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*In pursuance of article L 225-102-1 of the French Commercial Code, subsidiaries and companies controlled by Allianz France, and exceeding the thresholds set by decree n° 2012-557 dated 24 April 2012, publish social and environmental data along with information on their commitments to society, as stipulated in paragraph 5 of the said article, in the appendix to the annual report of Allianz France (RCS Paris 303 265 128), under the title Allianz France CSR Report 2012.*
Corporate Social Responsibility (CSR) is at the very heart of our business as an insurer.

With health, dependency, retirement, compensation for natural disasters, and funding or covering new risks related to the development of renewable energies and hybrid technologies, the role of insurance has doubtless never been more manifest. Insurance is a social business.

The scope and duration of the financial crisis means societies are now having to redefine conditions for growth while rethinking values. This affects insurance, which is a key factor in the economic and social model, and this is especially true in France.

In such a context, the sustainable development of our business is not only a requirement but also a source of opportunities. Our industry will have to provide solutions, lending support as consumers’ awareness of environmental and social issues increases and their opinions change, and anticipating their requirements.

Our ambition is to foster CSR as part of our in-company practices and along the entire value chain of the insurance business.

This applies to our products, and Allianz is committed to offering a “greener” range of guarantees, suited to electric and hybrid vehicles, renewable energy installations, high environmental quality (HQE) constructions and to ecological or pollution risks.

Because sustainable development goes far beyond the environmental aspect, and calls for a long-term balance between economic and social issues, it also applies to our asset management policy, which encourages socially-responsible investment (SRI). In this field, Allianz is one of the leaders in France, with over €19 billion worth of assets managed and advised by Allianz Global Investors France at the end of 2012.

Allianz has also opted to for a strong local base and thus contributes to the economic development of the regions in which it operates. The company is located close to employment areas and to our private and corporate clients. Nearly half our employees are based in regional offices. We have over 6,000 intermediaries in our distribution networks, found all over France and in the overseas territories, maintaining close contact with our clients.

Ethical requirements, ecologically and socially responsible insurance and a vibrant economy in our regions, such are the challenges that Allianz will now be endeavouring to meet.

Jacques Richier
Chief Executive Officer of Allianz France

CSR Report 2012 Allianz France
Allianz Group Policy and Achievements in 2012

Global responsibilities

Allianz is an international player in the field of insurance and financial services, operating in over 70 countries across the world. As such, the group’s performance is considerably impacted by the main sustainable development issues. To ensure durable, profitable growth, the company strives to understand, analyse and respond to the challenges and opportunities that underscore these issues.

Global warming, demographic change and access to finance are the trends that the Group sees as having the biggest impact on its business as an insurer. Allianz4Good, the structure that has coordinated the group’s sustainable development policy since the start of the millennium, oversees initiatives introduced by the various entities in the social, economic and environmental spheres.

“...it’s not just a matter of preserving an intact environment worth living in – it’s also a matter of sustainable economic development.”

Michaël Diekmann, Chairman of the Board of Management

Access to finance and insurance

A third of the world population lives on less than US dollar 4.00 a day, and Allianz is committed to providing access to insurance for these underprivileged populations. We offer micro-insurance solutions to over 17 million people in Africa, India and South America, covering health, life assurance and crop insurance.

Climate change

Global warming is a threat for the world economy and may severely impact the core business of Allianz. The Group has developed a worldwide strategy covering climate-related risks and opportunities for our business and our clients. It funds and insures low-carbon energy production projects such as wind turbines and solar energy. Clients are offered a range of “green” products and services. Advice on preventing and reducing climate-related risks is also available. Asset management now also embraces a sustainable development aspect. Finally, the Group is reducing its emissions and is endeavouring to become a carbon-neutral business.

35.6% reduction in CO₂ per employee since 2006

€1.3 billion The Group has invested €1.3 billion in renewable energy infrastructures.
Demographic change

The social models in developed countries are all being challenged by longer life expectancy, an ageing population and the sovereign debt crisis. Asia and Africa have booming populations, especially in the cities, and the middle class is growing. Financial service providers are having to rethink their models, and Allianz has already taken these issues on-board.

A widely recognised approach

In all areas of sustainable development and corporate social responsibility, Allianz confirms the excellence of its approach year after year. The company sits at the top of the various rankings and specialist indexes.

130
Across the world, the Group offers over 130 green solutions for our private and corporate clients

78 million clients

Insured losses linked to climate-related phenomena have been multiplied by 15 since the 1980s
Implementation of the CSR approach at Allianz France

In line with Allianz Group policy, Allianz France has been committed to a CSR - Corporate Social Responsibility - approach for a number of years now (since early 2000), endeavouring to respond to the environmental, social and societal challenges that affect its business:

- climate change and its consequences for our business as a liability insurer
- demographic change and the ageing population, and the consequences for our business as a personal insurer
- universal access to finance and insurance
- be a company that promotes responsible practices among its employees and clients
- ensure equal opportunities for all employees, regardless of origin or gender.

The aim of this approach is to improve economic, environmental and social performance with regard to all of our stakeholders, and in particular our employees, our clients and our suppliers. The approach will apply both to:
- our operational practices: Human Resources, building use and business management, purchasing policy
- our product and service offering, to support our clients and encourage good practices: prevention schemes and product offers designed to support the green economy and motivate virtuous behaviour.

Organisation and Governance

At Allianz France, all issues pertaining to the three areas of CSR - economy, society and environment - are dealt with by the Sustainable Development and Diversity Department. In fact, sustainable development affects all areas of Allianz France’s business, from insurance to investment and asset management, while diversity concerns all employees.

The Sustainable Development and Diversity Department is part of the Group’s Activities and Core Functions business unit. It reports directly to Hervé Gloaguen, member of the Executive Committee at Allianz France. The Sustainable Development and Diversity Department’s activities are managed using a road map. An SDD committee, headed by Hervé Gloaguen, brings the people who designed the road map together with the people required to follow it. The committee meets several times a year. Actions are presented to committee members for discussion. An operational monitoring committee oversees the implementation of the action plan.

When it comes to CSR, the Sustainable Development and Diversity Department oversees synergies and application of the approach across the all the Group subsidiaries in France, including Allianz Global Corporate & Speciality France (AGCS), Allianz Global Investors France (AGI) and Château Larose Trintaudon.

Allianz France is also one of the “Core Group” countries coordinated by Allianz4Good, the entity responsible for CSR at Allianz Group level. Annual reporting and follow-up on activities are performed every year.

CSR at Allianz France is built upon four pillars

- Working alongside our staff
- Committed to the community
- Contributing to the fight against climate change
- Durable support for our clients

1 Sustainable Development and Diversity Department: SDD
Key events in 2012

**Allianz Habituation**
Insuring renewable energy installations

**Info Neige app by Allianz**
Improving safety for winter sports

**Allianz Riviera**
Allianz gives its name to the future eco-responsible stadium in Nice

**Sustainable Development Challenge**
Promoting innovations that benefit the environment and society as a whole

**Investment in Renewable Energy**
Allianz adds 2 new French wind farms to its fleet

**Partnership with "Nos Quartiers ont des Talents"**
Encouraging the diversity of origins

**Allianz Foundation - Institut de France Research Award**
Supporting fundamental research

**Allianz France carbon footprint**
Allianz publishes its greenhouse gas emissions

**Waste sorting service outlets**
Getting network staff involved in SD

**Disability employment week**

**Allianz carbon footprint reduction**
Reducing the impact of computer hardware

**Business travel**
Making an impact on this major source of CO₂ emissions

**What if campaign**
5 “green” practices to improve daily conduct at work

**Reforest’Action**
5,000 trees planted in France and 33,000 in Senegal

**Signature of the 3rd agreement encouraging the employment of people with disabilities**

**Parenthood Charter**
Allianz makes a commitment to employees who are also parents

**Capital Nature**
Insurance solutions covering corporate environmental risks

**Solution Auto Durable**
Have your car repaired with used parts

**Solution Aidants**
Supporting our clients when a loved one needs special care
Our achievements

9. Durable support for our clients
15. Working alongside our staff
21. Contributing to the fight against climate change
27. Committing to the community
Durable support for our clients

At Allianz France, our action is driven by our clients’ expectations. Our goal is to let our clients benefit from the best that the European leader in insurance has to offer. Client expectations are changing. Today the consumer is looking for greater clarity, convenience and freedom of choice. As it becomes an increasingly digital business, Allianz France is simplifying things, making information on our products more widely available, being there when it counts and listening to our clients. To fulfill consumers’ wishes for more responsible consumption, Allianz France has to offer products, services and compensation solutions which are “greener” and more socially responsible, while continuing to provide support for clients through prevention schemes and protecting them with the introduction of a code of conduct.
Greater clarity and convenience

Modular products
As a move to improve customer service, Allianz France now offers a new generation of customisable, modular products, which come with a clearer set of guarantees. Each client can put together their own package, according to their profile, lifestyle, requirements and budget. These products are highly flexible and can be adapted over time to keep up with the client’s changing requirements.

Over the last two years, Allianz France has thus launched new health, vehicle and home insurance offers. For example, Allianz Composio, the health insurance policy which lets the client choose their own personalised cover, with the reassurance of the required minimum benefits without having to pay for any superfluous components, since it is entirely separate from optical and dental policies.

Digital closeness
Prospects and clients can find information on our products on Allianz.fr. They can also get online quotes or take out an eAllianz Auto vehicle policy. Our clients also have access to a range of services, advice and information to help manage their policies. They can submit a claim online, view their healthcare reimbursements, find an approved professional (partner garage, dentist, optician, etc.), consult their policies and carry out arbitrage for life insurance policies.

Since 2012, clients have also been able to print out home and school insurance certificates. Clients are kept up-to-date in real time with the processing of their vehicle and home insurance claims, and are sent text messages at key stages in the process, such as the opening and settling of a claim. Thanks to AllSecur, online subscription to vehicle, home and health insurance is now also possible.

My Mobile assistance
The My Mobile assistance application, developed in liaison with Mondial Assistance, provides a range of services and assistance in different areas. Clients are just a few clicks away from a car or motorbike repair service, plumber or locksmith, and they will be called back within 5 minutes (call geo-located if option activated by the client). A number of health-related services are also available, such as finding the best hospital, optician or emergency pharmacy, organising a stay in hospital (housework, etc.) or repatriation on health grounds.

Since 2012, clients with vehicle or home insurance policies can also submit a claim via an iPhone app. This new application lets clients submit a claim merely by taking geo-located, time-stamped photographs of the event and the declaration form. Once the declaration has been submitted, the client will be contacted within the hour to find the most suitable compensation solution.

The distribution networks
Over 6,000 intermediaries are available in our distribution networks, assisting clients all over France. This includes over 1,900 insurance agents, 2,350 Allianz FinanceConseil Advisors, 360 Allianz Protection Sociale Advisors and 1,500 broker partners.

The call centres
In 2012: over 2.7 million calls were received at our call centres, with a pick-up rate of almost 90%
Durable support for our clients

Being there when it counts

Allianz France undertakes to immediately rehouse clients whose main home has been declared unfit for habitation following a serious disaster (home exposed to cold temperatures, fire, etc.).

In partnership with Météo France, Allianz France is also able to send text messages to clients, informing them of forecasted risks (floods, black ice, violent storms, severe cold, snow fall, strong winds, hot weather) and offering prevention advice and support.

