



# Sustainability Objectives and Commitments for 2013-2015

## SUSTAINABILITY OBJECTIVES AND COMMITMENTS FOR 2013-2015

AREA	STRATEGIC OBJECTIVE	OPERATIONAL OBJECTIVE	
<b>GOVERNANCE</b>	<b>to disseminate and promote a culture of social and environmental sustainability</b>	to place sustainability firmly on the agenda of the Board of Directors	
		to move towards increasing integration between financial information and non-financial information	
		to develop institutional communication tools with a greater focus on sustainability issues	
		to spread the content of the Code of Conduct	
		to ensure compliance with the Code of Conduct through a whistleblowing system	
		to implement a system for introducing ESG variables into investments	
	<b>to ensure compliance with requirements concerning corruption</b>	to assess corruption risk in the corporate business activities	

GROUP COMMITMENT	TIMING	OBJECTIVE ACHIEVEMENT
annual review of the Charter of Sustainability Commitments	by May of each year	
development of an integrated reporting model for the publication of the first integrated report with reference to 2013	by March 2014	
publication of sustainability articles on the Group's websites and in corporate magazines	continuous	
organisation/sponsorship of at least one event on sustainability topics	by December 2013	
organisation of information initiatives aimed at customers	by December 2015	
adoption of the Code of Conduct and the Group Rules by all Group companies	by June 2014	
publication, on the Group's websites, of the version of the Code of Conduct in the local language and in line with the legislation of the country concerned	by June 2014	
implementation of the various channels envisaged for the reporting of breaches of the Code of Conduct	by December 2013	
monitoring of reports of breaches of the Code of Conduct	continuous	
approval of new ethical guidelines for investments	by December 2013	
preparation of tools for implementation of the new ethical guidelines for investments	by December 2013	By December 2014, in the context of review of the investment governance at Group level.
insertion into the compliance plans of a periodic assessment of corruption risk associated with the business activities	by December 2014	

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AREA	STRATEGIC OBJECTIVE	OPERATIONAL OBJECTIVE	
<b>CLIENTS</b>	<p><b>to pursue the Group's growth objectives by creating, together with economic value, social and environmental value for all stakeholders</b></p>	<p>to provide access to insurance for those excluded from the traditional market due to their income status</p>	
	<p><b>to guarantee, including in terms of social and environmental sustainability, the quality of the Group's products and services as the basis for its competitiveness and enhancement of its reputation</b></p>	<p>to ensure the adoption of behaviour in line with the Code of Conduct by the sales network on payroll and fiduciaries</p>	
		<p>to extend the obligation of compliance with the Code of Conduct to third parties who act on behalf of the Group</p>	
		<p>to improve relations with clients</p>	
<b>EMPLOYEES</b>	<p><b>to disseminate and promote a culture of social and environmental sustainability</b></p>	<p>to disseminate the content of the Code of Conduct among all employees</p>	
		<p>to ensure the adoption by employees of behaviour in line with the Code of Conduct</p>	
		<p>to promote a culture of sustainability among employees</p>	

GROUP COMMITMENT	TIMING	OBJECTIVE ACHIEVEMENT
greater distribution of microinsurance products that meet the specific needs of the working poor in the countries where the Group operates	continuous	
implementation of training courses on relevant aspects of the Code of Conduct	by December 2015	
introduction into new mandates of a clause concerning compliance with the Code of Conduct	by December 2015	
development of new types of pre- and post-sale contacts	by December 2015	
distribution of the Code of Conduct to all employees	by June 2014	
implementation of training programmes to introduce the Code of Conduct to all employees	by December 2014	
preparation of a section devoted to sustainability on the Group's portal, which will make it possible to reach all Group employees worldwide	by June 2014	
creation of a globally coordinated internal communication plan that uses various tools (bollettino.com, Bollettino, dedicated newsletters, intranet, HR portal/new Group portal) to present experiences of sustainability issues through internal testimonials, features by external experts, etc.	continuous	
creation of an institutional video for employees on the main drivers of the Code of Conduct	by December 2013	

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AREA	STRATEGIC OBJECTIVE	OPERATIONAL OBJECTIVE
<b>EMPLOYEES</b>	<p><b>to disseminate and promote a culture of social and environmental sustainability</b></p>	<p>to stimulate the engagement of employees in sustainability topics</p>
	<p><b>to enhance human capital, attracting and retaining the best talent and fostering constant development of the skills and professionalism of all the people who work in the Group</b></p>	<p>to ensure the managerial continuity of the Group by disseminating a common culture and the development of human resources by enhancing diversity and internationalisation</p>
		<p>to ensure competitiveness on the external market through the dissemination of a culture based on dialogue, merit and internal equity</p>

GROUP COMMITMENT	TIMING	OBJECTIVE ACHIEVEMENT
creation of an interactive forum space on the new Group portal	by December 2014	
organisation of virtual conferences on topics of particular interest	by December 2014	
collection of proposals from employees through challenge idea initiatives, and implementation of at least one of these	by December 2014	
definition and monitoring of succession plans for the Group's key positions	by 2015	
identification of talent through structured and global processes	by 2015	
design of coherent development and career plans	by 2015	
implementation of processes and tools for the development and retention of young people	by 2015	
identification of professional development programmes based on diversification of experience	by 2015	
increase in international mobility	by 2015	
design and implementation of a global performance management system based on common and shared criteria	by 2015	
dissemination of feedback as a strategic lever for development	by 2015	
development of competencies with a focus on results	by 2015	

