

Our responsibility for the future

Sustainable
development
report **2016**

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With you from A to Z

Allianz 

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Sustainable insurer



Attractive employer



Responsible investor



Trusted company



Socially responsible company



Editorial

Jacques Richier Allianz France CEO



This year, our CSR report is organised around the five pillars that form the basis of our corporate responsibility.

The « **responsible investor** » component is known: for several years, Allianz has incorporated the idea that sustainable development entails attention to long-term balances and has considered contributing to the financing of the energy transition to be part of its societal mission. Responsible investment is also incorporated into its asset management strategies and products offering an eco-responsibility « premium ». We are continuing our active support for the development of solar and wind farms, and since the 2015 COP 21, the Allianz Group has been committed to decarbonising its investments by pulling out of any company generating more than 30% of its turnover from carbon-related activities.

This **socially responsible commitment** can also be seen in the ramp-up of the Allianz accelerator, which provides local support to promising startups in fields related to the sharing economy and new uses and is determined in its efforts to open up internationally.

In 2016, with the creation of a CSR department, we emphasised the other components of corporate responsibility to foster collective appropriation of these imperatives by employees and to send a strong signal to our stakeholders.

2016 was a year devoted to **customer satisfaction**, with an increase in digitised customer experiences and the search for increased proximity, popular among our policyholders, as evidenced by the success of the customer space and the unique mobile app. The appearance of « pay how you drive », which determines pricing on the basis of the driving profile and not the driver profile, allows for new pooling initiatives based on fully transparent data exchanges and the possibility of obtaining a more personalised offering, perceived as fairer.

Because the proliferation of data via connected objects raises issues of protection and ethics, we have worked to promote a new risk culture and have developed prevention by reaching out to customers throughout France and by raising their awareness on social networks using innovative tools. All these initiatives contribute to making Allianz a **trusted company**.

We also emphasised the « **attractive employer** » aspect by launching working groups dedicated to well-being and new forms of work, which will lead to major projects in 2017.

Throughout 2016, the company enriched the new tools created in 2015 to give everyone a better way to express themselves and to offer solutions to meet the expectations of the Allianz community: the Inclusive Meritocracy Index (IMIX), the creation of a network of « work well » ambassadors intended to be spokespersons for employees, as well as budgets under the discretion of local managers, who are better able to resolve local problems and boost the cohesion of their teams.

All these initiatives confirm the new understanding of performance that the company claims today: economic, of course, but also environmental and societal. The future work on the concept of « fair product » is part of this dynamic: developing a true value proposition for customers, taking into account all their new expectations, from increased personalisation to respect for privacy.

Together, we are making Allianz France a business attentive to the health of its social body and to the quality of its products and services. We are convinced that these are the ingredients of the « equation of trust » at the heart of our 2020 strategic plan.

Contributing to a positive economy

Our world is changing radically. Exhaustion of natural resources, unstable political landscapes, increased competition, digitisation... nothing will ever be the same as before. The responsibility of the insurer of the 21st century is to align its interests with the needs of society. Our mission is also to understand and anticipate the environmental, social, or economic risks associated with our activity and to transform them into a source of opportunities and innovations to meet the expectations of all our stakeholders.

In 2016, the Allianz group structured its corporate social responsibility strategy around three areas of focus: the low-carbon economy (management of climate risk, investment in renewable energies), social inclusion (development of solutions for emerging countries, promotion of diversity, support for future generations), and the integration of CSR into all activities (evaluation of the portfolio according to ESG* criteria, identification of risks and opportunities across our entire value chain).

*Environmental, Social and Governance

These three priorities illustrate our desire to offer solutions with high social and societal added value to support sustainable growth.

As a responsible insurer, investor, and employer, we wish to contribute to a more resilient society by protecting the most vulnerable populations in the face of climate change, by offering a quality education to the greatest number of people, and by welcoming all forms of diversity in the workplace. These commitments are consistent with the 17 Sustainable Development Goals set by the United Nations in 2015. To illustrate our contribution to this road map, we have identified 13 goals that we have linked to the five pillars of our operational approach: Sustainable insurer, responsible investor, attractive employer, trusted company, and socially responsible company.

The 13 Objectives of Sustainable Development Priorities, identified by Allianz



Spotlight: Main highlights of 2016

January:

Allianz Climate Solutions and Allianz Global Investors joined the 2nd Investing Initiative. A multi-player think-tank, with the objective of aligning the investment processes of financial institutions with the +2°C climate scenario set by the COP21.

February: Investment in two wind farms in New Mexico alongside Bank of America Merrill Lynch for a cumulative amount of more than €600 million, including €200 million from Allianz.

March: Purchase of three additional wind farms in Finland. The Finnish wind portfolio meets the electricity demand of approximately 95,000 households in the European Union.

August: Participation in Allianz World Run, a race benefiting « SOS Village d'Enfants ». 51 teams contributed to this event. In total, nearly €600,000 was donated to the charity.

September:

- Allianz, classified as « Gold Class » on the DJSI Index, earned six points more than the previous year.
- The group ranked 17th out of 4,000 companies on the Thomson Reuters Diversity & Inclusion Index.

October:

Allianz conference on UNEP-FI Principles for Sustainable Insurance. This conference invited leaders of the insurance industry, regulators, United Nations officials, political decision-makers, and think tanks to discuss the contribution of the insurance sector to the achievement of the climate goals set as part of the Paris Accord (COP21) and the Sustainable Development Goals/SDG.

A group strategic project organised around five areas of focus

Allianz strengthened its position as number 1 in the world in property and liability insurance and number 2 in the world in life and health insurance by relying on the Renewal Agenda through five areas of development. These areas feed into our CSR approach in each of our activities.

True customer orientation

Objective: to make the customer experience our priority in all our actions.

How: our service must be radically redesigned to make customers loyal to our brand, our products, and our employees.

Technical excellence

Objective: to generate higher margins, innovation, and growth based on our expertise and skills.

How: by strengthening technical results over the long term in order to improve returns on investment.

Growth driver

Objective: to exploit the new sources of profitable growth.

How: by developing the group's assets: distribution channels, offerings and services, traditional segments, etc.

Digital by default

Objectives: to think digital in everything we do. To take leadership of the digital sales and services market.

How: digitisation has resulted in a change in our reference model, and we must adapt and anticipate.

Openness and meritocracy

Objective: to reinforce a culture that values behaviour and performance.

How: create favourable conditions so that everyone is treated fairly; performance and behaviour will be the criteria that make the difference.

Allianz group key figures



Allianz France

Key figures for 2016



Multi-access commercial networks



Products adapted to all needs

For individuals

- **Property and liability:** Insurance on autos, 2-wheels, and other vehicles, boats, comprehensive home and school, everyday accident insurance, assistance, civil liability, legal protection.
- **Life, health, retirement, and provident:** Life insurance, retirement, savings & asset management products, provident (incapacity, disability, death), health, borrower, legal protection.
- **Banking:** Everyday banking, backed credit, home loans, savings, securities account, discretionary management, private banking.

For professionals

- **Property and liability:** Property damage, business interruption and liability, auto fleet, civil and professional liability of officers and employees, construction, transport, legal protection.
- **Life, health, retirement, and provident:** Retirement, employee savings, group health and provident, legal protection.

Spotlight: a CSR approach integrated into the strategy

Allianz France's CSR approach is part of the group's approach as a responsible insurer, investor, and employer built around three key areas.

Low-carbon economy

This commitment can be seen particularly in our funding of companies that have a positive social and environmental impact and our investment in renewable energies.

Social inclusion

We are convinced that the diversity of profiles in the company reflects the diversity of our customers and contributes to the creation of global value by incorporating a wider, richer range of points of view. Our partnership with « SOS Villages d'Enfants » also illustrates our commitment to the younger generations and equal opportunities.

The integration of environmental, social, and governance (ESG) criteria into our activities and business issues

Compliance, business ethics, and respect for data confidentiality place corporate social responsibility at the heart of our practices and business lines.

Our approach is relayed to the operational departments that have appropriated these issues and work to include CSR in their road map. The coordination of extra-financial information is the responsibility of the CSR department, reporting to the company's general management.

Preparing for the future

Each year, Allianz conducts a « forward-looking » survey with its stakeholders on its societal issues. In 2016, this survey was open to certain countries, including France, which allowed us to ask multi-line agents, customers, suppliers, and civil society players about the changes related to our activity. Thanks to these lessons, we can anticipate risks and seize new development opportunities.

Our ecosystem

Allianz France maintains a regular dialogue with its key stakeholders throughout the year: employees, distribution networks, customers, business and financial partners, suppliers and subcontractors, supervisory authorities, regulators and professional bodies, and civil society. The quality of these relationships allows us to establish constructive exchanges based on trust and transparency.