Listening to our clients, and providing solutions

Client recommendation and satisfaction

In 2012, almost 20,000 clients responded to surveys designed to measure their willingness to recommend Allianz France (NPS survey: Net Promoter Score). These NPS calls result in almost 30,000 written transcripts, which are analysed every year to pinpoint the main areas of satisfaction and dissatisfaction among our customers. The NPS scores are sent to all the departments concerned who can then identify areas for improvement and, where applicable, implement corrective action.

Processing complaints and requests for mediation

Allianz France is especially vigilant when it comes to dealing with any dissatisfaction expressed by any stakeholder. Information on the process of referring and processing complaints can be found on Allianz.fr.

In 2012, over 18,000 complaints were received and 73.3% of them were processed within 21 days (the goal for 2012 was 75%).

If the dispute cannot be settled between Allianz France and its policy-holder, the FFSA (Fédération Française des Sociétés d’Assurance) can act as a mediator, as an alternative to legal action. In France, the overall number of mediation requests submitted to the FFSA is constantly rising, while the number concerning requests for complaints involving Allianz France is continuously falling. Only 11 mediation requests were submitted in 2012. Allianz France has adopted a principle of complying with the FFSA mediator’s opinion. Out of the 8 opinions expressed by the FFSA mediator: 6 were favourable to Allianz France and 2 partially favourable.

Communication and special focus on our clients’ concerns

Allianz France regularly keeps its clients up-to-date with news related to insurance, changes in its products and services, and offers regular advice on prevention.

The Allianz’news newsletter is sent out to all clients. Echo Santé covers issues likely to interest clients with a health insurance policy while Entrepros et Entreprise is targeted at our professional and corporate clients. Allianz France puts the emphasis on digital communication and has dematerialised the "mailshot" type of correspondence.

In 2012: over 4.5 million e-mailshots were sent to clients.

Since 1st December, Allianz France has been keeping winter sports enthusiasts up-to-date via the Info Neige by Allianz application. Here, the aim is to improve safety for winter sports by providing mountain resort weather forecasts from Météo France, giving avalanche risk warnings and advice on how to prevent and what to do in the event of an avalanche.

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2 Survey carried out by OpinionWay, with a sample of 1,209 people over a period from 16 October to 19 November 2012.

3 In partnership with the Ministry for Youth, Sport, Popular Education and Associations
Offering responsible products and solutions

Allianz France undertakes to offer responsible insurance and investment products

Allianz France has a range of solutions matching its private and business clients’ expectations. These clients are increasingly sensitive to environmental and social issues when making decisions to insure or invest, whether it is in the field of personal or property insurance or savings, for example.

Facing up to climate change

An incentive for private clients

Allianz motor insurance has insurance and assistance cover suited to hybrid or electric vehicles. For low-mileage drivers, there are three mileage options (4,000, 7,000 and 9,000 kilometres) enabling savings of up to 25% on their vehicle insurance bill, even though there is the same level of cover and services as the unlimited mileage contracts.

Thanks to the Renewable Energies option, Allianz Habitation responds to the specific requirements of clients who have photovoltaic panels fitted to their roof or a wind turbine in their garden, for example. Among other things, this covers material damage caused by fire, vandalism or storm damage to air conditioning or ventilation installations, including the latest generation technology (geothermal or aerothermal power), the accidental breakage of solar sensors, theft of heat pumps, etc.

A dedicated business offer

In response to regulatory requirements, Allianz France has extended its cover to include corporate liability in terms of environmental impact, with Allianz Renewable Energies, Allianz Photovoltaic Solution and Allianz Capital Nature, offers specially designed for the “green economy”, available to:
- either stakeholders in the green energy sector, helping them secure their business (fitters, environment-related design firms, construction companies, etc.)
- or operators of these installations.

Allianz Renewable Energies is a multi-risk offer for the operators of photovoltaic installations, land-based wind turbines or hydroelectric power plants, exclusively dedicated to the production of electricity. The offer covers damage to the installation and the related operating losses, as well as civil liability.

Allianz Photovoltaic Solution is for photovoltaic panel fitters where these panels are integrated into a building to produce electricity that is then sold on. This insurance covers the contractor in the event of internal breakage and any resulting monetary losses. It is a complement to the contractors’ liability policy. It secures the investment for builders and property developers.

Allianz Capital Nature is aimed at industrial companies, service companies and constructions firms and covers:
- the consequences of their liability in the event of environmental impact/pollution affecting a third party,
- their environmental liability for damage caused to communal elements (water, soil, protected natural habitats and species).

Facing up to population change

Care insurance is designed to cover the financial cost of diminishing autonomy. To help clients when a loved one needs special care, Allianz France has introduced Solutions Aidants, a range of services to help them in their role as carer. Solutions Aidants was designed jointly with Mondial Assistance, and most notably includes training and support in the role of carer (psychological support), and the search and coverage of a temporary solution to accommodate the person in need of care when the carer needs to “take a break”. Allianz France has also launched a website, www.jaideunprochedependant.fr
A responsible savings offer

Allianz France offers life insurance savers a range of SRI\(^4\) funds invested in shares, bonds and monetary instruments. These funds integrate environmental, social and governance criteria when selecting assets, as well as the usual financial criteria.

Allianz France entrusts the management of a proportion of its assets to Allianz Global Investors France, an Allianz subsidiary, whose first SRI fund, Allianz Valeurs Durables, was founded in 2002.

This funds invests in the shares of companies within the euro zone that meet the sustainable development criteria in the following areas: social policy, human rights, corporate governance, environmental policy and market behaviour.

Allianz France also offers four other SRI funds:
- Allianz Securicash SRI, one of the largest European monetary SRI funds,
- Allianz Euro Crédit SRI, a bond mutual fund,
- Allianz Eureco Equity, a share-based mutual fund focused on the environment,
- Allianz Citizen Care SRI, a share-based mutual fund, targeted on the protection of consumers’ rights and lifestyles.

The Novethic label, guaranteeing transparency, simplicity and compliance with SRI requirements, has been awarded to five SRI funds managed by Allianz Global Investors France.

Encouraging responsible behaviour

In its role as an insurer, Allianz France also promotes good conduct and advises on prevention.

Health-related prevention

Allianz France provides its health insurance policy-holders with a range of day-to-day services to encourage prevention and facilitate access to quality care: hospital information guide, self-medication guide, cardiovascular risk detection (in partnership with the CNGPO\(^5\)), prevention and support for smokers (price reduction on a smoking cessation programme), etc.
These services are accessed via the Customer Space [www.allianz.fr](http://www.allianz.fr)

Allianz France has introduced a diet coaching service, available by telephone, to help customers maintain good health and well-being. Allianz France health insurance policy holders can use this service to call state-registered dieticians to define a personalised nutrition programme, at a preferential rate.

Motoring prevention

Allianz France promotes good driving by offering clients advice, training and tools, and by encouraging responsible, civic-minded behaviour at the wheel. For example, in 2012, Allianz France headed an awareness-raising campaign about the dangers of drink-driving. It handed out 60,000 breath tests and worked alongside the French road safety association on college campuses to train and inform young drivers.

\(^4\) Socially Responsible Investment
\(^5\) Collectif National des Groupements de Pharmacies d’Officine (national grouping of retail pharmacies)
Corporate prevention

Allianz France provides its clients and networks with the services of prevention engineers specialised in various types of risk. They analyse the risks of business clients and put forward appropriate, economically viable solutions to secure the assets insured and to maintain control over civil liability risks. The preventive solutions recommended by Allianz France are a response to the main serious disaster scenarios to which each company is exposed: control of electrical risk, equipment maintenance, analysis of vulnerability in view of various civil liability and environmental risks, identification and reduction of elements likely to increase loss of income or to slow down recovery after a disaster, etc.

Allianz France provides support for its business customers when they take out a policy and for the full duration of the contract, where necessary, organising risk inspections and drawing up prevention plans, defining training activities and helping with the publication of technical documentation for customers.

Responsible compensation solutions

Allianz France lets its clients have their damaged vehicle repaired using used parts (body parts only: doors, bonnet, boot, bumper, etc.) Used parts are recycled parts that benefit from parts and labour coverage, just like new parts.

Using used parts for repairs helps reduce automotive waste, and in particular pollutant waste, which can thus be recovered. Repairs using used parts require fewer raw materials and less energy than new parts.

Allianz France has introduced the Glass Diagnosis Solution for vehicle glass breakage, used to analyse a claim and promote repairs.

Allianz France and Darty have also signed a partnership for the repair or replacement of household appliances in the event of a claim. Within the framework of this partnership, the appliance is repaired with a six-month guarantee or replaced, and customers are provided with preventive equipment (device protecting against lightning and over-voltage).

Protecting our clients

Allianz France introduced its Code of Conduct in 2000. It sets out the main ethics and values promoted by Allianz France and defines the guidelines with which our staff’s professional conduct must comply.

The Code of Conduct emphasises the importance of fair and loyal conduct, both towards other employees and the company, and towards clients and other professional relations.

In 2012, a document entitled “The Key Areas of Compliance” was sent out to all staff members, who were required to confirm that they had received and read it. In particular, it covers the following themes: ethical business conduct, prevention of money-laundering, personal data protection, prevention of corruption and fraud, the professional whistle-blowing system and the gifts and invitations policy.

Special focus is put on ethical business conduct. For example the duty to advise and raise client awareness is the central focus of our Sales Energy sales method training courses. The new system of remuneration introduced in 2012 aims to reduce the risk of issuing poor or insufficient advice, since it takes quality criteria into account when calculating the variable component of pay.

In 2012, all staff from the APS, AFC networks, Allianz Brokerage inspection and a majority of insurance agents attended Sales Energy training courses. A special day dedicated to Compliance will be held in all sales networks in 2013.

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1 For clients with new-for-old replacement cover in their Allianz home insurance policy.
2 Allianz Protection Sociale
3 Allianz FinanceConseil
The core mission of Human Resources is to provide day-to-day support and personal development for the people who work for Allianz France. In this respect, the HR department complies with Group strategy and values. The HR policy is based on three guidelines: promoting the Group’s values and purpose, applying the human aspect of Allianz France’s strategy, and fulfilling the fundamental role of the HR function while systematically providing operational support for managers and careers support for employees.
ETRE:  
a committed HR policy

In 2012, Allianz France decided to add a behavioural aspect to its HR policy, under the name ETRE, a way of sharing a mindset that forms part of the 2012-2015 strategic plan. This mindset is embodied in the conduct of each individual, which should be: Exemplary, Transversal, Responsible and Effective.

Examples of actions implemented in 2012 contributing to the well-being of each employee include monitoring of the number of hours worked, leave actually taken and the analysis of individual workloads.

A targeted recruitment drive while advancing internal talents

Recruitment should not only aim to fill a given post as quickly as possible, but should also taken into account the selected candidate’s long-term career goals. There is no place for discrimination (age, sex, national or ethnic origins, religion, disability, sexual orientation, gender identity, socio-economic status, marital status, physical appearance, etc.) in the recruitment process, which focuses only on the requirements of the vacant position. People are recruited from outside the company when there is no in-house solution, or when critical or highly sensitive and specific positions need to be filled, such as commercial, actuary, financial expertise and underwriting positions.

The priority for the HR department is developing in-house talent by giving everyone the opportunity to make progress. Mobility is a way of rewarding company resources. It helps Allianz France keep up with trends, and in particular organisational changes, by getting staff to focus on the jobs and skills that will be required in the future, and incorporating this into individual development plans.

Rewarding individual and group performance

At Allianz France, the remuneration system is designed to reward individual and group performance, in compliance with the company principle of fairness and external competitiveness while remaining fully consistent.

