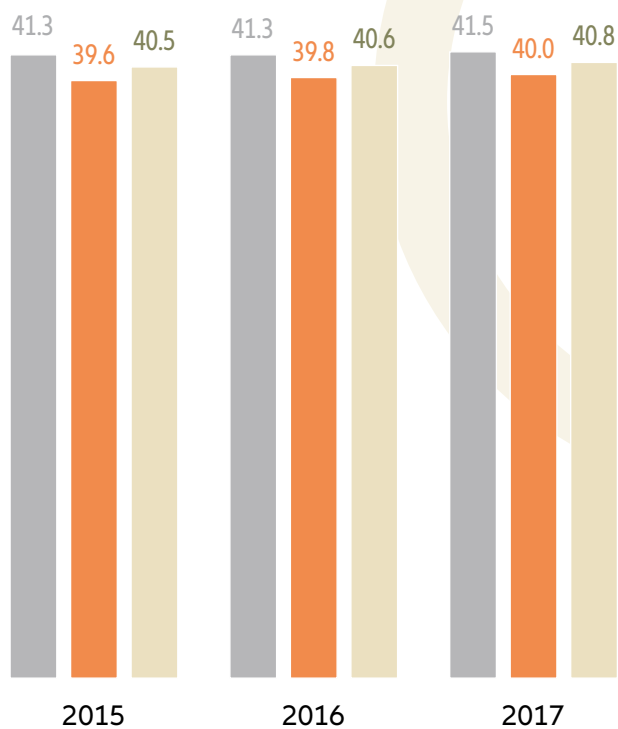


**ASIA PACIFIC**

## On average, the emerging markets have younger employees than the mature markets

Average age as of December 31, 2017

■ Men  
■ Women  
■ Total salaried workforce

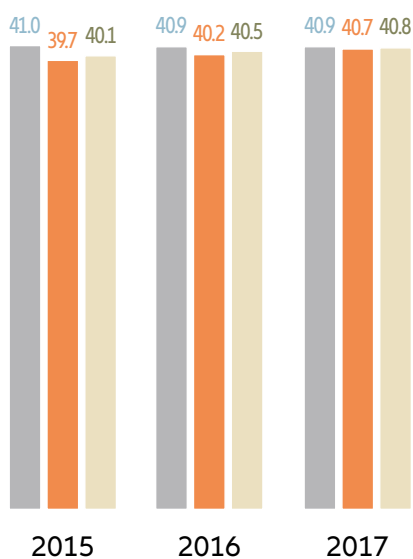


ALLIANZ GROUP



GERMANY

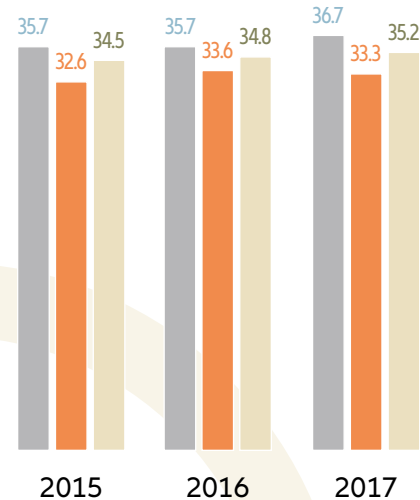




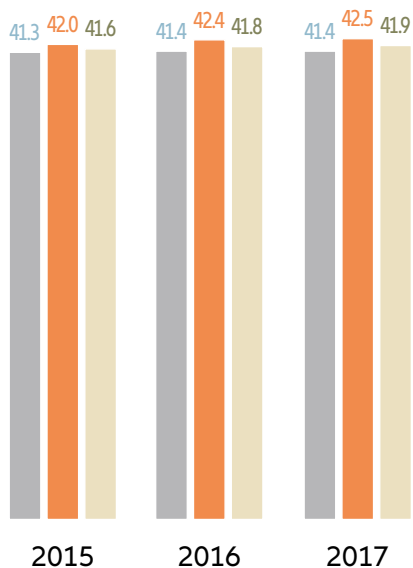
**EASTERN EUROPE**



**REST OF EUROPE**



**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**



**ASIA PACIFIC**

## More than half of Allianz employees are between 25 and 44 years old

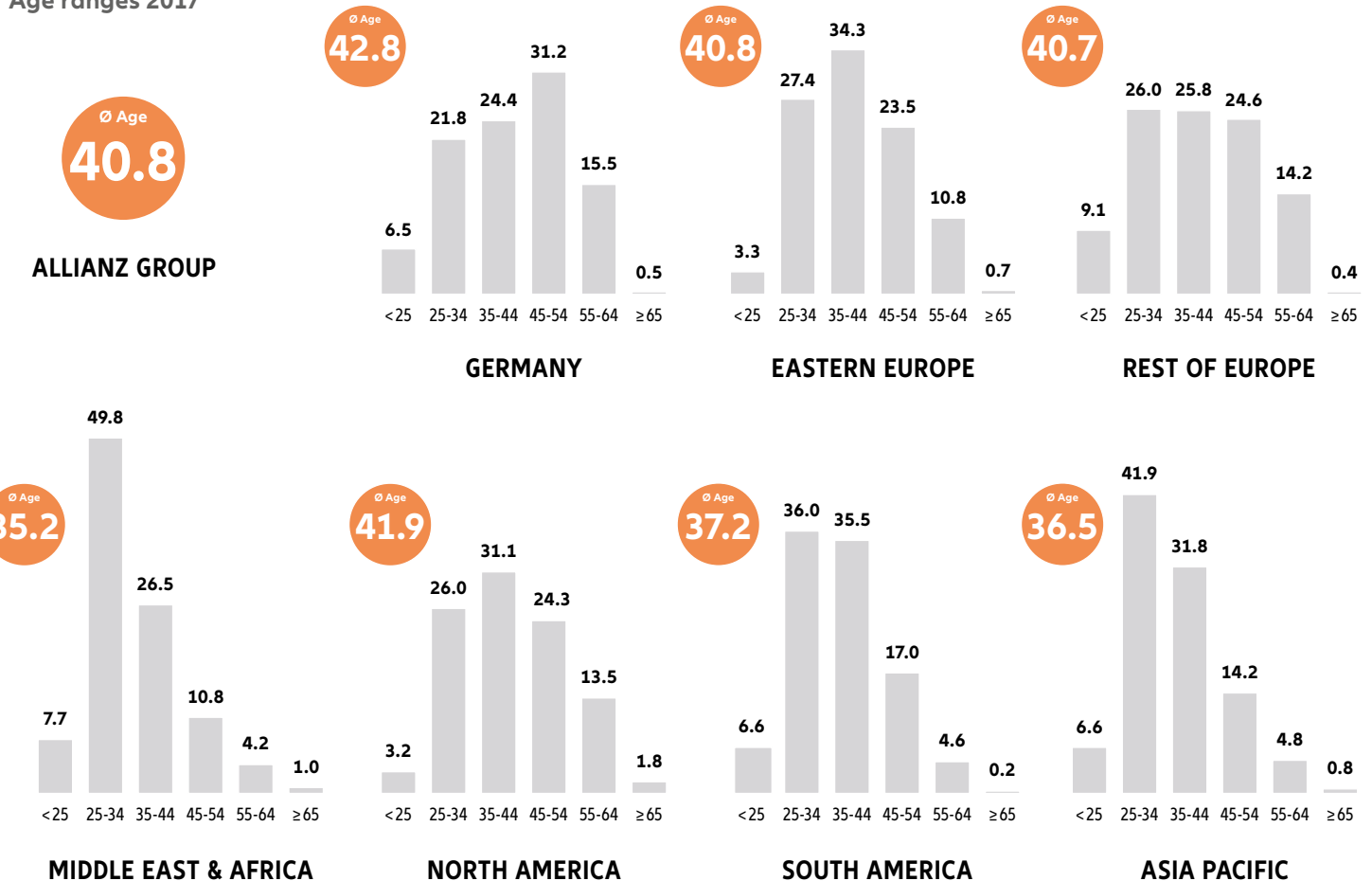
		2015		2016		2017	
< 25	Total	9,365	6.8%	9,469	7,0%	9,771	7.2%
	Men	3,655	2.7%	3,912	2,9%	4,195	3.1%
	Women	5,710	4.1%	5,557	4,1%	5,576	4.1%
25-34	Total	38,146	27.7%	37,570	27,7%	37,029	27.3%
	Men	17,502	12.7%	17,571	13,0%	17,228	12.7%
	Women	20,644	15.0%	19,999	14,8%	19,801	14.6%
35-44	Total	38,252	27.9%	37,030	27,3%	36,871	27.1%
	Men	18,364	13.4%	17,997	13,3%	17,773	13.1%
	Women	19,888	14.5%	19,033	14,0%	19,098	14.1%
45-54	Total	34,699	25.3%	34,218	25,2%	33,910	25.0%
	Men	17,757	13.0%	17,414	12,9%	17,225	12.7%
	Women	16,942	12.3%	16,804	12,4%	16,685	12.3%
55-64	Total	16,189	11.8%	16,645	12,3%	17,495	12.9%
	Men	8,982	6.5%	9,128	6,7%	9,619	7.1%
	Women	7,207	5.3%	7,517	5,5%	7,876	5.8%
≥ 65	Total	679	0.5%	585	0,4%	780	0.6%
	Men	461	0.3%	317	0,2%	513	0.4%
	Women	218	0.2%	268	0,2%	267	0.2%

Age structure figures based on salaried workforce. \* Corrected figures for 2016.

# More than 50% of Allianz employees in Middle East & Africa are younger than 35

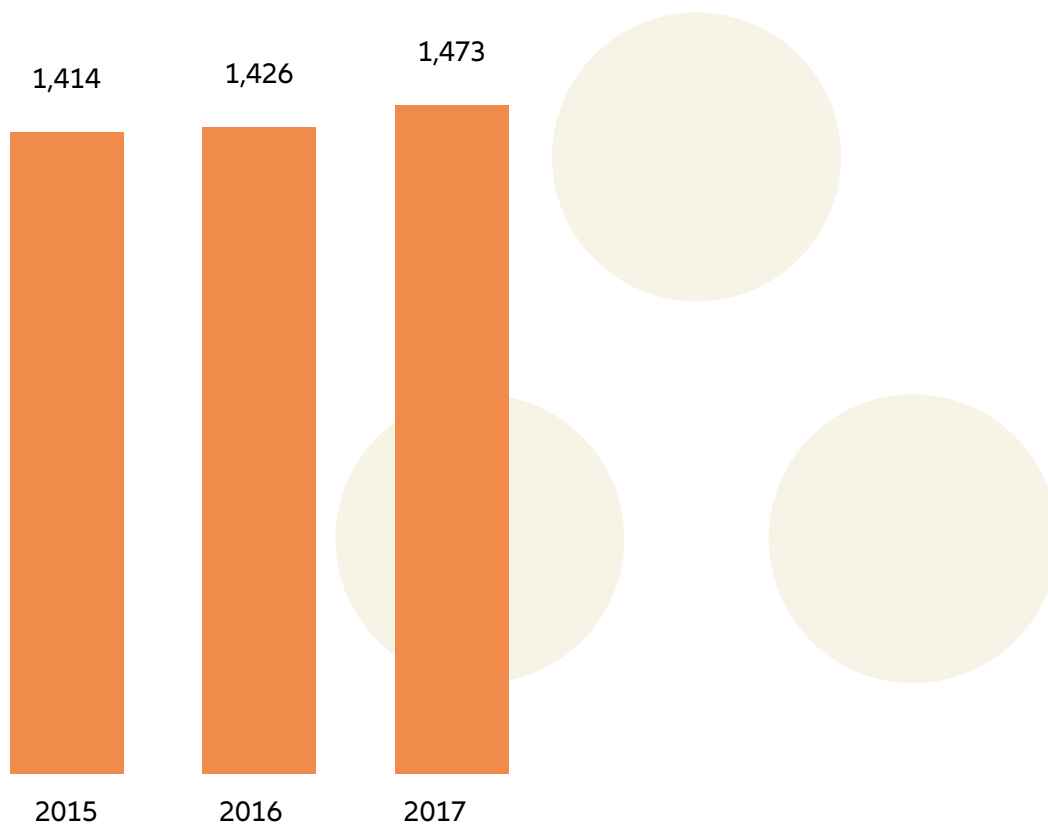
As of December 31, 2017

Age ranges 2017


















## In Germany, 3.5% of Allianz employees are people with disabilities

**Number of employees with disabilities in Allianz companies in Germany**



## 69 nationalities are represented at the Allianz SE headquarters in Munich

### Most common nationalities at Allianz SE\*

	NATIONALITY	2015	2016	2017
	German	961	916	<b>870</b>
	Italian	33	33	<b>42</b>
	American	27	33	<b>37</b>
	Austrian	23	22	<b>32</b>
	French	24	31	<b>31</b>
	Chinese	19	26	<b>27</b>
	British	27	26	<b>22</b>
	Russian	16	16	<b>21</b>
	Indian	12	15	<b>20</b>
	Bulgarian	17	17	<b>16</b>
	Dutch	11	15	<b>16</b>
	Romanian	11	16	<b>16</b>
	Spanish	12	13	<b>13</b>
	Croatian	12	12	<b>12</b>
	Turkish	4	9	<b>12</b>