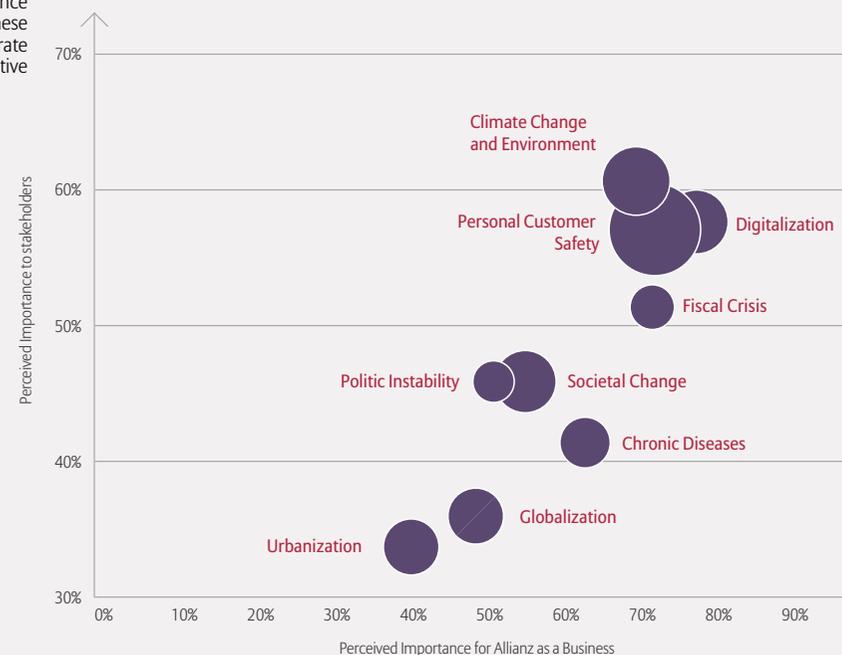
Macro-trends ⁽¹⁾	Issues for our activities	Examples of actions
Customer safety and new uses	<ul style="list-style-type: none"> Customer satisfaction Data protection 	<ul style="list-style-type: none"> Partnerships in the collaborative economy Digital offering
Increased cyber-dependence (cyberattack, data theft)	<ul style="list-style-type: none"> Customer satisfaction Reputation Fairness and integrity of practices Fight against fraud and corruption 	<ul style="list-style-type: none"> Security of our information systems Internal control and compliance Insurance solutions for digital risks
Climate change	<ul style="list-style-type: none"> Carbon risk Financial stability 	<ul style="list-style-type: none"> Financing of the low-carbon economy Integration of ESG criteria into the portfolios Investment in renewable energies Development of insurance and investment products related to climate risk
Natural disasters	<ul style="list-style-type: none"> Compensation costs Management of claims 	<ul style="list-style-type: none"> Risk prevention solutions for companies Mobile Intervention Unit (MIU)
Financial crises	<ul style="list-style-type: none"> Risk management Long-term investments Transparency and communication 	<ul style="list-style-type: none"> Socially Responsible Investment (SRI) Risk mapping
Ageing of the population	<ul style="list-style-type: none"> Funding of pensions Health and protection Solidarity/social inclusion 	<ul style="list-style-type: none"> Services/products focusing on retirement, employee savings, health, and long-term care Access to insurance for everyone Micro-lending

Nos parties prenantes



Size of bubbles = Allianz ability to influence the effects of these megatrends from Corporate Responsibility perspective

PERSONAL IMPORTANCE OF MEGATRENDS TO STAKEHOLDERS AGAINST PERCEIVED IMPORTANCE OF TREND TO ALLIANZ



(1) Produced in view of the materiality matrix.

Sustainable insurer

Highlights:

New forms of mobility: innovation, here we come!

Spotlights on road safety with Allianz Prevention Tour

Protecting companies against major risks with Allianz Business Continuity Solution



« Society is changing, and modes of consumption are evolving. Anticipate and innovate are words for Allianz to live by to effectively support our individual and corporate customers. Connected objects, Big Data, artificial intelligence, and players of the new economy offer real opportunities for developing products and services with high added societal value. »

Alain Burtin,
head of markets and product development

Solutions adapted to new uses

In the revolution of uses, consumers have entered the era of « self-sation ». Freedom of access, immediacy, flexibility... policyholders want to be recognised for what they are. While they are open to the Uberisation of the economy, they are also demanding about data security and fluidity of exchanges. By remaining in tune with our customers, we offer solutions that protect them while being at the heart of these societal changes.

New forms of mobility

- Allianz is France's first insurer to offer special rates to drivers of semi-autonomous vehicles, allowing them to receive a discount of up to 25% on their insurance premium. It is offered to owners of vehicles equipped with active driving assistance features (for example, automatic emergency braking) and underscores our desire to support these technologies that reduce the risk of human errors behind the steering wheel. More than 2,000 policies were taken out in 2016.
- Since November 2015, nearly 20,000 drivers have signed up for our « pay how you drive » solution. The connected Allianz Conduite solution analyses driving behaviour through the installation of an electronic device and rewards responsible driving by adapting the insurance premium to the driving profile.
- Allianz is also the insurer of Cityscoot, a self-service electric scooter rental service in Paris.



Two questions for:

Nathalie Lahmi,
digital marketing
director

Digital allows customer knowledge to be improved considerably. This is an advantage but also a risk. How do you manage it?

Digital gives us the opportunity to communicate differently with our policyholders by creating ties thanks to new customer experiences. For example, in 2016, we launched a 360° video on the theme of road safety, placing Internet visitors in an immersive experience in the vehicle to test their vigilance on the road. This film has received 6 million views on social networks! More generally, digital allows us to offer services that set us apart. We can adjust our rates according to the policyholder's behaviour thanks to real-time data processing. This opportunity is actually a risk as well, and we must remain vigilant on the use of such data. For each new product or service, we work with the CIL (data protection officer) on two key questions: what types of data to collect and for what use. To maintain our customers' trust, this collection must have meaning and offer real added value. The other advantage of digitisation relates to the dematerialisation of documents, meaning a sharp decrease in our paper consumption.

The digital and sharing economy is disrupting the insurance universe. How do you see your business changing?

Digital is creating new customer expectations. Customers expect the same responsiveness and fluidity in processes from their insurer as an e-commerce player, for example. The challenge is to work on use through two areas of focus: covering constantly evolving needs and temporarily covering a need.



Spotlight: rethinking the customer experience

To stand out in an increasingly open and competitive environment, we must constantly reinvent ourselves and deliver a customer experience that is ever more fluid and innovative.

In 2015, we launched a mutual assistance community between automobile-driving customers at Allsecur.fr. In 2016, we deployed this concept on the website allianz.fr. This free collaborative platform allows users to exchange tips and tricks on the use and maintenance of their vehicle. Creating a different relationship with our customers by providing proximity and social cohesion is the goal of this collaborative, friendly community.

Preparing rent receipts for tenants, claiming an undelivered parcel, changing registration information... with the services at « mesdemarches.allianz.fr », we are the first insurance provider to offer a free service to simplify administrative and legal procedures for Internet users.

Key figures on the Auto Allianz support community

650,000
members

8,000
customers have posted
more than

11,000
contributions

Collaborative economy

By generating savings and additional income, the new economy is conquering more and more consumers. In 2016, we strengthened our position as a partner in this area by providing new services favouring use over ownership including:

- **Supermano:** a platform to connect a community of handymen with individuals who have odd jobs to be completed.
- **Hellocasa:** an online handyman booking platform.
- **Virtuo:** a mobile app allowing users to reserve, locate, and open their car from their mobile.
- **Click&Boat:** a peer-to-peer boat rental service.

Road safety

With more than 3 million insured vehicles, Allianz is committed to a road safety approach by raising awareness of the dangers of the road with its customers and all motorists.

In 2016, Allianz Prevention Tour stopped in a dozen cities in France. On the schedule: fun, educational activities focused on road safety offered within our Mobile Intervention Unit, a true « mobile insurance agency ».

We also carried out numerous actions in partnership with the French road safety association and the Asnav⁽²⁾, such as an online quiz (« Défi de la Route »), an initiative on vision risks (« Lumière et Vision »), and initiatives to raise awareness among young people of the dangers of the road (« Challenge Studyka »). Sponsored campaigns on Twitter and teaching kits provided to our multi-line agents (« Sécurikit ») rounded out this initiative.

(2) Asnav: French national association for vision improvement.
(3) Adie - Association for the right to economic initiative.

Social inclusion

In partnership with Adie⁽³⁾, a player in micro-credit in France, Allianz has launched a micro motor insurance offering allowing jobseekers to buy and maintain a vehicle and go to job interviews.

Digital key figures

7.5 millions

unique visitors at allianz.fr,
including

30%

on mobile and

11%

on tablet

Share of the business
initiated with digital:

18%



Companies: Ensuring the continuity of your business in the event of a disaster

25 % of companies file for bankruptcy after a serious disaster occurs, according to a study by Business Continuity Institute (BCI). Allianz created the Business Continuity solution in 2016 to prevent this type of risk.

The Business Continuity solution offers two levels of complementary services to businesses:

- The Preliminary Diagnosis analyses the company's vulnerabilities to provide an understanding of the main issues of continuity in order to draw up recommendation plans.
- The Business Continuity Plan makes it possible to analyse the processes, activities, and operational risks, define the business continuity strategy, and organise the continuity management (recommendation plans, drills, tests) and crisis management.

This new offering relies on the experience developed by prevention inspectors and engineers in risk inspections and by compensation inspectors in actions put in place to accelerate the resumption of activity after a serious disaster. Risk prevention is a strong component of our value proposition. It contributes to customer satisfaction, underwriting profitability, and commercial performance, which are our three growth drivers on the Corporate market.

« We wanted to develop our BCP because we wanted to add value to our business continuity efforts and take advantage of the Allianz programme in this area. Whether in risk management or crisis management, our businesses require great vigilance and maintained productions in all circumstances. In addition, some of our customers are not satisfied with our BCP. We therefore naturally turned to our Allianz agent (Cabinet Bonnet Assure Finance). After the partner presentations, we selected Adenium for its ability to adapt to our structure and for its experience in the field. »

Thierry Bonnefoy,
Chairman of Leygatech



Leygatech - Company benefiting from BCP

Spotlight: health services with distinction

In partnership with Allianz, the start-up BePatient⁽⁴⁾ deployed an innovative mechanism for cardio-metabolic risk prevention. In 2016, an Allianz mobile unit visited around twenty companies to perform cardiovascular screening tests. The employees appreciated the speed and proximity of this service. The promotion of health is also a key issue for our individual customers, who have the opportunity to train in first aid through the Salvum educational app.

