

# CORPORATE SOCIAL RESPONSABILITY **REPORT 2012**



L'assureur de toute une vie





# Editorial

Ten years ago, CNP Assurances became one of the first companies in France to join the United Nations Global Compact.

In pledging to respect human rights, labour rights and the environment and to combat corruption, France's leading life insurer reaffirmed the community values that have consistently guided its initiatives.

Over the years, this focus has proven an inspiration in every aspect of its business as a personal insurer and as an investor, and in its relations with its various stakeholders. The Group's international expansion has provided an opportunity to extend these principles even further.

Taking action, but also reporting on that action, is a keystone of corporate social responsibility: these figures reflect the major challenges facing the company, measure the results obtained and underpin the mobilisation of the workforce on behalf of CSR objectives. For that reason, since 2006 CNP Assurances has been expanding its publication of these indicators. In addition to the indicators required by law, this report details progress made in our dealings with our clients, our employees, our shareholders, civil society and our other stakeholders.

In accordance with France's Grenelle II law, we now consolidate the data at Group level, and a statutory auditor has reviewed the quality of essential information, representing a new step forward in our commitment to transparency with respect to all our stakeholders.

I hope that this report, in providing even more substantial information on the Group's initiatives, will contribute to a deeper understanding of our CSR commitment in all our host countries.

**Frédéric Lavenir**  
Chief Executive Officer

## Contents

- p. 02** Corporate social responsibility at the CNP Assurances group
- p. 05** Tracking the sustainable development process
- p. 08** CNP Assurances group stakeholders at 31 december 2012
- p. 10** Employees and employee representatives
- p. 23** Policyholders and distribution partners
- p. 30** Suppliers
- p. 31** Investment counterparties
- p. 34** Civil society
- p. 39** Shareholders and governance
- p. 40** Environment
- p. 50** Social and environmental indicators of unconsolidated subsidiaries
- p. 52** Auditor's review report on selected social and environmental indicators published in the 2012 CSR report

# Corporate social responsibility group

## Our sustainable development commitments

The CNP Assurances Group's Sustainable Development process is based on identifying stakeholders and the social value-added delivered by our business.

Since its founding, the CNP Assurances Group has upheld human rights and citizens' rights, in line with the Universal Declaration of Human Rights, and has always complied with the labour standards of the ILO\* and the national labour laws in each host country.

In pledging our support for the Global Compact in 2003, we reaffirmed our commitment to respecting its fundamental principles, combating corruption and protecting the environment. In 2010, following the example of CNP Argentina and Caixa Seguros Holding, CNP UniCredit Vita joined the Compact as well.

In 2009 we played an active role in launching the Association Française de l'Assurance's Sustainable Development Charter. Our commitments under the charter are to meet core social responsibility challenges in the insurance industry, including helping to reduce social vulnerability and to combat climate change, support economic development and promote socially responsible investment.

In 2011, CNP Assurances adopted the United Nations' Principles for Responsible Investment (PRI), ushering in a new phase in its commitment as a responsible investor.

Consistent with the Group's business model, each subsidiary worldwide is based on a partnership with a local player. The CSR policy is determined at the local level in accordance with CNP Assurances principles, derived from the Global Compact. CNP Assurances and its subsidiaries meet on a regular basis to confer on the policy. They share the same performance indicators.

\* International Labour Organisation

## A socially responsible employer

All Group companies share four basic principles:

- Respect for human rights.
- Freedom of association and effective recognition of the right to collective bargaining.
- Support for employees throughout their careers.
- A commitment to equal opportunity.

## An environmentally responsible company

A financial services company like CNP Assurances has limited direct impact on the environment, and the impact it does have mainly concerns CO<sub>2</sub> emissions. Nevertheless, we do everything possible to reduce our environmental footprint, primarily by effectively managing the three main sources of direct emissions:

- The use of paper, both in the office and for correspondence with policyholders.
- Business travel.
- Office building management.

## The fight against corruption, money laundering and terrorist financing

- CNP Assurances is an especially active player in the fight against corruption, money laundering and terrorist financing. Every company within the Group contributes to its initiatives in this area, in compliance with CNP Assurances standards and local regulations.



## The ten principles of the global compact

### Human rights

1. Businesses should support and respect the protection of internationally proclaimed human rights; and
2. Make sure that they are not complicit in human rights abuses.

### Labour

3. Businesses should uphold freedom of association and effective recognition of the right to collective bargaining;
4. The elimination of all forms of forced and compulsory labour;
5. The effective abolition of child labour; and
6. The elimination of discrimination in respect of employment and occupation.

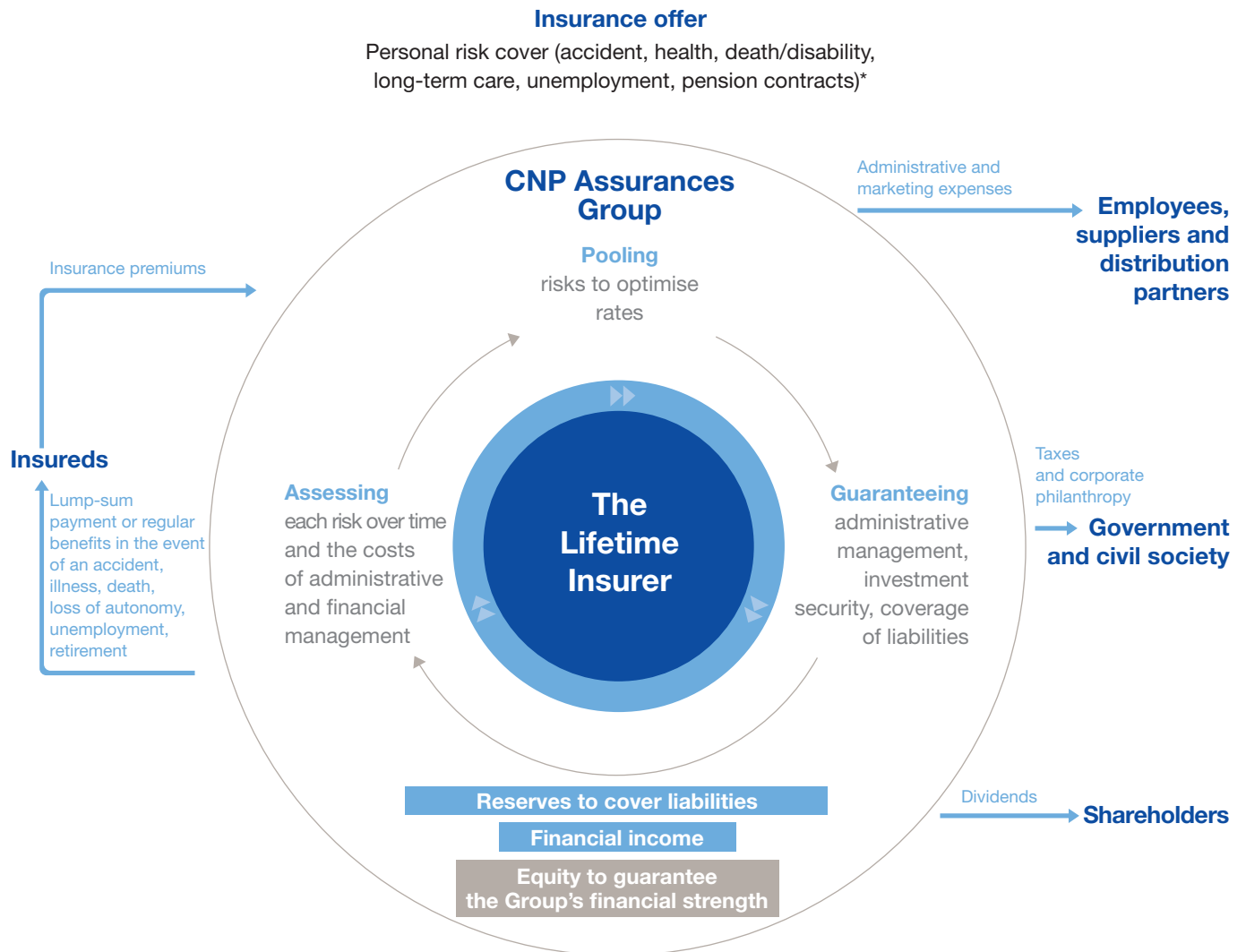
### Environment

7. Businesses should support a precautionary approach to environmental challenges;
8. Undertake initiatives to promote greater environmental responsibility; and
9. Encourage the development and diffusion of environmentally friendly technologies.

### Anti-corruption

10. Businesses should work against all forms of corruption, including extortion and bribery.

## Social value-added and shared with stakeholders



### Commitments

- Guaranteed payment of benefits to policyholder or designated beneficiaries.
- Financial guarantees or guaranteed number of units at any time until death.
- Guaranteed minimum yield over a specified period.

### Social value-added

- Offer products that are widely accessible.
- Ensure customers are properly protected: counselling, being attuned, confidentiality.
- Monitor rights of the insured over the life of the policy.
- Enhance service with risk prevention advice and assistance.
- Invest policyholder reserves responsibly.

# Tracking the sustainable development process

Determined to anchor corporate responsibility in its day-to-day operations, CNP Assurances's CSR policy is based on five key components. Three are shared by every company (An environmentally responsible company, A socially responsible employer, A responsibly governed company) and two are specific to its business (A socially responsible insurer, A responsible investor).

## Tracking our objectives

Every aspect of the corporate social responsibility commitment is managed by the Sustainable Development department, which reports directly to the Chief Executive Officer. Since 2005, the Executive Committee has defined an annual action plan and regularly tracks its deployment and progress.

Since 2008, Caixa Seguros Holding has used a similar process for environmental issues.

CNP Assurances has set objectives each year since 2009; for 2012, they were as follows:

	Measurable objective	Status at end-2012
<b>A socially responsible insurer</b>		
Increase policyholder investment in unit-linked SRI funds	More than 2% of unit-linked assets	Not achieved, 1.55%, 2011 level
Provide cover to the greatest number	Taux de refus en assurance emprunteur inférieur à 0,2 %	Achieved
Continuously improve service quality	Reduction in the number of disputes and complaints	Achieved
<b>A responsible investor</b>		
Continue to extend ESG criteria to all of our managed portfolios	70% of assets	Exceeded: 80% of assets
Step up our dialogue with listed companies in which CNP Assurances is a shareholder in advance of their General Meeting.	For the main investments, with CSR issues, if any reservations are identified during the review of resolutions to be voted on at the General Meeting	Achieved
<b>An environmentally responsible company (excluding the environmental component of portfolio management)</b>		
Reduce carbon emissions per employee generated by internal operations	6% reduction compared to 2009	10% reduction compared to 2009



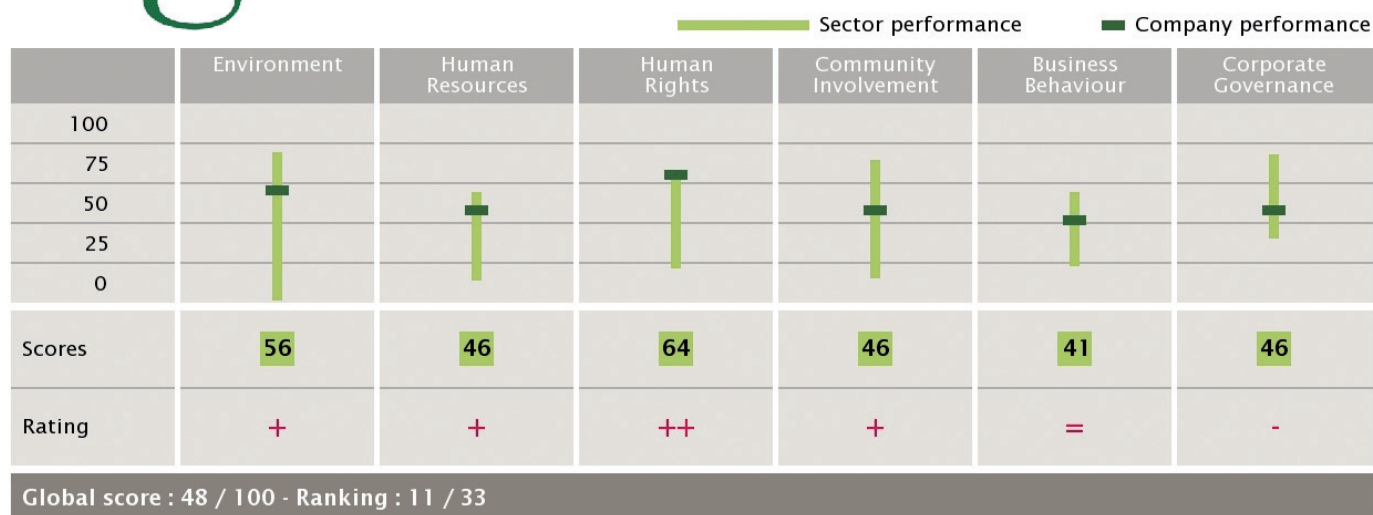
## CSR scoring

The quality of the Group's sustainable development programme has been recognised by socially responsible investment ("SRI") analysts, including Vigeo, Sustainalytics and the Centre Français d'Information sur les Entreprises (CFIE). Vigeo ranks CNP Assurances among the leading European insurers.