\* Excluding Allianz SE Singapore branch

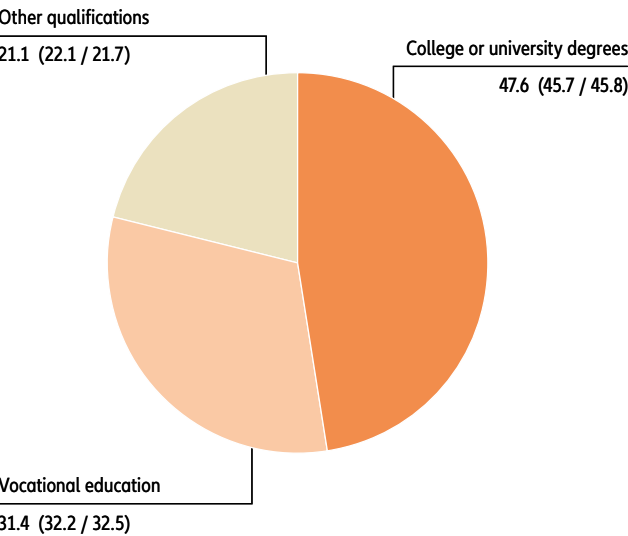
ALLIANZ SE HEADQUARTERS IN MUNICH, GERMANY



# Allianz attracts employees with diverse qualifications

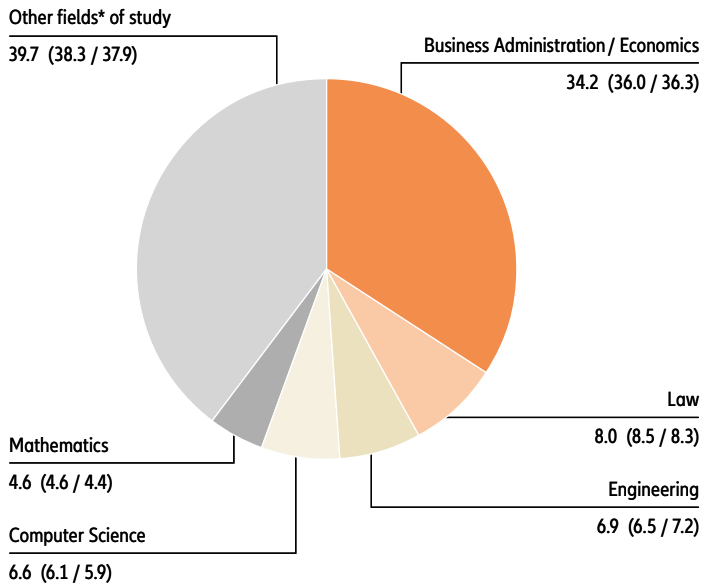
As of December 31, 2017 (December 31, 2016 / December 31, 2015)

Qualification (in %)



\* E.g. medicine, physics, psychology, aeronautics.

Field of study (in %)







# WORK WELL @ ALLIANZ

**Dr. Günther Thallinger**  
Member of the Board of  
Management of Allianz SE



The well-being of our employees is key to the success of Allianz. Thus we ask all of you to pay attention to your work-life balance. Our Work Well program is designed to support you in this.

## KEY FACTS

- Allianz advocates workplace health and provides a wide range of initiatives to create a healthy working environment.
- In 2011, the Allianz Board of Management and the European SE Works Council signed a pan-European agreement to reduce work-related stress. In 2014, it launched the global Work Well program in response to employee feedback.
- Our global Work Well program helps analyze the root causes of work-related stress, identify effective solutions and make changes to the work environment to enable employees to reach their full potential.
- Our Work Well Index (WWi®), which is assessed annually by the Allianz Engagement Survey (AES), allows us to track the overall success of the program. The WWi® improved from 64% to 66% in 2017.
- The 50 largest entities in all regions including Latin America, Asia, Africa, Europe and North America have already started to implement a set of 10 Work Well minimum actions. One of these actions is a stress awareness eLearning that has been developed in five languages (English, German, Spanish, French, Chinese), focusing on the basics of stress awareness and management.
- A capability maturity model (CMM) was developed based on international standards for quality management and corporate health. This model was piloted in the UK, Spain, France, and Romania to measure the perceived impact on employee well-being.

## IN FOCUS

To meet the needs of our employees and as a follow up to our AES results, Allianz Re decided to implement mobile working, which allowed employees to work part of their working week at a location remote from the Allianz workplace. Using a systematic approach, we started in Munich with a pilot in 2016 and followed with a questionnaire, where 88% of the managers and employees indicated that mobile working has strongly improved their work-life balance. 100% of the managers who participated in this pilot stated that employees who used mobile working were equally or more productive and 100% of managers and employees agreed to continue mobile working within their team.

We wanted to give more freedom to our employees to work where it was convenient for them. We decided on a team approach where each team decides on ground rules for mobile working within the team. Accordingly, employees are responsible for organizing mobile working around their physical work (e.g. meetings) and for inputting their working times into the system. It is built on trust.

Close work with pilot teams showed mobile working to be a beneficial way of increasing employee productivity and well-being.

Building on the success of these pilots, we plan to further explore flexible working options in 2018.

**Reiner Wolf**  
Head of Human Resources  
at Allianz Reinsurance



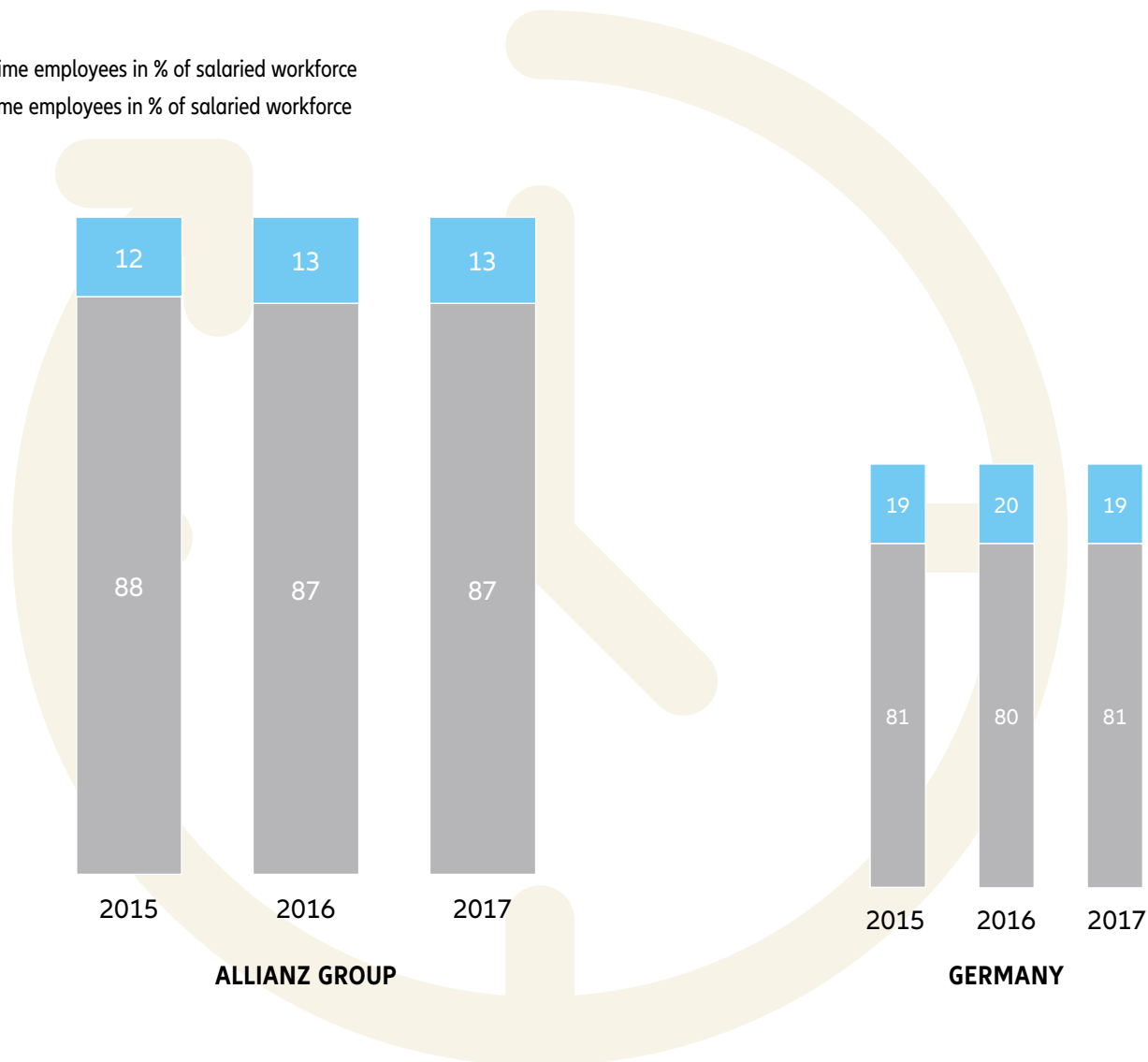
## OUTLOOK 2018

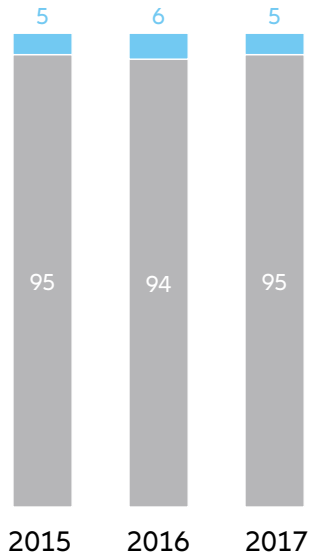
In 2018, the Work Well program will focus on supporting entities' implementation of the 10 minimum actions. Rolling out the capability maturity model (CMM) aims to increase the quality and impact of actions. Exchanges in our global expert community will help us use good practices to reduce employees' stress level. Work Well will place particular emphasis on driving flexible working options throughout the entire company.

## 19% of Allianz employees in Germany work part-time

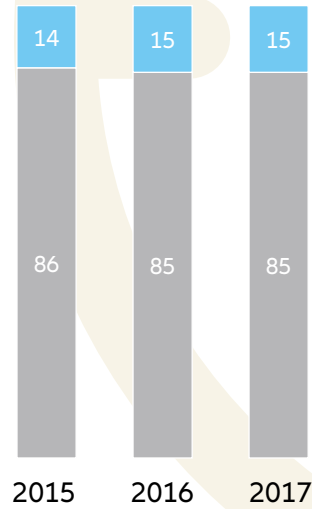
### Part-time and full-time employees by region (in %)

- Part-time employees in % of salaried workforce
- Full-time employees in % of salaried workforce

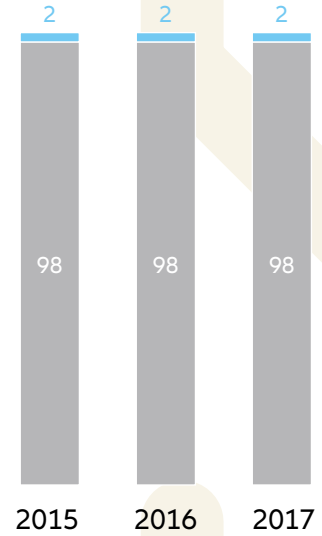




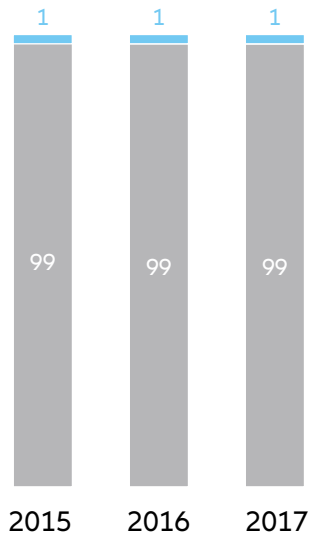
**EASTERN EUROPE**



**REST OF EUROPE**



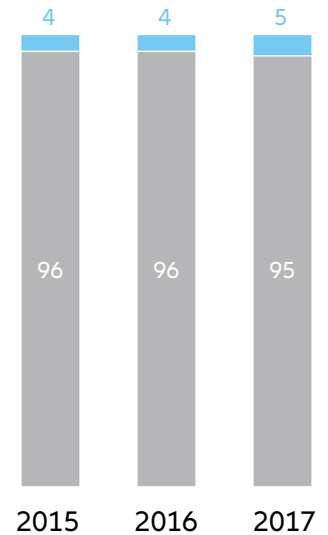
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**