Spotlight: green solutions

In 2016, Allianz adapted an agricultural insurance solution to protect farmers against the material damage caused by hail and storms. This cover can be supplemented with additional guarantees covering other meteorological risks (excessive rain, drought).

This product is part of our « sustainable solutions » portfolio, whose characteristics are assessed on a number of environmental and/or social criteria in order to be qualified as « sustainable » by the group. Certain insurance solutions cover the risks related to new energy equipment (home/renewable energies insurance), while others encourage green behaviours.

(4) Pilot launched in 2016.

Responsible investor

Highlights:

Launch of the InnovAllianz fund dedicated to growing startups

Assessment of the ESG footprint of our asset portfolio

Support for open innovation with Seinergy Lab



« Protecting our customers in the face of the new challenges imposed by our world is one of our priorities. The adoption of new ESG methods will allow us to guide our investment decisions focused on sustainable development of markets and companies. »

Matthias Seewald,
head of investments and member of the executive committee of Allianz France

Joint interview

Financing innovation is at the core of Allianz's policy of diversification of investments in France. Why?



Julien Martinez,
head of strategy

We currently operate on very mature markets with growth rates directly correlated to GDP, which increased by only 1.1% in 2016. In a sluggish economy,

innovation is vital in order to find growth drivers, conquer new markets, offer new products, and support the uses and modes of consumption of tomorrow. This is the strategy of Allianz France, which has placed innovation at the heart of its ecosystem. This approach is based on many levers: in-house innovathons, the Allianz accelerator, which allows us to develop pilot projects with startups, and financial support for startups and growing companies with the creation of the InnovAllianz fund in 2016. This fund allows us to form capital ties with companies that develop disruptive technologies or services. More generally, I'd say that this strategy is paying off! We're the insurer of Drivy, the peer-to-peer vehicle rental platform. In 2016, this service had nearly 1.2 million users.



Matthias Seewald
head of investments
and member of the
executive committee
of Allianz France

I'd add that we hold minority stakes in the startups managed by the InnovAllianz

fund. The challenge is not to involve ourselves in management, but to select companies in connection with our business or our areas of development. I'll give you two examples: PopUp Immo. We felt that this service for short-term rental of commercial space could be useful for our professional customers who have suffered a disaster, such as a water leak or a fire, and temporarily can no longer occupy their offices. On a different note, the e-commerce site for farmers, Agriconomie, allows us to form relationships and generate new policies on this market that we want to develop. In 2016, we also acquired a stake in SmartAngels. We are also a partner of this equity funding platform, but we wanted to go further because we are convinced of the relevance and strength of this model.

Article 173 on the energy transition for green growth imposes on investors an obligation to report on the management of climate risks and more broadly on the integration of environmental and social criteria into their investment policy. What measures have you taken to comply with this new regulation?

Matthias Seewald

A little over a year ago, the group made a commitment to no longer fund companies generating more than 30% of their turnover from coal mining. Allianz France is part of this policy. We no longer hold shares in companies that exceed the criteria enacted by the group, and we have stopped investments in bonds within this scope. The integration of environmental and social criteria into our investment decisions is also a key issue for the group. France is one of the first countries to have the global footprint of its portfolio assessed. 80% of the assets in our portfolio were screened for the 37 ESG⁽⁵⁾ criteria defined by the MSCI⁽⁶⁾ scoring methodology. This scoring⁽⁷⁾ does not include our real estate assets and our investments in renewable energies.

(5) ESG: Environment, Social, Governance.

(6) MSCI Modern Index Strategy Indexes.

(7) MSCI score not available at the time of completion of this report.

Spotlight: supporting companies throughout their growth

- Starting from creation, we invest alongside our policyholders in innovative projects particularly through the SmartAngels crowdfunding platform.
- In the acceleration stage, we support promising startups through the Allianz accelerator.
- During the company development and fortification phase, we are present through Idinvest Partners (which manages the InnovAllianz or AFI IV funds), which represents more than 3,000 supported companies. We thus contributed to the success of Leetchi, CCM group (Comment Ca Marche), Captain Train, and BlaBlaCar.

Key figures

Allianz France holds nearly
€ 1.3 billion
in shares of French companies
and
€ 5.6 billion
in bonds of French companies

€ 472 million
invested in solar and wind farms

Spotlight: supporting French SMEs with the AFI IV fund

Allianz France and BPI France announced the €80 million closing of the 4th fund of the Allianz France Investissement range, AFI IV, which will be managed by Idinvest Partners. This fund's strategy is to identify and select private equity funds that finance and support French growth SMEs. Objective: to help them develop on their market or abroad.

Supporting the energy transition

Meridiam, an investment firm specialising in public infrastructure projects, announced the closing of a fund dedicated to the energy transition for € 425 million in 2016. This fund finances and supports new infrastructure projects (greenfield) in energy efficiency (local energy services, electricity and gas networks, renewable energies). Meridiam Transition will be involved as a long-term shareholder (20 years) in medium-sized projects in France and the European Union. The funds were raised with French institutional investors including Allianz France, demonstrating its desire to contribute to financing the energy transition in Europe.



Seinergy Lab: innovative collaborative governance

Since 2015, Allianz has been a partner of Seinergy Lab, a collaborative innovation centre for training and experimentation on energy and territories. The association puts manufacturers, local authorities, and educational or research institutions in contact around energy transition experiments.

For Allianz, this partnership is the opportunity to:

- Support innovative projects in new energy technologies.
- Experiment with new crowdfunding solutions for local communities. Allianz has established a project funding ecosystem in partnership with the crowdfunding platform Lendosphere, the asset manager Eiffel Investment Group, Seinergy Lab, and ADEME. We also supported a call for expressions of interest for communities. This call for expressions of interest offers local authorities the opportunity to involve their citizens in the funding of public lighting renovation projects.
- Raise awareness among employees of these new challenges by inviting them to visit projects/experiments in progress.

« Institutions, companies, and schools each have their own contribution to the energy transition. Through the alliance of the strengths of its three colleges, Seinergy Lab is a powerful operational tool for joint project construction, feedback, and awareness-raising, intended for principals of the sustainable city. The originality of the approach allowed us to increase our visibility in 2016. The Vivapolis network presented our model of governance, joint project construction, and innovation during the COP22 in Marrakech. We were invited by France Active to present our actions as part of the 'Smart Banlieue' event, which honoured entrepreneurs / associations that are reinventing the city. »



Aurore Klepper,
managing director
of Seinergy Lab



Key figures of Seinergy Lab

4 years of experience

24 projects completed or in progress

1 demo building

2 winners of future investment programmes

More than

100 people active on collaborative projects

2,000 visitors per year

Attractive employer

Highlights:

Collaborative innovation: the great customer satisfaction challenge

Employee engagement: improving indicators

Training: diversifying learning formats



« Allianz France continues to develop its attractiveness thanks to its openness to innovation and the creation of new solutions. It is also the result of the development of our relationships with French training schools and universities. Lastly, the actions promoting quality of working life are an advantage for candidates who wish to join us. »

Elizabeth Sfez,
director of human resources

Collaborative innovation to serve customer satisfaction

The enormous first Innovathon organised by Allianz France on the theme of customer satisfaction had more than 10,000 participants, 1,021 ideas, 21 finalist teams, and 10 pilots under development.

Open to all employees and multi-line agents for the first time, this « great challenge » allowed participants to be players in innovation while developing new collaborative working methods. A look back at this event, which took place in four stages between April and September 2016:

- April-May: employees and multi-line agents were invited to propose their ideas. In connection with this, more than 50 hours of training on leading creativity sessions were offered throughout France to managers and local representatives.
- May-July: step-up phase. The jury chose 68 ideas mobilising 53 teams to work on the projects. Each team was mentored by a member of the Management Committee. Deliverables were provided along the way. Objective: to develop and encourage an entrepreneurial culture.
- 14-16 September: The 21 finalist teams met for 48 hours at the plant (Seine-Saint-Denis) to fine-tune their projects. They were assisted by experts – innovation specialists, graphic designers, customers – to develop their final pitch in front of a jury consisting of members of the executive committee of Allianz France, partners, and VIPs.
- The results were announced by Jacques Richier directly through Periscope at the end of this innovation marathon. Artificial intelligence, text mining, cyber security, and health were among the themes of the 10 winning projects.

Spotlight: Allianz Smart Santé, one of the winning projects of the great customer satisfaction challenge

Allianz Smart Santé is a service integrated into the Mon Allianz mobile app allowing customers to save time and get advice by managing the delivery of their medications by their local pharmacist over the entire sales cycle (sending of prescriptions, secure messaging, alert).

« The Innovathon was my big wow moment as an Allianz employee! 2.5 exciting days including an excellent event and a gong feared by all, which meant you had to hand in your PowerPoint presentation to stay in the race. We were sprinters of deliverables! The Innovathon was an intense time of sharing with my team, the startup, the experts, our angels, and our coaches with a common goal: to take our innovative idea as far as possible so that our customers can benefit from it tomorrow. »



Emmanuel Puig,
Customer Relations
and Solutions Department



The great customer satisfaction challenge

Great Challenge key figures

10,397
employees and
multi-line agents involved

Up to
€ 120,000
in financing per pilot

20,128
employee votes

Estimated
5.9 M
views on Twitter

Listening to our employees

The Allianz Engagement Survey aims to collect the opinion of our employees and measure their degree of engagement. This important event allows us to better identify our strengths and our areas for improvement.