An employee’s remuneration is dependent on a combination of direct and indirect components, which may be immediate or deferred, and individual or group-related. This combination comprises:

- the basic salary
- an individual variable component (bonus)
- a joint variable component (incentive)
- deferred remuneration (profit-sharing, savings scheme with company contribution, shareholding schemes, etc.)
- indirect remuneration (complementary welfare schemes such as health insurance, etc.)
- indirect benefits (insurance and loans at preferential rates, subsidised company restaurant, etc.)

The remuneration system enables:

- the employee to reap the rewards of their individual performance, to find out more about the company’s remuneration criteria, and remain competitive on the market,

In 2012, 800 sales staff were recruited
• the company to reward individual and joint performance, to ensure fairness thanks to a clear set of criteria, and to remain competitive in its market while keeping control over the wage bill.

**Promoting regional economic growth**

Allianz France has opted to stay close to its clients and to employment areas. Almost half of our employees are based at one of our 130 regional sites. Employees are encouraged to move to regional positions within the company, to better reconcile their working environment and quality of life.

Our business thus has strong local roots and actually contributes to the economic development of the regions in which it is located.

At the end of 2012 Allianz France employed more than 12,000 people, including almost 3,800 sales staff. The network of insurance agents accounts for 7,000 indirect jobs across France.

**Attracting talent**

To attain its goal of recruiting young talent, Allianz France runs some highly innovative social media initiatives, with a special Allianz-recrute.fr website, an Allianz France Jobs Facebook page and an Allianz Experience serious game. There are also e-partnerships with reference websites such as WallFinance, JobTeaser, etc.

In the Potential Park 2012 ranking (best 2.0 recruit), Allianz France came 6th in France, and 1st in Europe.

**Investing in talent management and training**

The Human Resources department defines the priorities for the training policy, taking into consideration company strategy and professional trends. It works with the other departments in Allianz France to draw up a forward plan. It implements the annual training plan. It develops training programmes designed for one or several categories of employee. It uses training requests expressed during the annual development interviews and works with managers and directors to rule on individual and group training wishes, with a concern for fairness and an eye on priorities.

2012 was declared the Year of Management at Allianz France. In 2012, a managerial development plan was introduced to foster the development of operational managers with the framework of the AMI France Academy. Training was designed to keep up with changes in jobs and skills and thus meet market requirements, with, for example, the Skills Approach applicable to both the underwriting and compensation professions. There were also other initiatives, for example for the IT professions, with a view to maintaining and upgrading technical and technological know-how in a constantly changing business environment. For sales staff, the training plan helped to ensure the sustainability of the new S’Energy sales approach.

In addition, with its apprenticeship tax payments, Allianz France makes a financial contribution linked to the insurance sector, to twenty or so projects concerned with health issues (first aid training), disabilities (equipment or education) or the professional integration of young people with learning difficulties.

Over 2012, Allianz France paid €1.041 million in apprenticeship tax
Promoting diversity and equal opportunities

Allianz France places strong emphasis on diversity and equal opportunities for its staff, and on raising employees’ awareness of social issues. After signing the United Nations Global Compact\textsuperscript{10} in 2012, Allianz France is committed to diversity and equal opportunities objectives, which are formalised in professional agreements (e.g. disabilities, professional gender equality).

The advancement of women is a priority. The Allianz Group has set itself the goal of attaining a level of 30% of women in senior management positions by 2015. Allianz France is committed to opening up management positions to women. To reach this goal, the mentoring programmes are widely available to women, while special attention is paid to identifying potential and when appointing senior managers at careers committee meetings. In 2012, 24% of senior management positions at Allianz France were held by women.

Since 2007, Allianz France has adopted a Disabilities policy, embodied in the signature of three successive agreements promoting the employment of people with disabilities. In 2012, Allianz France continued with its recruitment drive (attending various forums and listing on job boards, school projects, association partnerships, calling on recruitment agencies) and stepped up the support available to staff with disabilities (247 staff members supported over 2012 and 472 requests processed in all between 2010 and 2012).

This year, like every year, Allianz France is heading national awareness-raising actions concerning disabilities as part of the special “disability employment week”, with educational and entertaining activities (and almost 1,400 participants).

The signature of a third agreement at the end of 2012, applicable for four years, reaffirms Allianz France’s commitment and emphasises the priority put on a proactive approach for its employees, the development of new measures to keep disabled people on the workforce, ongoing recruitment efforts, and the training of key stakeholders in the company, along with human resources managers and other leaders.

In February 2012, the signature of the parenthood charter to “help mothers and fathers achieve a balanced lifestyle, enjoy life more and work better” is part of an approach to foster gender equality in the workplace while developing an environment conducive to parenthood and a better work-life balance.

A study into “Gender equality in the workplace: expectations and perceptions” was carried out at Allianz France in 2012

This study highlighted the importance of raising the awareness of staff at every level in the company. Awareness-raising initiatives were decided upon as a direct result of this study, for example the “diversity get-togethers” for all staff and the diversity workshops for managers.

Underpinning Allianz France’s desire to apply this notion to practices and conduct, the first in-house conference on gender equality in the workplace brought together some 200 employees from Paris and the Île-de-France region in March 2012, with testimonies from men and women in the company on how to achieve a good work-life balance.

\textsuperscript{10}This is a pact whereby businesses undertake to comply with ten universally accepted principles relating to human rights, working standards, the environment and anti-corruption measures.
Listening to staff

The’ Allianz Engagement Survey (AES) is an online survey run each year, involving Allianz staff from across the world.

The AES aims to gather the opinions of employees and measure the commitment of Allianz Group staff. It is a key component in helping the company identify its strengths and areas for improvement. Employees can respond as they wish, in a fully anonymous manner, to give their view of the company, their work, their relationship with management, diversity, integrity, the appeal of the employer and its strategy.

The survey helps the company and its managers to see where it can improve when it comes to motivating staff.

Social dialogue

Allianz France has a constant concern for the quality of social dialogue within the company. The role of the staff representative bodies in the business’s economic operations and its social life are a key component in the company’s structure. There is a shared desire for the ongoing development of open, constructive social dialogue. Relationships with our social partners are based on various formats:

- bilateral meetings: related to a current issue in the company, to help prepare the issues that the representative bodies will be required to deal with
- meetings with national trade union delegates and their deputies to prepare issues subject to negotiation
- periodical meetings: monthly or quarterly meetings, depending on the body in question, between the management and staff representative bodies (works’ councils, staff representatives, hygiene, safety and working conditions committees, etc.) Preparatory meetings are organised on request of the parties involved.

Moreover, all agreements can be consulted online, on the company intranet, meaning all staff members are able to consult them. Special communication actions may also be introduced.

Employee safety

Ensuring the safety of all the company’s staff is a basic principle of the Allianz Group. At Allianz France, safety is a concern for everyone.

Allianz France organises e-learning sessions, safety training courses and exhibitions to promote prevention and safety. Staff training and awareness-raising are the keys to fostering good practices in this area. These actions are implemented thanks to cooperation between teams from the Real Estate, Logistics and Working Environment, Communication and Human Resources departments, occupational health doctors and the involvement of our social partners.

In 2011, all staff at Allianz France were invited to further their knowledge with a e-learning module on fire prevention and safety.

In 2012, the training campaign targeted new recruits. In 2013, all staff will be involved once again.

At the end of 2011 and over 2012, Safety exhibitions were held at all Allianz France’s main sites

These exhibitions stood alongside the e-learning course, Safety training and evacuation drills, giving everyone the chance to revise best practices in the event of an emergency, to understand the roles of the various stakeholders and thus enjoy greater peace-of-mind on a day-to-day basis thanks to familiarity with first aid and emergency procedures.

In addition to these initiatives, Safety information and best practices, along with the emergency phone numbers, can be found on the intranet and on noticeboards in our buildings. The road safety exposure was given special focus, with two pilot Eco-driving and Prevention courses delivered in 2012, in two regions. These courses will be made more widely available to anyone driving a company car. In addition, a control box will be fitted to vehicles, not only to monitor consumption, but to improve safety overall, with automatic calls made in the event of a collision (E-call) or on request (B-call) to an assistance or emergency centre, and vehicle tracking to protect from theft.
Helping our staff carry on with their business in the event of a serious crisis in the workplace

In 2003, the Allianz France Group introduced a business continuity plan (BCP). This plan aims to coordinate the continuation of the most critical activities, in degraded mode, if all or part of the working environment is unavailable, while limiting the financial and legal impact and the consequences for the Allianz France Group’s image.

The aim is to ensure the continuity of the company and the services provided to our clients. The business continuity plan covers the risk of an interruption to activities relating to information technology, buildings, and their environment (terrorist attack, flood, external strike); the risk of a labour movement and a pandemic threat.

2012 saw a full-scale test at one of our buildings in the La Défense district of Paris. Over 140 employees were required to work at the back-up site for two days. Awareness-raising for staff has been carried out, using the group’s intranet, special actions at sites and a report in the Group’s television news. Over 150 employees are members of the regional crisis units and have been trained accordingly. This action will be continued over 2013 for crisis units in the Paris region. Finally, for the second year running, spokespeople have been given media training.

Getting staff involved

At Allianz France, the notion of corporate responsibility is also embodied by employee involvement in community-focused projects, in France and abroad. Through the Reforest’Action programme, Allianz France helped its staff commit to an environmentally-aware reforestation project operational in France and Senegal in 2011 and again in 2012. A total of 700 employees took part in this operation. 33,000 trees were planted in Senegal and 5,000 in France.

The “Nos Quartiers ont des Talents” partnership (“our districts have got talent”) is the first corporate network promoting equal opportunities and the diversity of origins. This partnership is another way of getting staff involved and 25 employees agreed to sponsor this initiative. It will be continued over 2013.

On 7 June 2012, over 1,000 employees in France took part in the “Walk for ELA”, the European Leukodystrophy Association founded in 1992. For every step taken, a €0.01 donation was made to ELA. In 2012, Allianz France donated €30,000 to this charity, as confirmation of its commitment to healthcare.

For the third year running, nearly 200 female employees from Allianz France took part in the 16th annual La Parisienne run in aid of breast cancer.
Contributing to the fight against climate change

Climate change and the gathering pace of extreme climate phenomena are affecting the risk model of all insurers. Allianz is committed to sustainable development and is thus on the front line when it comes to adapting to and fighting climate change. This commitment is embodied in Allianz France’s operational practices and in its various areas of business: insurance, investment, asset management and property management.

Total paper consumption is down 12% in 2012 compared to 2011.

In 2012, the fleet of Allianz France integrates 176 hybrid vehicles and 1 electric van.

Total energy consumption fell by 42% between 2006 and 2011, and by 47% up to 2012.

Reduction in CO₂ emissions from 2006 to 2012
-31%
Reducing the carbon footprint of our own business

At the start of the millennium, the Allianz Group introduced its own environment management system with regular monitoring of its CO₂ emissions. In 2006, it announced its goal to reduce these emissions, aiming for 20% less CO₂ per employee for the Group between 2006 and 2012. Allianz France aimed for a 25% cut. Indicators were defined for a scope including the main sources of emissions in our business:

- energy consumption of buildings where Allianz employees work
- business travel
- paper consumption
- waste production

In addition to these indicators, the water consumption of office buildings was also measured. This approach helped identify the levers which could be applied to reduce the environmental impact of Allianz France’s activities.

Allianz France thus managed to reduce its CO₂ by 31% per employee between 2006 and 2012, going far beyond its initial objective.