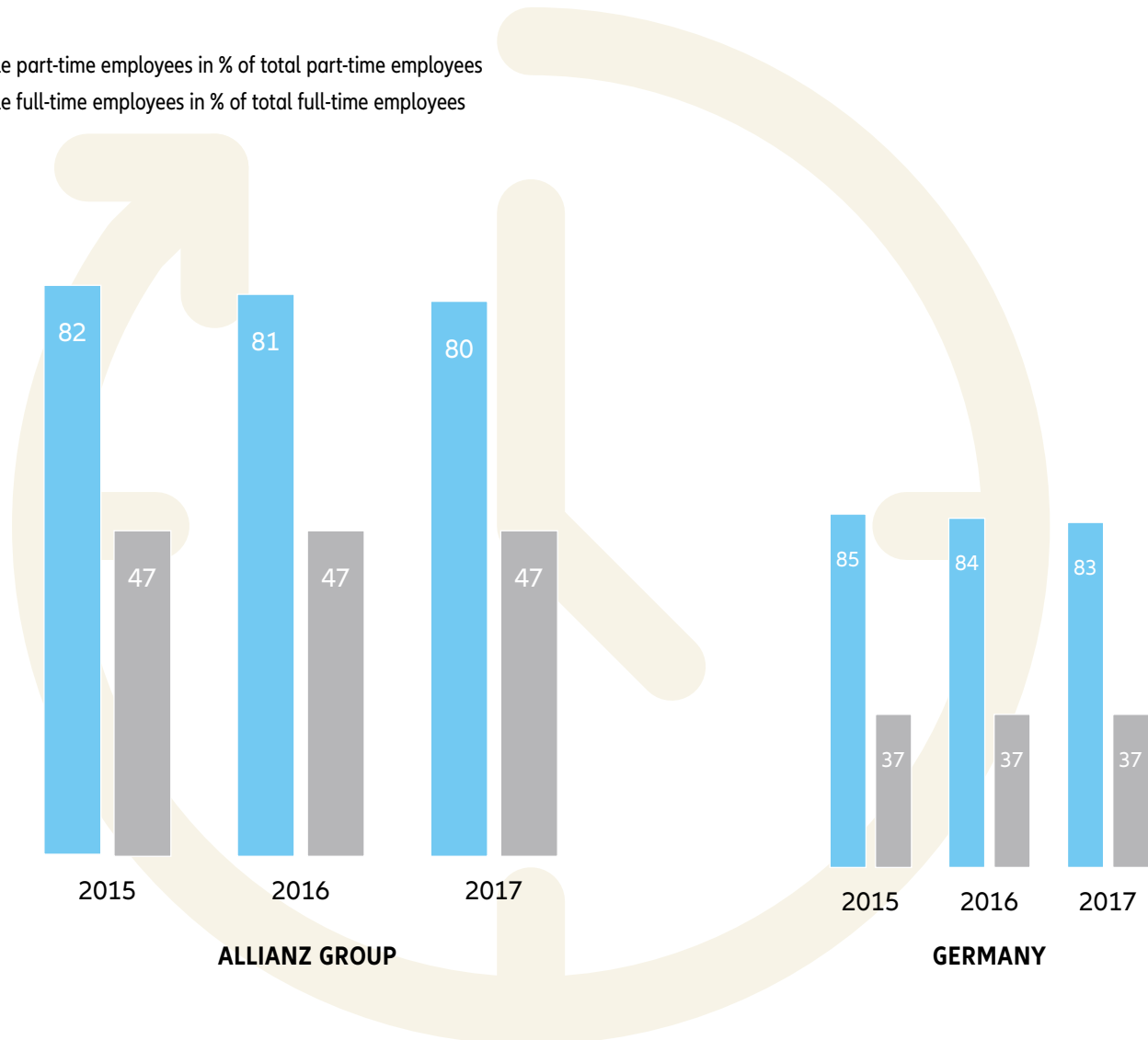


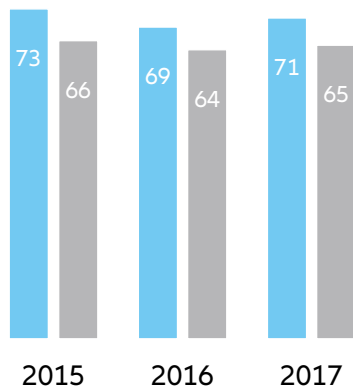
**ASIA PACIFIC**

## 80% of part-time employees are women

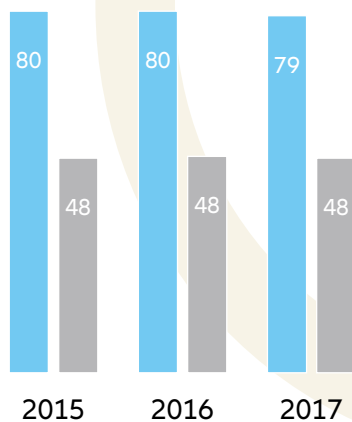
### Female part-time and full-time by region (in %)

- Female part-time employees in % of total part-time employees
- Female full-time employees in % of total full-time employees

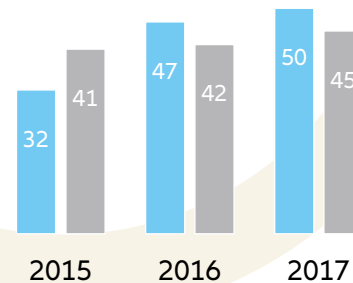




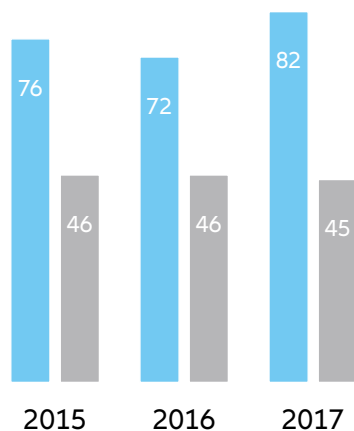
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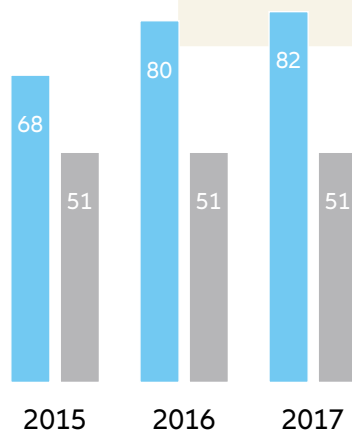
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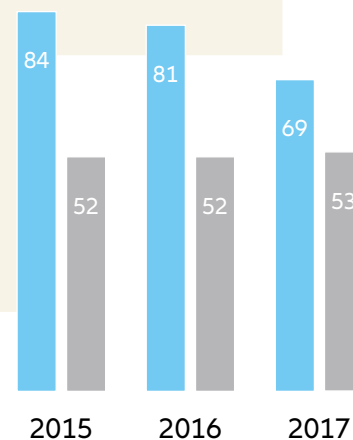
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



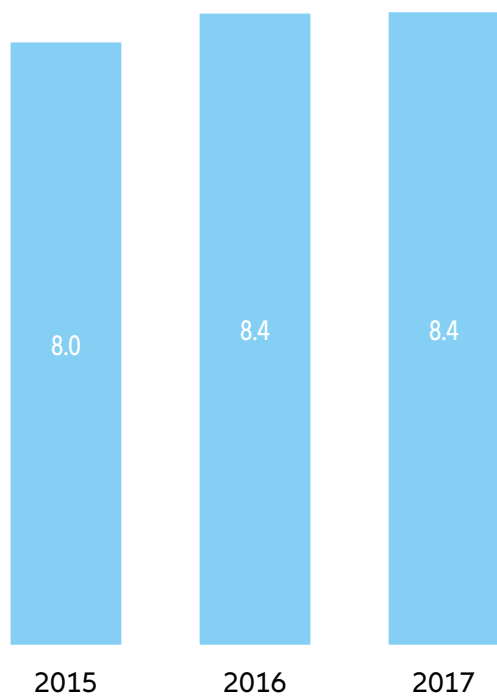
**SOUTH AMERICA**



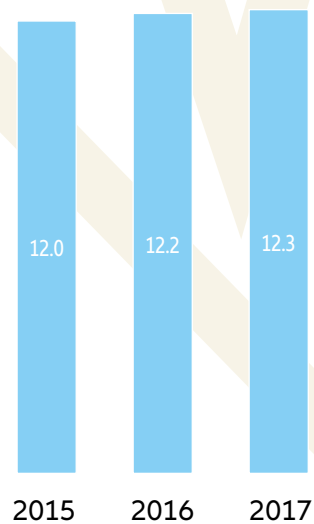
**ASIA PACIFIC**

## On average, Allianz employees were absent 8.4 days

Sick leave days per region<sup>1</sup>



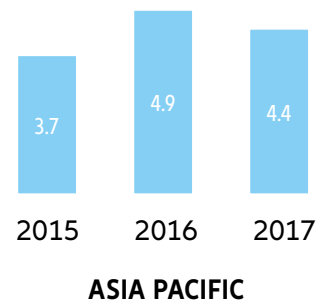
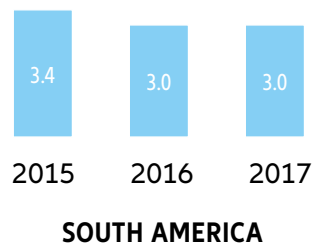
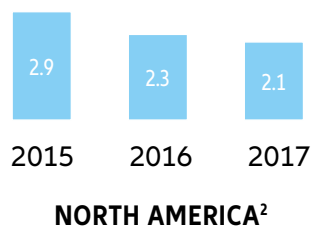
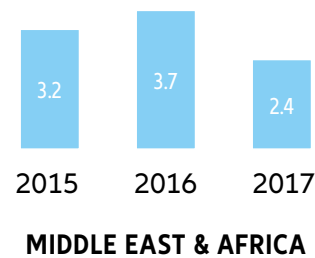
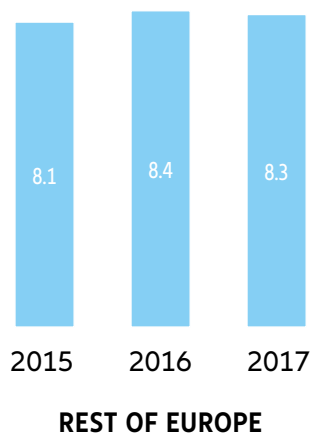
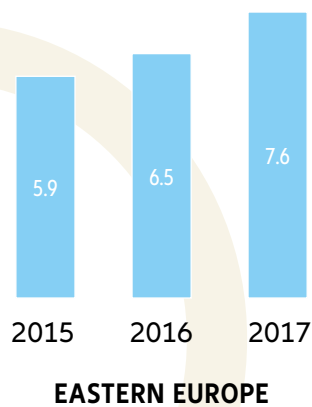
ALLIANZ GROUP



GERMANY

1) As of 2015, unpaid sick leave days are included.





2) Corrected figure for 2015.



Finance Rising Stars,  
Cohort 2016-2017,  
Allianz SE, Munich  
For more information  
please refer to the  
glossary section.

# LEARNING & DEVELOPMENT

## KEY FACTS

- In 2016, we launched 'AllianzU' (Allianz University) to provide every employee worldwide with the right development program and learning activities. Ensuring that our employees continuously develop their skills and have the opportunity to reach their full potential enables us to remain agile and responsive.
- More than half of our employees worldwide take part in at least one targeted training session a year. The percentage of employees undergoing at least one targeted training session in 2017 was 71%, with an average of 3 days of training per employee (total salaried workforce).
- In 2017, we continued to support the Renewal Agenda and focus on digital capability building. Six major development programs were delivered, such as the "IT Literacy for Top Executives," which exposes senior leaders to open discussions on Allianz's digital agenda.
- The Leadership Academy ran the "Allianz Leadership Development Program (ALDP)" and the "Allianz Management Program (AMP)" to support executives in their leadership journey.
- To date, 5,000 leaders worldwide have participated in the Inclusive Meritocracy Virtual Classroom, a mixture of online and face-to-face classroom sessions. In line with industry best practice, we continue to develop skill building programs, leveraging alternative learning methods like blended learning.
- In this year's Dow Jones Sustainability Index (DJSI), Allianz was the leader in the insurance sector for human capital development with a score of 100%.



## OUTLOOK 2018

By adopting guidelines on lifelong learning, AllianzU supports learning for all employees and will continue to significantly increase its digital offerings via its AllianzU platform, alongside the program offerings from internal learning entities and academies. AllianzU bundles L&D opportunities, provides a simplified user interface and enhances the learning experience.

The Inclusive Meritocracy Virtual Classroom 2.0 will be rolled out for all employees, as part of our commitment towards the renewal agenda.

In the first quarter of 2018, we will launch LinkedIn Learning@Allianz. This state-of-the art online learning solution will help leverage high quality learning content on digital skills and enrich it as needed for Allianz's specific needs. We are also developing "learning paths" for different employee groups to define appropriate learning content and complete individual skill needs. All employees will have access to the latest digital learning content available in five languages on LinkedIn Learning.

## IN FOCUS

Operations & IT Academy focuses on attracting talents in global Operations and IT and developing them to become market-leading experts fit for the digital age.

Operations and IT excellence is driven by building a globally consistent skill set to master digital technology. We leverage diversity to foster knowledge transfer and best practice sharing within the Allianz Group and invite our people to grow and unleash their full potential. For their career. For our customers. For Allianz.

The knowledge base for Operations and IT Academy is built on three inter-connected learning pillars: Functional Training, "Successful Skills for Digital Transformation" and Strategic Blockbusters.

We look forward to building the required skills and leveraging local knowledge and expertise in our training sessions.



**Dr. Diana Seibold**  
Regional Head of AllianzU for  
Switzerland, Germany and CEE  
region at Allianz SE

## Global Leadership Development Programs<sup>1</sup>

Number of Participants					
Program	Total	Men	Women	NPS²	Countries
2015					
Allianz Excellence Program	24	16	8	n.a.	8
AMI Campus	178	131	47	64%³	34
Allianz Leadership Development Program	28	18	10	77%	9
Allianz Management Program	26	19	7	n.a.	5
	TOTAL	256	184	72	
2016					
Allianz Excellence Program	22	15	7	n.a.	10
AMI Campus	138	107	31	84%³	35
Allianz Leadership Development Program	26	18	8	82%	9
Allianz Management Program	25	16	9	91%	4
	TOTAL	211	156	55	
2017					
Allianz Excellence Program	23	16	7	n.a.	16
AMI Campus	157	104	53	77%³	29
Allianz Leadership Development Program	30	19	11	80%	12
Allianz Management Program	61	41	20	81%	14
	TOTAL	271	180	91	

1) For program descriptions, please refer to the glossary section. 2) NPS – Net Promoter Score. 3) Refers to the average NPS of all AMI Campus programs.