77 %: this is the rate of employee participation in this online survey. In 2016, the results improved on all the indicators.

- The Employee Engagement Index gained 5 points (68 % favourable responses)
- The Work Well Index, which measures the quality of working life, also went up (+3 points)
- The Inclusive Meritocracy Index (see ITV below), which measures how employees feel about management, gained 8 points (61 % favourable responses).

This improvement reflects the overall support of the teams for the company's strategy and development. Digitisation was recognised by 83% of employees, customer orientation gained 7 points, and work/life balance increased by 14 points compared with the previous year. The growth of telework and charters intended to make the operation of the company more open, more efficient, and respectful of everyone - diversity charter, parenthood, meeting charter, Vivre Allianz charter, e-mail charter - contributed to this positive social climate. The communication and instructional effort of the executive committee members with the presentation of the company's results each quarter through Web conferences also contributed to this positive assessment. Lastly, the survey revealed areas for progress, particularly in the efficiency of processes and the relationship between the company's strategy and the everyday work of the employees.



Two questions for:

Cécile Deman-Enel,
director of
human resources
development

The concept of Inclusive Meritocracy is a global project for Allianz aiming to strengthen and develop the company's culture and a common vision of leadership at Allianz. Is it a challenge for Allianz France?

Inclusive Meritocracy is based on the belief that the formation of diverse and inclusive teams, the development of individual performance and potential, and corporate culture are closely linked. Four aspects, called key attitudes, are fundamental to its development:

- customer and market excellence: exploring, testing, and innovating to stand out from our competitors;
- collaborative leadership: allowing employees to express themselves and develop autonomy;
- entrepreneurship: recognising the right to make mistakes and encouraging risk taking;
- integrity and confidence: capitalising on the diversity of cultures, profiles, ages, genders, professional backgrounds, etc.

This means advancing leadership and behaviours in the company for everyone's benefit. This is a challenge, and at the same time, we are being met with curious and positive support, especially since several of these values and key attitudes are already close to our DNA and Allianz France's ETRE values.

How do you perpetuate these behaviours, which are more an issue of « being » than « doing »?

We began to deploy Inclusive Meritocracy through a dedicated training session for 300 Executives of Allianz France to inspire and share this evolution at the company's management level. We also presented the concepts to all employees through humorous, somewhat off-beat films starring employees who agreed to be comedians for a day.

We are continuing by adapting our training on leadership through conferences and dedicated events.

The corporate culture is alive and gradually evolves thanks to common values, routines, concrete events, and many exchanges between colleagues.

Accelerating the digital culture by diversifying learning formats

Today, training is no longer limited to catalogues and in-person seminars. E-learning, mobile learning, and peer-to-peer training are all new formats that break down the barriers of learning and allow employees to discover new, more dynamic and interactive ways of learning.

In 2016, the « Campus Assureur&Client » awareness-raising module was a great success. The principle: 10 five-minute training capsules allowing each beginner or experienced employee to review the fundamentals of insurance.

Learning in a friendly environment: that is the aim of the Digital Showroom. This lounge space, located in the heart of the Paris headquarters, offers employees the opportunity to become familiar with the latest trends in digital. Giant touch screen, 3D printer, topical workshops... everything is arranged to allow our employees to become familiar with the digital universe in a very hi-tech setting.

Key figures

2,528

employees have logged into the Assureur&Client Campus

1,425

users have logged into the Digital Academy and have consulted

164

topical workshops organised in 2016

3

content items on average

Spotlight: well-being at work, give it time

Promoting exchanges and well-being at work means fostering the trust that we want to see strengthened between ourselves and in us: that is basically the message of Jacques Richier, Chairman & CEO of Allianz France, who wanted to make a « Work Well » budget available to the operational managers to develop interpersonal trust within the teams. The goal is to foster a participatory management mode. Cooking courses, team building, evenings at the theatre or exhibitions... managers have all seized this opportunity in their own way to take a break to strengthen the bond with their teams outside the professional setting. This initiative is part of the transformation of working modes at the heart of the Vivre Allianz project initiated during 2015.



Digital showroom

Diversity: a longstanding commitment

For many years, Allianz has made the topic of equal opportunity and diversity the focus of its Human Resources policy. Two recurring initiatives illustrate our commitment.

On 27 June, Allianz organised Diversity & Inclusion Day. On the schedule for this day-long event held at two La Défense sites were a conference to recall the plurality of paths and origins, a show on professional equality, and workshops on cuisines from around the world.

As part of Disability Employment Week, the Diversity teams at Allianz travelled throughout France for individual meetings and collective discussions on two key topics: musculoskeletal disorders and deafness.

In 2016, we added diversity training combining in-person seminars with digital sessions to this programme. Discussions about diversity and discrimination, presentation of the legal framework, and management of differences at the workplace were part of this session's content.

In addition, Allianz has put in place specific actions to provide professional assistance to women, like the Women & Career programme, launched in 2015, which allowed 44 women to attend special co-development workshops and be coached.

There are also mentoring circles in which the equality of participants is ensured.

Key figure

The overall employment rate of workers with disabilities for 2016 was

3.38%

an increase of

4.7%

from 2015

Social dialogue

The employer regularly meets with the staff representatives, thus involving the employees in the company's development and operations, through their collective representation.

They take part in various bodies within the UES:

- **bodies elected by the employees**

The seven work committees (one per unit), or the CEC (joint works committee) depending on the scope of the measures concerned, are informed or consulted on various topics such as the company's economic situation, social reporting, and the training plan.

The staff delegates provide local representation (21 delegations in the company), particularly to bring complaints from employees.

- **union delegates who negotiate the benefit of various measures with the employer**

As a result of this exchange, 24 agreements were signed in 2016.

Special efforts were made regarding employee savings, particularly with:

- a change in the range of company savings plans (PEE) and collective pension funds (PERCO) to take market changes into account and maintain a diversified, comprehensive approach to funds in terms of risk and return,
- the payment of an additional incentive bonus for 2015, adopted by the boards of directors,
- the signing of an amendment to the profit-sharing agreement for the 2016 financial year, including an increase in the cap on the overall budget and the addition of a « customer » performance indicator consistent with the company's strategy.

These changes were accompanied by a Web conference and a day of meetings with the employee savings specialists within the company.

In addition, several agreements were signed to reward the collective success of certain teams (compensation challenges, collective subscriber bonus, « buddy teams » bonus) in addition to their remuneration. An increase in the retirement allowances was also renewed.

- **WHSC**

The missions of the 11 committees are dedicated to the health, safety, and working conditions of employees.

Workplace health/safety

A free, anonymous psychological care and counselling programme is made available to Allianz France employees through an independent firm (Qualisocial). The activity report prepared in November, at the end of 31 months of operation, showed a call rate within the normal range of the market's companies. However, this service continues to serve its purpose and allows employees to benefit from it. The new code of conduct came into force.

Working conditions within the company did not give rise to any negotiation of a special agreement in 2016 but remained a subject of attention within the company, which is verified in constant respect for certain principles, illustrated for example in the meeting charters, e-mails, work well initiatives, etc. and by day-to-day measures, whether they result from the professional equality agreement, the agreement on people with disabilities, or, for example, the agreement relating to summer work on RER lines A and C applicable until 2018.



Trusted company

Enriching the customer relationship with the new customer service department

Overhaul of our code of conduct

4 environmental certifications for Tour Allianz One



« Our ambition at Allianz is to fulfil our responsibilities by working each day to demonstrate transparency and keep our commitments. We must be trustworthy for our stakeholders and, above all, for our customers, employees, distribution networks, and partners. »

Fabien Wathlé,
head of the customer service unit and member of the executive committee of Allianz France

Compliance: a key function in our business

Business ethics, protection of personal data, the fight against money laundering and terrorist financing, etc. are part of the working scope of the compliance department. Beyond the regulatory aspect, the compliance programmes fuel all of Allianz's activities and business lines.

Compliance with standards and regulations by all our employees is considered strategic in order to retain the trust of our customers but also of all our stakeholders: shareholders, employees, and society in the broad sense.

2016 was marked by many news events, including:

- Overhaul of our code of conduct. Objective: to adapt this code to the regulations in force and the changes in our markets and business lines. Efforts reflected particularly in the development of two specific appendices. An appendix defining the ethical framework for the commercial activity through a corpus of rules for providing information and advice to customers and preventing internal fraud. An appendix to prevent the risks of insider trading and market abuse for employees involved in investing on financial markets. The appropriate use of new communications channels (social networks) and social responsibility through the promotion of responsible behaviour are also part of the new rules that guide the professional practices of our employees.

- Protection of customer data. With the digitisation of exchanges and big data, the abundance of data is certainly the opportunity to better know our policyholders, but this profusion of data is becoming a true challenge in terms of governance and trust for Allianz. As such, operational management is accountable for the use and management of the life cycle of such data. Sensitive data like medical questions are governed by special procedures. Once a year, our Data Protection Agent (CIL) assesses the quality of the control system put in place by 62 key managers. They make a commitment to take corrective measures in the event of malfunctions.

« **The compliance department is systematically involved in the creation of new products through the product risk committee. We recently participated in the validation of the life insurance product Allianz Active4Life. We rejected some names proposed by the marketing teams that could have, from our point of view, confused customers. Our mission is to verify the compliance of a product across the entire life cycle.** »



Jacques Kerforne,
head of compliance, Allianz France

Spotlight: raising awareness of executive staff about ethics

Nearly 230 executives, including members of the executive committee, have been invited to go through the « Leaders in Integrity » programme in 2016-17. The goal of these workshops bringing together 6 to 12 participants is to have them think about case studies collectively. Not dealing with an ethical dilemma in the heat of the moment, not isolating oneself, and using the existing mechanisms to take the best decision were some of the recommendations made during these collective discussion sessions.