## SUSTAINABILITY OBJECTIVES AND COMMITMENTS FOR 2013-2015




AREA	STRATEGIC OBJECTIVE	OPERATIONAL OBJECTIVE	
<b>EMPLOYEES</b>	<b>to ensure and promote respect for fundamental human and labour rights in all of the Group's spheres of influence</b>	to promote diversity and inclusion	
<b>CONTRACTUAL PARTNERS</b>	<b>to disseminate and promote a culture of social and environmental sustainability</b>	to disseminate the content of the Ethical Code for suppliers of the Generali Group	
		to ensure compliance by suppliers with the Ethical Code for suppliers of the Generali Group	
	<b>to ensure and promote respect for fundamental human and labour rights in all of the Group's spheres of influence</b>	to analyse the risks associated with the supply chain in relation to respect for human rights and protection of the environment	
<b>COMMUNITY</b>	<b>to improve the conditions of the communities in which the Group is based, playing a role of corporate citizenship in collaboration with the competent institutions and organisations</b>	to maximise the social impact of social, cultural, environmental and sporting initiatives in order to optimise the investment	



GROUP COMMITMENT	TIMING	OBJECTIVE ACHIEVEMENT
appointment of a chief diversity and inclusion officer	by December 2013	
development of policies and guidelines for the promotion of diversity and inclusion	by December 2014	
development of training programmes for the promotion of diversity and inclusion	by December 2015	
distribution of the Ethical Code for suppliers of the Generali Group	continuous	
adoption of measures to oblige contractual partners to observe the Ethical Code for suppliers	continuous	
mapping of the supply chain	by December 2015	
development of global policies to define guidelines for action in the community, aimed at the creation of shared value	by December 2013	
development of ways of assessing the social impacts generated by investments in the community, in order to manage and maximise those impacts	by December 2015	

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AREA	STRATEGIC OBJECTIVE	OPERATIONAL OBJECTIVE	
<b>ENVIRONMENT</b>	<b>to contribute to the protection of the environment and the prevention of pollution</b>	to reduce the direct and indirect environmental impacts of corporate business activities	

GROUP COMMITMENT	TIMING	OBJECTIVE ACHIEVEMENT
contribution to the implementation of the Group Environmental Management System aimed at continual improvement	by 2015	
5% reduction of per capita energy consumption	by 2015	
maintaining the electricity quota from renewable sources above 75%	by 2015	
5% reduction of total paper consumption	by 2015	
achieving 95% in the amount of ecological paper	by 2015	
5% reduction of per capita water consumption	by 2015	
achieving 80% in the amount of separate waste collection	by 2015	
5% reduction of emissions from Scope1 (heating fuels and kilometres travelled by company fleet) and Scope2 (electricity and district heating)	by 2015	
carrying out at least 1 project per year in each Country to raise employees' awareness on the efficient use of resources	by 2015	
appropriate training to all employees directly involved in the implementation of the Environmental Management System of the Group	continuous	 <p>In 2013 training was done only in some countries (Germany and Spain). In Head Office, training was decided to be postponed to 2014 as to include training on the new software for environmental data collection.</p>
improving Scope1 through calculation of GHG emissions from refrigerant gases	by 2015	
improving Scope3 through calculation of GHG emissions from waste	by 2015	

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AREA	STRATEGIC OBJECTIVE	OPERATIONAL OBJECTIVE
<b>ENVIRONMENT</b>	<b>to contribute to the protection of the environment and the prevention of pollution</b>	to reduce the direct and indirect environmental impacts of corporate business activities
		to ensure at all times that the environmental objectives and targets of the Group are in line with environmental requirements, changes in the Group's activities and expectations of the stakeholders
		to engage stakeholders in the continual improvement in environmental policies and performance of the Group

GROUP COMMITMENT	TIMING	OBJECTIVE ACHIEVEMENT
completing data collection on corporate mobility	by 2015	
dissemination, reception and respect of the Environmental Policy by all suppliers	by 2015	
carrying out at least 1 initiative per year in each Country to raise suppliers' awareness on environmental issues	by 2015	
carrying out at least 1 initiative per year in each Country to induce eco-sustainable choices by the clients	by 2015	
exclusion of non eco-sustainable investments according to the Ethical Guidelines of the Group	by 2015	
carrying out at least 1 initiative per year in each Country to raise awareness of local communities on environmental issues	by 2015	
review of the document Group objectives and targets for environmental improvement	by May of each year	
introduction of new ways of listening to the stakeholders	by December 2013	

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AREA	STRATEGIC OBJECTIVE	OPERATIONAL OBJECTIVE
INNOVATION	to disseminate and promote a culture of social and environmental sustainability	to raise users' awareness of sustainability issues
		to convey the Group's image, including with regard to social and environmental issues
	to respond to the needs and expectations of the stakeholders in relation to economic, social and cultural changes, with innovations in terms of products, business models, services and processes to increase their satisfaction	to increase participation in Shareholders' Meetings
		to investigate the market in order to identify the needs and expectations of customer segments interested in environmental and social issues
		to create a working environment that can foster the development of more flexible working methods



OBJECTIVE ACHIEVED



OBJECTIVE ONGOING



OBJECTIVE NOT ACHIEVED



[www.generali.com/sustainability](http://www.generali.com/sustainability)

GROUP COMMITMENT	TIMING	OBJECTIVE ACHIEVEMENT
development of an app for calculating the ecological footprint	by December 2014	
development of new ways to communicate the socio-environmental commitment	by December 2015	
development of a live webcast for shareholders	by December 2015	
mapping of customers' needs in order to meet pension requirements and make savings products more accessible	by December 2013	
study on the existence of market opportunities for products and services for ethnic groups with special needs (takaful insurance, immigrants, etc.)	by December 2015	
study on the existence of market opportunities for social insurance products	by December 2013	
assessment of possible action to increase the flexibility of deployment of employees in the working environment and to encourage the development of collaboration and exchanges between people	by December 2014	