# We invest in the future of our employees

## Training days per employee

- Managers
- Staff
- Total salaried workforce



ALLIANZ GROUP

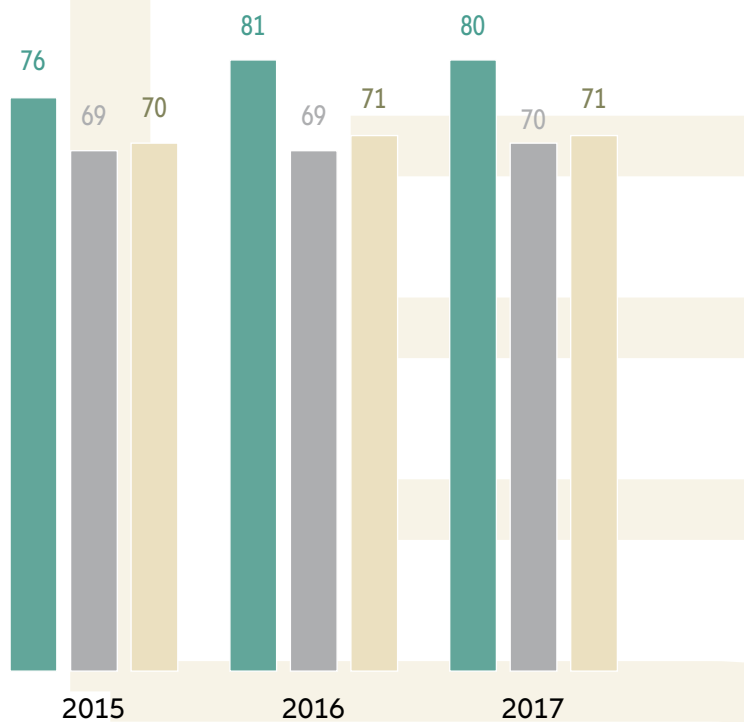
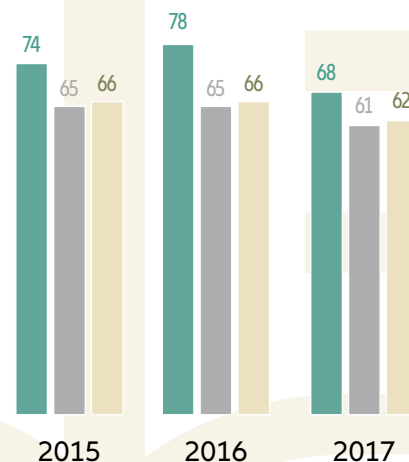
## Training investment per employee (EUR)



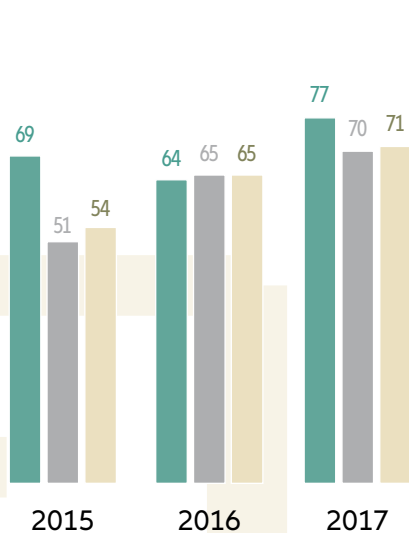
ALLIANZ GROUP

## More than 70% of Allianz employees participated in at least one training in the past two years

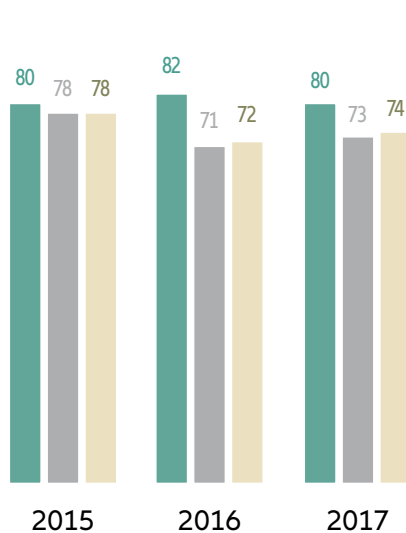
- Managers who participated in at least one training session in % of managers
- Staff who participated in at least one training session in % of staff
- Employees who participated in at least one training session in % of salaried workforce

**ALLIANZ GROUP****GERMANY**

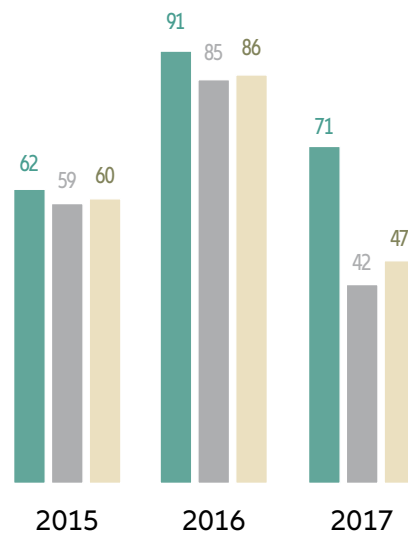




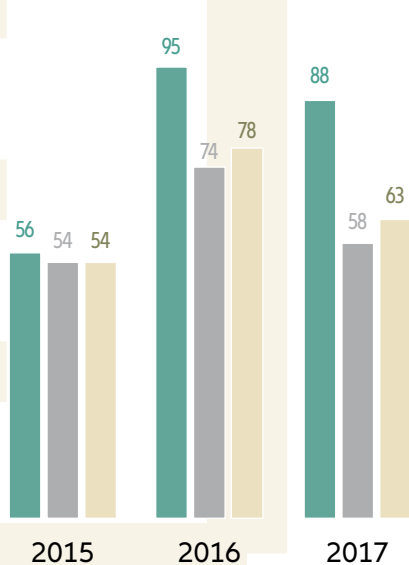
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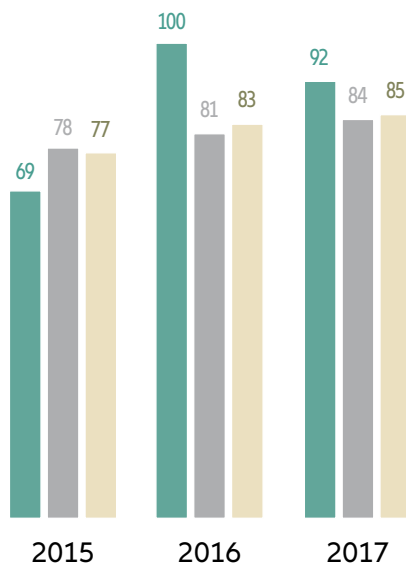
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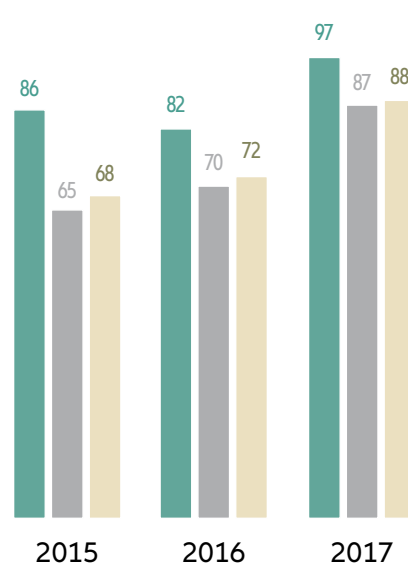
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**



**ASIA PACIFIC**



Allianz Portugal, Porto

# REWARD & PERFORMANCE

## KEY FACTS

- Further enforcing the Allianz Group's culture of Inclusive Meritocracy, the remuneration structures at Allianz provide incentives for sustainable value creation and are based on key principles, such as fairness and transparency.
- We encourage and reward the achievement of annual performance goals, as well as the sustainable success of the Group and local companies. We also deliver compensation which is competitive, globally consistent and supported by a strong global governance framework.
- In 2017, the Multi Rater feedback process took place for the second time this year and was rolled out to all our executives worldwide. The Multi Rater supports managers when assessing the "how" element of their employees and provides a great basis for feedback and development.
- The process was well accepted and resulted in approx. 100,000 distributed feedback questionnaires, with an overall completion rate of 81%.
- In 2017, we evaluated and graded all jobs globally using one consistent methodology as part of our HR Transformation project. By implementing a common language and global understanding of roles, we will bring greater transparency to job roles and capabilities across the global organization. Moreover, we are able to better tailor our HR programs to support individual career paths, personal development and strategic workforce planning.
- We want to motivate our employees to contribute to the Renewal Agenda and our digital transformation. In 2018, we will unlock the "digital dividend". We will incentivize digitalization by adjusting our Employee Share Purchase Program (ESPP) so that employees can benefit directly from the dividends of digitalization. In future, we will significantly improve the conditions based on productivity gains and the progress of our digital agenda.

## IN FOCUS

A framework for foreign local hires was developed in 2017. This provides operating entities with more consistency when relocating employees across borders on local terms. In addition, we reviewed the existing mobility rules in order to align them with market practice and to respond to internal feedback.

In 2017 Allianz also enhanced efforts to harmonize health benefits in the US. By providing harmonized benefits across all national operating entities, we can promote an Inclusive Meritocracy culture, generate cost saving, reduce risks, simplify governance, and gain a better overview of available benefit plans.

**Jörn Wohlrabe**  
Global Mobility Solutions  
Governance and Policy at  
Allianz SE



## OUTLOOK 2018

After implementing a globally harmonized performance management process, we are currently working towards a common, standard process for our non-executive employees. A large number of the operating entities have already aligned their local approaches to the global standard framework.

During the first quarter of 2018, the global mobility team will roll out a new set of mobility rules alongside clear roles and responsibilities to continue rigor in the selection process.

# Allianz Group paid a total of EUR 12.1bn for employees worldwide\*

## Personnel expenses

in EUR mn	2015	2016	2017	Δ16/17
<b>Salaries and wages</b>	9,589	9,197	9,524	3.5%
– performance-related elements	27%	26%	29%	3%-p
<b>Social security and employee assistance</b>	1,376	1,351	1,397	3.4%
<b>Expenses for pension and other post-retirement benefits</b>	1,402	1,187	1,217	2.6%
<b>Total</b>	<b>12,367</b>	<b>11,735</b>	<b>12,138</b>	<b>3.4%</b>

\* Figures based on all Allianz employees (core and non-core business).

## Allianz invests in international people development

### Top 10 countries sending and receiving international assignments\*

#### Top 10 home countries in 2017

	Germany	180
	France	62
	India	55
	United States	25
	United Kingdom	24
	Singapore	18
	Italy	15
	Switzerland	13
	Australia	10
	Thailand	9

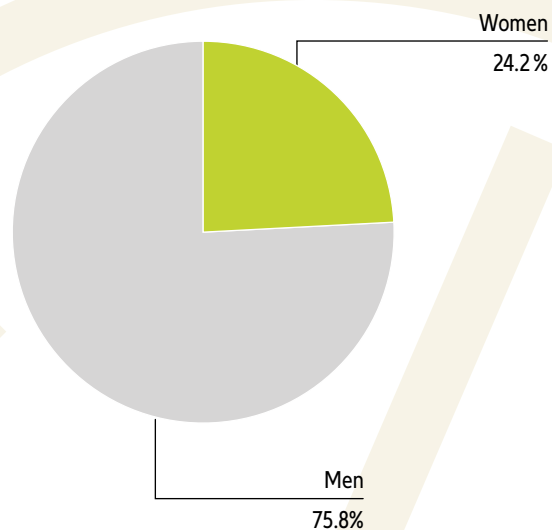
#### Top 10 host countries in 2017

	Germany	124
	Singapore	63
	United States	44
	France	41
	United Kingdom	17
	Thailand	16
	Italy	16
	Hongkong	14
	Brazil	8
	Switzerland	7

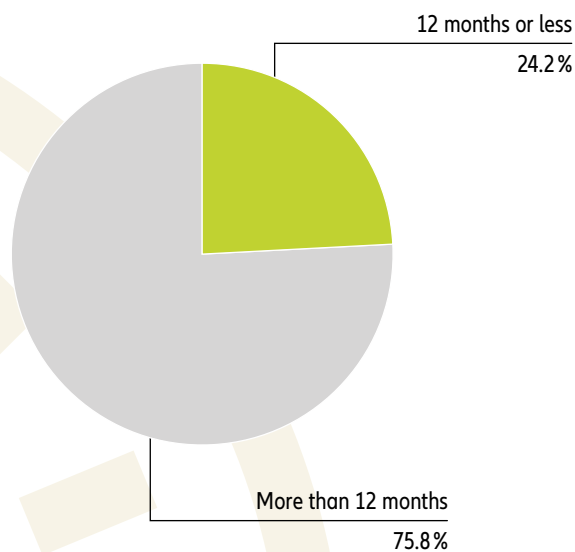
\* Number of international assignments in the top 10 home and host countries.  
For definition of international assignments, please refer to the glossary section.