Key figures

800

employees trained in person on various compliance topics

113

new multi-line agents underwent training dedicated to compliance as part of their integration process

The customer experience at the heart of the new customer service department

The « Innovation et Confiance » (Innovation and Trust) plan made customer satisfaction the focus of its strategy. Many projects are in progress within the operational departments, with the aim of making Allianz number 1 in customer relations in its business sector by 2020.

In 2016, Allianz France went a step further by creating a « Customer Service » department. The purpose of this department is to bring together the activities and projects around the customer experience, to promote the sharing of expertise, and to enrich the relationship around three specific entities:

- Customer Relations and Solutions
- Customer Voice
- Compensation

Key figures Customer Space

522,061
active subscribers⁽⁸⁾.

+ 38 %
in 2016

+ 172 %
increase in
document downloads

+ 37 %
number of online actions

Spotlight: live my customer life

The « Customer Immersion » project is part of the customer satisfaction top initiative of our strategic plan. The objective of this original initiative is to allow employees who are not in regular contact with the customers to immerse themselves in this universe for a day within one of the eight reception departments at all our sites. The project has been a great success because it gives participants a look at the daily lives of our business lines and activities. The sessions began in September 2016. Objective: 500 immersions per year.



Spotlight: a simulation to deal with a major flood of the Seine

Allianz France teamed up with the event EU Sequana on a simulation of a major flood of the Seine in the greater Paris region, organised by the Paris Prefecture of Police. This simulation was the opportunity to test our Business Continuity Plan (BCP) for our employees, suppliers, multi-line agents, and brokers. An internal and external communication system for our customers supplemented this large-scale simulation.



(8) Active subscribers: customer who visited their customer space during the last 12 months through the website or mobile app. Scope: individuals and groups (health/protection, pension).

Working within a secure framework thanks to controlled management of our operational risks

Risk is the raw material of an insurance company, including operational risk, which is by nature suffered. The risk management and control teams play a key role in determining the risk level acceptable for everyone without jeopardising the long-term commitments that we take to our customers.

Allowing our employees to innovate, develop, and share while remaining vigilant on risk taking in their activity is in essence the objective of the internal control system, which aims to put in place procedures, tools, and information to control and manage all operational risks. This system is based on three areas of defence, aligned with the principles defined by Solvency II.

- On the front line, the operational manager in charge of an activity deploys procedures adapted to his or her business line, including control points by which he or she ensures control of the operational risks associated with the activity or generated by it. These level 1 measures have documented procedures and controls, which supplement the general framework of the internal regulations and the code of conduct, particularly with regard to ethics.
- At level 2, permanent control aims to collect and analyse this documentation to verify that the most critical risks specific to each entity are identified and to test the appropriateness and effectiveness of the level 1 controls. On these bases, the teams regularly develop and keep up to date risk scenarios around, for example, cyber-criminality, commercial compliance in distribution processes, or proper supervision of outsourced activities.
- Internal auditing is the third line of defence and assesses the effectiveness of the internal control system objectively and independently. Each year, an annual plan targets different activities and allows the quality of the risk control measures to be verified.



Two questions for :

Jacques Auzuret,
head of permanent control

Risk management is a vital issue for Allianz, and new risks arise each day. How do you identify and manage them?

In 2016, we revised the risk mapping through our Matrix project with the objective of focusing the control efforts on the most significant operational risks. Ethical or reputational risks are an important area of vigilance. A policyholder who is dissatisfied with how Allianz handled a service can now very quickly complain on social networks. Specialised teams at Allianz constantly monitor these networks through the use of key words. In addition to this monitoring, we continuously work on new crisis scenarios that call for adaptation of our lines of defence.

What levers do you use to give a sense of responsibility to the employees?

Raising everyone's awareness is a fundamental concern, and training and communication are key essential tools. For 18 months, we created two communities on the internal social network called « Allianz 360 »: one dedicated to permanent control, the other dedicated to corporate culture and risk management.

We just began a column « C'est arrivé près de vous » (This happened near you), which takes a news item and makes a connection with Allianz. One of my posts deals with the Volkswagen case and the consequences on reputation beyond just the financial aspect. We also reviewed the golden rules of responsibility at Allianz France with the executive committee. Employees are also regularly made aware of cyber-risks through a remake of a « 24H » miniseries created by the teams in charge of information system security. Each episode lasts just a few minutes and addresses a specific risk. It is powerful and effective.



Tour Allianz One obtains 4 environmental certifications

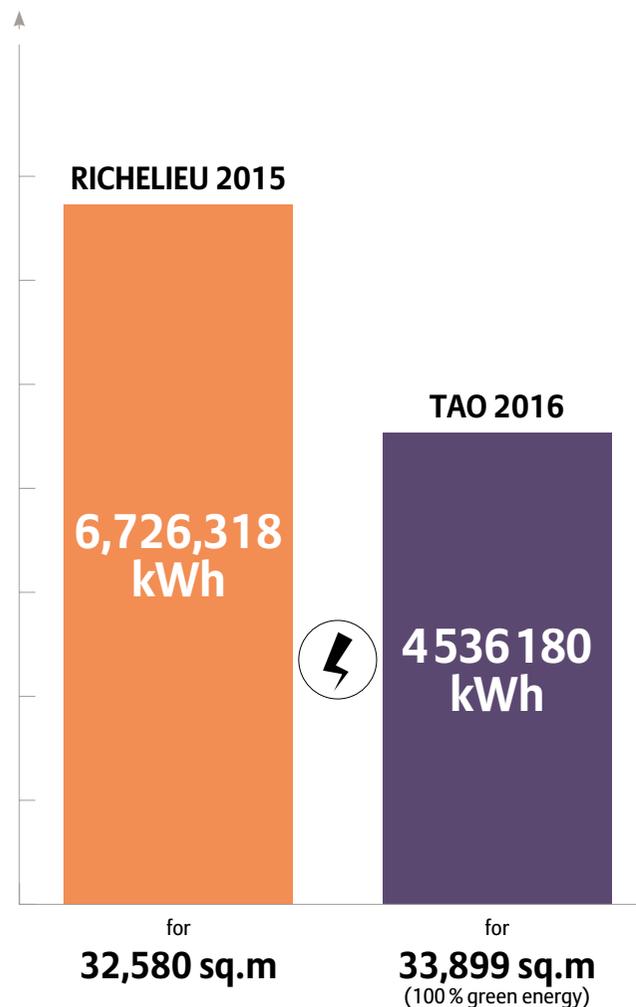
In early 2016, 1,700 employees from the entities Allianz France, Allianz Real Estate, and Allianz Global Corporate & Speciality joined Tour Allianz One, located in the heart of La Défense.

With its 35,000 sq.m and 26 levels, the building obtained four environmental certifications.

- The French HQE certification - « Exceptional » - for its environmental qualities divided into four performance areas: eco-construction, eco-management, comfort, and health
- The British BREEAM certificate – « Excellent »
- The US LEED certificate - « Gold » for renovation
- The « BBC Efficnergie Renovation » label.

The energy used in the tower is 100% renewable, thanks to 114 sq.m of photovoltaic panels.

The energy used in the tower is 100% renewable, thanks to 114 sq.m of photovoltaic panels. During the building's renovation, the purchasing department searched for suppliers who were at least ISO 14001 certified and who provided solutions for energy, noise, pollution, and the future operation of the building.



Spotlight: « sustainable » real estate assets

Through its Allianz Real Estate entity, Allianz France has made sustainable development the focus of its real estate asset management, particularly through:

- Environmental assessment of acquisitions.
- Building certification.
- Optimisation of performance in operation
- Tenant empowerment.

Key figures

More than
400,000
sq.m certified in 2016
(work and operation)

37
environmental committee
meetings organised in 2016

Carbon footprint: limiting the travel of our 10,000 employees

Our business travel is the most significant contributor to our carbon footprint, generating 79 % of our greenhouse gas emissions. Aware of this impact, we are continuing our efforts through the following actions:

- Deployment of solutions that promote remote and collaborative working. The virtual meeting room solution Glowbl allows users equipped with a headset/microphone and webcam to share documents and view the participants without occupying a video conference room. 2,394 employees opened an account in 2016.
- Establishment of a 100 % electric car-sharing service. Allianz France has chosen Bettercar Sharing, the car-sharing solution offered by Ubeeqo, the European leader in BtoB car-sharing. This initiative allows employees who work in La Défense to streamline their business travel and save time.
- Fleet of 430 company hybrid vehicles in circulation. Fleet replacement policy promoting cleaner vehicles.

Green IT: improving the efficiency of our information systems

- In 2016, Allianz France moved its first servers to the group's Data Centre. The two servers containing nearly all the consolidated databases and the application interfaces are hosted in a new data centre located in the Paris region meeting the most demanding environmental, ISO 14001: 2004 and ISO 50001: 2011, and societal standards, OHSAS 18001 and Ecovadis (gold). Its cooling technology using « Cold Corridors » provides energy savings of around 30 % compared with open rooms.

- The project, which aims to eradicate our obsolete technical and application components, continued in 2016. 541 servers were shut down, also contributing to a decrease in our energy consumption. To manage their life cycle, the old hardware was entrusted to partners R2M and ATF Gaïa, a company in the adapted sector.

Converting our food waste

The waste from the company restaurants and food services of three Allianz sites, including the headquarters, is recovered by our partner Bionerval and converted through bio-methanisation.