<table>
<thead>
<tr>
<th>CO₂/employee 2012 (kg)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy</td>
</tr>
<tr>
<td>Business travel</td>
</tr>
<tr>
<td>Paper</td>
</tr>
<tr>
<td>Waste</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Breakdown of Allianz France emissions in 2012

Making an impact on the major source of CO₂ emissions: business travel

Business travel accounts for over 60% of emissions with a vehicle fleet of some 4,000 vehicles representing 52% of all emissions. These vehicles are used by sales staff travelling to meet clients. The mileage covered is representative of the level of business, and the trend for 2011-2012 is on the rise. The proportion of emissions attributable to business travel explains the number of actions aimed at reducing it:

- annual review of the vehicle catalogue constantly aiming to select vehicles with lower emissions: the average theoretical emissions level for the fleet was 112g CO₂/km in 2012 versus 122g in 2011. In 2012, our fleet comprised 176 hybrid vehicles and an electric van.

Thanks to these various initiatives, emissions, expressed as CO₂/employee, are now falling regularly for the vehicle fleet and, as a corollary, for the business travel item.

A travel charter has been introduced with some strong recommendations: use the train for journeys of less than 4 hours, use video conferencing wherever possible, etc. Allianz France has equipped all its main sites with high-performance, easy-to-use video conference facilities. The rooms with this equipment are often used.

An electric Citroën Berlingo has been used since the end of 2011 to transport mail between buildings at La Défense.

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11 The EMS (Environmental Management System) is described in the ‘Allianz Group Environmental Reporting Guidance’ document. An SAP database, administered by the Group Environmental Officer (GEO), is fed using data collected in each Group entity by the Local Environmental Officer (LEO). Since 2011, data collection for year Y closes on 31st December of year Y+1.
Facing up to climate change

Changes in the mileage covered per mode of transport for business travel

<table>
<thead>
<tr>
<th>Means of transport</th>
<th>km 2012</th>
<th>Variation 2012 vs. 2006</th>
<th>Variation 2011 vs. 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train</td>
<td>16,455,278</td>
<td>62%</td>
<td>61%</td>
</tr>
<tr>
<td>Car</td>
<td>92,307,343</td>
<td>-7%</td>
<td>-11%</td>
</tr>
<tr>
<td>Short-haul flight</td>
<td>571,196</td>
<td>-88%</td>
<td>-88%</td>
</tr>
<tr>
<td>Long-haul flight</td>
<td>8,353,508</td>
<td>8%</td>
<td>-4%</td>
</tr>
<tr>
<td>Total travel</td>
<td>117,687,325</td>
<td>-3%</td>
<td>-8%</td>
</tr>
</tbody>
</table>

Changes in CO2/employee

<table>
<thead>
<tr>
<th>Means of transport</th>
<th>CO2/employee 2012 (kg)</th>
<th>Variation 2012 vs. 2006</th>
<th>Variation 2011 vs. 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train</td>
<td>48</td>
<td>90%</td>
<td>93%</td>
</tr>
<tr>
<td>Car</td>
<td>942</td>
<td>-15%</td>
<td>-10%</td>
</tr>
<tr>
<td>Short-haul flight</td>
<td>9</td>
<td>-86%</td>
<td>-86%</td>
</tr>
<tr>
<td>Long-haul flight</td>
<td>79</td>
<td>27%</td>
<td>15%</td>
</tr>
<tr>
<td>Total travel</td>
<td>1,078</td>
<td>-15%</td>
<td>-11%</td>
</tr>
</tbody>
</table>

Driving energy consumption in buildings downwards

Reducing the greenhouse gas emissions from buildings (2nd biggest source accounting for 28% of all emissions) means reducing energy consumption and, where possible, replacing fossil fuels with renewable energy or energy from sources generating lower emissions.

To reduce energy consumption, Allianz France is focusing on several areas:
- improving the energy efficiency of buildings
- optimising building use in terms of management
- raising the awareness of building occupants in good practices for energy use
- making information technology more energy efficient

The main operational buildings accommodating 80% of Allianz France employees have significantly reduced their energy consumption, through a number of initiatives:
- the closure of several less energy-efficient sites
- special focus on management and control of energy use by service providers using the buildings, with special measures included in maintenance contracts
- research into energy control solutions

One solution implemented over 2011-2012 at the Acacia site at La Défense helped reduce the consumption of all energy types by 44% from 2010 to 2012. Another solution is currently being rolled out at a site in Lyon. This approach will become more widespread in the long term. It is based on real-time supervision of fluid consumption (electricity, gas, urban heating and cooling networks, and water) and of building heat behaviour models.

The almost immediate detection of anomalies (leaks, over-consumption at night or weekends) and the highlighting of differences with the benchmark levels mean the building’s operation can be optimised. Better use of building management systems will help improve performance.

Improvements have also been made wherever possible: lighting controlled by motion detectors in toilets and corridors, reduced operating hours for certain equipment, etc. Taps have been fitted with aerators to reduce flow and save water.

In addition, around 2,200 MWh of green electricity, awarded green certificates by Observ’ER, was purchased in 2012.

Total energy consumption fell by 42% between 2006 and 2011, and by 47% up to 2012.
Reduction of the IT impact: a step towards “Green IT”

Alongside building use, information technology is another major source of energy consumption, mainly electricity, used to power or to cool equipment (data centres, dedicated rooms).

Consuming 5.2 GWh in 2012, the Plaisir Data Centre, which is 20 years old this year, accounts for around 13% of all electricity used by Allianz France. Well aware of the weighting of its central IT site in its energy consumption, over the last few years Allianz France has introduced a number of measures aimed at reducing this:

- renovation of the air conditioning system in the server rooms: addition of “free cooling” using outside air when the temperature falls below 13°C
- reduction in the number of servers thanks to machine virtualisation
- better insulation of the roof-terraces
- introduction of low-energy lighting with motion detectors

Over the last few years, electricity consumption at the site has seen an overall fall from 5.6 GWh in 2009 to 5.2 GWh in 2012. This does not however fully reflect the effect of the initiatives introduced: a slight rise between 2011 and 2012 was linked to the temporary use of additional servers before optimisation. It conceals the outcome of the reduction measures implemented.

These measures are part of a more generalised Green IT approach, which has identified the areas where reductions can be made and the metrics to be used to measure all IT activities:

- at the workstation with pilot schemes introduced to optimise consumption
- the more widespread use of video conferencing facilities, the optimisation of printing infrastructures and greater use of electronic file management
- regular awareness-raising of good practices, such as switching off the workstation when you leave the office.

Paper: little CO₂, but an emblematic resource in the insurance business

An insurer traditionally uses a lot of paper to communicate with clients. For a number of years now, Allianz France has been committed to reducing the use of paper. A Paper policy has been drafted to promote responsible paper use. This policy covers several areas:

- the use of paper that is certified for its origin from sustainably managed forests or recycled paper
- pooled printing infrastructure, with settings making double-sided printing and black and white the standard
- a “100% Digital” company approach, for internal processes and for communication with clients or other external stakeholders, suppliers and partners
- raising staff awareness of responsible practice regarding paper, with regular campaigns recalling best practice
- recovery of used paper with widespread waste sorting in offices.

In 2012, total paper consumption, including forms and plain office paper, came to 1,835 metric tons for Allianz France, a 12% fall compared to 2011.

Consumption for office use was 402 metric tons, a fall of 37 tons compared to 2011. Office paper consumption stands at 34.6kg per employee, i.e. a fall of 634 sheets compared to 2011. 431 metric tons of recycled paper were used.

Allianz France 2012 paper consumption

<table>
<thead>
<tr>
<th>Overall consumption (metric tons)</th>
<th>Consumption per employee (kg)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recycled with label Other Total Allianz France</td>
<td></td>
</tr>
<tr>
<td>Forms</td>
<td>419</td>
</tr>
<tr>
<td>Office use</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>431</td>
</tr>
</tbody>
</table>

In 2012, total paper consumption, including forms and plain office paper, came to 1,835 metric tons for Allianz France, a 12% fall compared to 2011.
Reducing and recovering waste

After a study in 2011, which mapped waste per site according to type and volume, a call for tenders was issued in 2012 for the set-up of a standardised waste collection procedure, with waste sorting to recover paper, the main form of waste from offices. Ahead of new legislation, all Allianz France company restaurants will also separate organic waste for reuse in biogas plants.

This procedure will be introduced over 2013. At the same time, it will help us obtain accurate statistics on the volumes collected per type of waste.

When it comes to Waste Electrical and Electronic Equipment (WEEE), a partnership has been set up with ATF Gaïa, a specialist company creating employment opportunities for disabled people. Waste equipment will be recovered by ATF Gaïa. It will then be either reconditioned and reused, or dismantled and recycled.

Preventing waste

The Real Estate, Logistics and Working Environment department, responsible for buildings, oversees the regulatory inspections of facilities, in particular listed environmentally-sensitive facilities such as cooling towers and other cooling installations. It also ensures regulatory watch in its field. Inside the Data Centre at Plaisir, the replacement of acid batteries with gel electrolyte batteries has helped limit the pollution risk in the event of an incident affecting the battery stock.

Integrating sustainable development into the property investment business

Through its entity Allianz Real Estate France (AREF), Allianz France puts special focus on sustainable development in its property asset management and investment policy.

• Construction and renovation: Allianz France systematically aims for one or more environmental certificates for its new or renovated buildings.

To date, 11% of its tertiary building stock has received one or more certificates (e.g. HQE, BREEAM, LEED). Energy savings certificates have also been awarded to renovation projects.

• Acquisition and due diligence: an environmental quality assessment is carried out for all buildings acquired, with systematic referral to a Green Rating score before the decision to buy is made. An in-depth energy audit is also done, taking into account the objectives of the Grenelle Environment Forum in the buildings business plan.

• Environmental diagnoses: an inventory of the environmental performance of the existing building stock was carried out and updated over 2011/2012. Over 80 energy performance diagnoses, 30 Green Ratings and around fifteen heat audits were done at the main sites. This property inventory is constantly updated.

• Third-party relations and awareness-raising: 15 environmental riders were added to tertiary leases covering buildings of over 2,000m² and signed by tenants over 2012. These riders allow for lessor-tenant cooperation with regard to environmental performance, while introducing consumption tracking and giving both parties the means to implement actions to improve the building’s environmental performance. By 2015, the aim is to have 300 environmental riders added to tertiary leases covering buildings of over 250m². Finally, a sustainable development leaflet has been distributed to raise awareness among tenants in residential buildings.
Certification for Allianz France operational buildings

In 2012, the Real Estate, Logistics and Working Environment department at Allianz France secured the renewal of the “efficient” level Environmental Quality in Use certificate for staff based in the Coeur Défense building, which itself has an HQE (high environmental quality) in Operation certification. We are now thinking of extending this approach to other sites, in particular in view of the next version of the HQE in Operation reference guide.

A Bilan Carbone® carbon footprint assessment in 2012

Going beyond the legal requirements set out in article 75 of the Grenelle 2 law, Allianz France carried out a full carbon footprint assessment in 2012, covering all the activities required to deliver its services to the end customer: the network of insurance agents was thus included within this scope, along with 137 operating sites and 2,600 agencies. Overall emissions (for 2011 consumptions) were measured at 140,000 metric tons of CO₂, two-thirds of which came from operating sites and one-third from agencies.

Confirming that the majority of emissions could be attributed to travel (44% of emissions), the assessment underpinned the merit of the actions already implemented and put forward additional areas for improvement, such as reducing fixed assets by cutting IT hardware inventory and using equipment for a longer time.