## International assignments in 2017

### International assignees by gender



### Duration of assignment



# Allianz Group offered Allianz SE shares in 22 countries to eligible employees at favorable conditions\*

## Employee Stock Purchase Plan

	2015	2016	2017
Employees eligible	93,000	91,000	89,000
No. of countries	22	22	22
Take up rate	16%	19%	21%

- For the majority of the participating companies, the preferential employee purchase price for one Allianz SE share was a discount of 20% to the Xetra closing price in official trading on September 5, 2017 of EUR 178.85 (reference share price).
- The shares have a minimum holding period of 1 to 5 years.
- The number of shares sold to employees under these plans was 574,531 in 2017.

ALLIANZ EMPLOYEES	2015	2016	2017
in % of shareholders	6.7	6.0	6.1
in % of total Allianz shares	1.1	1.1	1.2

\* Figures based on all Allianz employees (core and non-core business).



# RISE OF DRONES

START GAME

Allianz Rise of Drones

## PEOPLE ATTRACTION

For more information  
please refer to the  
glossary section.

## KEY FACTS

- Allianz continues to shape the “HOME for those who DARE,” striving for an inclusive meritocracy culture. In May 2017, the first International People Attributes Week took place in more than 60 Allianz companies worldwide.
- Over 100 global activities were conducted worldwide during the first International People Attributes Week, as part of the internal rollout of the employer branding campaign.
- More than 300 employees participated in a social media competition, where they shared a personal "Dare to" picture and statement on Allianz Career's Facebook Channel with its thousands of users worldwide.
- Allianz's head offices offer the best digital communication services for candidates across over 200 companies in Europe and Asia. This was confirmed by the research firm Potentialpark, which rated Allianz #1 in the three categories: online application, career website and social media career channels in its 2017 ranking.

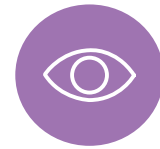
## IN FOCUS

In order to strengthen our global leadership position, Allianz aims to attract daring minds – those who embrace entrepreneurial thinking and dare to challenge the status quo. Consequently, Allianz is offering new services to digitally connect with potential hires. A chat bot service as well as a unique drone racing experience show that we dare to innovate.

In 2017, Allie became Allianz's first career chat bot, consulting users of the Allianz Careers Facebook Channel about suitable job offers at Allianz. Since then, Allie has sent up to 300 messages per day to potential candidates, 75% of them followed her suggestion to explore concrete job offers on the Group's job portal and 73% of them applied directly. Allie soon appeared in the German media. By using innovative technology, Allianz increased the speed and efficiency of answering candidate questions by introducing a 24/7 service with a response time of a few seconds. A first version of the bot was launched, and continuous developments are planned.

By solving nine business questions on how to create insurance for drones, potential candidates can also learn more about our company culture. Four drones representing our four People Attributes race against each other. Allianz leverages its sponsorship of the Drone Racing League, which pays into the company's positioning as a digital and future-oriented company. The gamified tool has been proven to improve candidates' image of Allianz and was nominated for Germany's HR Excellence Award 2017.

**Angelika Inglsperger**  
Group Head People Attraction and  
Talent Management at Allianz SE



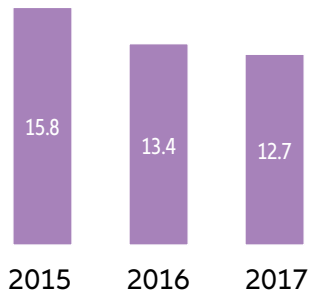
## OUTLOOK 2018

InsurTechs, Blockchain and adapting customer needs are changing the insurance industry. To realize our ambition of becoming "Digital by Default," Allianz has to recruit and retain digital people with the necessary skill sets, such as data science or UX expertise. Our goal is to become an attractive employer for these candidates and to rank among their employers of choice. Therefore, we will focus our employer branding activities on creating awareness among this recruiting target group for career opportunities related to Allianz's digital transformation.

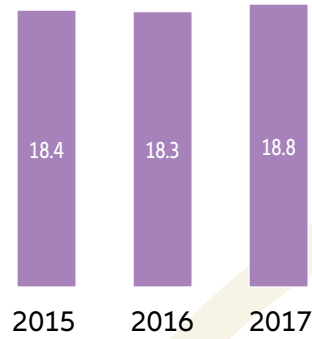
## Asia Pacific had the highest recruitment rate in the past three years

Recruitment rate (in %)

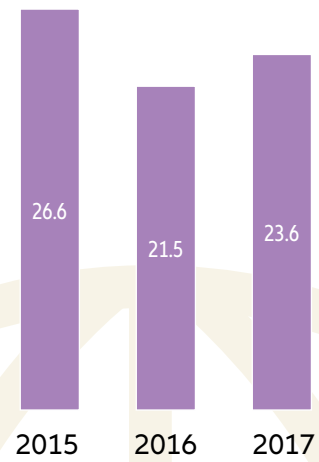




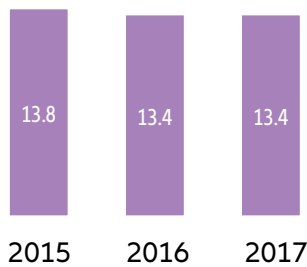
**EASTERN EUROPE**



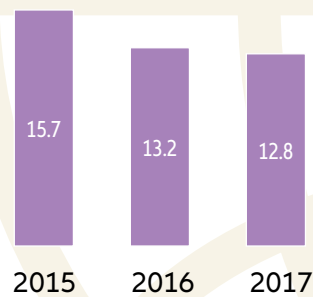
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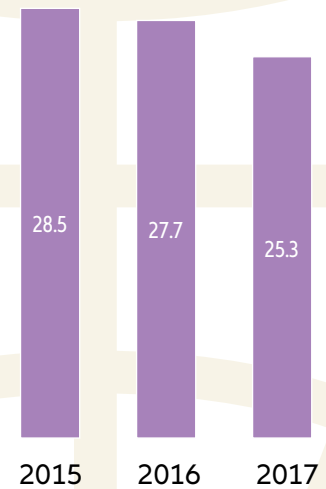
**MIDDLE EAST & AFRICA**



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**SOUTH AMERICA**



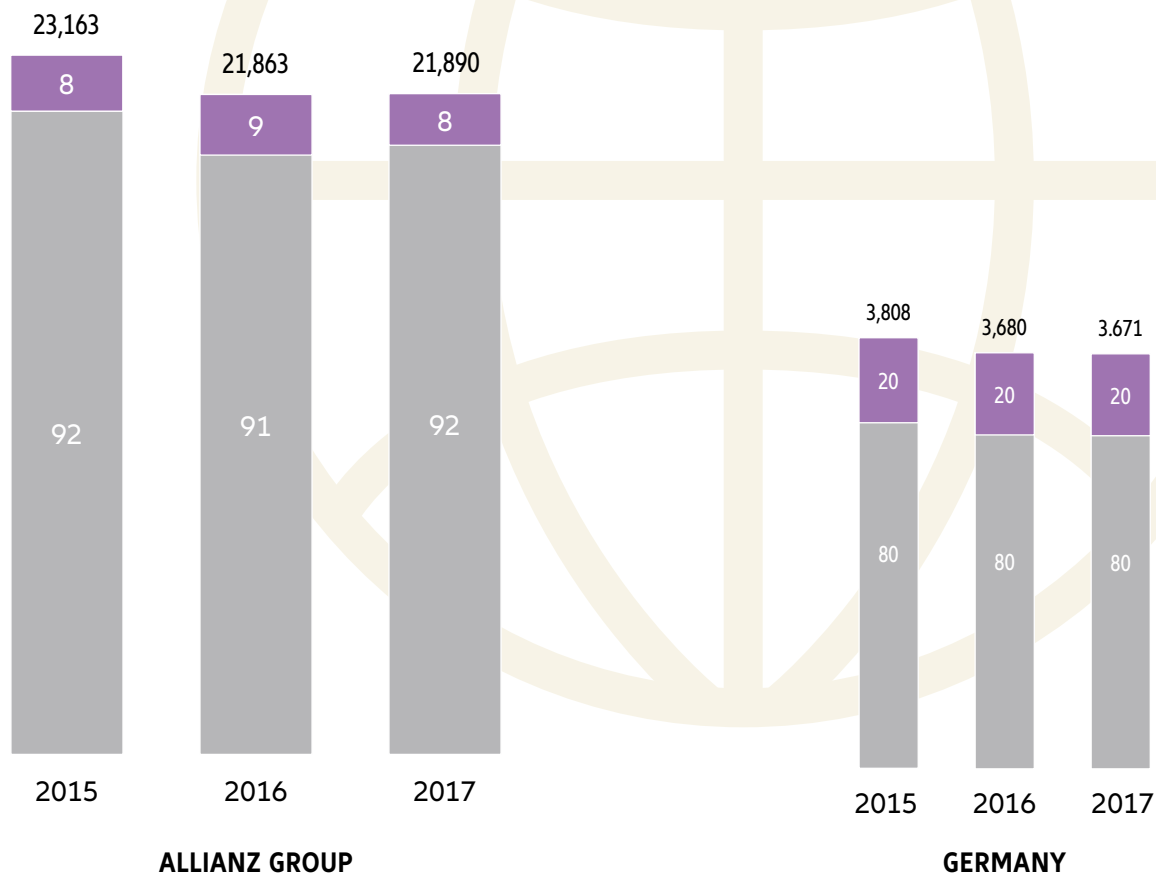
**ASIA PACIFIC**

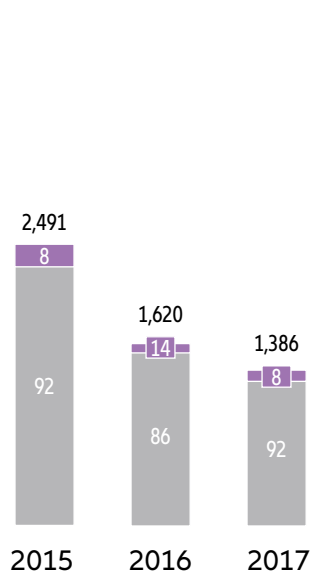
## Allianz hired a total of 21,890 employees in 2017\*

### Recruitment rate (in %)

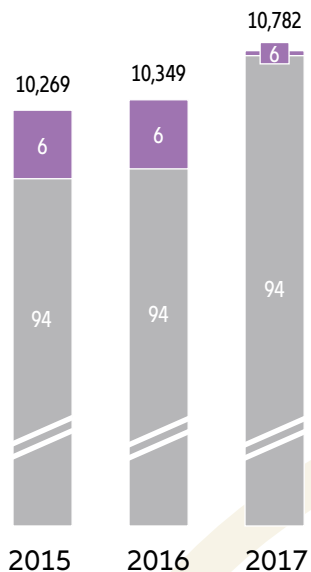
- Internal recruitment in % of total recruitment
- External recruitment in % of total recruitment

\* Number of employees recruited refers to new hires only and does not include employees taken on as a result of mergers or acquisitions and employees who moved within the same Allianz company.

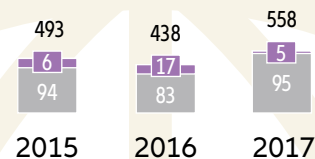




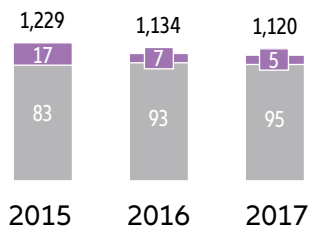
**EASTERN EUROPE**



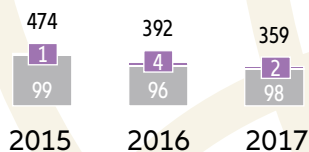
**REST OF EUROPE**



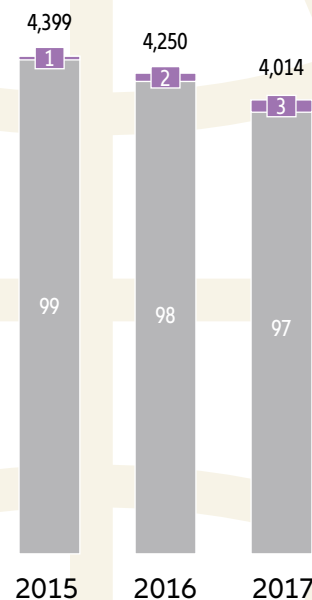
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**

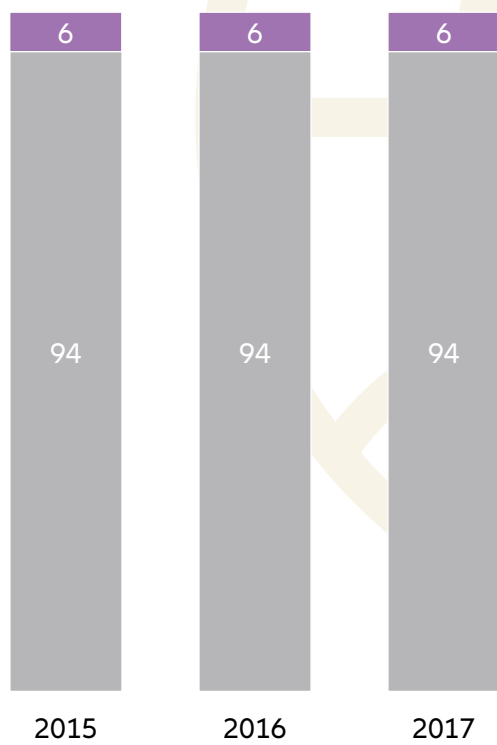


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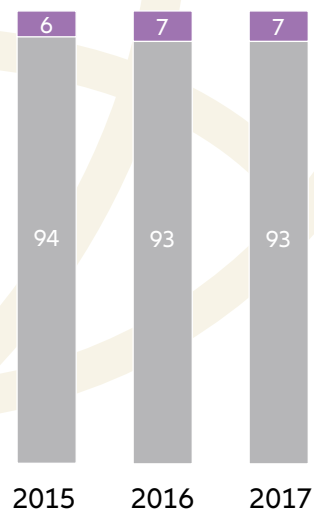
## 6% of recruitments in 2017 were for management positions