In 2016, at Tour Allianz One, more than 27 metric tonnes of bio-waste were recovered and converted. The conversion of this waste represents an equivalent of 9,460 kw/h of electric energy, equal to the annual electricity consumption of three households (excluding heating, hot water, and cooking; source: ADEME)⁽⁹⁾.

Key figures

- 8.9 %
paper consumption
kg/employee: this is
the result of the paperless
project and the efforts
to raise employee
awareness of responsible
paper consumption

- 5.3 %
energy consumption:
this is the result of
the contract signed by
Allianz with the green
electricity supplier Direct
Energie, which has
powered all our entities
for more than a year

(9) Consumption per household / year = 3 200 kWh (Source ADEME)

Socially responsible company

Highlights:

The Allianz Accelerator moves into high gear

Continuation of the partnership with « SOS Villages d'Enfants »

Football: second edition of the Allianz Restart programme



« Our ambition within Allianz France is to work each day, with the support of everyone - from employees to multi-line agents to policyholders - to build a socially responsible company, where solidarity and innovation are at the heart of all our projects in order to be true drivers for social inclusion and to take long-term action. »

Delphine Asseraf,
head of digital, brand and communication

The Allianz accelerator opens up internationally

Created in 2015 in Nice, the Allianz accelerator provides five months of support to promising startups in fields related to big data, the sharing economy, connected objects, InsurTech, Digital Health, and e-travel.

The key to being selected? Having at least one product, customers, significant development potential, and strong motivation to change scale. On the menu of this solid support: a co-working space, networking sessions, discovery of eco-systems abroad with the organisation of learning expeditions, a network of mentors, and master classes (training on pitches, fundraising assistance). Allianz does not distribute funds but offers up its network, premises, and expertise to serve these young entrepreneurs. And the system works! On the first 15 « accelerated » businesses, more than €15 million was raised, and around 50 jobs were created.

In 2016, the accelerator supported a dozen startups both in Nice and abroad, including: DreamUpVision, an eye disease screening and diagnosis platform, and RogerVoice, a technology allowing hearing-impaired individuals to make phone calls. 2016 also marked the international deployment of the accelerator alongside Allianz Worldwide Partners, resulting in a co-acceleration programme in Beijing, Shanghai, and Shenzhen.



Two questions for:

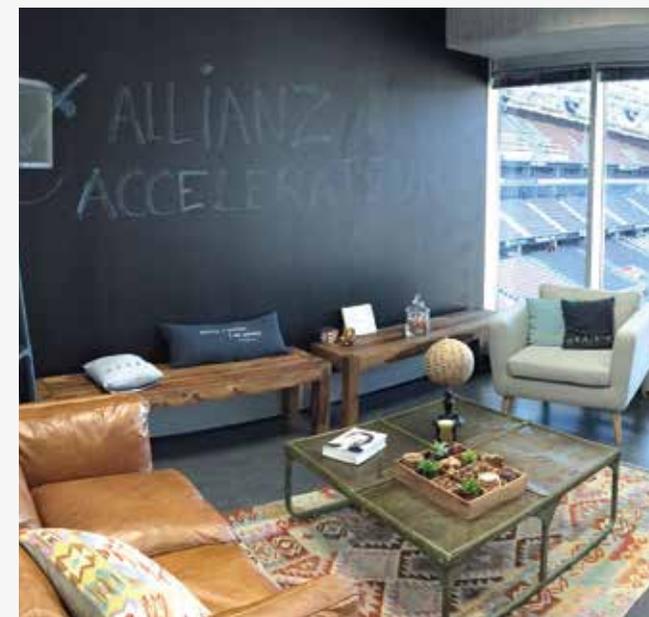
Sylvain Theveniaud,
director of the Allianz
accelerator

Big data, the sharing economy, connected objects... the goal of the accelerator is to locate and grow innovative startups. Did you find the « killer app » in 2016?

We are currently working on a dozen pilots, and we hope to bring the most promising projects to production quickly. We are truly involved in cross-cutting innovation with a dual objective for Allianz: to have an impact on the business and to shape the mindset of the teams internally. For each « graduating class », we identify the sponsors most in line with the startup's profile. This accelerator also seeks to make the brand innovative and attractive and to position Allianz as a game changer and market shaper in its industry.

In 2016, you decided to work on the co-acceleration of startups. What does that involve?

We really wanted to get closer to partner companies to increase the fundraising opportunities and the contributed added value. The objective is to invite the startups selected by our partners - Air Liquide, Sanofi, Voyage SNCF, Vinci Autoroutes - in addition to our own to present a pitch in front of a panel of investors. The first edition of Allianz&co organised in November 2016 brought together 18 startups and 150 participants, including a dozen European and US investors. This programme also allows startups to benefit from additional acceleration with our partners by capitalising on their areas of expertise.



Allianz accelerator - Nice

Our commitment to social inclusion

Support for non-profit projects and the solidarity economy, access to employment for the younger generations, professional retraining assistance... beyond our profession as insurer and investor, our mission is to contribute to a more resilient society by making solidarity and social cohesion the focus of our projects.

A second chance for young footballers

Initiated in 2015, the Allianz « Restart » programme aims to give a second chance to young athletes who had to give up their dream of becoming a professional footballer. For the second edition, Allianz France launched a call for applications from young football hopefuls. The campaign totalled 5 million views and nearly 1,000 applications. The luckiest of them were able to participate in the Allianz Football Camp, a training camp in Munich, bringing together young hopefuls from around 30 countries.



« SOS Village d'Enfants »... the adventure continues

In France, « SOS Village d'Enfants » provides a home for more than 700 orphans in 13 villages. We renewed our commitment to the charity by mobilising our employees through the following initiatives:

- In connection with the opening of Euro 2016, the SOS Village in Busigny enjoyed a high point. We « relocated » Allianz Riviera to allow the children to experience this competition all together, almost like being at the stadium. They received a surprise visit from Mickaël Landreau, a former international footballer and ex-goalkeeper of France's team. The video dedicated to the event received nearly 640,000 views. .
- 4 children from the Plaisir SOS village learned about coding. The purpose of this workshop, organised in partnership with Simplon.co, was to allow them to discover the digital world through employee testimonials and speeches about the different professions in digital (Web Designer, Community Manager, etc.).



There is life after sport

Our « Athlètes et Carrières » (Athletes and Careers) programme promotes the integration of both disabled and non-disabled high-level athletes into the company. This personalised programme allows them to perform various sales functions while respecting their sport calendar. Among the 39 recruited athletes, four participated in the 2016 Olympics in Rio, including Estelle Mossely, gold medallist in boxing.



Sponsors to coach young graduates

The « Nos quartiers ont du talent » (Our neighbourhoods have talent) association connects young graduates, especially from sensitive urban areas, with its partner companies. Objective: to support them in their job search.

In 2016, 26 Allianz sponsors mobilised to help around 30 young people:

- better understand their job search,
- familiarise themselves with the company's codes,
- benefit from their experience and professional network.

120 employees have been mobilised since 2012.



Honoured medical research

The Allianz-Institut de France foundation's 2016 prize was awarded to Artur Scherf, head of research at the CNRS, professor at the Institut Pasteur, and director of the « Biology of host/parasite interactions » unit. Artur Scherf is considered one of the pioneers and a world leader in the biology of the parasite that causes malaria in humans, Plasmodium falciparum. His work paved the way for new anti-parasite intervention strategies, vaccines, and chemical inhibitors.



Major disasters: retired agents volunteer

In January 2016, the Allianz group signed a Mutual Aid and Fellowship Charter with the union of multi-line agents and the association of retired agents of the network. Under this agreement, in the event of a major disaster, retired agents will be able to provide assistance to current agents, to help and support policyholders.



Inclement weather: employee volunteers at the side of our customers

France was stricken by especially severe floods in June. The teams of the Compensation Solutions Centre rallied for our customers, assisted by 35 employees who came to lend a hand.

« The in-house VEGAs (volunteers in case of major events) community was established in early 2016. The 160 members are employee volunteers who are trained to answer the first phone calls from customers or who come to support the teams in the field in cases of exceptionally inclement weather. This initiative is highly popular among employees, who feel useful by responding to emergency situations. »



Agathe Souëf,
head of disaster solution contact,
Customer Service Compensation
Department



Companies in the protected worker sector get cooking

Allianz has established two partnerships with companies in the protected worker sector, Les Tokés and La Mare Savin, which will provide the meal trays used within the departments. Objective: to develop our commitments with workers with disabilities while ensuring a quality service.

Chiffres clés

163 employees participated in
community projects

€ 86,602 contributed to community
projects by Allianz



Spotlight: suppliers and subcontractors, considerable improvement in payment times

Last autumn, like each year, Allianz organised its supplier meetings. More than 200 partners were present for this event focusing on innovation. The purchasing department commented on the results of the supplier NPS and especially the payment time ratings, which increased by 11 points in 2016.