The Group's performance scores particularly high in terms of human resources and human rights. The Group's shares are included in several European SRI indices, including the Ethibel Excellence Investment Register and the ASPI Eurozone 120 index.



**CNP Assurances - March 2012**  
Sector: Insurance  
Companies in sector panel: 33



The score, resulting from an analysis of the pertinence and efficacy of corporate policies, represents the level of CSR commitment on a scale of 0 to 100. The rating is the positioning of the company compared with other companies in its sector.

- ++ the company is ranked as a leading performer in its sector
- + the company is ranked as an active performer in its sector
- = the company is ranked as an average performer in its sector
- the company is ranked as a below average performer in its sector
- the company is ranked as a poor performer in its sector.

For further information  
on Vigeo's rating methods, go to [www.vigeo.com](http://www.vigeo.com)

**Environment:** protection of the environment in product production, distribution, use and disposal.

**Human resources:** social dialogue, working conditions, health/safety, career development/training, remuneration systems.

**Human rights:** fundamental human rights, freedom of association, collective bargaining, non-discrimination, forced labour, child labour.

**Community involvement:** impacts on local communities, contribution to social and economic development, general interest causes.

**Business behaviour:** relationships with clients, suppliers and subcontractors, commitment to antitrust, prevention of corruption.

**Corporate governance:** Board of Directors, audits and internal controls, shareholder rights, executive remuneration.



# Group reporting methodology

Progress in sustainable development performance is tracked through the use of dedicated indicators and by identifying outstanding accomplishments.

In its registration document, available at [www.cnp-finances.fr/eng](http://www.cnp-finances.fr/eng), the CNP Assurances Group presents labour, environmental and social indicators in accordance with the provisions set out in Articles R.225-104 to R.225-105-2 of the French Commercial Code. This CSR Report reviews these indicators in detail and provides further information on the Group's actions as an insurer and investor. It describes the examples that are most indicative, and is not intended to be exhaustive.

## Reporting guidelines and definition:

The indicators are set out for the entire Group based in particular on the Global Reporting Initiative (GRI). Benchmark indicators can be consulted by visiting the GRI website at <https://www.globalreporting.org>.

## Scope of reporting:

The indicators cover all fully consolidated subsidiaries of the CNP Assurances Group on a 100% basis unless otherwise indicated: CNP Assurances, CNP IAM, Préviposte, ITV, CNP International, LBP Prévoyance, MFP Prévoyance, CNP Vida, CNP Assurances Compañía de Seguros, Caixa Seguros Holding, CNP UniCredit Vita, CNP Laiki Insurance Holdings, CNP Europe Life and CNP Barclays Vida y Pensiones, as well as their consolidated subsidiaries.

For the purposes of this report, the term "CNP Assurances" covers the legal entities CNP Assurances, CNP IAM, Préviposte, ITV and CNP International. The scope used to measure water and energy consumption includes the offices in Paris, Angers and Arcueil and excludes offices in the rest of France; this corresponds to 90% of CNP Assurances employees.

The data for the CNP BVP offices in Italy and Portugal are consolidated with those of the head office in Spain.

In addition, most of the indicators are also published for the non-consolidated subsidiaries that were 50% or more owned by CNP Assurances at 1 January 2012: Filassistance, Âge d'Or Expansion and SFLI (China).

## Period under review:

Indicators mapping movements cover the period from 1 January 2012 to 31 December 2012; indicators of quantities are as at 31 December 2012.

## Background and changes in scope:

The 2011 indicators were measured without the entities LBP Prévoyance and MFP Prévoyance, which corresponded to 98% of the Group's employees in 2011. These entities

were included in 2012; therefore, the year-on-year change was calculated using the 2011 scope, in order to present changes on a constant-scope basis.

## Method for reporting, control and consolidation:

Indicators are reported by operational departments (human resources, building management and purchasing), and are broken down by site where necessary. Accounting consolidation software is used for reporting. A CSR Officer is selected for each entity (a total of 14 CSR Officers) and prepares the first level of consolidation within the entity concerned. The CNP Assurances Sustainable Development department is responsible for overall consolidation and carries out consistency checks on all the information collected from these 14 CSR Officers.

The reporting procedure involves a process explaining how the consolidation tools work and what is involved in the procedure. Guidelines setting out the definitions and scope of the indicators are communicated to the subsidiaries.

## Limitations to the completeness and reliability of information\*:

Certain environmental data have been estimated when the direct measurement is not available. Furthermore, the definitions of social indicators may differ slightly between countries. However, the consolidated indicators used below are consistent and meaningful. The guidelines are currently being deployed within the Group's foreign subsidiaries and certain definitions, such as that for absenteeism, are being harmonised from one subsidiary to the next because of different regulatory environments. It should be borne in mind that the data compiled for CNP Assurances in France represents 64% of the Group's workforce.

## Verification:

One of our Statutory Auditors conducted research designed to provide moderate assurance that selected indicators marked with a (✓) symbol on the following pages have been presented, in all material respects, in accordance with our adopted guidelines. The moderate assurance report can be found at the end of this publication.

## Names of entities:

To make this report easier to read, the names of certain entities have been simplified. Accordingly, CNP Argentina is used for CNP Assurances Compañía de Seguros, LBPP for La Banque Postale Prévoyance, CNP LIH for CNP Laiki Insurance Holdings, and CNP BVP for CNP Barclays Vida y Pensiones. Holdings, CNP BVP pour CNP Barclays Vida y Pensiones.

# CNP Assurances group stakeholders

## Stakeholder dialogue in 2012

Stakeholder relations are presented in a separate chapter below. The following section describes the dialogue initiatives and the metrics for gauging satisfaction in these relationships.

### Employees:

In addition to institutional workplace dialogue, an employee satisfaction survey was conducted in Spring 2009 as part of the CDC Group's human resources initiatives. This was followed in Autumn 2010 by a second survey focused more specifically on workplace diversity. The employee satisfaction survey was repeated in 2012.

To enhance the quality process, a survey was conducted in 2011 of employee perceptions of client relationships and the services provided to policyholders and partners, as a basis for deploying improvement plans.

### Policyholders and distribution partners:

In 2012, CNP Assurances conducted five satisfaction surveys on policy administration. These surveys, performed variously for purposes of certification, service contracts or internal decision-making, help to improve the company's client service organization—a priority for CNP Assurances in 2012.

Internationally, client satisfaction surveys are conducted in every subsidiary except CNP BVP, which outsources these surveys to its distribution partner. The surveys are conducted annually in Italy and Cyprus and monthly in Argentina. CNP Vida met with its distribution partners on a monthly basis in 2012 to receive their feedback on service quality. Caixa Seguros Holding tracks client satisfaction each month, prepares a report on its findings and monitors action plans in place.

In addition to studies carried out with the distribution partners, CNP Assurances performs qualitative and quantitative studies to anticipate new needs arising from emerging social and demographic trends. In 2012 these studies notably examined the public's expectations with regard to investment as well as personal risk, disability, long-term care, death and funeral insurance, along with preparation for retirement.

LBP Prévoyance likewise conducted a study in 2012 on expectations and views regarding accident insurance policies. In addition, the fifth survey conducted with TNS Sofres/La Croix was published, offering a wealth of data on personal risk cover and long-term care needs, and the challenges they pose for French society. Caixa Seguros Holding surveyed truck drivers on their need for healthcare.

### Investment counterparties:

At CNP Assurances, constructive dialogue is engaged with companies whenever a problem is revealed during the quarterly SRI screening process via our asset managers or directly during the lead-up to General Meetings. In 2012 this dialogue was strengthened with an objective, set and achieved, to engage in dialogue with the main companies included in the portfolio, in the event that CNP Assurances decided to vote against any resolutions presented at their General Meeting.

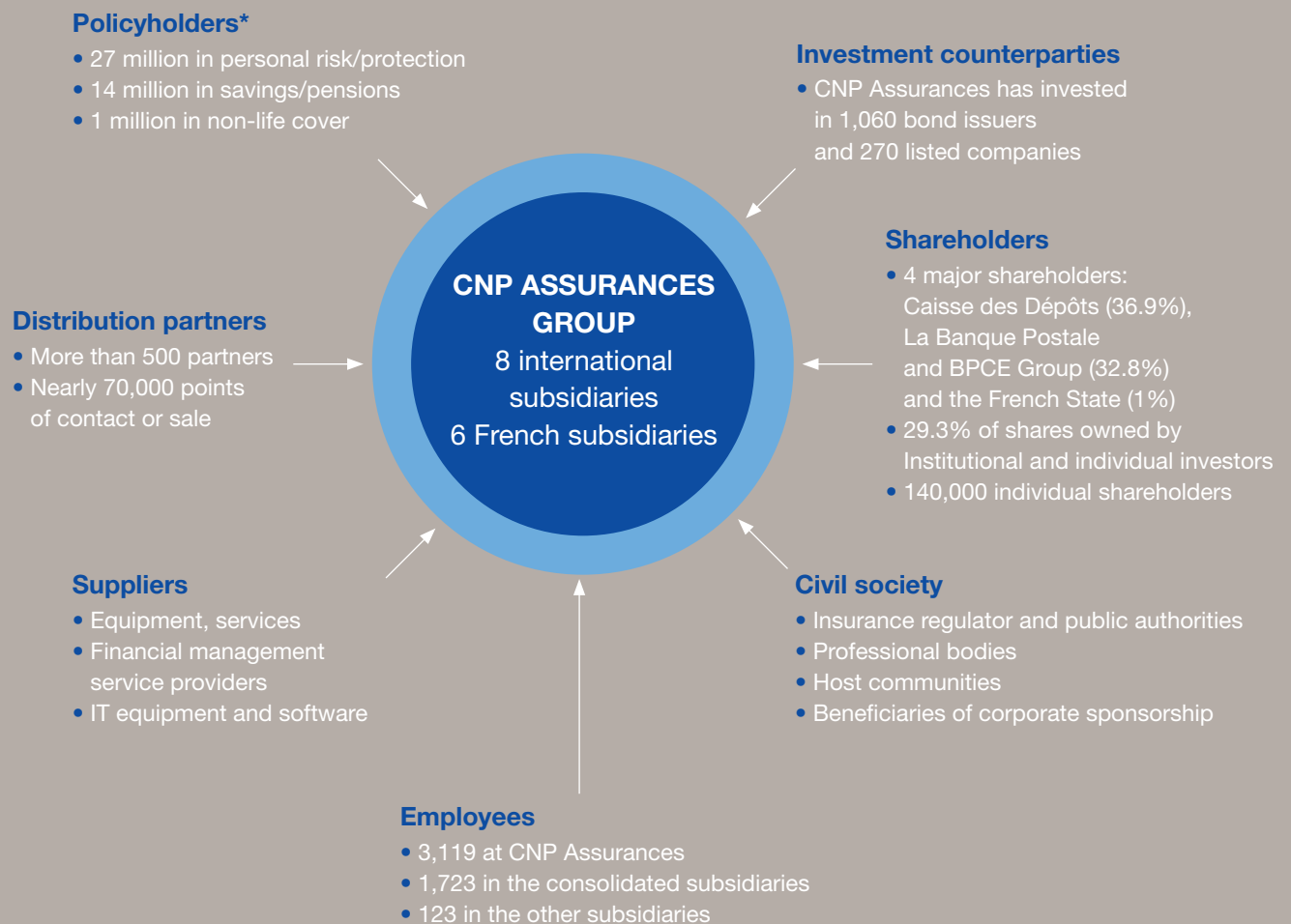
### Private shareholders:

Dialogue is also nurtured with private shareholders during regular meetings in regions outside of Paris (for more information, go to <http://www.cnp-finances.fr/eng/shareholders-event-calendar>), and more generally through the CNP Assurances website, which had 30,600 unique visitors in 2012, and toll-free hotline. The 2011 survey of Shareholders' Club members confirmed their level of satisfaction.