### Recruited managers and staff by region (in %)

- Recruited managers in % of total recruitment
- Recruited staff in % of total recruitment

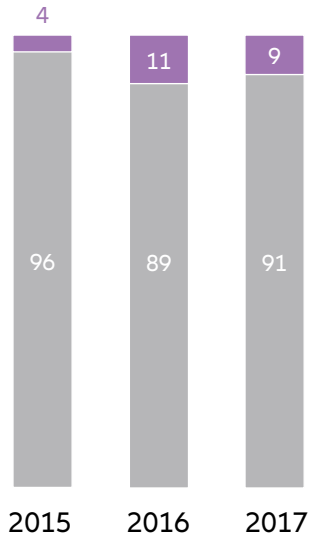


ALLIANZ GROUP

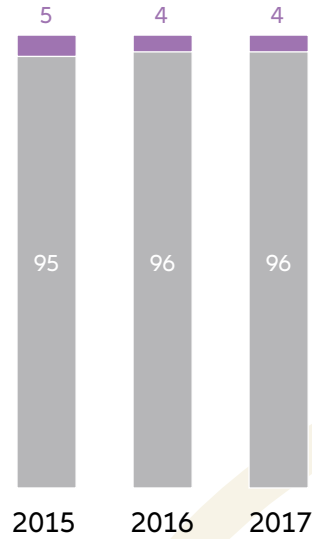


GERMANY

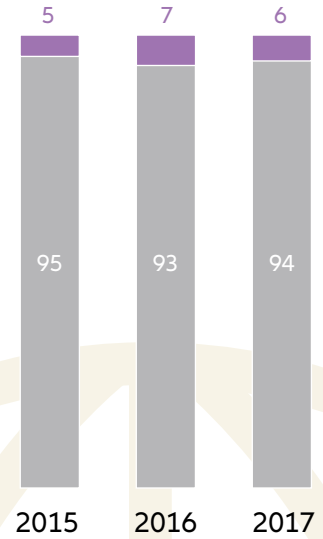




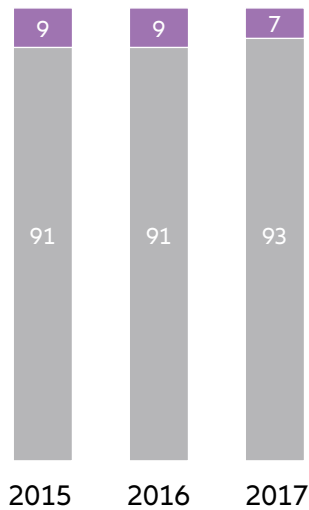
**EASTERN EUROPE**



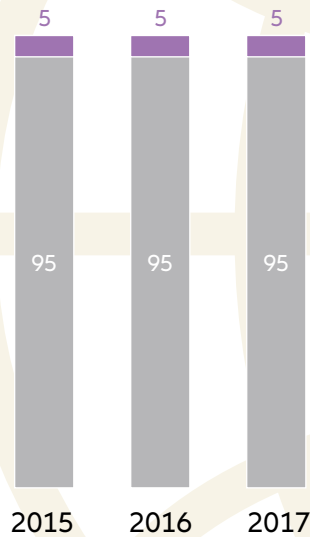
**REST OF EUROPE**



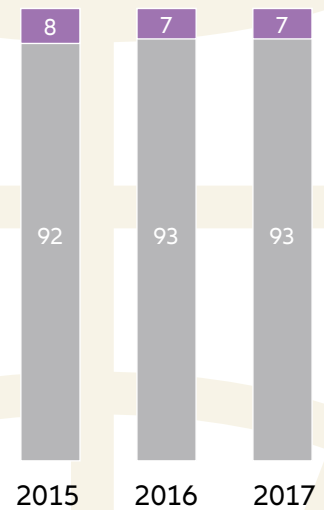
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**

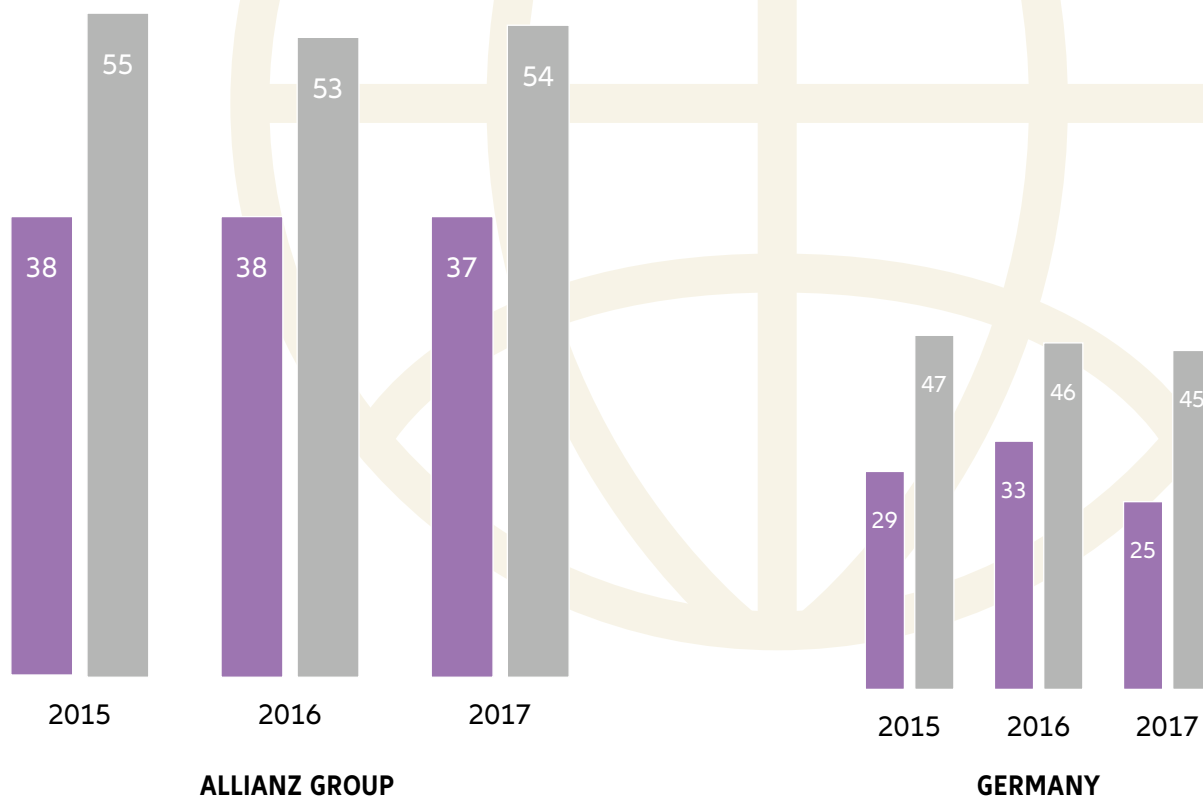


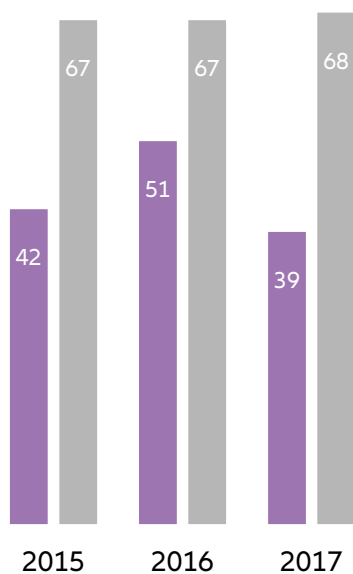
**ASIA PACIFIC**

## 37% of recruited managers in 2017 were women

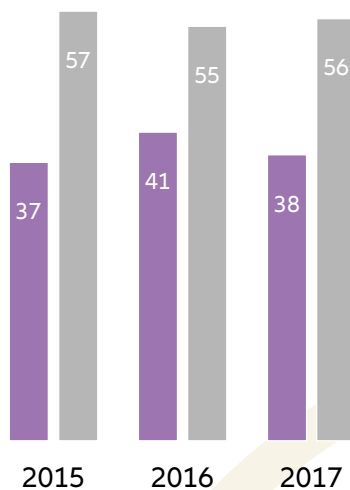
### Recruited female managers and staff by region (in %)

- Recruited female managers in % of recruited managers
- Recruited female staff in % of recruited staff

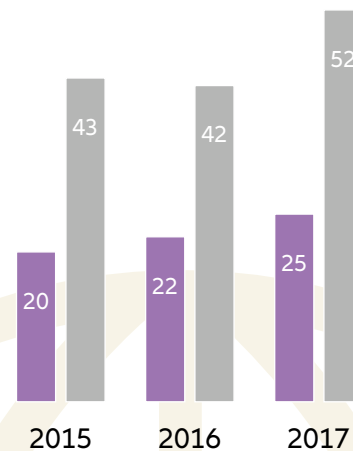




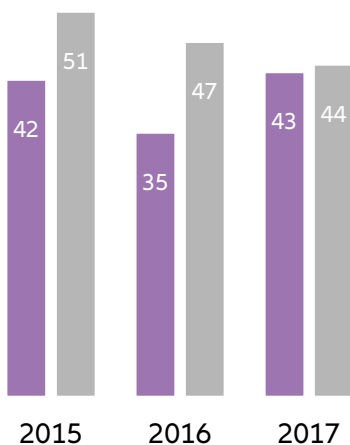
**EASTERN EUROPE**



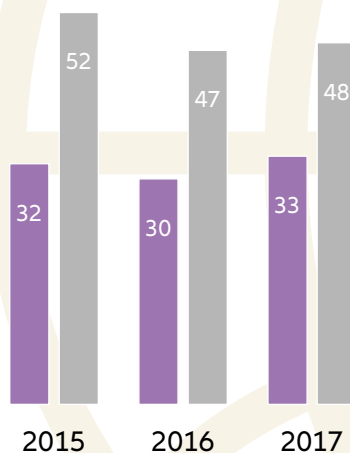
**REST OF EUROPE**



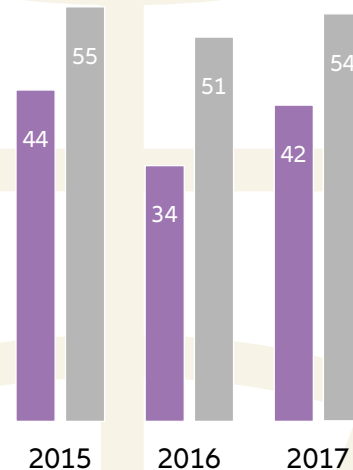
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**



**ASIA PACIFIC**



Allianz SE, Munich

# EMPLOYEE ENGAGEMENT

## KEY FACTS

- Over the past years, the Allianz Engagement Survey (AES) has established itself as a valuable employee feedback platform. It gives us a clear picture of employee engagement, which is key to driving long term business success and supporting our way towards becoming a truly customer-centric organization.
- The AES is conducted annually, in multiple languages, with more than 120,000 employees invited across 60 companies and in 77 countries.
- In 2017, 84% of invited employees took the opportunity to share feedback via the AES.
- The IMIX (Inclusive Meritocracy Index) is a significant indicator to help us understand where we stand in our journey towards developing a culture where people and performance matter. The IMIX increased by 2% and reached 72% this year.
- Managers and their teams are responsible for working on follow-up processes to ensure that areas identified for improvement are addressed and actions taken. To respond to feedback from the employee engagement survey, Allianz SE launched VOICE, an initiative to give bottom-up impetus to the cultural change journey.
- In May 2017, AZ Italy received the prestigious HR Innovation Award 2017 from the HR Innovation Practice Observatory of the Politecnico di Milano in the “Engagement and motivation of staff” category, distinguishing itself for its ability to use digital technologies to innovate and improve major HR management and development processes.



## OUTLOOK 2018

In addition to the annual employee engagement survey (AES), Allianz will look towards advancing its listening techniques to gather further insights and continue enhancing engagement levels by offering customized solutions.

Given the changing way people like to provide feedback, Allianz will pilot new methods to further strengthen the dialogue with our employees. This may include the introduction of pulse surveys to deep dive into selected demographics, as well as the analysis of existing data sets.

## IN FOCUS

In Allianz Australia, The Future Workforce Initiative, now in its third year, aims to ensure our workforce has the diversity and skills needed to meet our market challenge.

One important pillar is the People Centred Implementation (PCI). Over the last two years, new change management capability has been built up, placing employees at the centre of change implementations. Currently, 220 change practitioners actively use change tools to assess and deal with the impacts of change. And more than 450 leaders and employees have participated in formal training with the new toolset.

The change methodology is embedded in the strategic project management framework so that new projects are assessed for their people impact, and if the impact is high they are assigned a dedicated change manager.

The major difference with this approach is the focus on “people” centred implementation. Multi-layered ‘capability building and clarity on the role of sponsors, local line managers and the employees themselves all play a key role in the delivery of sustainable change.