What if ... we took action? A campaign to raise staff awareness about “green” practices

To encourage more environmentally-friendly practices within the company, Allianz France has designed a campaign featuring a mascot known as “Etsi”, who appears alongside messages targeting the main areas of action, namely paper, travel, waste sorting, lighting and IT.

The campaign was launched during the Sustainable Development Week in April 2012, and aims to raise the awareness of staff in order to reduce paper use (current paper consumption in offices is currently around 7,000 sheets per year, per employee, on average) and electricity consumption. It urges workers to switch off their computer and lights wherever possible, and to use modes of transport with lower emissions or alternative solutions such as video or telephone conferences. It also encourages the sorting of waste, especially paper. This has been introduced across the company since the start of 2013.

During the Sustainable Development week in April 2012, informative sessions at sites helped raise awareness of “green” practices among more than 4,000 employees, who all received a mug featuring the mascot, to replace the 4 million or more disposable cups used at Allianz France each year.

The campaign also included a waste sorting and collection operation, which ran over the summer in our service outlets. 6.5 metric tons of waste were thus collected and sorted.

Messages about green practices are regularly featured on the Allianz France intranet
At Allianz France, the notion of corporate social responsibility is embodied by the support the company provides for medical research, action alongside various associations, skills-based sponsorship, commitment to sport and culture, and responsible investment.
Supporting medical research

Allianz France is a healthcare sponsor, backing fundamental research and awarding two research prizes. The reduction of health risks is at the very heart of Allianz France’s business.

**Allianz Foundation - Institut de France Research Award**

Every year since 1984, the Allianz Foundation and the Institut de France have been rewarding the heads of medical or biomedical research whose work may contribute to clinical, preventive or curative applications.

The 2012 Research Award, worth €75,000, went to Doctor Giacomo Cavalli, Director of Research at the CNRS and director of the human genetics institute in Montpellier, for his work on the concept of “cell memory”. Basing his research on drosophila embryos, Giacomo Cavalli has been able to prove that the three-dimensional organisation of chromosomes within the cell nucleus is transmitted to descendants. Using this work, he is now endeavouring to understand the phenomena which turn a healthy cell into a cancerous cell.

The ADPS Research Award for work to prevent ageing

Bringing together Allianz France personal health insurance policy-holders, the ADPS (healthcare and protection associations) support members experiencing difficulties and lead health prevention initiatives and social sponsoring actions. The associations have 500,000 members across the country.

The ADPS Research Award for work to prevent ageing was introduced in 2012. This prize, worth €15,000, is open to all scientists working on living models with an exceptionally long life. It focuses on four main areas: cancer, neuro-degenerative diseases, cardiovascular diseases and immunity.

The 2012 award went to Professor Rochelle Buffenstein (San Antonio, Texas) for pioneering work into the mechanisms that give the naked mole rat its extreme resistance to ageing and diseases commonly linked to ageing, such as cancer. Observations of over 2,000 necropsies prove that this animal never develops cancer, even at a very advanced age.

Action alongside regional associations

**The ADPS Social Work Award**

For the last 15 years, the ADPS have awarded 4 ADPS Social Work prizes, worth €25,000 each, to regional associations. These awards seek to encourage local initiatives by funding useful, innovative projects in the field of health and welfare.

In 2012, the winning associations were: **Handident Alsace**: coverage of dental care for people with non-cooperating or phobic impairments, **Injeno**: acquisition of two motorised standing devices for children with multiple disabilities (Nord-Pas-de-Calais region in Northern France), **“La Buissonnière” institute**: acquisition of eye-control voice synthesis devices for children with no functional speech or severely impaired speech (Pays de la Loire region, Central France), and **Mira Europe**: acquisition of computer hardware to help train young visually-impaired people, along with innovative spatial awareness equipment. (Provence Alpes Côte d’Azur, Southern France).

Well ahead of the Belorgey and Aeras agreements (insurance and loans for persons with severe health risks) affecting the banking and insurance professions, Allianz France undertook to improve access to loan insurance and health insurance for people with health problems. Allianz France thus offers tailor-made solutions at fairer rates, defined in line with the latest medical progress and the most recent statistical data, to limit cases where insurance is refused or surcharges are applied. This approach includes partnerships with patient associations such as the **Fédération Nationale d’Aide aux Insuffisants Rénaux** (kidney patients), the **Association Française des Diabétiques** (diabetics), the **Association François Aupetit** (AFA) (chronic intestine conditions), and **Trans-Forme** for people under dialysis or having undergone a transplant.
Involvement in sports

Football, Golf and Handigolf, Running, Paralympic Games, Formula 1 ... For over 20 years now, the Allianz Group has been involved in some key national and international sporting events. In 2012, Allianz France was a partner and the official insurer of the National Olympic and Sports Committee.

The future Allianz Riveria stadium in Nice

After the Allianz Arena in Munich and the Allianz Stadium in Sydney, in 2012 Allianz France gave its name to the future stadium in Nice, the Allianz Riviera, to be inaugurated this summer.

Allianz Riviera, which has 45,000 seats, is an original, socially and environmentally responsible architectural project, using HQE performance materials and techniques, a translucent shape to let light through, a wooden structure to reduce its carbon footprint, energy from the ground and a photovoltaic roof to compensate for energy consumption.

Allianz France, official insurer of the French olympic team at the London Games

For Allianz, the Olympic Games were the ideal opportunity to share its sporting passion with athletes and the general public, through its presence at the Club France (65,000 visitors over the duration of the Games), a place where the Olympic family could get together during the London Games, and for the first time open to all. Through Facebook, Allianz France gave French supporters the chance to send French team members written messages of encouragement, which were then broadcast at Club France. Through this social network campaign, Allianz France recruited 12,941 Facebook fans and enjoyed 849 mentions thanks to the #ilikefrance hashtag on Twitter.

Promoting skills-based sponsorship

Allianz France has long forged strong links with the best higher education institutes such as HEC, Paris 1 Dauphine University or the ISUP. The list of targeted schools is updated in line with the needs of our business and activities. In addition to a potential financial contribution, these partnerships can include participation at conferences, lectures, on exam boards, etc. Allianz France has thus founded a chair related to health insurance at Paris-Dauphine University.

Allianz France has also forged a partnership with the ISC (Institute of Civic Service) founded by Martin Hirsch. The ISC is an institute for young people with special potential, having completed their civic service and who have projects in one of three areas: joining a company, following a training course and founding a business.

Since 2010, Allianz France has partnered the association Vivre Avec, which has been providing moral support to patients during and after a hospital stay for the last twenty years. With Vivre Avec, Allianz France endeavours to make it easier to get loan insurance and thus facilitate access to bank loans. In real terms, this means providing support for people with medical conditions related to a serious health risk, in particular cancer, throughout the insurance process.

In 2012, Allianz France paid €20,000 to the ISC and helped select 150 recipients.
The Allianz Running Challenge: promoting "healthy sport", performance and personal achievement

7 million people in France go running. It is a sport that has seen its popularity grow over the last few years. In 2012 Allianz France created the Allianz Running Challenge, comprising six events across France, from Lille to Marseille, from Brittany to Alsace, and in Lyon and the Bordeaux region.

A leading brand in the promotion of golf in France

In 2007 Allianz France decided to join up with French golfers - professionals, amateurs and handigolfers - with the creation of the Allianz Golf Tour. Allianz France decided to add an inclusive aspect to its sporting commitments. Allianz France thus partners the handigolf association and Manuel de Los Santos, promoting access and facilitating golf for adults or children with disabilities.

Promoting culture

Through a number of partnerships, Allianz France has become more involved in the local community and uses its image and expertise as an insurer to support major arts and entertainment events.

Allianz France is a key partner in the realm of cinema and has provided insurance for French cinema production for a number of years now. Allianz France has partnered the Dinard Festival for the last four years and the Cabourg Festival for five years. In 2012, Allianz France was a partner of the 17th international festival for young directors at Saint-Jean de Luz. In addition to these commitments, Allianz France partnered the Crystal Globes ceremony for the second year running in 2012. The Crystal Globes are awarded by the French press in the field of arts and culture.

Allianz France was also a sponsor and insurer of the 46th La Chaise Dieu festival. The highlight of this partnership is the support provided to a duo of musicians who perform in four retirement homes in the area of Puy-en-Velay and La Chaise-Dieu, with a series of shows during the so-called "Blue Week" for the elderly. Allianz France is hereby reaffirming its commitment to research into solutions for the elderly and daily support for patients, families and carers.

At the Festival d’Anjou - a theatre festival in Western France, Allianz France funded audio-description for an evening performance, facilitating access for people with hearing difficulties.

Responsible investment

Allianz France is extremely attentive to Socially Responsible Investment (SRI). This is why, when it comes to investment in shares, Allianz France requires the management companies it works with to ensure that the net assets under management comprise at least 80% securities with an ISR12 score of over 2 on the management firm’s rating scale.

Management firms are also explicitly forbidden from investing in controversial weapons sectors, namely anti-personnel mines and cluster munitions, in the scope defined by the Ottowa Convention13 and the Oslo Convention14.

Moreover, in May 2012, Allianz France and EDF entered into a partnership with Idinvest Partners, Electranova Capital, a venture capital fund that finances young SMEs with innovative projects in new energy technologies, with the aim of reducing the carbon footprint.

Electranova Capital has already invested in two fledgling businesses, the French firm Actility and the Norwegian Seatower. Actility is a French company specialising in smart electric networks, and has developed an innovative, standardised communication platform for the remote management of electrical appliances. By measuring, forecasting and controlling

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12 The SRI score is calculated using data provided by the SRI rating agency (e.g. Vigeo or Eiris), and in certain cases, may be reprocessed by the management company.
13 Ottowa Convention: an agreement to forbid the use, storage, production and transfer of anti-personnel mines.
14 Oslo Convention: an agreement to forbid the use, storage, production and transfer of cluster munitions.
consumption, this new tool limits electrical consumption during peak periods, thus reducing the need to call on power stations emitting the highest quantities of CO₂ at these peak times.

Seatower is a Norwegian business that has developed an innovative solution for the gravity-based foundations for off-shore wind turbines. The foundations will be particularly suited to the conditions at the new deep-water wind farms, and are more respectful of marine ecosystems.

The Allianz Group contributes to the economic development of the renewable energy sector in Europe, with investments in wind and solar power plants that came to €1.3 billion at the end of 2012. In 2012, with the acquisition of two wind farms located in the Cher region of France, Allianz France further increased its investments in renewable energies. Together, these two wind farms generate power of 22 MW, equivalent to the energy needs of 11,000 households. The Group now owns 18 wind farms in France, with installed capacity of 281 MW and two solar plants, equivalent to the energy needs of 150,000 households.

In June 2012, Allianz France organised the Sustainable Development Challenge, “And what if we changed the world?” in partnership with Idinvest Partners, designed to promote environmental and social innovation.

Awards were given to two innovative projects:

- Solaire 2G won the first prize, worth €100,000, for the marketing of a hybrid solar panel able to produce hot water and electricity at the same time.

- Advansolar won the prize awarded by internet users, worth €30,000, for its solar electricity mobility solutions (fleet of electric bicycles) for companies and local communities.

A responsible purchasing policy

Each year, Allianz France spends a huge amount of money on products and services. Suppliers are thus very carefully chosen and special attention is given to the relationship between them and the company.