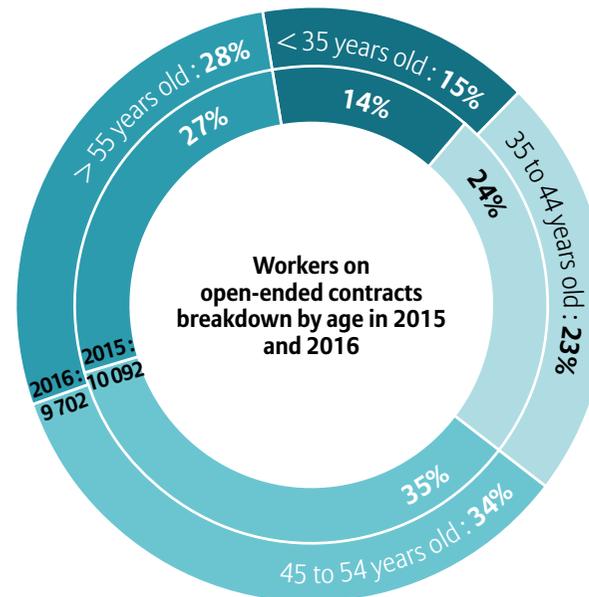
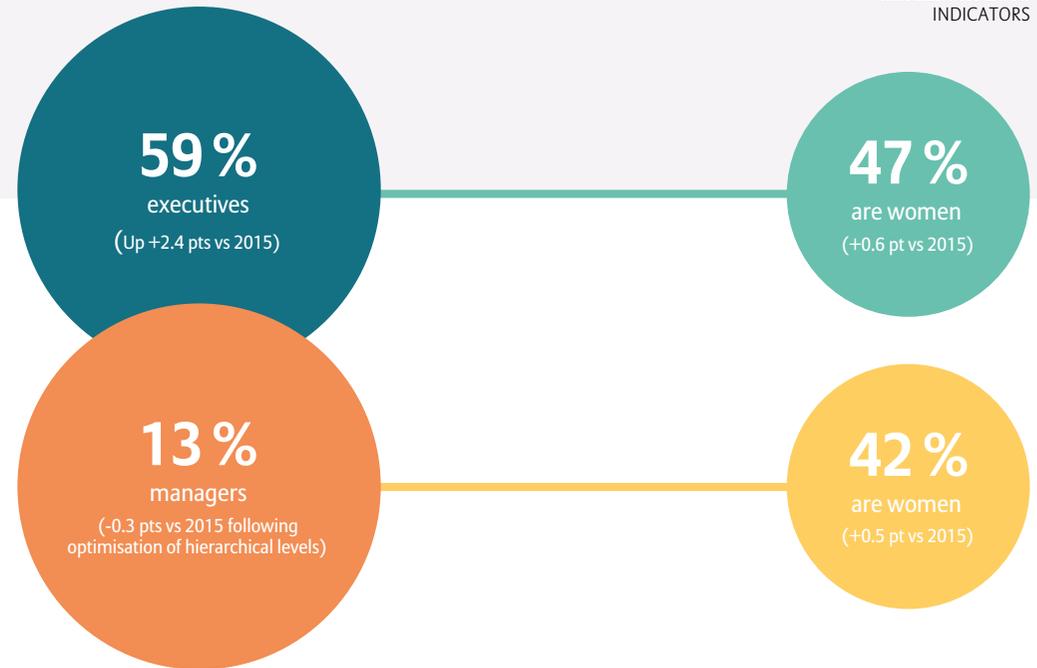
« In 2016, we gave the buyers a specific mission: to sponsor one of our partner companies to sign the Responsible Supplier Relations charter. This label allows an entity to assert its CSR commitment towards its own suppliers. Fourteen companies signed this charter, including SPIE, Ater, Edokial, and Azur Partners. This signing took place in the presence of Pierre Pelouzet, the French national ombudsman for businesses. »



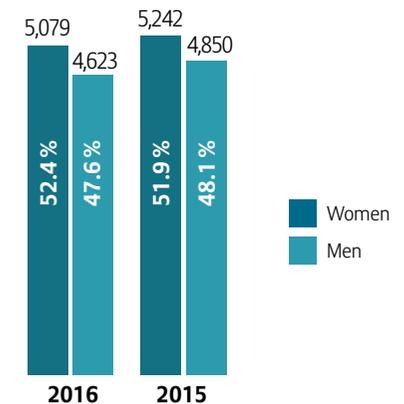
Jean-Luc Durand,
purchasing strategy coordinator

2016 social indicators

ALLIANZ France ESU⁽¹⁰⁾



EMPLOYEES ON OPEN-ENDED CONTRACTS BY GENDER:
The proportion of women on staff increased +0.4 pts compared with 2015



(10) In 2016, social indicators for CSR are calculated on the basis of the scope of the companies attached to the Allianz 2016 Economic and Social Unit (ESU). The data for the year 2015 have been recalculated on the same Perimeter to assess the 2016 isoperimeter evolution. The Allianz France 2016 ESU combines Allianz IARD, Allianz Life, Allianz France, Allianz Informatique, Allianz Africa (Holding) and Protexia France. Employees under contracts with one of the companies of the Allianz France ESU with the exception of New Caledonia and Polynesia (27 persons)..

(11) Includes work/study participants and interns. Temporary staff and impatriates are outside the scope.

(12) Work/study contracts increased 4.7%. They represent 5.6% of staff, with 4 people over age 35.

2016 social indicators

ALLIANZ France ESU⁽¹³⁾

SALES STAFF

29.1%
(-1.4 pts compared with 2015)

47%

of active employees
ARE LOCATED

outside Paris & the greater Paris region.
1/3 of the volume is concentrated
in Lyon and Marseille

826

new hires⁽¹⁵⁾

270

dismissals

778

telecommuters
(+729 compared with 2015)

1,007

part-time employees
(-20 compared with 2015)

TRAINING

7,674

people trained
including 50 % women

48,406

days of training
(excluding e-learning)
6.3 days per person
trained (+5.4 %)

74%

training access rate

Decrease of 1.4 points caused
by the decrease in salesperson training

Salespeople: 97 %
vs 101 % in 2015

Administrative staff:
stable at 64 %

AVERAGE REMUNERATION (PERMANENT CONTRACT ONLY)

+3.4%

women: +3.7%
men: +3%
non-executive: +5%
executives & md⁽¹⁴⁾: +0.6%

Categories ⁽¹⁶⁾	Avg 2016	Avg 2015	2016/2015 Variation
Non executives W	€ 3,031	€ 2,930	3.4 %
Non executives M	€ 3,411	€ 3,205	6.4 %
Non executives	€ 3,206	€ 3,054	5 %
Executives W	€ 4,839	€ 4,794	0.9 %
Executives M	€ 5,744	€ 5,653	1.6 %
Executives	€ 5,344	€ 5,277	1.3 %
Management Board W	€ 12,384	€ 12,696	-2.5 %
Management Board M	€ 14,289	€ 14,513	-1.5 %
Management Board⁽²⁾	€ 13,673	€ 13,966	-2.1 %
ESU W	€ 4,255	€ 4,103	3.7 %
ESU M	€ 5,340	€ 5,183	3 %
ESU	€ 4,827	€ 4,667	3.4 %

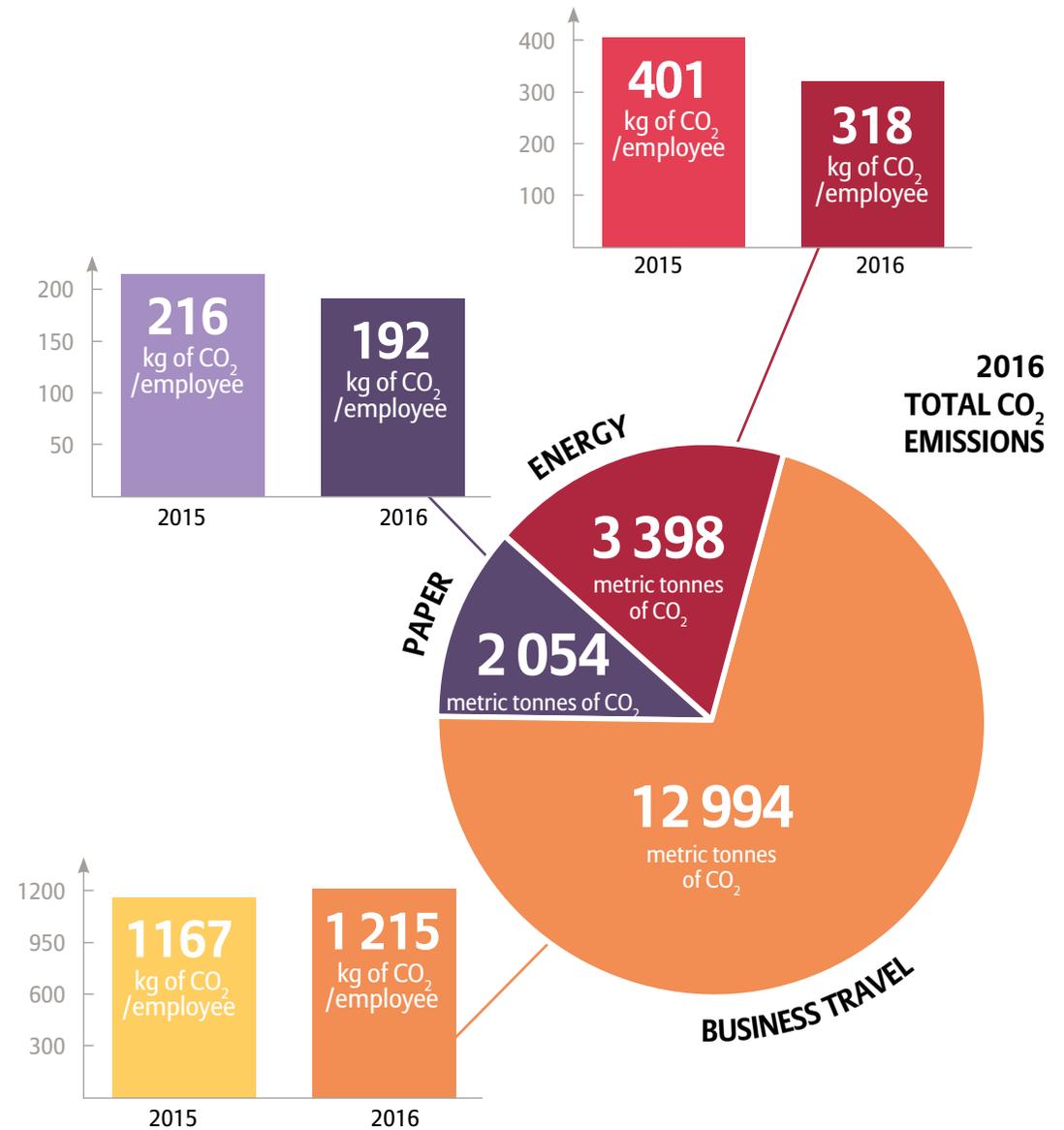
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(14) Members of management

(15) New hires do not include fixed-term contracts converted to open-ended contracts.