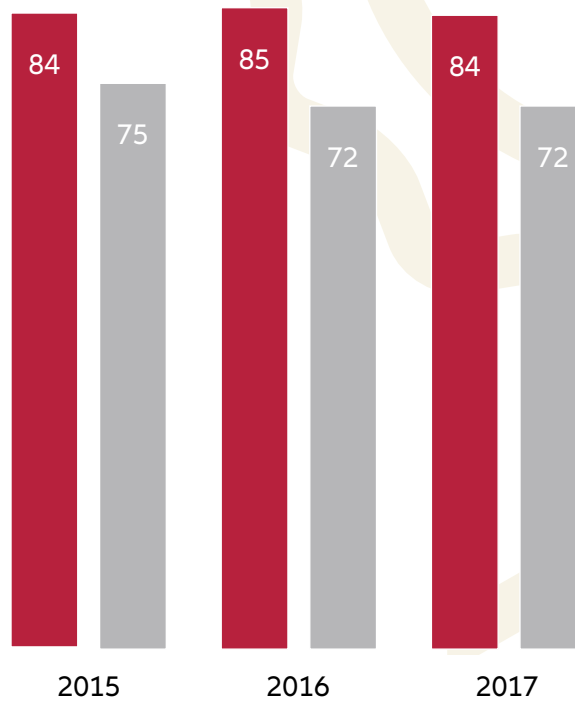
**Annabelle Lewis**  
General Manager Risk and Compliance  
Organizational Change at Allianz  
Australia



## The Employee Engagement Index has remained strong over the past years

Response rate and Employee Engagement Index (in %)

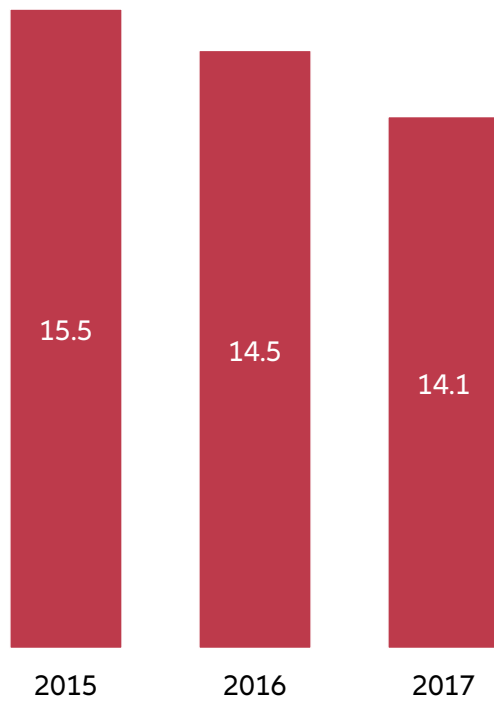
■ Response Rate  
■ Employee Engagement Index (EEI)



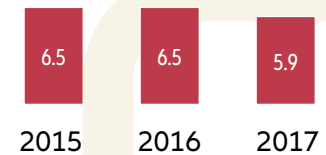
ALLIANZ GROUP

## Over the last three years Germany had a turnover rate of less than 7%

Turnover rate (in %)

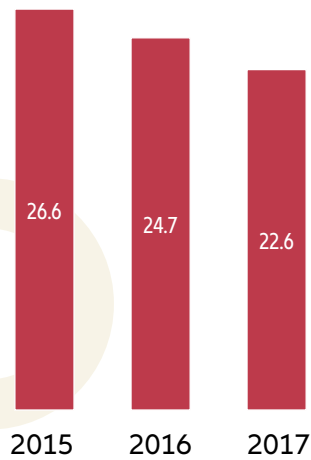


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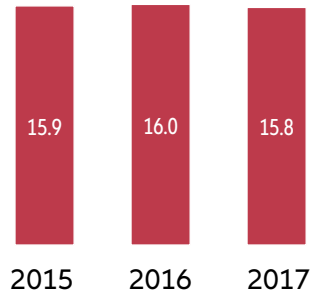


GERMANY

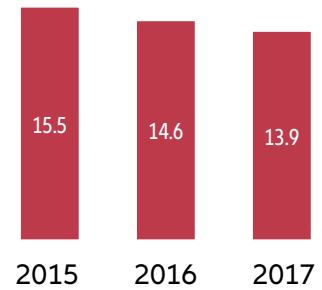




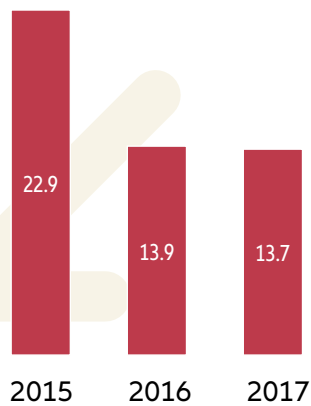
**EASTERN EUROPE**



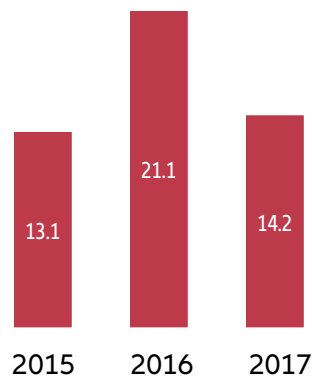
**REST OF EUROPE**



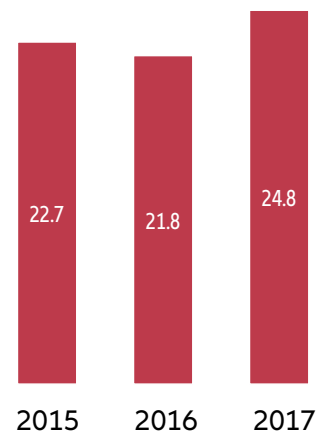
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**

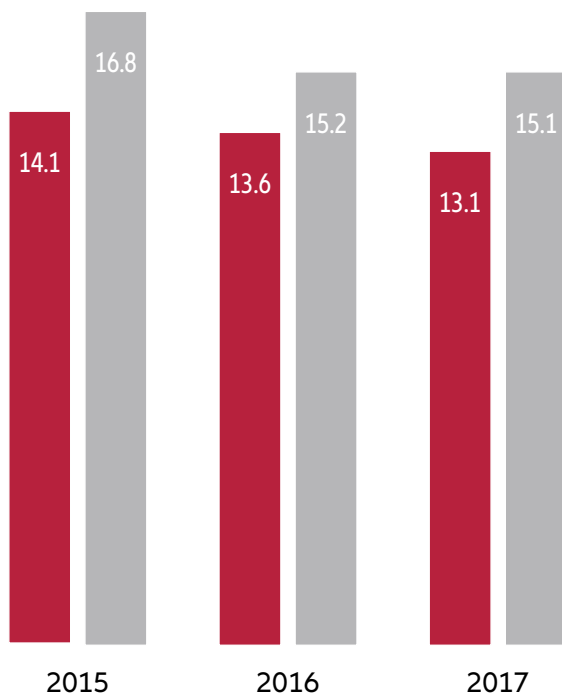


**ASIA PACIFIC**

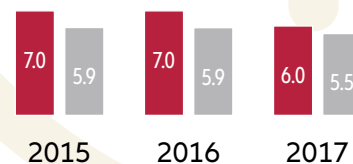
## Turnover rate for both men and women has been decreasing since 2015

Employee turnover rate by region (in %)

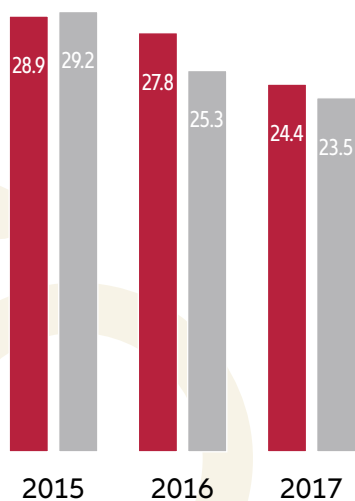
■ Men  
■ Women



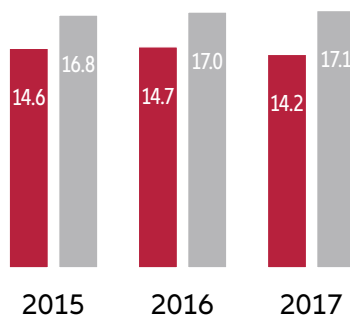
ALLIANZ GROUP



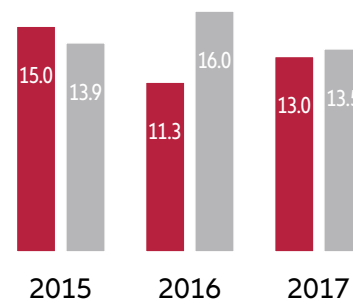
GERMANY



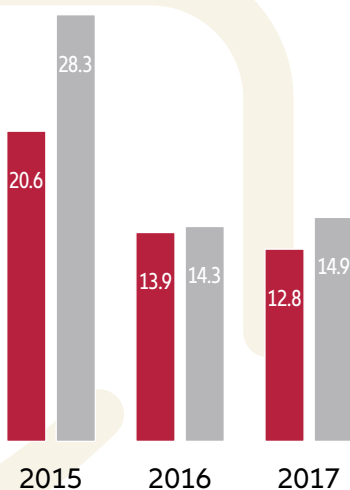
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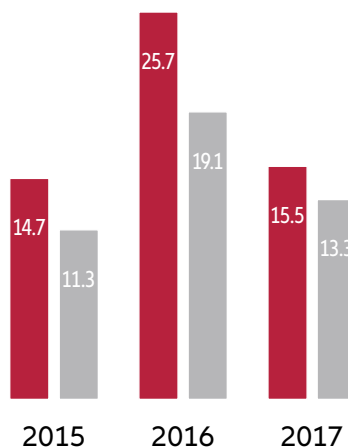
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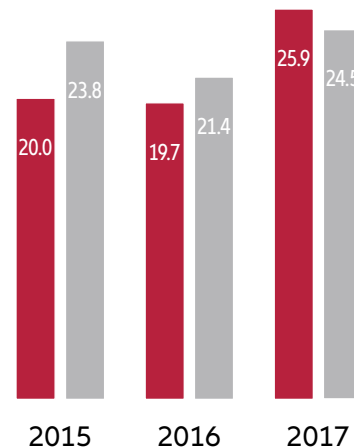
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**

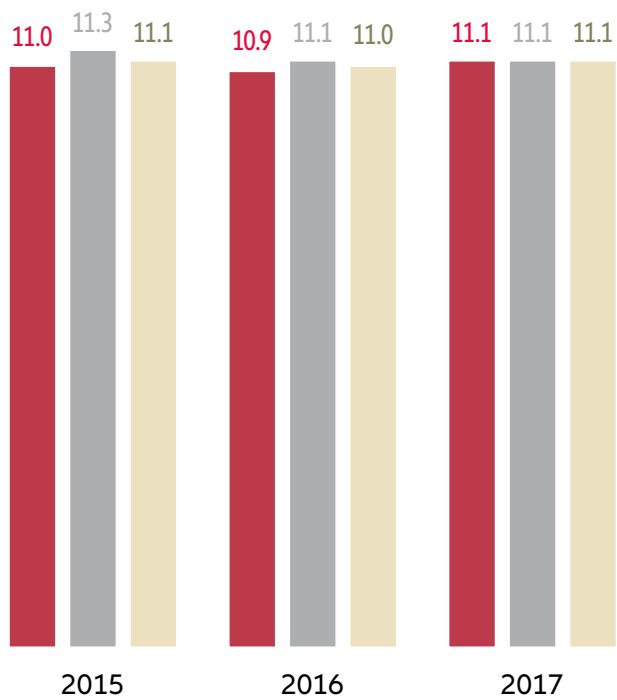


**ASIA PACIFIC**

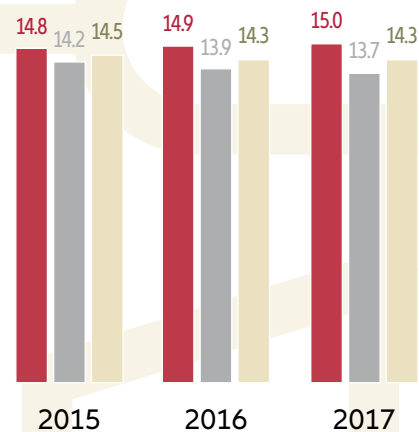
## Allianz employees remain on average 11.1 years with the company

### Average length of service by region (in years)

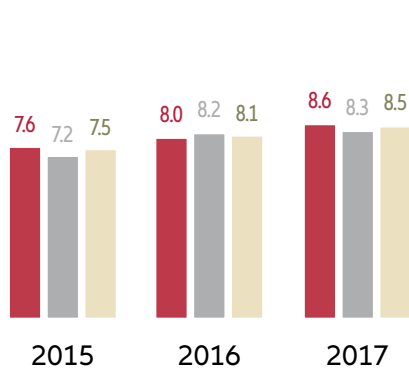
- Women
- Men
- Total salaried workforce