Responsible purchases

Allianz France was one of the first signatories of the Global Compact introduced by the UN for companies to adopt, support and apply in their own organisation and in its sphere of influence. Its principles cover human rights, the environment, working standards and the fight against corruption.

In light of this, the Purchasing department has introduced its own code of conduct with a “sustainable development and ethics clause”, setting out the obligations its suppliers must comply with in the field of social and environmental responsibility for all contracts.

Finally, the Sustainable Development questionnaire is used to incorporate CSR criteria into supplier selection and assessment.

Fair …

In December 2010, Allianz France signed the SME Pact which commits signatories from larger companies to developing balanced partnerships based on trust with all suppliers, including SMEs.

... inclusive …

Allianz France develops sub-contracting in protected, adapted sectors, which employ disabled workers who are unable to participate in the ordinary working environment. Tasks such as printing work, garden maintenance and catering services are carried out by these specialist firms or sheltered employment establishments.

... environmentally-friendly.

The Purchasing department is also a driving force, suggesting products or solutions with a lower environmental impact, which are recyclable or whose end-of-life processing is optimised with traceability of waste.

See the commitments made by Allianz France on http://www.allianz-nos-engagements-durables.fr
# Social indicators

<table>
<thead>
<tr>
<th>Theme</th>
<th>Indicator</th>
<th>2011</th>
<th>2012</th>
<th>Variation 2012-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total workforce</td>
<td>Number of employees</td>
<td>11,474</td>
<td>12,252</td>
<td>7%</td>
</tr>
<tr>
<td>Breakdown per contract</td>
<td>Number of workers on permanent contracts</td>
<td>10,996</td>
<td>11,692</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>Number of workers on temporary contracts (1)</td>
<td>478</td>
<td>560</td>
<td>17%</td>
</tr>
<tr>
<td>Gender breakdown</td>
<td>% of female staff</td>
<td>51.9%</td>
<td>52.0%</td>
<td>0.1 pts</td>
</tr>
<tr>
<td></td>
<td>% of male staff</td>
<td>48.1%</td>
<td>48.0%</td>
<td>-0.1 pts</td>
</tr>
<tr>
<td>Breakdown per age group</td>
<td>% of staff aged under 25 years old</td>
<td>3.5%</td>
<td>3.7%</td>
<td>0.2 pts</td>
</tr>
<tr>
<td></td>
<td>% of staff aged between 25 and 34 years old</td>
<td>16.3%</td>
<td>15.9%</td>
<td>-0.4 pts</td>
</tr>
<tr>
<td></td>
<td>% of staff aged between 35 and 44 years old</td>
<td>25.3%</td>
<td>24.6%</td>
<td>-0.6 pts</td>
</tr>
<tr>
<td></td>
<td>% of staff aged between 45 and 54 years old</td>
<td>36.4%</td>
<td>34.7%</td>
<td>-1.7 pts</td>
</tr>
<tr>
<td></td>
<td>% of staff aged between 55 and 64 years old</td>
<td>18.5%</td>
<td>21.0%</td>
<td>2.5 pts</td>
</tr>
<tr>
<td></td>
<td>% of staff aged 65 years and over</td>
<td>0.1%</td>
<td>0.1%</td>
<td>0 pts</td>
</tr>
<tr>
<td>Breakdown per status</td>
<td>Proportion of executive staff (%)</td>
<td>47.2%</td>
<td>48.3%</td>
<td>1.1 pts</td>
</tr>
<tr>
<td></td>
<td>Proportion of executive staff - women (%)</td>
<td>44.3%</td>
<td>44.7%</td>
<td>0.4 pts</td>
</tr>
<tr>
<td></td>
<td>Proportion of manager staff (%) (2)</td>
<td>14.6%</td>
<td>13.9%</td>
<td>-0.7 pts</td>
</tr>
<tr>
<td></td>
<td>Proportion of manager staff - women (%)</td>
<td>38.4%</td>
<td>38.8%</td>
<td>0.4 pts</td>
</tr>
<tr>
<td></td>
<td>Proportion of sales staff (%)</td>
<td>31.2%</td>
<td>31.0%</td>
<td>-0.2 pts</td>
</tr>
<tr>
<td>Recruitment</td>
<td>Total number of new recruits</td>
<td>1,897</td>
<td>2,605</td>
<td>37%</td>
</tr>
<tr>
<td>Redundancies</td>
<td></td>
<td></td>
<td></td>
<td>(3)</td>
</tr>
<tr>
<td>Organisation of working time</td>
<td>Part-time workforce</td>
<td>882</td>
<td>1,466</td>
<td>66%</td>
</tr>
<tr>
<td></td>
<td>including women</td>
<td>840</td>
<td>1,234</td>
<td>47%</td>
</tr>
<tr>
<td></td>
<td>Full-time workforce</td>
<td>10,592</td>
<td>10,786</td>
<td>1.8%</td>
</tr>
<tr>
<td></td>
<td>including women</td>
<td>5,119</td>
<td>5,139</td>
<td>0.4%</td>
</tr>
<tr>
<td>Training</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training policy</td>
<td>Number of people trained over the period</td>
<td>9,794</td>
<td>9,410</td>
<td>-4%</td>
</tr>
<tr>
<td></td>
<td>Number of days training completed over the year</td>
<td>75,097</td>
<td>85,751</td>
<td>14%</td>
</tr>
<tr>
<td></td>
<td>Number of hours of training completed over the year</td>
<td>532,457</td>
<td>607,493</td>
<td>14%</td>
</tr>
<tr>
<td>Remuneration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remuneration of administrative and sales staff</td>
<td>Annual average remuneration (€)</td>
<td>48,586</td>
<td>50,824</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>Annual average remuneration (€) - Women</td>
<td>42,068</td>
<td>44,005</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>Annual average remuneration (€) - Men</td>
<td>55,052</td>
<td>57,624</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>Annual average remuneration (€) - Executives</td>
<td>60,995</td>
<td>63,011</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>Annual average remuneration (€) - Executives - Women</td>
<td>53,244</td>
<td>55,214</td>
<td>4%</td>
</tr>
<tr>
<td></td>
<td>Annual average remuneration (€) - Executives - Men</td>
<td>67,158</td>
<td>69,259</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>Annual average remuneration (€) - Non-Executives</td>
<td>32,865</td>
<td>34,702</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>Annual average remuneration (€) - Non-Executives - Women</td>
<td>32,269</td>
<td>33,782</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>Annual average remuneration (€) - Non-Executives - Men</td>
<td>33,622</td>
<td>35,890</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td>Annual average remuneration (€) - Members of the Management Board</td>
<td>144,817</td>
<td>147,149</td>
<td>2%</td>
</tr>
<tr>
<td></td>
<td>Annual average remuneration (€) - Members of the Management Board - Women</td>
<td>119,596</td>
<td>125,027</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>Annual average remuneration (€) - Members of the Management Board - Men</td>
<td>153,637</td>
<td>154,476</td>
<td>1%</td>
</tr>
<tr>
<td>Note: average remuneration = annual gross salary for 100% + bonuses + incentives received during the year for employees present all year (excluding apprentices, qualification contracts, interns and doctors)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication with staff representatives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisation of social dialogue</td>
<td>Number of staff representatives (4)</td>
<td>501</td>
<td>462</td>
<td>-8%</td>
</tr>
<tr>
<td>Collective agreements</td>
<td>Number of agreements signed over the year (4)</td>
<td>31</td>
<td>30</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Employee safety</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outcome of agreements signed</td>
<td>Number of health and safety committee meetings (4)</td>
<td>64</td>
<td>68</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>Outcome of health and safety agreements signed (4)</td>
<td>0</td>
<td>1</td>
<td>-</td>
</tr>
</tbody>
</table>

(1) Temporary contracts include students on sandwich courses and interns
(2) Managers: staff responsible for at least one manager or two non-managers
(3) In 2012, departure following redundancy concerned 23 employees for a total population of 8,454 administrative staff (-11.5% vs. 2011) and 312 employees for a total population of 3,798 sales staff (-13.6% vs. 2011)
## Environmental indicators

<table>
<thead>
<tr>
<th>Theme</th>
<th>Indicator</th>
<th>Unit</th>
<th>2011</th>
<th>2012</th>
<th>Variation 2012-2011</th>
<th>Variation vs. 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consumption</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy</td>
<td>Electricity</td>
<td>kWh</td>
<td>41,520,687</td>
<td>40,077,159</td>
<td>-3%</td>
<td>-48%</td>
</tr>
<tr>
<td></td>
<td>Other energies</td>
<td></td>
<td>22,679,156</td>
<td>18,771,681</td>
<td>-17%</td>
<td>-44%</td>
</tr>
<tr>
<td></td>
<td>Total energy</td>
<td></td>
<td>64,199,843</td>
<td>58,848,841</td>
<td>-8%</td>
<td>-47%</td>
</tr>
<tr>
<td></td>
<td>Electricity</td>
<td>KWh/employee</td>
<td>3,652</td>
<td>3,456</td>
<td>-5%</td>
<td>-38%</td>
</tr>
<tr>
<td></td>
<td>Other energies</td>
<td></td>
<td>1,995</td>
<td>1,619</td>
<td>-19%</td>
<td>-34%</td>
</tr>
<tr>
<td></td>
<td>Total energy</td>
<td></td>
<td>5,647</td>
<td>5,075</td>
<td>-10%</td>
<td>-37%</td>
</tr>
<tr>
<td>Business travel</td>
<td>Train</td>
<td>km</td>
<td>16,324,956</td>
<td>16,455,278</td>
<td>1%</td>
<td>62%</td>
</tr>
<tr>
<td></td>
<td>Car</td>
<td></td>
<td>87,930,171</td>
<td>92,307,343</td>
<td>5%</td>
<td>-7%</td>
</tr>
<tr>
<td></td>
<td>Short-haul flight</td>
<td></td>
<td>567,064</td>
<td>571,196</td>
<td>1%</td>
<td>-8%</td>
</tr>
<tr>
<td></td>
<td>Long-haul flight</td>
<td></td>
<td>7,439,459</td>
<td>8,353,508</td>
<td>12%</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>Total travel</td>
<td></td>
<td>112,261,650</td>
<td>117,687,325</td>
<td>5%</td>
<td>-3%</td>
</tr>
<tr>
<td></td>
<td>Train</td>
<td>km/employee</td>
<td>1,436</td>
<td>1,419</td>
<td>-1%</td>
<td>91%</td>
</tr>
<tr>
<td></td>
<td>Car</td>
<td></td>
<td>7,734</td>
<td>7,960</td>
<td>3%</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td>Short-haul flight</td>
<td></td>
<td>50</td>
<td>49</td>
<td>-1%</td>
<td>-86%</td>
</tr>
<tr>
<td></td>
<td>Long-haul flight</td>
<td></td>
<td>654</td>
<td>720</td>
<td>10%</td>
<td>27%</td>
</tr>
<tr>
<td></td>
<td>Total travel</td>
<td></td>
<td>9,874</td>
<td>10,149</td>
<td>3%</td>
<td>14%</td>
</tr>
<tr>
<td>Paper</td>
<td>Recycled paper</td>
<td>Metric tons</td>
<td>108</td>
<td>431</td>
<td>298%</td>
<td>2606%</td>
</tr>
<tr>
<td></td>
<td>Virgin fibre paper</td>
<td></td>
<td>1,977</td>
<td>1,404</td>
<td>-29%</td>
<td>-71%</td>
</tr>
<tr>
<td></td>
<td>Total paper</td>
<td></td>
<td>2,086</td>
<td>1,835</td>
<td>-12%</td>
<td>-62%</td>
</tr>
<tr>
<td></td>
<td>Recycled paper</td>
<td>metric tons/employee</td>
<td>0.010</td>
<td>0.037</td>
<td>291%</td>
<td>3090%</td>
</tr>
<tr>
<td></td>
<td>Virgin fibre paper</td>
<td></td>
<td>0.174</td>
<td>0.121</td>
<td>-30%</td>
<td>-66%</td>
</tr>
<tr>
<td></td>
<td>Total paper</td>
<td></td>
<td>0.183</td>
<td>0.158</td>
<td>-14%</td>
<td>-56%</td>
</tr>
<tr>
<td>Water</td>
<td>Mains supply water consumption (1)</td>
<td>m³</td>
<td>105,198</td>
<td>115,755</td>
<td>10%</td>
<td>-40%</td>
</tr>
<tr>
<td></td>
<td>Mains supply water consumption m³/employee</td>
<td></td>
<td>9.25</td>
<td>9.98</td>
<td>8%</td>
<td>-29%</td>
</tr>
<tr>
<td>Waste</td>
<td>Recycled waste</td>
<td>Metric tons</td>
<td>579</td>
<td>566</td>
<td>-2%</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>Incinerated waste</td>
<td></td>
<td>1,601</td>
<td>2,055</td>
<td>28%</td>
<td>36%</td>
</tr>
<tr>
<td></td>
<td>Total waste (2)</td>
<td></td>
<td>2,180</td>
<td>2,621</td>
<td>20%</td>
<td>27%</td>
</tr>
<tr>
<td></td>
<td>Recycled waste</td>
<td>metric tons/employee</td>
<td>0.051</td>
<td>0.049</td>
<td>-4%</td>
<td>22%</td>
</tr>
<tr>
<td></td>
<td>Incinerated waste</td>
<td></td>
<td>0.141</td>
<td>0.177</td>
<td>26%</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td>Total waste</td>
<td></td>
<td>0.192</td>
<td>0.226</td>
<td>18%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Note: The environmental indicators exclude data on AZEC (Allianz EuroCourtage), entity included within the scope of Allianz IARD on 1st October 2012.