### Civil society:

CNP Assurances actively contributes to the work of the insurance industry federation (Fédération Française des Sociétés d'Assurances, or FFSA). We are also a member of ORSE, a French CSR think-tank, and its Finance Club, which brings together companies and stakeholders (NGOs and trade unions). The international subsidiaries also participate in local professional bodies.

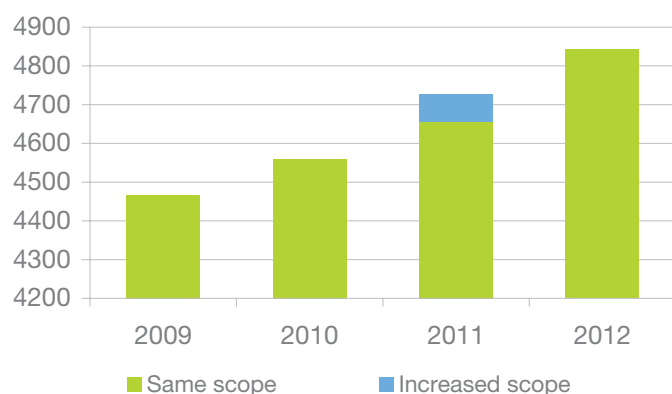
# CNP Assurances group stakeholders at december 2012



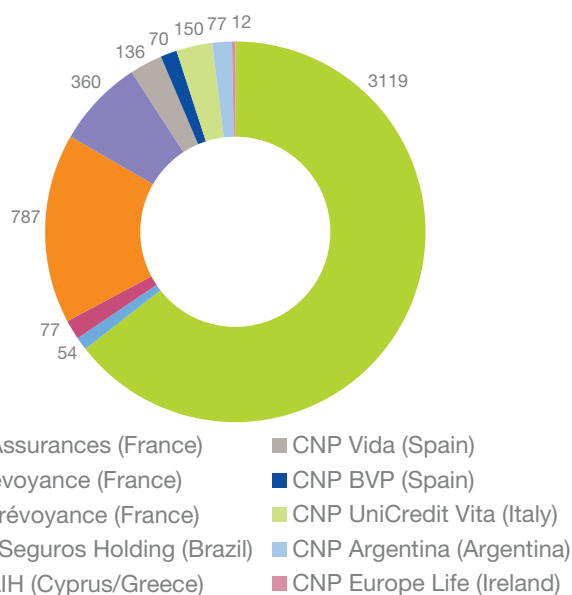
# Employees and employee representatives

## Workforce

### Number of employees in the Group



The CNP Assurances Group had a total of 4,842 employees ✓ at year-end 2012, representing a same-scope increase of over 2.2% from 2011 (the scope of consolidation changed in 2011 with the entry of MFPrévoyance into the Group). At CNP Assurances, the number of employees rose by 1.4%. The workforce structure remained virtually unchanged: there were 207 civil servants from Caisse des Dépôts on secondment at CNP Assurances, and 0.4% of the workforce was seconded to foreign subsidiaries; management-grade staff accounted for 57% of employees. The workforce at CNP Vida and LBP Prévoyance increased sharply in 2012 (by 26% and 42% respectively).

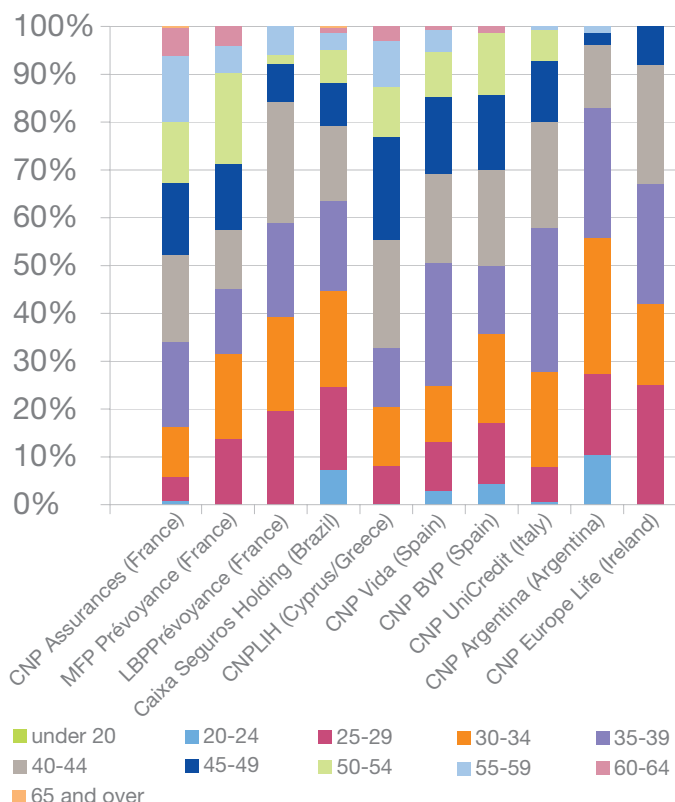


Almost all Group employees (99%) are covered by local insurance industry collective bargaining agreements. The only exceptions, in accordance with local regulations, are Ireland and 19 executives in Argentina.

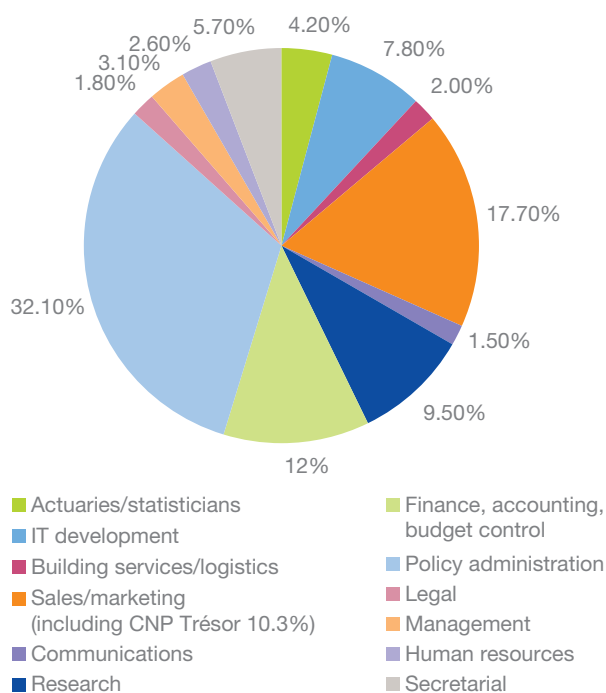
	Percentage of employees under permanent contract	Men/women (in %)	Average age	Geographical distribution
CNP Assurances (France) ✓	97%	39/61	45	60% in Paris 14% in Arcueil 16% in Angers 10% in regional offices
MFPrévoyance (France)	95%	27/73	42	100% in Paris
LBP Prévoyance (France)	94%	35/65	37	100% in Paris
Caixa Seguros Holding (Brazil)	100%	43/57	37	79% in Brasilia 21% in regional offices
CNP LIH (Cyprus/Greece)	100%	32/68	40	72% in Nicosia 16% in Cyprus regional offices 12% in Greece
CNP Vida (Spain)	89%	46/54	41	86% in Madrid 14% in Milan and Paris offices
CNP BVP (Spain)	93%	39/61	41	61% in Spain 29% in Portugal 10% in Italy
CNP UniCredit Vita (Italy) ✓	93%	56/44	39	100% in Milan
CNP Argentine (Argentina)	100%	48/52	34	96% Buenos Aires
CNP Europe Life (Ireland)	100%	58/42	35	100% in Dublin
<b>Total ✓</b>	<b>97%</b>	<b>40/60</b>	<b>43</b>	

The average age of employees under permanent contracts currently stands at 42.6, a same-scope increase of 0.8%. The breakdown by gender and age reflects the situation in each country's insurance industry. Women comprised 60% ✓ of the Group's workforce in 2012, representing a 1% increase.

Workforce by age (%) ✓



Breakdown by process at CNP Assurances



The breakdown by process is largely unchanged.

## Use of outside contractors

In France, only limited use is made of outside contractors. There are 41 outside security staff, 86 cleaners (in all of France), 22 maintenance workers, and seven receptionists, for a total of 156 outside contractors, compared to 153 in 2011.

	Outside contractors
CNP Assurances	156 (including 86 for cleaning, 41 for security, 22 for maintenance and 7 for reception). IT (CNP TI intercompany partnership): 328
MFP Prévoyance (France)	No outside contractors
LBP Prévoyance (France)	2 for cleaning, 1 for IT, 2 for security
Caixa Seguros Holding (Brazil)	302 for HR, IT, cleaning and general administrative services
CNP LIH (Cyprus/Greece)	1 for maintenance
CNP Vida (Spain)	32 (including 29 for IT)
CNP BVP (Spain)	1 for cleaning, 1 for maintenance (shared with CNP Vida), 5 for IT, 2 for document management
CNP UniCredit Vita (Italy)	33 (two-thirds of whom work in maintenance and IT)
CNP Argentina (Argentina)	13 (including 5 for IT)
CNP Europe Life (Ireland)	1 for cleaning

An intercompany partnership established in 2012 (CNP TI) employs 328 IT personnel under permanent contract. Elsewhere, the only significant use of outside contractors is in Brazil, where the local subsidiary outsources its IT operations. Caixa Seguros Holding ensures that the employees concerned are accorded the full protection of applicable labour legislation.

## Human resources management

	Taux de rotation	Recrutements	Sorties	Ancienneté moyenne en nombre d'années
CNP Assurances	2.7%	203	160	15
MFPrévoyance (France)	6.0%	31	18	8
LBP Prévoyance (France)	6.5%	22	6	2
Caixa Seguros Holding (Brazil)	13.0%	119	104	7
CNP LIH (Cyprus/Greece)	2.0%	10	6	25
CNP Vida (Spain)	7.4%	38	11	8
CNP BVP (Spain)	2.8%	6	10	7
CNP UniCredit Vita (Italy)	5.0%	15	9	6
CNP Argentina (Argentina)	11.0%	11	9	4
CNP Europe Life (Ireland)	25.0%	4	4	2
Total	4.8%	459	337	13

Turnover within the Group reflects the varying conditions within each country (3% at CNP Assurances, 13% in Brazil). None of the Group's entities established restructuring plans in 2012 or in any previous years, and there were no collective redundancies.

All announced vacant positions (459 ✓ positions Group-wide) were filled in 2012; 66% ✓ of these new hires had permanent employment contracts. Seventy-five percent of the Executive or Management Committee members are local hires, attesting to our integration into local economies.

With regard to CNP Assurances, employment forecasts suggest that the workforce will decrease slightly due to natural attrition toward the end of 2013. Long-term career support remains a key feature of the human resources policy. In 2012, 70.9% of available permanent positions were filled internally, and 122 employees were promoted. In all, 94% of employees had a performance review and 841 employees received career support.

The vast majority of employees at subsidiaries had a performance review during the year (89% in Brazil).