(16) Gross monthly salary in euros

Component	Indicator	Unit	2016	2015	Variation 2016/2015
Consumption			2016	2015	Variation 2016/2015
Energy	Hydroelectric power	kWh	30,729,024	7,082,091	333.9%
	Electricity « market mix »		4,626,220	31,095,242	-85.1%
	Total Electricity		35,355,244	38,177,333	-7.4%
	Other types of energy		13,557,838	15,031,223	-9.8%
	Total energy		48,913,082	53,208,556	-8.1%
	Electricity	kWh/employee	3,307	3,368	-1.8%
	Other types of energy		1,268	1,326	-4.4%
Total energy	4,575		4,694	-2.5%	
Business travel	Train	km	15,776,978	16,898,501	-6.6%
	Car		75,865,555	76,158,910	-0.4%
	Short-haul flights		671,407	743,924	-9.7%
	Long-haul flights		10,052,225	9,968,380	0.8%
	Total business travel		102,366,165	103,769,715	-1.4%
	Train	km/employee	1,476	1,491	-1.0%
	Car		7,096	6,718	5.6%
	Short-haul flights		63	66	-4.5%
	Long-haul flights		940	879	6.9%
	Total business travel		9,575	9,154	4.6%
Paper	Recycled paper	metric tons	1,59	0	-
	Virgin fibre paper		1,739	2,033	-14.5%
	Total paper		1,741	2,033	-14.4%
	Recycled paper	kg/employee	0	0	-
	Virgin fibre paper		163	179	-8.9%
Total paper	163	179	-8.9%		
Water	Mains supply	m ³	116,827	86,507	35.0%
	Mains supply	m ³ /employee	10,927	7,631	43.2%
Waste	Recycled waste	metric tons	639	526	21.5%
	Incinerated waste		896	863	3.8%
	Total déchets		1,535	1,389	10.5%
	Recycled waste	kg/employee	60	46	30.4%
	Incinerated waste		84	76	10.5%
	Total waste		144	122	18.0%



Total CO₂ emissions are irrelevant to water and not evaluated for waste due to the low weight compared to the other components.

Our CSR reporting methodology

Allianz France, a subsidiary of the Allianz Group, has been collecting annual social, environmental, and societal information on its entities for a number of years. These indicators are used to measure progress, analyse areas for improvement, and define the group's action plans on social, societal, and environmental responsibility.

Organisation of Allianz Group reporting

The Allianz Group asks all its subsidiaries for annual reporting on social and environmental data. This reporting complies with Global Reporting Initiative (GRI) guidelines.

The information published in this report is also forwarded to the Allianz Group. It follows the rules and definitions established by the Group to ensure uniformity.

Extra-financial communication requirements for Allianz France

Allianz France is not directly affected by the requirements stipulated in article R225-105 of the French commercial code, but it is indirectly affected via its three subsidiaries Allianz IARD, Allianz Vie, and Euler Hermes. Each year, 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.

Euler Hermes, listed on the stock exchange and operating an activity completely separate from Allianz France, publishes its own CSR report.

The regulations also require that all French or foreign subsidiaries controlled by Allianz Vie and Allianz IARD, regardless of whether they meet the thresholds provided for in the decree, be taken into account in the CSR report.

Because their areas of activity have no relationship with the group's economic activity, the following subsidiaries (fewer than 2 % of staff) are excluded from the scope of the CSR report:

- For Allianz Vie: the 7 real estate simplified joint stock companies (SAS), the financing SAS "Allianz France Investissement", the brokerage firm Assurances Médicales, and Château Larose Trintaudon.
- For Allianz IARD: RHEA Luxembourg, La Rurale, the brokerage firms ACAR and Vigny Depierre Conseil, and the real estate SAS Le Peletier.

This information must be verified by an accredited independent third-party organisation. From 2017 onwards, commencing with the report for the financial year ending on 31/12/2016, the verification must also attest to the accuracy of the data.

Allianz France data collection scopes

Until 2015, the employee headcounts taken into account for the social and environmental indicators were the same: all employees working in our operating properties on behalf of a subsidiary that has an economic activity related to that of Allianz France.

In 2016, for the sake of consistency with the annual information reported to the group, it was decided to distinguish the headcounts of the social and environmental scopes as specified below.

Social scope

In 2016, the social indicators for CSR are calculated on the scope of the companies linked to the Allianz France UES consisting of the six legal entities Allianz IARD, Allianz VIE, Allianz Informatique, Allianz Africa, Protexia, and Allianz

France, even though the last four are not subject to the obligation provided for in Article R225-105 of the French commercial code.

Given the interconnections between these various entities of Allianz France, and with joint support functions (human resources management, information system, purchasing, facilities, and building management), it was decided to consolidate the social information of this economic unit in Allianz France's management report.

Because the activities and the scheme of certain subsidiaries are outside the UES, we exclude the subsidiaries listed below, representing 3.40 % of the consolidated headcounts, from the social scope of our report.

- For Allianz Vie: Château Larose Trintaudon.
- For Allianz IARD: Calypso.
- For Allianz France: Allianz Banque and Immovalor Gestion.

Environmental scope

As in previous years, the scope for the environmental report includes all the headcounts of the properties managed by Allianz France, for the subsidiaries that have a related economic activity with Allianz France. Château Larose Trintaudon (vine growing) is therefore excluded (0.7 % of consolidated workforces).

The headcounts of Immovalor, Calypso, and Allianz Banque are thus added to the UES's headcounts.

Collection period

The social and environmental data are consolidated over the 2016 calendar year.

Social indicators

2016 social consolidation (UES): headcount of 10,403.

The 2015 data were recalculated on the same scope to assess the like-for-like change for 2016. These headcounts include employees on open-ended contracts, employees on fixed-term contracts, work/study participants, and interns. Temporary employees are outside the scope.

Environmental indicators

Environmental consolidation (UES + subsidiaries occupying our premises): headcount of 10,692.

2016 was a transitional year with the transfer of our registered office from Paris to La Défense and the rehabilitation of several of our buildings, resulting in move-in/move-out operations throughout the year at several sites. To consolidate the headcounts of the various sites, we took the figures at 31 December 2016, retaining only one person for our old headquarters in Paris.

2016 was also the first complete financial year of 100 % green (hydro) electricity consumption through our main supplier, which explains the dramatic changes presented in the table of indicators on page 33 with an increase in hydroelectric power and a sharp decrease in the electricity market mix. CO₂ emissions associated with electricity consumption therefore decreased significantly between 2015 and 2016.

The travel taken into account in the indicators represents employee travel for business purposes excluding commuting. CO₂ emissions related to travel are estimated on the basis of the available data and are approximate.

Lastly, in 2016, the group included scope 3 indirect

emissions in the calculation of CO₂ emissions of the “other energies” line, including fuel oil, natural gas, and hot and cold water systems, which explains the increase in our CO₂ emissions on this line in 2016.

To achieve a meaningful comparison between the two financial years, the figures indicated for 2015 have been updated to take into account the new emission factors.

Topics not addressed

The consideration of noise pollution and any other form of pollution specific to an activity, the measures to reduce or repair emissions into the air, water, and soil seriously affecting the environment, the measures taken to develop biodiversity, as well as all prevention measures related to these topics are not addressed in this report because they are not applicable given the economic activities of Allianz France.

Limits of data collection and reliability

The scope covered by the environmental indicators accounts for 100 % of Allianz France’s consumption, with the exception of data on water where the data pertain to only the main sites and cover approximately 80 % of consumption.

Certain environmental data have been estimated when the values could not be measured directly or when they were not available as of the date of reporting. Several methods of estimation have been selected:

Items Methods	Water	Green energy	Electricity mix	Hot water (heating)	Gas	Chilled water (air conditioning)
Share of the estimate on the basis of 2015 data	14.3%	5.2%	0%	15.2%	0%	36.7%
Share of the estimate on the basis of headcounts	34.0%	0%	22%	0%	0%	0%
Share of the estimate on the basis of sq.m	0%	0%	5.1%	0%	0%	0%
Share of the estimate by extrapolation over 12 months	0%	0%	0%	4%	0%	0%

Verification by an external organisation

The sincerity of the data and the inclusion of the disclosures required by article R225-105-1 of the French commercial code have been verified by KPMG. Its certification is appended to this report.

The report of the statutory auditor, designated as an independent third party organization, on social, environmental and societal information is attached. [Click here](#)

Your Allianz contact person is at your disposal for further information.



Allianz France

French public limited company (SA) with capital of € 859,142,013.88
Company registration number 303 265 128 R.C.S. Nanterre

Allianz IARD

Company regulated by the French Insurance Code
French public limited company (SA) with capital of € 991,967,200
Company registration number 542 110 291 R.C.S. Nanterre

Allianz Vie

Company regulated by the French Insurance Code
French public limited company (SA) with capital of € 643,054,425
Company registration number 340 234 962 R.C.S. Nanterre
Registered office: 1 cours Michelet - CS 30051
92076 Paris La Défense Cedex

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