(1) Difficult in gathering information in 2012, leading to a higher degree of uncertainty

(2) Estimated figures with a high degree of uncertainty
<table>
<thead>
<tr>
<th>Theme</th>
<th>Indicator</th>
<th>Unit</th>
<th>2011</th>
<th>2012</th>
<th>Variation 2012-2011</th>
<th>Variation vs. 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CO₂ emissions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Energy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricity (3)</td>
<td>metric tons of CO₂</td>
<td></td>
<td>3,245</td>
<td>2,730</td>
<td>-16%</td>
<td>-49%</td>
</tr>
<tr>
<td>Other energies</td>
<td></td>
<td></td>
<td>3,908</td>
<td>3,216</td>
<td>-18%</td>
<td>-45%</td>
</tr>
<tr>
<td>Total energy</td>
<td>kg CO₂/employee</td>
<td></td>
<td>7,153</td>
<td>5,946</td>
<td>-17%</td>
<td>-48%</td>
</tr>
<tr>
<td>Electricity</td>
<td></td>
<td></td>
<td>285</td>
<td>235</td>
<td>-18%</td>
<td>-42%</td>
</tr>
<tr>
<td>Other energies</td>
<td></td>
<td></td>
<td>344</td>
<td>277</td>
<td>-19%</td>
<td>-37%</td>
</tr>
<tr>
<td>Total energy</td>
<td>kg CO₂/employee</td>
<td></td>
<td>629</td>
<td>513</td>
<td>-19%</td>
<td>-38%</td>
</tr>
<tr>
<td><strong>Business travel</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Train</td>
<td>metric tons CO₂</td>
<td></td>
<td>555</td>
<td>556</td>
<td>0%</td>
<td>61%</td>
</tr>
<tr>
<td>Car (4)</td>
<td></td>
<td></td>
<td>11,382</td>
<td>10,928</td>
<td>-4%</td>
<td>-28%</td>
</tr>
<tr>
<td>Short-haul flight</td>
<td></td>
<td></td>
<td>102</td>
<td>103</td>
<td>1%</td>
<td>-88%</td>
</tr>
<tr>
<td>Long-haul flight</td>
<td></td>
<td></td>
<td>818</td>
<td>919</td>
<td>12%</td>
<td>8%</td>
</tr>
<tr>
<td>Total travel</td>
<td>kg CO₂/employee</td>
<td></td>
<td>12,857</td>
<td>12,505</td>
<td>-3%</td>
<td>-28%</td>
</tr>
<tr>
<td>Train</td>
<td></td>
<td></td>
<td>49</td>
<td>48</td>
<td>-2%</td>
<td>90%</td>
</tr>
<tr>
<td>Car</td>
<td></td>
<td></td>
<td>1,001</td>
<td>942</td>
<td>-6%</td>
<td>-15%</td>
</tr>
<tr>
<td>Short-haul flight</td>
<td></td>
<td></td>
<td>9</td>
<td>9</td>
<td>-1%</td>
<td>-86%</td>
</tr>
<tr>
<td>Long-haul flight</td>
<td></td>
<td></td>
<td>72</td>
<td>79</td>
<td>10%</td>
<td>27%</td>
</tr>
<tr>
<td>Total travel</td>
<td>kg CO₂/employee</td>
<td></td>
<td>1,131</td>
<td>1,078</td>
<td>-5%</td>
<td>-15%</td>
</tr>
<tr>
<td><strong>Paper</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recycled paper</td>
<td>metric tons CO₂</td>
<td></td>
<td>43</td>
<td>170</td>
<td>293%</td>
<td>2686%</td>
</tr>
<tr>
<td>Virgin fibre paper</td>
<td></td>
<td></td>
<td>1,356</td>
<td>1,105</td>
<td>-23%</td>
<td>-83%</td>
</tr>
<tr>
<td>Total paper</td>
<td>kg CO₂/employee</td>
<td></td>
<td>1,599</td>
<td>1,275</td>
<td>-20%</td>
<td>-80%</td>
</tr>
<tr>
<td>Recycled paper</td>
<td></td>
<td></td>
<td>4</td>
<td>15</td>
<td>291%</td>
<td>3091%</td>
</tr>
<tr>
<td>Virgin fibre paper</td>
<td></td>
<td></td>
<td>137</td>
<td>95</td>
<td>-30%</td>
<td>-79%</td>
</tr>
<tr>
<td>Total paper</td>
<td>kg CO₂/employee</td>
<td></td>
<td>141</td>
<td>110</td>
<td>-22%</td>
<td>-76%</td>
</tr>
<tr>
<td><strong>Water</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mains supply</td>
<td>metric tons CO₂</td>
<td></td>
<td>39</td>
<td>43</td>
<td>11%</td>
<td>-40%</td>
</tr>
<tr>
<td>Mains supply</td>
<td>kg CO₂/employee</td>
<td></td>
<td>3</td>
<td>4</td>
<td>33%</td>
<td>-29%</td>
</tr>
<tr>
<td><strong>Waste</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recycled waste</td>
<td>metric tons CO₂</td>
<td></td>
<td>892</td>
<td>1,145</td>
<td>28%</td>
<td>36%</td>
</tr>
<tr>
<td>Incinerated waste</td>
<td></td>
<td></td>
<td>892</td>
<td>1,145</td>
<td>28%</td>
<td>36%</td>
</tr>
<tr>
<td>Total waste</td>
<td>kg CO₂/employee</td>
<td></td>
<td>892</td>
<td>1,145</td>
<td>28%</td>
<td>36%</td>
</tr>
<tr>
<td>Recycled waste</td>
<td></td>
<td></td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
<td>0%</td>
</tr>
<tr>
<td>Incinerated waste</td>
<td></td>
<td></td>
<td>78</td>
<td>99</td>
<td>26%</td>
<td>60%</td>
</tr>
<tr>
<td>Total waste</td>
<td>kg CO₂/employee</td>
<td></td>
<td>78</td>
<td>99</td>
<td>26%</td>
<td>60%</td>
</tr>
</tbody>
</table>

**TOTAL CO₂ EMISSIONS**

<table>
<thead>
<tr>
<th>Theme</th>
<th>Indicator</th>
<th>Unit</th>
<th>2011</th>
<th>2012</th>
<th>Variation 2012-2011</th>
<th>Variation vs. 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CO₂ emissions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Energy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electricity (3)</td>
<td>metric tons of CO₂</td>
<td></td>
<td>22,540</td>
<td>20,914</td>
<td>-7%</td>
<td>-42%</td>
</tr>
<tr>
<td>Other energies</td>
<td></td>
<td></td>
<td>1,983</td>
<td>1,804</td>
<td>-9%</td>
<td>-31%</td>
</tr>
</tbody>
</table>

**N.B.:** The environmental indicators exclude data on AZEC (Allianz EuroCourtage), entity included within the scope of Allianz IARD on 1st October 2012
(3) CO₂ emission factor on EDF electricity network: 82.7 g/kWh in 2011, 72 g/kWh in 2012
(4) CO₂ emission factor for vehicle fleet: 122 g/km in 2011, 112 g/km in 2012 CO₂ emission factor for personal vehicles: 200 g/km in 2011, 170 g/km in 2012
<table>
<thead>
<tr>
<th><strong>I. Social information</strong></th>
<th><strong>GRI correspondence</strong></th>
<th><strong>Section</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total workforce and breakdown per gender, age group and geographical area</td>
<td>LA1 LA13</td>
<td>Table of social indicators p. 32</td>
</tr>
<tr>
<td>Recruitment and redundancies</td>
<td>LA2</td>
<td></td>
</tr>
<tr>
<td>Remuneration and how it evolves</td>
<td>LA14</td>
<td></td>
</tr>
<tr>
<td>Organisation of work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisation of working time</td>
<td>-</td>
<td>Table of social indicators p. 32</td>
</tr>
<tr>
<td>Absenteeism</td>
<td>LA7</td>
<td></td>
</tr>
<tr>
<td>Social relations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisation of social dialogue, in particular procedures for informing and consulting staff and negotiating with them</td>
<td>-</td>
<td>[Staff] Social dialogue p. 19</td>
</tr>
<tr>
<td>Outcome of collective bargaining agreements</td>
<td>-</td>
<td>Table of social indicators p. 32</td>
</tr>
<tr>
<td>Health and safety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupational health and safety conditions</td>
<td>-</td>
<td>[Staff] Employee safety p. 19</td>
</tr>
<tr>
<td>Outcome of agreements signed with trade union organisations or staff representatives regarding occupational health and safety</td>
<td>-</td>
<td>Table of social indicators p. 32</td>
</tr>
<tr>
<td>Industrial accidents, in particular frequency and seriousness and occupational diseases</td>
<td>LA7</td>
<td></td>
</tr>
<tr>
<td>Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training policies implemented</td>
<td>LA11</td>
<td>[Staff] Investing in talent management p. 17 and table of social indicators p. 32</td>
</tr>
<tr>
<td>Total number of hours’ training</td>
<td>LA10</td>
<td></td>
</tr>
<tr>
<td>Fair treatment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measures taken in favour of equal opportunities for men and women</td>
<td>LA13</td>
<td>[Staff] Promoting diversity p. 18</td>
</tr>
<tr>
<td>Measures taken in favour of the employment and integration of people with disabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-discrimination policy</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Promotion and respect of the provisions included in the basic conventions of the International Labour Organisation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upholding of freedom of association and the right to collective bargaining</td>
<td>HRS</td>
<td>Allianz France has signed the Global Compact, which covers compliance with these conventions.</td>
</tr>
<tr>
<td>Elimination of discrimination in employment and occupation</td>
<td>HR4</td>
<td></td>
</tr>
<tr>
<td>Elimination of forced or compulsory labour</td>
<td>HR7</td>
<td></td>
</tr>
<tr>
<td>Effective abolition of child labour</td>
<td>HR6</td>
<td></td>
</tr>
</tbody>
</table>