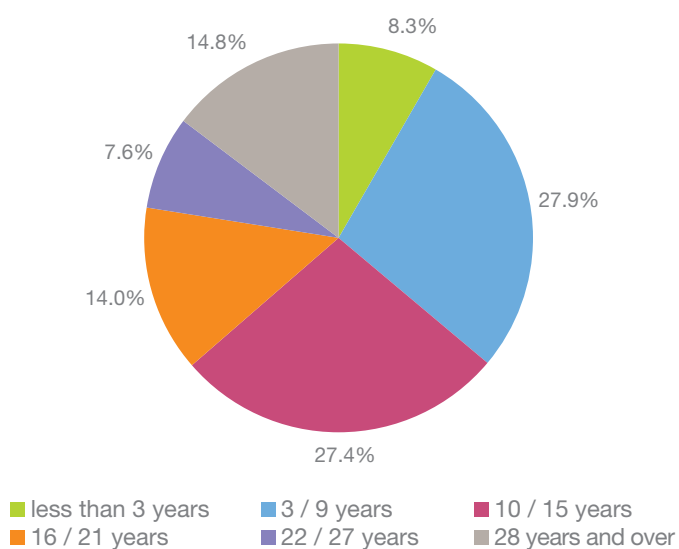


#### Reasons for departure:

	Number of dismissals	Number of resignations
CNP Assurances	8	21
MFPrévoyance (France)	1	2
LBP Prévoyance (France)	1	2
Caixa Seguros Holding (Brazil)	48	53
CNP LIH (Cyprus/Greece)	1	3
CNP Vida (Spain)	5	4
CNP BVP (Spain)	1	1
CNP UniCredit Vita (Italy)	-	7
CNP Argentina (Argentina)	3	5
CNP Europe Life (Ireland)	-	3
<b>Total</b>	<b>68</b>	<b>101</b>

CNP Assurances recorded 160 departures ✓; these included 64 employees at the end of their fixed-term contract, 43 retirements, 21 resignations (a significant decline from 2011), one trial period not completed, 12 terminations by agreement and eight dismissals.

#### Breakdown of CNP Assurances employees by length of service



In 2012, the average length of service was 15.1 years (13.7 years for CNP Assurances employees and 35.2 years for seconded civil servants), which is comparable to 2011. More than one quarter of the workforce has been with the company for between 10 and 15 years.

## Organisation of working hours

	Full-time hours worked annually	Percentage of part-time employees
CNP Assurances	1 575	21%
MFPPrévoyance (France)	1 575	14%
LBP Prévoyance (France)	1 711	2%
Caixa Seguros Holding (Brazil)	1 980	0%
CNP LIH (Cyprus/Greece)	1 800	0%
CNP Vida (Spain)	1 700	1%
CNP BVP (Spain)	1 700	1%
CNP UniCredit Vita (Italy)	1 598	4%
CNP Argentina (Argentina)	1 960	0%
CNP Europe Life (Ireland)	1 808	0%
<b>Total</b>		<b>14%</b>

Working hours: across the CNP Assurances Group, the number of hours worked annually varied from 1,575 to 1,980 depending on each company's host country and local legislation. At CNP Assurances, full-time corresponds to 1,575 hours per year (ARTT agreement of November 2001).

All employees who work part-time within the Group's entities chose to do so. At Group level, 14% ✓ of the personnel works part-time. At CNP Assurances in 2012, 21% ✓ of the workforce elected to work part-time (versus 20.1% in 2011); their average annual working time was 1,243 hours. Part-time employees are entitled to all of the same benefits as full-time employees. In addition, 68% of CNP Assurances employees enjoy flexible working hours and have considerable freedom to organise their working hours in line with their professional obligations. Overtime worked within the Group stood at 28,391 hours. This primarily involves Caixa Seguros Holding (14,252 hours), CNP LIH (622 hours) and CNP UniCredit Vita (11,548 hours); CNP Assurances recorded 1,919 hours in 2012, or 0.04% of total hours paid.

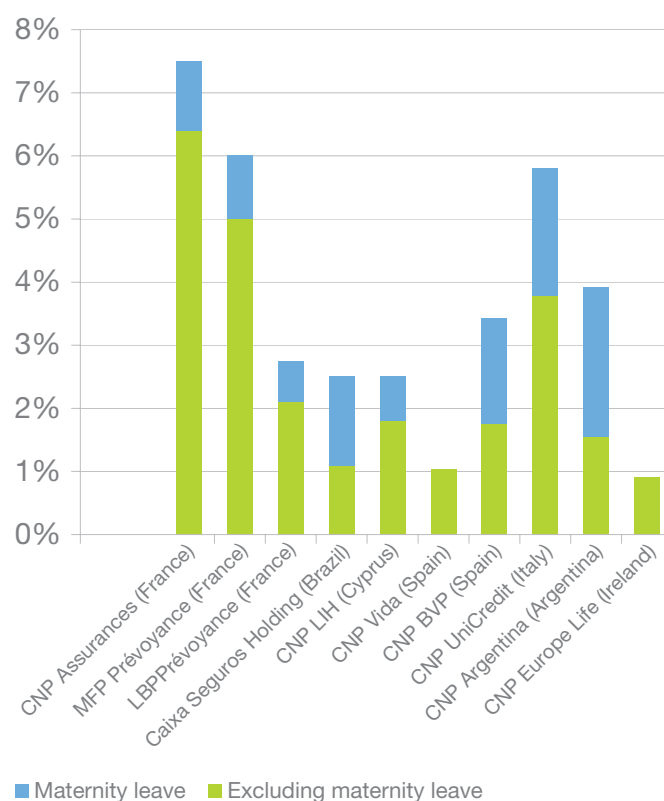
## Health and safety

### Absenteeism

The absenteeism rate stood at 5.89% ✓ in 2012, a same-scope decrease of 1.8%; when maternity leave is excluded, the rate was 4.75% ✓.

New methods were implemented for the 2012 indicators. For CNP Assurances, the absenteeism rate for 2012 was calculated on the number of hours worked (excluding holidays).

Absenteeism rates in 2012



## Health and Safety

In all, 23 workplace accidents ✓ were recorded Group-wide in 2012, a same-scope decrease of 30%. One work-related illness was reported in the Group. There were no deaths in 2012 resulting from an occupational accident or work-related illness.

The CNP Assurances Group is committed to ensuring the health and safety of its employees. Numerous health improvement programmes have been established within the Group's entities:

- At CNP Assurances, dedicated health professionals are available at the three main sites. These include occupational physicians, visiting specialists and permanent nurses. A social worker is also available during office hours. Prevention programmes are organised on a regular basis, including flu vaccination campaigns, antismoking initiatives, repetitive strain injury awareness campaigns and fire safety e-learning.
- The in-house mediation service, which was set up to prevent and handle situations of alleged workplace harassment and discrimination, hardship situations and day-to-day conflicts, was used 58 times in 2012. Most of these referrals involved requests for advice and support. Pursuant to the collective bargaining agreement on psychosocial risks that was signed in 2012, a committee was appointed to handle situations involving groups of individuals. It meets on a quarterly basis at each site: Paris, Angers and Arcueil. Employees can also contact a 24-hour helpline throughout the year (Filassistance-toll-free number).

Prevention of psychosocial risks is a priority at CNP Assurances. All employees were invited to a half-day awareness training programme in 2012. Eighty percent of employees took part in the training; attendance was used as a criterion for discretionary profit-sharing. Coaching initiatives were implemented, and a change management unit was created within the General Administration department to support significant projects.

- All CEOs throughout the Group participate in stress management training.
- Caixa Seguros Holding has developed “Bem Vida”, a comprehensive wellness and stress management programme that includes legal advice and a counselling service. The subsidiary organises a special week for employees devoted to workplace health and accident prevention.
- The CNP BVP subsidiary is deploying the “EmBARCate!” programme, a career development project to improve working conditions, work/life balance, gender equality and diversity, and remuneration. CNP Argentina’s code of ethics calls for the implementation of programmes to prevent accidents and occupational illness. CNP LIH has a special team that communicates on a regular basis about workplace health and safety risks; for the past several years, this team has helped to organise the “Health and Safety Week” event promoted by the Ministry of Labour.
- CNP Argentina’s code of ethics calls for programmes to be implemented to prevent accidents and occupational illness.
- In Italy, all employees are required to attend training on workplace health and safety.
- The occupational health, safety and working conditions committee at MFPrévoyance began more intensive monitoring of psychosocial risks in 2012.

#### **Workplace health and safety agreements signed with labour organisations or employee representatives:**

Collective bargaining agreements that address the main issues related to health and safety cover 99.3% of the Group’s employees. The occupational health, safety and working conditions committee is responsible for all employees working for CNP Assurances in addition to outside contractors working on its premises. It meets once a month. Each year, a blueprint is developed for preventing risks and improving working conditions. One member of the occupational health, safety and working conditions committee has been delegated as the liaison for psychosocial risks and is in contact with the in-house mediation service at least once per quarter. Another member is responsible for the prevention scheme concerning outside contractors.

## Remuneration

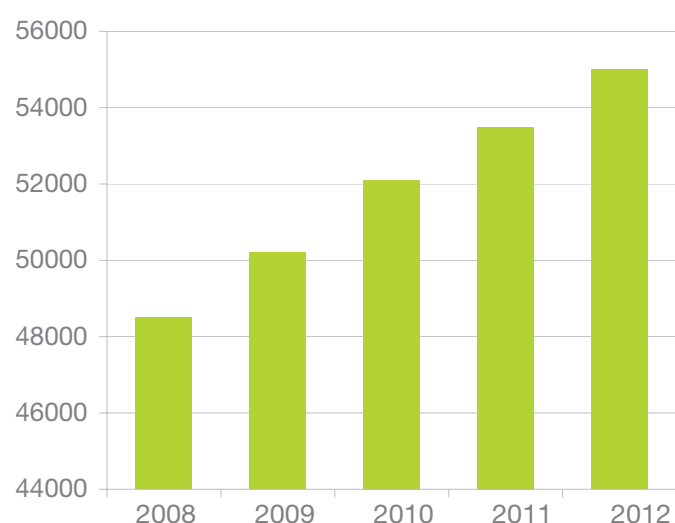
	Average gross annual salary	2012 across-the-board rise
CNP Assurances	54 970 €	1%
MFPrévoyance (France)	37 822 €	2%
LBP Prévoyance (France)	68 036 €	0%
Caixa Seguros Holding (Brazil)	57 572 R\$	7%
CNP LIH (Cyprus/Greece)	40 000 €	0%
CNP Vida (Spain)	43 088 €	2%
CNP BVP (Spain)	48 477 €	4%
CNP UniCredit Vita (Italy)	53 910 €	5%
CNP Argentina (Argentina)	139 842 \$	24%
CNP Europe Life (Ireland)	66 133 €	0%

At CNP Assurances, all employees in categories 2 through 6 received a general pay rise of 1% in 2012. In addition, 1,666 employees, or 54% of the workforce, received individual pay rises. Total gross payroll was up 4% on 2011.

For the consolidated CNP Assurances Group, the overall average increase was 2.52%, with variations among countries due to inflation (a 25% increase in Argentina) and local economic conditions (in Cyprus and Greece).

CNP LIH has decided not to increase salaries over the 2011-2013 period and to maintain benefits, with the agreement of employee representatives.

### Average annual remuneration in for CNP Assurances employees



### Employee remuneration plans at CNP Assurances

**Discretionary profit-sharing:** €6,364,631 paid in 2012.

**Statutory profit-sharing:** €12,947,255 paid in 2012 for statutory profit-sharing and €470,616 for payments to civil servants on secondment.

**Employee savings plans:** as of 31 December 2012, CNP Assurances employees (excluding seconded civil servants) had investments of €108,829,773 in employee savings plans.

**Employee share ownership:** as of 31 December 2012, 2,271 employees held shares directly and 1,362 via the PEG employee savings plan (for an average holding of €11,840 per employee), representing 0.33% of the share capital at that date.