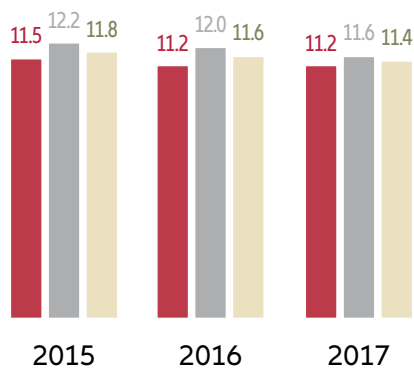
ALLIANZ GROUP



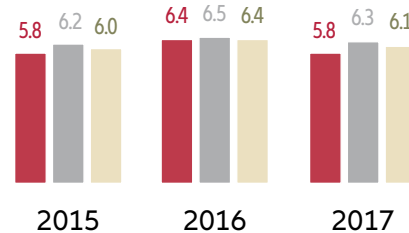
GERMANY



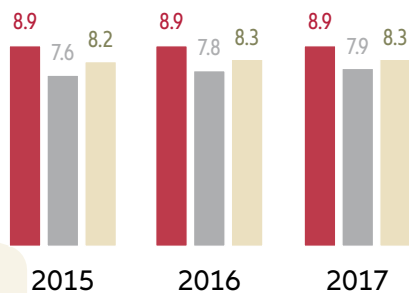
**EASTERN EUROPE**



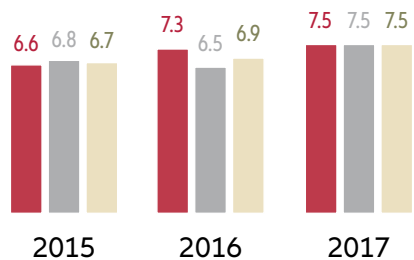
**REST OF EUROPE**



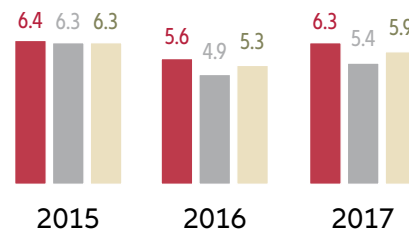
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**

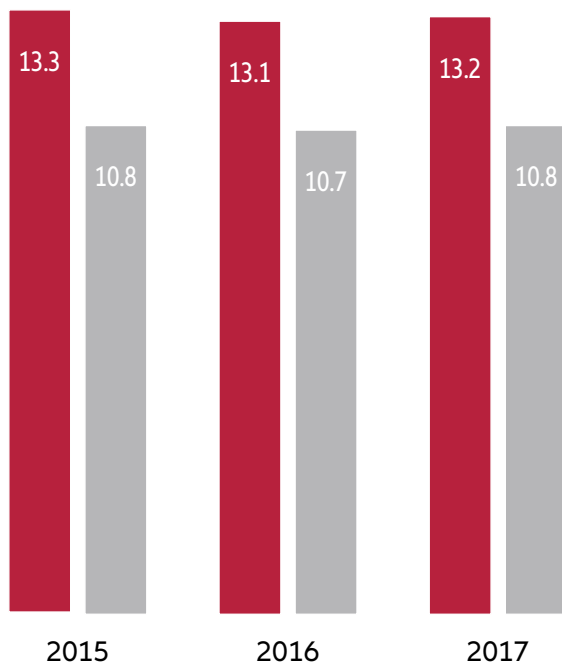


**ASIA PACIFIC**

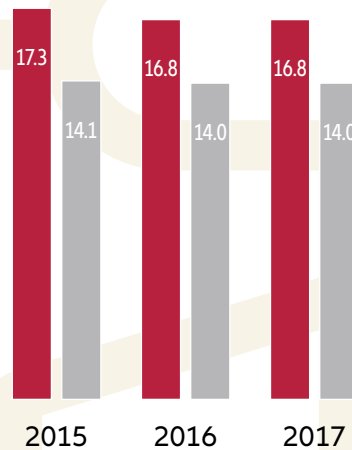
## Managers in Germany have the longest tenure in the Group

Average length of service by region (in years)

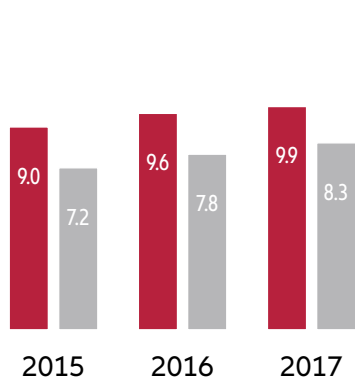
■ Managers  
■ Staff



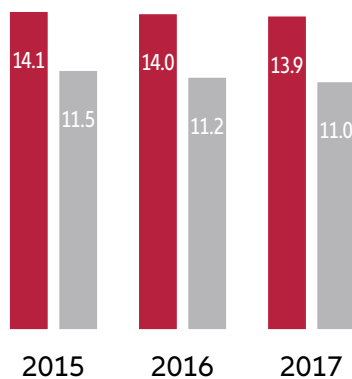
ALLIANZ GROUP



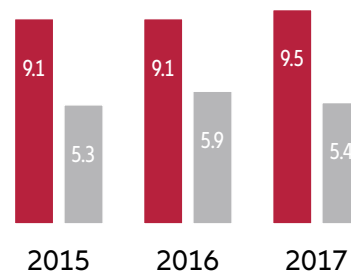
GERMANY



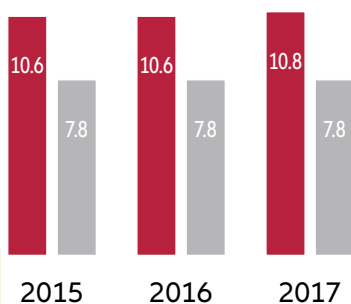
**EASTERN EUROPE**



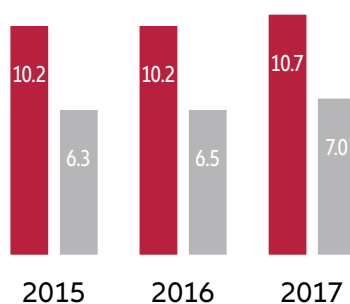
**REST OF EUROPE**



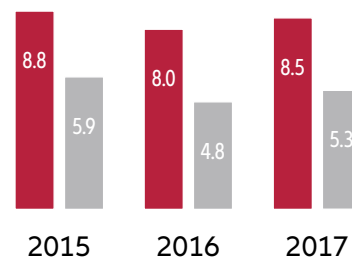
**MIDDLE EAST & AFRICA**



**NORTH AMERICA**



**SOUTH AMERICA**



**ASIA PACIFIC**

# Glossary

<b>Allianz Excellence Program</b>	Allianz Excellence Program, sponsored by the Group Chairman, is the Group's most senior leadership program and focuses on developing global top talent by working on key strategic Group topics.
<b>Allianz Leadership Development Program</b>	Allianz Leadership Development Program is a transition program, sponsored by a Board member, that equips executives with skills and capabilities to improve their leadership performance and effectively plan their next career steps at Allianz Group.
<b>Allianz Management Program</b>	Allianz Management Program is a leadership development program consisting of two modules with a strong focus on self-leadership and change, designed for confirmed future potentials with leadership experience.
<b>Allianz Rise of Drones</b>	Allianz Rise of Drones refers to a fun, interactive tool which introduces job seekers to the values we seek in potential employees through one of Allianz's fastest developing new business areas – drone insurance. Based on Allianz's sponsorship of the Drone Racing League, the gamified tool puts potential candidates through a series of questions designed to gauge how they would tackle the challenge of developing a new drone insurance product. Each question is linked to at least one of the four values, the "People Attributes" of Allianz: entrepreneurship, trust, customer and market excellence, and collaborative leadership.
<b>AMI Campus Program</b>	AMI Campus programs are Board-sponsored events, taking place each year to provide a structured and open dialogue among senior executives on key strategic issues, affecting the Allianz Group.
<b>Core business</b>	All companies in and related to the insurance and asset management business, including our banking activities, where Allianz has more than half of the voting power.
<b>Dividend</b>	That part of the earnings of a company that is distributed to its shareholders.
<b>External recruitment</b>	Number of employees recruited from outside the Allianz Group.
<b>Finance Rising Stars</b>	Finance Rising Stars (FRS) is a development program which aims to build a global finance talent pool for CFO roles and senior finance positions and to provide development opportunities for the potentials' careers.
<b>Internal recruitment</b>	Number of employees recruited from another Allianz company.
<b>International assignments</b>	Number of employees working in a foreign country (host country) for a predetermined period of time with the intention to return to the sending company in the home country after completion of the assignment.
<b>Length of service in years</b>	Period of employment in Allianz companies starting from the date of the first entry in an Allianz company.
<b>Manager</b>	Employee who is functionally responsible for other staff, regardless of level, e.g. division, department and team manager.



<b>Net income</b>	Net income is the residual from the total operating and non-operating income and expenses net of income taxes.
<b>Net Promoter Score</b>	Net Promoter Score is the key KPI system at Allianz for measuring loyalty and advocacy. Responses are on a scale from 0 to 10 and categorized as follows: promoters (10-9), passives (8-7) and detractors (6-0). NPS is calculated by subtracting the percentage of detractors from the percentage of promoters.
<b>Non-core business</b>	Fully consolidated companies which are considered as pure financial investments, non-profit organizations e.g. foundations and companies classified as held for sale.
<b>Operating profit</b>	Earnings from ordinary activities before income taxes and non-controlling interests in earnings, excluding, as applicable for each respective segment, all or some of the following items: Income from financial assets and liabilities carried at fair value (net), realized gains / losses (net), impairments on investments (net), interest expenses from external debt, amortization of intangible assets, acquisition-related expenses and income from fully consolidated private equity investments (net) as this represents income from industrial holdings outside the scope of operating business.
<b>Recruitment rate</b>	Total number of recruitments divided by yearly average number of employees. Trainees recruited for a traineeship position are out of scope.
<b>Salaried workforce</b>	Employees (headcount) on the reporting unit's payroll, excluding e.g. employees on sabbatical leave, employees on non-paid parental leave.
<b>Shareholders' equity</b>	Proportion of the equity that is attributable to shareholders.
<b>Sick leave days</b>	Total number of working days missed due to sickness.
<b>Solvency II ratio</b>	Ratio indicating the capital adequacy of a company comparing eligible own funds to required capital, based on Solvency II Regulation.
<b>Staff</b>	Employee who is not functionally responsible for other employees.
<b>Total revenues</b>	Represent the sum of P/C segment's gross premiums written, L/H segment's statutory premiums, operating revenues in Asset Management and total revenues in Corporate and Other (Banking).
<b>Trainees</b>	Employees at the beginning of their career who are undergoing practical training designed to facilitate their development of knowledge and skills, e.g. apprentices, trainees, interns and working students. Trainees could be either full-time or part-time.
<b>Training days per employee</b>	Number of days spent by employees in training. Trainings of less than 3 hours' duration are also included.
<b>Training expenses</b>	Effective spending on training per employee, excluding related expenses (e.g. travel expenses) and further costs (e.g. internal academy costs).
<b>Turnover rate</b>	Number of employees leaving the Allianz Group divided by yearly average number of employees.

## Disclaimer

**These assessments are, as always, subject to the disclaimer provided below.**

### **Forward-looking statements**

The statements contained herein may include prospects, statements of future expectations and other forward-looking statements that are based on management's current views and assumptions and involve known and unknown risks and uncertainties. Actual results, performance or events may differ materially from those expressed or implied in such forward-looking statements.

Such deviations may arise due to, without limitation, (i) changes of the general economic conditions and competitive situation, particularly in the Allianz Group's core business and core markets, (ii) performance of financial markets (particularly market volatility, liquidity and credit events) (iii) frequency and severity of insured loss events, including from natural catastrophes, and the development of loss expenses, (iv) mortality and morbidity levels and trends, (v) persistency levels, (vi) particularly in the banking business, the extent of credit defaults, (vii) interest rate levels, (viii) currency exchange rates including the Euro/U.S. Dollar exchange rate, (ix) changes in laws and regulations, including tax regulations, (x) the impact of acquisitions, including related integration issues, and reorganization measures, and (xi) general competitive factors, in each case on a local, regional, national and/or global basis. Many of these factors may be more likely to occur, or more pronounced, as a result of terrorist activities and their consequences.

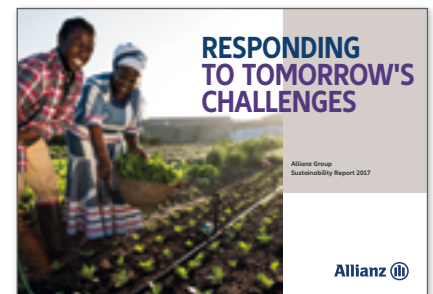
### **No duty to update**

The company assumes no obligation to update any information or forward-looking statement contained herein, save for any information required to be disclosed by law.

## Find out more about Allianz



[WWW.ALLIANZ.COM/  
ANNUALREPORT](http://WWW.ALLIANZ.COM/ANNUALREPORT)



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SUSTAINABILITY](http://WWW.ALLIANZ.COM/SUSTAINABILITY)

Date of publication: April 2018

# DO YOU DARE?

Allianz believes the world would be better if people had the courage to grow rather than protecting the status quo.

Allianz is **THE HOME FOR THOSE WHO DARE TO...**



**EMPOWER PEOPLE**



**ACT LIKE AN ENTREPRENEUR**



**FOSTER DIVERSITY**



**PUSH THE BENCHMARK**

If you dare, there's an opportunity for you at [allianz.com/careers](https://allianz.com/careers).

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Allianz SE is committed to employment equity and therefore welcomes applications from men and women regardless of their race or ethnicity, age, nationality, religion, disability, sexual orientation or philosophy of life.