* Information requested from listed companies only
## II. Environmental information

<table>
<thead>
<tr>
<th>General policy regarding the environment</th>
<th>Correspondence</th>
<th>GRI correspondence</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation of the company, taking into account environmental issues and, where applicable, environment-related assessment and certification approaches</td>
<td>-</td>
<td>EN26 CRESS supplement CREE</td>
<td>Organisation and governance p. 6 [Environment] Environmental Management System p. 22 Real estate asset management p. 25</td>
</tr>
<tr>
<td>Staff training and information campaigns regarding the environment</td>
<td>-</td>
<td>-</td>
<td>[Environment] Awareness-raising campaign p. 26</td>
</tr>
<tr>
<td>Resources devoted to preventing environmental and pollution risks</td>
<td>-</td>
<td>-</td>
<td>[Environment] Preventing waste p. 25 (Clients) Corporate prevention p. 14</td>
</tr>
<tr>
<td>Amount of provisions and guarantees for environment-related risks, except where this information may incur serious prejudice to company with regard to pending litigation</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Pollution and waste management</th>
<th>Correspondence</th>
<th>GRI correspondence</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measures to prevent, reduce or repair emissions into the air, water and ground with a serious environmental impact</td>
<td>-</td>
<td>EN29</td>
<td>[Environment] Business travel p. 22 Preventing waste p.25</td>
</tr>
<tr>
<td>Taking noise issues into account and, where applicable, accounting for any other form of pollution specific to the business</td>
<td>-</td>
<td>-</td>
<td>Considered irrelevant for Allianz France given the nature of its business</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sustainable use of resources</th>
<th>Correspondence</th>
<th>GRI correspondence</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water consumption and supply, in line with local constraints</td>
<td>-</td>
<td>EN8</td>
<td>Table of environmental indicators p. 33</td>
</tr>
<tr>
<td>Energy consumption, measures taken to improve energy efficiency and use of renewable energies</td>
<td>-</td>
<td>EN3 EN4 EN6 EN7</td>
<td>[Environment] Managing energy consumption p. 23 Table of environmental indicators p. 33</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land use</th>
<th>Correspondence</th>
<th>GRI correspondence</th>
<th>Section</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Climate change</th>
<th>Correspondence</th>
<th>GRI correspondence</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenhouse gas emissions</td>
<td>-</td>
<td>EN16 EN17 EN18</td>
<td>[Environment] CO2 emissions p. 22 Bilan Carbone carbon footprint p. 26 Table of environmental indicators p. 34</td>
</tr>
<tr>
<td>Adapting to the consequences of climate change</td>
<td>-</td>
<td>EC2</td>
<td>[Clients] Responsible products p. 12</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Protection of biodiversity</th>
<th>Correspondence</th>
<th>GRI correspondence</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measures taken to protect or develop biodiversity</td>
<td>-</td>
<td>-</td>
<td>Considered irrelevant for Allianz France given the nature of its business</td>
</tr>
<tr>
<td>III. Information on commitments to society to promote sustainable development</td>
<td>GRI correspondence</td>
<td>Section</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td><strong>Territorial, economic and social impact of the business</strong></td>
<td>Impact on employment and regional development</td>
<td>EC1 EC7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Impact on neighbouring or local populations</td>
<td>[Staff] Regional development p. 17</td>
<td></td>
</tr>
<tr>
<td><strong>Relationships with people or organisations with an interest in the company’s activity, in particular integration associations, educational establishments, environmental protection associations, consumer associations and neighbouring populations.</strong></td>
<td>Conditions for dialogue with these people or organisations</td>
<td>Profile</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>PR5 (external commitments and dialogue) 4.13 4.16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partnership or sponsorship actions</td>
<td>[Company] p. 28-31</td>
<td></td>
</tr>
<tr>
<td><strong>Sub-contracting and suppliers</strong></td>
<td>Taking social and environmental factors into account in the purchasing policy</td>
<td>HR1 FSSS–FS11 supplement</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>Importance of sub-contracting and inclusion of social and environmental liability in relations with suppliers and sub-contractors</em></td>
<td>SRI investment p. 3 [Clients] SRI funds p. 13 [Company] Responsible purchasing policy p. 31</td>
<td></td>
</tr>
<tr>
<td><strong>Fair practice</strong></td>
<td>Initiatives undertaken to prevent corruption</td>
<td>SO3</td>
<td></td>
</tr>
<tr>
<td></td>
<td><em>Measures taken to protect consumer health and safety</em></td>
<td>[Clients] Protecting our clients p. 14</td>
<td></td>
</tr>
<tr>
<td><strong>Other actions undertaken, with regard to 3, to promote human rights</strong></td>
<td></td>
<td>[Society] Action alongside associations p. 28</td>
<td></td>
</tr>
</tbody>
</table>
Allianz France, a subsidiary of the Allianz Group, has been collecting annual social, environmental and society information on its entities for a number of years. These indicators are used to measure the group’s progress in terms of corporate social and environmental responsibility.

Organisation of Allianz Group reporting
The Allianz Group asks all its subsidiaries for annual reporting on environmental and social data. This reporting complies with Global Reporting Initiative (GRI) guidelines and the 2011 annual report achieved grade A+ from this organisation.

For Allianz France, the Sustainable Development and Diversity department and the Human Resources department consolidate the data sent by various contributors. The information published in this report has been sent on to the Allianz Group, and complies with the rules and definitions established by the Group, to ensure uniformity.

Non-financial communication requirements for Allianz France
The company Allianz France SA is not directly concerned by the new requirements stipulated in article R225-105 of the French Commercial Code, but it is indirectly affected via its two subsidiaries, Allianz IARD and Allianz Vie. For 2012, these companies are required to publish social and environmental data and information on their commitments to society to promote sustainable development, a list of which is given in article R225-105-1. The obligation to have the accuracy of this information verified by an independent third party shall only become effective for the financial year ending on 31 December 2016.

Given the interconnections between the various entities of Allianz France, in particular with the support functions (human resources management, information system, purchasing, facilities and building management) common to these entities, it has been decided to consolidate the required information in the Allianz France management report, with no detailed information published per entity.

To reinforce the procedures and reliability of social, environmental and society reporting, Allianz France was assisted by Deloitte in 2012.

Allianz France data collection scope
Unless otherwise indicated per indicator, all Allianz France entities are covered in the reporting, excluding its subsidiaries Euler Hermes and Mondial Assistance: Euler Hermes is listed on the stock market and publishes its CSR information in its own report, while Mondial Assistance has SAS company status, and is not impacted by this requirement. Moreover, these two companies have very distinct activities from those of Allianz France.

Information on entities that leave the scope of consolidation during the year (disposal or cessation of activity) are included up to the date on which they leave this scope. Information on entities that enter into the scope of consolidation during the year are included from the date that they enter the scope, except for environmental data which is consolidated for a full year.

Consolidated data covers a twelve-month period running from 1st January 2012 to 31 December 2012, corresponding to the company's fiscal year.

Social indicators
The scope covered by entities included in social reporting for 2012 accounts for 99.5% of Allianz France's workforce.

Environmental indicators
The scope covered by the environmental indicators accounts for 100% of Allianz France’s workforce, with the exception of water consumption where data only covers the main sites. The percentage coverage, calculated on the basis of staff working in the buildings included in the reporting, as proportion of Allianz France’s total workforce, exceeds 80%.

Limits of data collection and reliability
Certain environmental data has been estimated, when direct assignment was not possible or when information for the full period was not available on the date of reporting. Extrapolation to 100% of the workforce applies the rule of three.

Verification by an external organisation
A selection of the Allianz Group’s environmental data is subject to external verification by an accredited third party every year. Allianz France was included in the scope subject to verification in 2011. The insurance report is available in the Allianz Group’s annual report.

The inclusion of information required by article R225-105-1 of the French commercial code has been checked by KPMG. Their certificate is enclosed with this report.
Attestation de présence du commissaire aux comptes sur les informations figurant dans le rapport de gestion

Exercice clos le 31 décembre 2012

À l’attention de la Direction Générale

A la suite de la demande qui nous a été faite et en notre qualité de commissaire aux comptes de la société Allianz France, nous avons établi la présente attestation sur les informations présentées dans le rapport de gestion établi au titre de l’exercice clos le 31 décembre 2012 au application des dispositions de l’article L.225-102-1 du code du commerce.

Responsabilité de la société

Il appartient au conseil d’administration de la société Allianz France d’établir un rapport de gestion comprenant les informations prévues à l’article R. 225-105-1 du code de commerce (ci-après les « Informations »), établis conformément au référentiel interne d’Allianz France, disponible sur demande au siège de la société.

Indépendance et contrôle qualité

Notre indépendance est définie par les textes réglementaires, le code de déontologie de la profession ainsi que les dispositions prévues à l’article L. 822-11 du code de commerce. Par ailleurs, nous avons mis en place un système de contrôle qualité qui comprend des politiques et des procédures documentées visant à assurer la conformité avec les règles déontologiques, les normes professionnelles et les textes légaux et réglementaires applicables.

Responsabilité du commissaire aux comptes

Il nous appartient sur la base de ces travaux d’attester que les Informations requises sont présentes dans le rapport de gestion ou font l’objet, en cas d’omission, d’une explication en application de la troisième alinéa de l’article R. 225-105 du code de commerce et du décret n°2012-657 du 24 avril 2012. Il ne nous appartient pas en revanche de vérifier la pertinence de ces informations.

Nous avons fait appel, pour nous assister dans la réalisation de nos travaux, à nos experts en responsabilité sociétale.

Conclusion

Sur la base de ces travaux, nous atteste de la présence dans le rapport de gestion des Informations requises.

Paris La Défense, le 15 avril 2013
KPMG Audit
Département de KPMG S.A.
Francine Morelli
Philippe Amaud
Assistante
Responsable du département Changement Climatique & Développement durable

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Auditors' certificate on the inclusion of information in the management report

Allianz France S.A.
Siège social : 87, rue de Richelieu – 75002 Paris

Attestation de présence du commissaire aux comptes sur les informations figurant dans le rapport de gestion

Exercice clos le 31 décembre 2012

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Département de KPMG S.A.
Francine Morelli
Philippe Amaud
Assistante
Responsable du département Changement Climatique & Développement durable
For more comprehensive information, your Allianz contact is at your disposal.

Allianz France
French limited liability company (SA) with capital of €859,142,013.88.
Registered office: 87, Rue de Richelieu - 75002 Paris
Corporate register no. 303 265 128 R.C.S. Paris

Allianz IARD
Company regulated by the French insurance code.
French limited liability company (SA) with capital of €991,967,200.
Registered office: 87, Rue de Richelieu - 75002 Paris
Corporate register no. 542 110 291 R.C.S. Paris

Allianz Vie
Company regulated by the French insurance code.
French limited liability company (SA) with capital of €643,054,425.
Registered office: 87, Rue de Richelieu - 75002 Paris
Corporate register no. 340 234 962 R.C.S. Paris

www.allianz.fr
www.allianz-nos-engagements-durables.fr