All CNP Assurances employees are covered by supplementary health and death/disability insurance, a separate long-term care insurance policy and a life insurance/pension plan with matching employer contributions. They are also eligible to participate in a “time savings account” and invest in a PERCO voluntary pension plan.

## Training

	Training budget as a percentage of payroll	Percentage of the workforce that received training	Average number of training hours
CNP Assurances	5.2%	76%	27
MFPrévoyance (France)	2.0%	57%	6
LBP Prévoyance (France)	3.0%	61%	22
Caixa Seguros Holding (Brazil)	4.4%	91%	27
CNP LIH (Cyprus/Greece)	0.7%	65%	1
CNP Vida (Spain)	1.3%	44%	44
CNP BVP (Spain)	0.9%	42%	76
CNP UniCredit Vita (Italy)	3.0%	97%	37
CNP Argentina (Argentina)	1.5%	100%	12
CNP Europe Life (Ireland)	0.7%	100%	2
Average	4.4%	77%	26

The training budget as a percentage of payroll was unchanged in France and decreased in Brazil. The decline in the percentage of employees receiving training in France can be attributed to an exceptionally high rate in 2011 (the result of an e-learning training programme that was provided to all local employees). However, the more advanced level of training provided in 2012 (such as the Solvency II training) entailed a significant increase in the training budget as a percentage of payroll: 4.4%, compared to 4% in the previous year. At CNP UniCredit Vita, compulsory training was established for all employees on corporate responsibility (and the code of ethics in particular), while at CNP Vida special training was provided to address demand for new skills. MFPrévoyance started a training course to develop the skills of older employees.

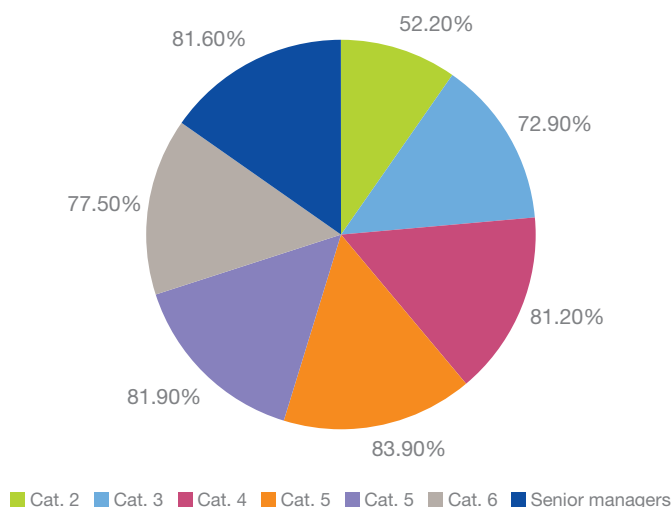
Training is centred on insurance practices. Instruction is also provided in computing/office applications, sales and marketing, personal development, management and languages. Training needs are generally identified at annual performance reviews and as each employee’s training plan is being developed.

In 2012, specific professional development programmes were set up, including training in risk management and the impact of Solvency II at CNP Assurances (over 600 employees in France and the subsidiaries) as well as training to improve the professional skills of managers.

In 2012, 77 CNP Assurances employees received training to obtain a qualification. Incorporated into a company-approved career plan, this training is intended to culminate, at a minimum, in the equivalent of a three-year diploma (bac +3) in 76% of all cases. The training may involve any professional discipline practised at the company, but the majority (74%) is in the insurance, actuarial and accounting areas.

Each participant received an average of 26 hours of training, for a total of 100,664 hours ✓.

#### Breakdown of CNP Assurances employees receiving training by category



The percentage of employees attending a training course remained virtually unchanged across every category.

## Professional ethics

Each Group entity provides ethical guidelines through internal regulations, charters or specific codes.

- Updated in 2010, the CNP Assurances Code of Conduct sets out standard operating procedures. It is posted on the intranet and printed in the employee orientation guide for new hires. Certain units, such as Purchasing and Internal Audit, have their own code of ethics. In 2011, training based on the Code of Conduct was dispensed to some 300 managers with supervisory roles, who trained their staff in 2012 with the help of a video and booklet as well as during Sustainable Development Week.
- In Italy, compulsory training was provided on administrative responsibility within the company.
- Caixa Seguros Holding conducts an annual audit to ensure that its code of professional standards has been properly distributed. In 2012 it offered training in specific issues raised by the code.



# Building employee awareness of sustainable development issues

## Awareness campaigns

Campaigns to raise employee awareness of sustainable development issues are conducted in the majority of Group entities:

- As part of the 2010 Bilan Carbone® carbon footprint audit, climate change awareness training was organised for CNP Assurances employees, both those who contribute to that footprint and those operating further downstream. Employees were also invited to a presentation of the major issues, results and areas for improvement, which were relayed by a two-month exhibit at every site as well as an educational film on the intranet.
- In 2012, Socially Responsible Investing Week and Sustainable Development Week each provided an opportunity to educate CNP Assurances employees about the challenges posed by sustainable development. An employee competition and survey were conducted during SRI Week to heighten employee awareness; in addition, an SRI conference was held at the head office and broadcast to regional sites, and employees in attendance as well as all sales personnel received a “mini-guide” to SRI. CNP Assurances employees have invested more than 28% of their employee savings in SRI funds. An employee contest was held to mark Sustainable Development Week as well, while an ethics awareness training session was held in Paris and simulcast at client centres at the major regional sites.
- During Disability Week, informal forums were held at the main CNP Assurances sites to call attention to employee activities on behalf of organisations for the disabled and to present actions taken by the CNP Assurances disability office.
- MFPrévoyance has educated its workforce about selective sorting practices, while LBP Prévoyance employees have been trained in eco-responsible habits with regard to lighting, computers and printing.
- Caixa Seguros Holding takes a variety of steps each year to instil sustainability awareness in its personnel. In 2012 the subsidiary placed the “five Rs” - recycle, reduce, reuse, rethink, respect - on the computer desktop screen seen by its employees and service providers. It has distributed reusable coffee cups, constructed a mini-golf course devoted to selective sorting and prepared a video and quiz on waste treatment.
- In Italy, the *Green Group* organises employee events to spread the word about selective sorting. In 2012 it encouraged more responsible use of transport and promoted the advantages of videoconferencing.

## Training

- Caixa Seguros Holding conducts four-hour online training sessions on socially and environmentally responsible actions that are open to all employees. Eleven percent of the workforce participated in the training during 2012. One employee received three days of training in sustainable development techniques.
- A pilot training programme in sustainable development was tested by selected CNP employees, while CNP Assurances buyers attended dedicated training courses.

## Social dialogue



	Nº. of employee/management meetings	Agreements signed in 2012
CNP Assurances	63	4: annual pay round, discretionary profit-sharing, statutory profit-sharing, psychosocial risks
MFPrévoyance (France)	12	3: working hours, pay round, profit-sharing bonus
LBP Prévoyance (France)	11	0
Caixa Seguros Holding (Brazil)	0	0
CNP LIH (Cyprus/Greece)	5	1: wage freeze
CNP Vida (Spain)	3	2: working hours, benefits
CNP BVP (Spain)	0	0
CNP UniCredit Vita (Italy)	1	0
CNP Argentina (Argentina)	2	0
CNP Europe Life (Ireland)	0	0
<b>Total</b>	<b>97</b>	

### Social dialogue and collective bargaining agreement

Labour relations are a Group priority. All international subsidiaries have at least one employee representative when legally required. Caixa Seguros Holding, in accordance with the rules set out under the insurance employees' union agreement, does not have a staff representative. All the Group's employees are covered by an insurance industry collective bargaining agreement with the exception of Ireland and management-grade employees in Argentina in accordance with local law, representing 99% of the Group's workforce.

CNP Assurances complies with prevailing legislation concerning the rules and procedures to inform or consult the Works Council, employee representatives and the occupational health, safety and working conditions committee. Its commitment goes beyond compliance with regulatory obligations in respect of the running of these representative bodies and the resources assigned to them. The Works Council's internal rules and the rules of procedure followed by the occupational health, safety and working conditions committee define how these bodies operate within the company, barring exceptional circumstances. CNP Assurances monitors the level of training and promotion of its staff representatives.

The current labour agreements cover all major employment issues. An agreement on the prevention of psychosocial risks

was signed for the 2012-2015 period. This agreement is one of the many initiatives developed by the Group over the years to improve prevention for risk situations, particularly as regards safety, health and better working conditions. This agreement also gives managers, employees and their representatives at all levels a concrete framework to identify, prevent and manage psychosocial risks.

A European Works Council was created in 2010. It meets at least once per year, and brings together employee representatives from France, Italy, Spain, Portugal, Greece, Cyprus and Ireland to discuss cross-border issues and projects.

### Meetings with employee representatives

A total of 97 labour/management meetings were held at the Group's various entities. At CNP Assurances, 16 Works Council meetings were held in 2012 (12 ordinary and four extraordinary), as well as 12 meetings with employee representatives, 15 meetings with the occupational health, safety and working conditions committee, and 20 meetings with union representatives.

### Agreements signed in 2012

Within CNP Assurances in 2012, talks with trade union representatives discussed psychosocial risks, the annual pay round, discretionary profit-sharing and statutory profit-sharing. Agreements were signed for these four areas. Pluri-annual agreements have also been signed in recent years on disability and gender equality in the workplace. These agreements include procedures for monitoring progress by the Works Council or through special committees.

MFPrévoyance has a set of twelve agreements on major topics that are also regularly monitored through analysis of indicators and assessments.

Wage agreements were signed in Brazil, Cyprus and the French subsidiaries in 2012, and an agreement on telecommuting was signed in Italy. At CNP Vida, an agreement was signed on working hours and benefits.

Social and cultural activities for the entire Group represented 1.5% of total payroll in 2012. At CNP Assurances, the Works Council budget was allocated as follows: Childcare: 28.8%; Holiday vouchers: 23.5%; Travel: 25.5%; Other (sports, cultural activities, social assistance): 22.2%.

# Promoting aqual opportunity



## Anti-discrimination policy

Fighting discrimination is a Group-wide concern and features in the rules and regulations of CNP Assurances, Caixa Seguros Holding's code of conduct and CNP Argentina's code of business ethics. The code of service at CNP LIH also covers discrimination, privacy, freedom of religion and respect for each employee.

In January 2009, CNP Assurances was one of the first seven companies to earn the Diversity Label. Following an assessment in November 2011 by the French standards authority, AFNOR, the Label was renewed on 21 February 2012 for a four-year period.

A Diversity steering committee set up in 2010 meets twice a year to review the actions undertaken in each aspect of the business and to ensure policy consistency throughout the organisation. Diversity was also one of the two criteria for allocating discretionary profit shares in 2011. This encouraged more than 78% of employees to take the e-learning module, with a high level of success on the evaluation. At the same time, deployment of the module to train managers in equal treatment during job interviews continued apace, with slightly more than 73% of managers now having been trained.

CNP Assurances belongs to two women's networks: Financi'elles, a network for female management-grade employees in insurance, banking and finance, and Alter'égaies, the network for female management-level employees within the Caisse des Dépôts Group.

For its numerous new hires in 2012, LBPP chose a recruitment firm that has signed the French Diversity Charter.

## Gender equality

	Percentage of women in management-grade positions	Percentage of women in senior-management positions	Weighted average pay gap between men and women by category
CNP Assurances	51%	30%	103%
MFPrévoyance (France)	57%	25%	102%
LBP Prévoyance (France)	63%	0%	101%
Caixa Seguros Holding (Brazil)	42%	17%	133%
CNP LIH (Cyprus/Greece)	43%	20%	102%
CNP Vida (Spain)	41%	35%	117%
CNP BVP (Spain)	7%	43%	107%
CNP UniCredit Vita (Italy)	39%	0%	100%
CNP Argentina (Argentina)	52%	43%	106%
CNP Europe Life (Ireland)	33%	25%	nc
Total	48%	26%	108%

CNP Assurances constantly strives to reduce any observed gender gaps in remuneration and promotion. On 18 November 2011, all of the trade unions signed the second agreement on gender equality, which in particular sets measurable goals in terms of gender parity, promotions, training and work/life balance. At year-end 2012:

- women accounted for 51% of managers overall and 30% of senior executives, compared to 26.5% in 2011, with a slight increase among category 7 managers and senior executives.
- the average male-to-female earnings ratio by category (employees under permanent contract with two years of service) was 103% in 2012, versus 104% in 2011.

In addition, MFPrévoyance signed a collective agreement on gender equality during 2011.

## Measures taken to promote the employment and integration of disabled people

	Percentage of disabled employees	Number of interns
CNP Assurances	5.9%	103
MFPrévoyance (France)	2.7%	2
LBP Prévoyance (France)	0.0%	1
Caixa Seguros Holding (Brazil)	0.6%	93
CNP LIH (Cyprus/Greece)	0.0%	-
CNP Vida (Spain)	0.0%	2
CNP BVP (Spain)	0.0%	-
CNP UniCredit Vita (Italy)	3.3%	2
CNP Argentina (Argentina)	0.0%	-
CNP Europe Life (Ireland)	0.0%	-
<b>Total</b>	<b>4.0%</b>	<b>203</b>

Over the last 15 years, CNP Assurances has implemented a proactive policy to promote the integration of disabled people. The most recent agreement, which was signed in 2010 for a four-year period, contains specific commitments in terms of the number of new hires with disabilities. Ninety-five percent of employees with a disability are on permanent contracts. CNP Assurances employs 139 disabled workers, 133 of them under permanent contracts; the percentage of disabled employees has risen steadily over the past four years and now stands at 5.9% of the workforce. A total of 170 full-time equivalent positions are filled through the use of sheltered workshops and similar programmes for the disabled.

Access to all CNP Assurances facilities is monitored by the occupational health, safety and working conditions committee. An accessibility audit carried out in 2011 at the Paris sites found that the two buildings were respectively 77.4% and 73.2% accessible to the disabled. The audit's recommendations were implemented in 2012 and are being monitored by the occupational health, safety and working conditions committee.

The Group stepped up its awareness initiatives among CNP Assurances employees in 2012 during France's national Week for the Employment of the Disabled.

## Age-related discrimination

CNP Assurances makes every effort to support young people through work-study contracts. By year-end 2012, the number of apprenticeship and vocational training contracts had risen to 93, representing a 50% increase in one year. Employees under 25 with permanent employment contracts (excluding work/study contracts) accounted for 0.8% of the workforce.

Caixa Seguros Holding has implemented a program for "young apprentices" to promote the hiring of young people whose family income is less than half the national minimum wage.

CNP Assurances has defined a new process for hiring seniors on fixed-term contracts through a partnership with a non-profit recruitment firm that specialises in diversity. The company had 29 seniors on fixed-term contracts in 2012; nine older people were hired under fixed-term contracts during the year. At 31 December 2012, employees over 55 accounted for 20% of the total workforce, versus 18.4% the year before.

MFPrévoyance has signed an agreement for the employment and retention of older workers.

# Policyholders and distribution partners

## Policyholder satisfaction

Each CNP Assurances Group entity monitors policyholder satisfaction (through, for example, the satisfaction surveys described earlier in “Stakeholder Dialogue in 2012”) and, working in partnership with the financial institutions through which its policies are marketed, has established procedures and tools for continuously improving its policyholder services.

The drive to improve service quality is reflected in the Group’s quality commitments to its partners with regard to:

- processing times,
- call centre response rates,
- delegated management system uptime.

CNP Assurances lends its expertise in developing insurance and sales training modules to its distribution partners, primarily to ensure that its clients receive the advice they need. Advisors in the CNP Trésor network offer helpful tools to assist their clients in choosing the appropriate policy and asset allocation profile.

A client relations intelligence unit was set up in 2009 and training sessions have been organised with regional network sales teams. MFPrévoyance organises a variety of training sessions for its partner mutual insurers about the personal risk policies available.

## Policyholder data protection

At CNP Assurances, the confidentiality of policyholder data is integral to its management practices and the obligations specified in its code of conduct. A dedicated intelligence process has been established to guarantee this confidentiality. A liaison officer to the French data protection agency, CNIL, coordinates an internal network and circulates procedures through a dedicated intranet site. Compliance with these procedures is carefully monitored, and the liaison officer presents an annual assessment. He or she works with representatives from each distributor to foster best practices.

The French and international subsidiaries have each established a comparable data protection process in compliance with local legislation. The European subsidiaries notably comply with EU directive 95/46/EC on the communication of personal data, as transposed into national law. Employees at CNP Europe Life received special training in data protection during 2012. At

MFPrévoyance, where medical confidentiality is a particular concern, employees must sign a formal pledge upholding their obligation to maintain professional secrecy. CNP UniCredit Vita updates its security policy governing the protection of client data on an annual basis.

The data security policy at Caixa Seguros Holding is also updated annually, and all information is categorised by level of confidentiality to ensure appropriate treatment. Regular penetration testing is conducted to assess the efficacy of the security measures already implemented.

The compliance unit at CNP Assurances verifies the design process for new products, validates contractual documents and ensures compliance with confidentiality standards, as do its counterparts at CNP LIH for operations in Cyprus and Greece and CNP UniCredit Vita in Italy. In addition, policyholders must give their consent to receiving communication via e-mail from CNP Assurances. A dedicated computer system is used to manage client authorisation.

## Quality certifications as of 31 December 2012

The certification process represents a highly effective tool for improving service quality. In order to maintain yearly progress, the Group’s entities conduct campaigns to obtain certification in new areas while ensuring that previous certifications are renewed.

- CNP Assurances: ISO 9001:2008 certification has been awarded for:
  - the entire annual information process for individual insurance and group pension policies,
  - call centres,
  - processing of incoming mail,
  - all of the term creditor insurance processes and the business development department’s BtoB relations with distribution partners,
  - processing of death benefit payments made pursuant to an individual insurance policy.
- certification of the internal audit department in 2008 by IFACI, France’s institute for internal audits and controls, which was renewed in late 2011.



- Âge d'Or Expansion's services were awarded France's "NF" quality certification in 2011
- CNP Argentina earned ISO 9001:2008 certification for its management system in 2004 and has subsequently seen its certification renewed. It is the first local life insurance company to be certified for both the sales and administrative management of insurance policies.
- CNP LIH is ISO 9001:2008-certified for its life insurance business in Cyprus.
- Since 2000, CNP Vida has maintained its UNE-EN ISO 9001:2008-compliant quality management system that is AENOR- and IQNet-certified for the design, selling and administration of life insurance policies and pension plans.

## Quality of service support systems

The workstations used by the various CNP Assurances distribution partners (Puma, Partage, Majestic and CNPNet) incorporate due diligence obligations in providing advice, while enhancing the quality and efficiency of policyholder services.

For term creditor insurance contracts, 75% of the health questionnaires submitted to CNP Assurances over the past two years have been processed electronically, thanks to the use of the CNPNet platform with bank partners. An additional feature now being developed will let policyholders fill out the questionnaire at home.

The new unit set up in 2011 to provide support for insureds who file a claim continued to focus on personalized contact along with greater use of new technology, such as text messaging and e-mail, to keep those policyholders informed of the status of their claim. The unit is designed to walk insureds through the process, from reporting the claim and creating the claim file to tracking implementation of the insurer's decisions. The online claim reporting site was tested with a partner in 2012 and will be expanded in 2013; the site can also be used to submit documentation and monitor the claim's status.

Caixa Seguros Holding in Brazil has invested in several projects to make its client service website more convenient, user-friendly and secure. The site currently has one million registered users, confirming the validity of the company's strategy of leveraging online services that respond to client needs. Policies can also be obtained online, with specialists available via client forums to provide help during the purchase process.

CNP UniCredit Vita has enhanced its website for direct access to insurance accounts, by adding downloadable information and claim forms.

## Call centre pick-up rates

In 2012, CNP Assurances handled 1.4 million calls concerning individual insurance. The pick-up rate for the year rose eight points, to 92%. The economic climate generated a larger number of calls, but special measures adopted in 2012 led to significant improvement in the response rate.

A business continuity plan defines steps for addressing the risk of downtime following an incident. Various tests are performed each year, using different scenarios, to ensure that normal business operations could be quickly and efficiently restored in every department.

In 2011, based on consumer surveys, the Brazilian magazine Consumidor Moderno awarded its Consumer Respect Prize to Caixa Seguros Holding in the property insurance sector.

### Unclaimed settlements at CNP Assurances

CNP Assurances has always worked actively to limit the volume of unclaimed settlements and was quick to implement the new regulations on this issue. As a result, the company paid out previously unclaimed settlements totalling over 70 million to more than 11,000 beneficiaries identified in 2012.

The process used at CNP Assurances to locate beneficiaries draws on two resources:

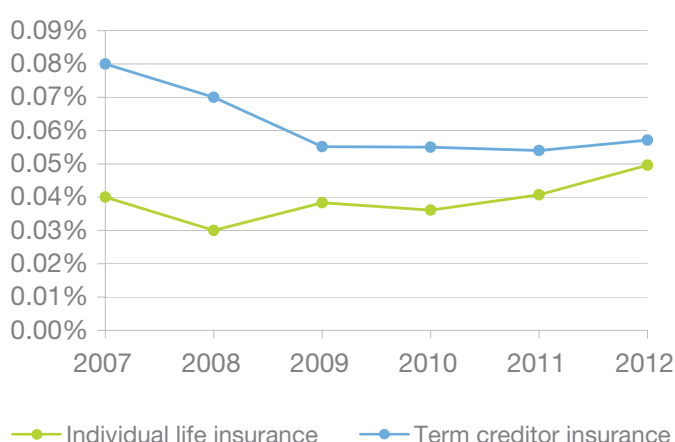
- Solid ties with our two major distribution networks (Caisses d'Epargne and La Banque Postale), which help to identify beneficiaries and limit the number of unclaimed settlements, thanks to their close relationship with policyholders.
- A systematic review of the client database and a beneficiary search carried out by strictly vetted service providers, supplemented since July 2011 with a new secure beneficiary search and contact system set up in compliance with France's Act of 17 December 2007.



# Environmentally and/or socially responsible products and services

## Complaints

Complaint rate per number of insureds at CNP Assurances



The complaint rate has always been marginal. In term creditor insurance, the number of complaints submitted during the claims process has remained stable since 2009; complaints and requests for information regarding individual life insurance are likewise well under control.

## Mediation

CNP Assurances has set up a mediation service for which the contact details are indicated in the terms and conditions of each of its policies. This easy-to-use, free dispute resolution process improves the policyholder/insurer relationship and often prevents cases from ending up in court.

The mediation service was asked to examine or reopen 1,147 disputes in 2012, a 4% increase over 2011. Fifty-three per cent of these disputes were resolved in the policyholder's favour.

## Disputes

A total of 1,384 disputes were in progress at 31 December 2012. During the year, CNP Assurances won 59% of cases in the first instance, 63% on appeal and 72% when the matter was submitted to the highest court of appeal.

## Efforts to fight financial exclusion

### Education:

- In October 2010, CNP Assurances launched <http://www.toutsavoirsurlassurancevie.fr>, the first interactive video website dedicated entirely to life insurance, which allows interested people to learn more about insurance through an educational web series and information sheets, free of sales material. With nearly 615,000 unique visitors, the site has clearly responded to a real need for information.

- The Caixa Seguros Holding Group has signed an agreement with the Ministry of the Budget to instil a culture of retirement saving among civil servants.

### Affordable products:

- In agreement with our distribution partners, and despite higher administrative costs, CNP Assurances offers products with minimum premiums or investments that are deliberately kept low: €30 for life insurance, €45 for employee savings plans, as of €4.10 per month for personal risk insurance (with a death benefit of €25,000) and €14 per month for long-term care insurance at age 50 for a monthly benefit of €300<sup>(1)</sup>.

- In Brazil, in response to the decline in local purchasing power, Caixa Seguros Holding is offering highly affordable products such as the AP and RD voucher and Vida da Gente.

- As the leader in the group life insurance segment, CNP Assurances offers multirisk, multigenerational pooled contracts that enable companies, non-profit associations and local governments to offer all their employees the same insurance cover at the same price.

- In 2010, CNP Assurances strengthened its ties to social economy stakeholders by becoming the insurer for loans granted by Procilia, a partner to the French government's Action Logement low-income housing loan scheme. By the end of 2011, CNP Assurances was providing insurance for over 20% of the Action Logement partnerships.

<sup>(1)</sup> €3,000 worth of home equipment and assistance in the event of severe dependence, and 60% of the benefit in case of partial dependence (IRG rating of less than 3)

### **Microinsurance:**

- CNP Assurances is a founding member of the Entrepreneurs de la Cité foundation, which helps entrepreneurs obtain insurance for their new businesses, and a co-insurer of the foundation's "Insurance Kit", which offers death/disability and health cover. A total of 240 new contracts were written in 2012, a decline from the previous year due to the decrease in the number of business start-ups.
- Since 2003, Caixa Seguros Holding has provided free personal risk and accident insurance for students participating in Brazil's Rondon project.

#### **Caixa Seguros Holding celebrates its 100,000<sup>th</sup> Amparo microinsurance policy in 2012**

The policy primarily covers insureds against all expenses and administrative procedures related to a burial. Moreover, clients can be confident that their funeral service will be organised by approved, ethical service providers. The product also includes an accidental death benefit and food assistance for the family for three months.

In addition, Amparo is easy to obtain: it can be purchased at any lottery kiosk or Caixa Aqui correspondent banking outlet for an annual premium of between 30 and 60 Brazilian reais. Caixa Seguros Holding takes particular pride in demonstrating once again that financial rewards and benefit to the community can be combined in a single product. In 1995 Caixa Seguros Holding became the first company to provide insurance protection to low-income Brazilians with its "Fácil Acidentes Pessoais" policy. Fifteen years later, as the insurer marks its 100,000th active Amparo policy, the product continues to reflect the commitment to good corporate citizenship at Caixa Seguros Holding.

### **Lowering the health barriers:**

Thanks to its many years of experience in personal health insurance, CNP Assurances has compiled an especially rich database of claim information with which it can continually update and refine its risk selection policy in accordance with each insured's changing physical health. As a result, it can provide temporary or permanent disability coverage for the vast majority of clients. In addition to the AERAS Agreement (see box), special measures have been taken since 2008 to remove barriers to insurance for clients suffering from unstable health conditions or chronic illnesses. In this way the rejection rate can be kept to a minimum, and has remained below 0.2% for several years. Premiums for low-income borrowers have been capped, and the access criteria were expanded in 2012.

Our Brazilian subsidiary is making it easier for people with hearing difficulties to access its products.

#### **Insurance for aggravated health risks at CNP Assurances**

CNP Assurances is assertively committed to ensuring that individuals representing an aggravated health risk have access to credit and insurance in line with the provisions of the AERAS Agreement, and is now managing the new specific disability coverage defined in the Agreement's 1 February 2011 revision. Disability coverage is also being offered, as stipulated in the Agreement, to clients who were denied temporary incapacity cover or were granted temporary incapacity cover with exclusions when they were accepted for term creditor insurance. In addition to these regulatory obligations, CNP Assurances offers its disability coverage to civil servants and non-salaried workers.

## Promoting good health

In 2003, CNP Assurances pioneered the integration of assistance and prevention services in life insurance/savings and long-term care insurance policies, in particular through its Filassistance International subsidiary.

- Among the services developed by Filassistance:
  - Individual assessments to help prevent loss of autonomy and memory loss
  - A pandemic prevention service
  - An employee counselling and stress management service for companies
  - A support service for family carers of dependent people
  - A personal financial management coaching service for people hit by a serious, unforeseen health or family problem
  - Counselling for individuals coping with chronic illness, to provide medical, social, administrative, financial and psychological support

Filassistance continued to reinforce its presence in local personal assistance services and health and daily living assistance during 2012, notably by introducing a cardiovascular risk prevention programme, and enhanced its offerings for caregivers with its “Complete Guide to Caregiving” module.

- In group insurance, CNP Assurances continues to deploy workplace programmes to improve the health and well-being of local government employees through counselling, coaching tools, education and training, individual and group psychological support, surveys and ergonomic audits.
- CNP LIH conducts prevention campaigns targeting obesity and stress, while some of its products come with an offer of free or low-cost medical check-ups.
- Caixa Seguros Holding offers a policy that includes the services of dieticians, who offer advice on eating habits and suggest nutritional diets.

## Other examples of social value-added

- Long-term care insurance from CNP Assurances that begins to pay benefits upon the first signs of disability has been added to all MGEN contracts, representing two million insureds.
- In cooperation with GDF Suez, CNP Assurances offers insurance covering the payment of gas bills in the case of a personal accident.
- CNP Assurances also offers unemployment insurance cover, with lower premiums or with an advisory service to assist the insured in finding another job. In particular, the Protection Active Emploi product launched with CIF provides financial support for six or 24 months, plus personalised assistance such as career reviews, training and logistical support.
- The Cachemire contract distributed by La Banque Postale carries a minimum capital guarantee in the case of serious, unforeseen adverse events.
- In Italy, CNP UniCredit Vita responded to policyholders’ desire for security by launching an innovative new product with a capital guarantee.
- Caixa Seguros Holding has established an employment search service, including distribution of CVs and online counselling, for insureds who lose their jobs. It offers services for policyholders with advanced, serious illness that carry no reduction in benefit, as well as medications free of charge if hospitalisation or emergency care is needed.
- In 2011, French finance magazine Les Dossiers de l’Épargne Crédits bestowed its 2012 Label of Excellence on the Effinance term creditor insurance contract for home-buyers co-insured with La Banque Postale Prévoyance. The magazine singled out the product’s wide accessibility (it is one of the most flexible in terms of age eligibility, requires few medical formalities, and has no deferred period) as well as its useful guarantees and small number of exclusions, all at a reasonable price.

## Socially Responsible Investing (SRI) products

In the personal insurance market, “green” products are limited to SRI funds.

Environmental, social and governance (ESG) criteria are increasingly integrated into management of the assets underlying all our traditional savings products and own funds portfolios (see “Investment Counterparties”). At the same time, SRI funds are being offered in each of the flagship unit-linked products available in the individual insurance offerings from CNP Assurances:

- LBPAM Responsable  
([https://www.labanquepostale.fr/index/particuliers/placements/gamme\\_opcvm/isr.La\\_gamme.html](https://www.labanquepostale.fr/index/particuliers/placements/gamme_opcvm/isr.La_gamme.html))
- Écureuil Bénéfice  
(<http://www.caisse-epargne.fr/ecureuil-benefices-resp.aspx>)
- CNP développement durable  
(<http://www.cnp.fr/fre/documents/pdf/CodedeTransparenceCNPDD30062012.pdf>)

CNP Assurances continued to promote SRI funds among its two major partners in 2012 but, for the first time, was unable to meet its target for the year, as a result of the economic climate.

- At 31 December 2012, 75,200 life insurance policies included an SRI fund, 8% fewer than a year earlier. SRI assets totalled 292 million, a gain of more than 8% over 2011, thanks to the strong financial performance of those funds.

In the group insurance segment, our policy of responsible investing is presented to clients during the regular monitoring committee meetings, while the various products continue to invest in SRI funds.

In employee savings, Fongépar has created two new socially responsible funds with the non-profit organisation Habitat et Humanisme, one in 2010 and the other in 2011. In all, assets in SRI funds amounted to €98 million at 31 December 2012, up 19%. More than 46% of these funds were CIES-certified, making them particularly suitable for employee savings plans.

## Encouraging policyholder commitment to sustainable development

- As a means of presenting its social and environmental concerns and achievements, Caixa Seguros Holding has expanded its informative “Caring for the Future” website (<http://www.cuidardofuturo.com.br>), which also hosts a blog about responsible consumption issues. Its websites reiterate the “5 Rs” of responsible consumption: reduce, reuse, recycle, rethink your consumption habits and respect natural resources.
- In its correspondence with policyholders, CNP Assurances highlights its pledge to support the United Nations Global Compact as well as its responsible investing strategy for client policies. This includes annual statements and tax notices - a total of some 11 million pieces of correspondence since 2011 - for all life insurance policies other than unit-linked products.
- The CNP Trésor network’s half-yearly policyholder newsletter always contains a section on sustainable development.
- The Cyprus subsidiary conducts awareness campaigns on global environmental change, on health and safety during the Labour Week event, as well as on fire safety and road safety.
- A percentage of the premiums from the Caixacap Blue Dream product offered by Caixa Seguros Holding is paid to The Green Initiative to help finance the Carbone Seguro reforestation programme.

## Paperless operations

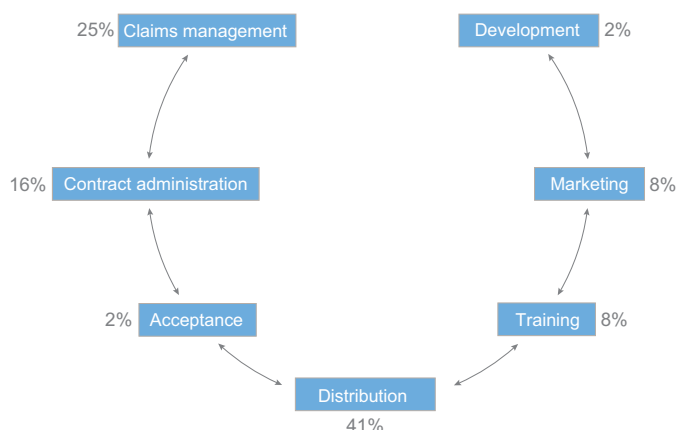
Since 2012, the annual statements to CNP Assurances’s individual policyholders (10 million insureds) are being delivered electronically and can be accessed via the Internet. In addition, just 10% of La Banque Postale policyholders chose to receive their midyear statement by post.

Within its CNP Trésor network, CNP Assurances is accommodating client preferences and going paperless for marketing correspondence. In 2012 it maintained a database of 26,000 e-mail addresses for marketing purposes.

## Assessing an insurance product’s carbon footprint

To raise awareness of environmental issues among policyholders, the cradle-to-grave carbon emissions associated with an insurance product were assessed in 2010, in line with the Bilan Carbone® analysis method.

For example, a Trésor Prévoyance Autonomie policy releases 12 kilograms of CO<sub>2</sub> over its lifetime, as follows:



# Suppliers

## Integrating human rights and environmental issues into purchasing policy



The Group's larger entities (CNP Assurances and Caixa Seguros Holding) have gone the furthest in integrating CSR into their sourcing policy, but the other subsidiaries are also making progress in this area, notably in the form of CNP UniCredit Vita's Green Group. LBP Prévoyance and CNP Argentina are both taking steps to develop a CSR-based purchasing policy.

- At CNP Assurances, the purchasing department translates CSR commitments into action. All buyers are made aware of CSR standards and most receive training in this area. The purchasing policy and a code of ethics, including ethical guidelines on purchasing, govern their buying practices.

CNP Assurances has signed the Charter of "10 commitments for sustainable procurement" from the French Credit Ombudsman service and the French Managers and Buyers Association (CDAF), with criteria that include environmental and regional impact. All calls for tenders and consultations include a CSR component that proposals must address as a criterion for consideration; tenders may be rejected on the basis of their CSR content.

Nearly all of CNP Assurances's suppliers of goods and services are located in France. The use of subcontractors is primarily restricted to intellectual services as well as printing, routing, enveloping, archiving, data entry, telephone reception and maintenance services.

As a signatory of the United Nations Global Compact, CNP Assurances systematically promotes its commitment to human rights among subcontractors and suppliers. The concern for CSR issues at CNP Assurances features in the recitals to every contract.

A social clause is included in all contracts as well. Suppliers must be able to pledge compliance with human rights and French employment regulations, including in their use of outsourcing. More specifically, since 2011, a CSR clause has been added to IT service contracts.

After contracts are signed, CNP Assurances monitors its suppliers on a regular basis and may prepare improvement plans as needed. Following a CSR audit of 50 suppliers in 2008, a survey was conducted in 2009 and 2010 among 40% of IT subcontractors (representing 31% of purchases in 2010).

- Since 2008, Caixa Seguros Holding has inserted CSR clauses into contracts based on commitments relating to the UN's Global Compact (ILO, the fight against organised crime and drug trafficking, the environment, fraud and money laundering). Contracts signed prior to 2008 have been amended to include the new provisions. Suppliers and subcontractors working for the Caixa Seguros Holding Group pledge to comply with regulations and act responsibly towards the environment. Non-compliance is grounds for termination of the contract or other appropriate legal responses.



# Investment counterparties

## A responsibility to the economy

With financial investments totalling €330 billion at 31 December 2012, the CNP Assurances Group plays a major role in funding the economy.

These assets backing very long-term commitments, are invested with an exceptionally long horizon by comparison with standard market practices. For example, the average holding period for stocks at CNP Assurances is seven years, while bonds are held until maturity. As a result, the CNP Assurances Group offers both public and private borrowers the stability they need for future growth. Furthermore, it plays a countercyclical role, which is especially critical during periods of instability.

Through its purchases of government bonds, the CNP Assurances Group lends support to public investment needed for expansion. Fields such as transport, energy and information technology call for long-term funding as well, with financing for projects in these areas, either directly or via specialised funds, reaching a total of €900 million at year-end 2012.

For businesses, CNP Assurances provides substantial support through share and, especially, bond purchases. Investments in real estate and woodlands, in addition, account for approximately 2% of the Group's total assets.

### Providing long-term support to SMEs for their future growth

CNP Assurances has been active in the private equity market since 1992 and is one of France's largest investors in unlisted companies. Investments in this area totalled €1.4 billion at 31 December 2012, providing funding to SMEs at development stages ranging from start-up and growth to transfer of ownership.

In this way CNP Assurances is underpinning expansion at more than 500 French firms with revenue of less than €50 million. These companies play a strategic role in strengthening France's economic base, creating jobs and enhancing the country's international appeal.

CNP Assurances invests through funds that have specialised knowledge of the sector, selected for their ability to provide long-term support for business growth in close cooperation with company executives. It lends its backing to companies throughout France, including innovative SMEs as well as firms that are well established in their market. It is active in every sector of the economy, from high-tech to traditional manufacturing.

## A responsible investor



At the CNP Assurances Group, our primary financial responsibility is to secure our commitments and deliver steady, optimised performance over time.

We are convinced that including socially responsible investment criteria in the investment selection process helps to create value and optimise the yield/long-term risk trade-off. For this reason we have for several years maintained a strategy of responsible investing that now encompasses 80% of the Company's assets and those of its French subsidiaries (MFPrévoyance and LBP Prévoyance).

CNP Assurances is an insurer, not an asset manager. It does not manage assets for third parties, and it outsources management of its own portfolios. Nonetheless, the responsible investing policy is defined and overseen by CNP Assurances, drawing on its asset managers' SRI expertise. This commitment was reinforced in 2011 through its signing of the Principles for Responsible Investment (PRI).

- Since 2008, CNP Assurances has excluded manufacturers of cluster munitions and anti-personnel mines, as well as all firms that speculate in agricultural commodities, from its assets and those of LBP Prévoyance and MFPrévoyance.
- In line with this responsible investing strategy, ESG screens are gradually being applied in the various asset classes across the portfolio:
  - **Listed equities:** managed according to best-in-class criteria. Equities have been monitored on a quarterly basis since 2006 with ESG analysts at Natixis AM and since 2009 at LBPAM. Constructive dialogue is engaged with investee companies whenever a problem is revealed during the quarterly screening process via our asset managers or during the lead-up to General Meetings. This process is repeated year after year, given the long investment horizons. When dialogue fails to produce results, other increasingly severe measures may be taken, from not making any follow-up investments to selling the entire stake.
  - **Government bonds and equivalents:** the ESG screen excludes non-democratic countries, those where freedom is infringed, as rated by Freedom House, and countries poorly rated by Transparency International.

- **Corporate bonds:** quarterly portfolio scoring was set up with Natixis AM and LBPAM in 2011. Since 2012, bonds have been excluded from the portfolio or their weighting limited on the basis of issuer compliance with Global Compact principles.
- **Property:** with €8 billion in property assets in France, CNP Assurances plays a major role in this area. Management of its property assets is entrusted to specialised companies on the basis of strict specifications that deal notably with the need to preserve the environment and protect the safety of occupants. These include the Sustainable Property Management Charter adopted with Icade in 2008 and, in 2012, "green appendices" incorporated into master agreements for property asset management and club deal agreements.
- **Private equity:** in 2010 an ESG rating was introduced for all new private equity investments, based on a questionnaire sent to the fund management team during the due diligence process. Twenty-one funds were rated in 2012. In addition, CNP Assurances has invested in several funds that combine financial and ESG criteria, such as financing small businesses that have trouble raising capital due to social barriers, and supporting SMEs in financial difficulty. Together, these 12 funds represent total investments of nearly €98 million, or 4.8% of investment lines and nearly 2.5% of total commitments.
- **Woodlands:** CNP Assurances is France's largest private owner of woodland, with a total of 54,500 hectares ✓ at end-2012. Société Forestière sustainably manages the PEFC - and ISO 9001 - certified woodlands, in a commitment to improving safety, promoting biodiversity and proactively anticipating the effects of climate change.
- **Infrastructure:** an ESG questionnaire was introduced in 2010 for new investments, with reporting required as from that year. Investments in renewable energies and water and waste treatment represented total assets of €126 million at 31 December 2012.
- **Mutual funds:** SRI funds offered with traditional insurance policies totalled €3,816 million at 31 December 2012, representing 12% of all mutual fund units purchased by CNP Assurances. This significant increase is due to the growing share of SRI money market funds (for mutual funds purchased by policyholders, see "Policyholders and Distribution Partners").

- Fongépar : €98 million in SRI funds at 31 December 2012, of which 46% were CIES-certified.

### Energy efficiency of property investments

In its maintenance and renovation of the property assets in its portfolio, CNP Assurances constantly aims to make the properties more energy-efficient through initiatives ranging from green roofs to water use management systems. It seeks to apply the most stringent environmental standards (12% of office space carries French HQE, THPE or BBC certification) and in 2012 began the task of transforming four Paris office facilities into low-energy buildings.

Since 2009, an environmental assessment has been carried out on all newly acquired properties. Energy performance assessments have been performed on 95% of directly owned residential property and 70% of directly owned commercial property, with 23% of the latter receiving a green rating.

- ESG criteria are also gradually being integrated into the asset management strategies of the main international subsidiaries, in compliance with local legislation.
- In Brazil, Caixa Seguros Holding excludes certain sectors from its equity and bond investments made directly or through funds. In the property market, it excludes projects that pose a potential danger to the environment.
- In choosing among investments with an equivalent risk and return, CNP Argentina gives priority to those with the best social and/or environmental profile.

## A responsible shareholder

Since 2005, CNP Assurances has been committed, both on its own behalf and that of its French subsidiaries, to taking an active role in voting at the General Meetings of listed companies in its portfolio or that of MFPrévoyance and LBP Prévoyance. It does not leave it to the asset management companies to vote on its behalf, except with regard to its holdings in mutual funds.

In 2012, for example, CNP Assurances voted at the General Meetings of 99.9% of the French companies in its portfolio (97% of all companies) and some 20 European issuers, for a total of 117 General Meetings and 1,910 resolutions analysed. It voted against 19.8% of the proposed resolutions. Its dialogue with issuers in advance of their General Meeting was expanded during the year.

The corporate governance principles held by CNP Assurances are a cornerstone of its policy of responsible investing. They are defined by senior management and shaped by the Group's position as a long-term minority shareholder, and are designed to protect the rights of minority shareholders who are investing to support the investee's long-term growth. These principles, which are regularly updated to reflect the latest market trends and investor concerns, are applied to all investee companies, in line with each one's characteristics, industry and national legislation.

# Civil society

## Preventing money laundering

As a financial intermediary, the CNP Assurances Group is deeply involved in the fight against money laundering. Given its business model, the main “know your client” and due diligence requirements are defined in the agreements signed with its distribution partners, who are in direct contact with clients. These same requirements govern procedures at the international subsidiaries, which act in compliance with local legislation.

In addition to the internal control process and the deployment of ethical standards, a system of controls is in place to monitor compliance with anti-money laundering procedures on a regular basis. These controls are updated to reflect changes to regulations.

Procedures describe the controls carried out by client-facing sales staff or distribution partners, notably to verify the identity of the premium payer and the beneficiary, as well as the means of payment.

There is a dedicated anti-money laundering unit in France, backed by 20 correspondents in the operational departments. The international subsidiaries have a correspondent at the Group’s headquarters. Anti-money laundering procedures can be freely consulted by staff on the intranet. In 2010 and 2011, an online training programme, with different modules depending on the level of application, was offered to all CNP Assurances employees. Each subsidiary conducts training in coordination with the Group’s risk control department.

## Fighting corruption



The entire Group is involved in fighting corruption, although it is not a major direct risk for CNP Assurances because cash payments are prohibited (except on a temporary basis and for a limited amount in Cyprus) and incoming and outgoing payments are fully traceable.

The Group’s entities have guidelines dealing with these matters, including a code of conduct implemented within CNP Assurances in 1994 and updated in 2010, a code of ethics at CNP Argentina, a code of ethics and a code of conduct in Italy, and an internal code of conduct at CNP BVP. CNP LIH has incorporated ethical guidelines into its code of conduct, and MFPrévoyance has set a ceiling on gift amounts; at CNP Vida, the code of conduct is signed by all employees.

- The CNP Assurances code of conduct provides guidelines on conflicts of interest and gifts. A code of professional purchasing standards describes actions to take in key situations, based on the purchasing code of ethics established in 2006. In June 2012, CNP Assurances pledged to abide by the Charter on Inter-Business Relations established by the French Managers and Buyers Association (CDAF).
- Similarly, specific professional standards have been prepared for insurance advisors in the CNP Trésor network. The Compliance unit verifies that client referral campaigns abide by applicable regulations.
- In 2011, training based on the code of conduct was dispensed to 300 managers with supervisory roles, who trained their staff in early 2012 with the help of a video and booklet and during Sustainable Development Week.
- In Italy, compulsory training was provided on administrative responsibility within the company, while in Brazil, Caixa Seguros Holding offered training during the year in specific issues raised by the Group’s code of ethics and conduct.

This same vigilance is applied in managing the financial assets of CNP Assurances, MFPrévoyance and LBP Prévoyance (see “Investment Counterparties”), particularly for sovereign debt insofar as each country’s Transparency International rating represents one of the three elimination criteria.

## Human rights



In line with its Global Compact commitments since 2003, CNP Assurances ensures compliance with human rights laws and regulations in each country where it operates. Following the lead of CNP Argentina and Caixa Seguros Holding, CNP UniCredit Vita also pledged to uphold the Compact in 2010.

The Caixa Seguros Holding Group has its corporate social responsibility audited by Ethos on an annual basis to verify compliance with Global Compact principles.

These signatories annually restate their commitment to the Compact's principles and promote it among their asset management companies and suppliers. Specifically, this commitment has led to the inclusion of environmental, social and governance criteria in financial asset management (covering 80% of the financial assets held by CNP Assurances, MFPrévoyance and LBP Prévoyance and 100% of Caixa Seguros Holding's assets in 2012). Respect for human rights is one criterion used in selecting equity and bond investments. This commitment was reinforced in 2011 through the Group's signing of the Principles for Responsible Investment (PRI).

All of the subsidiaries share the overriding principles of respect for human rights, freedom of association, the right to collective bargaining, long-term support for employees and the promotion of equal opportunity. Each one submits an annual review of its CSR performance to CNP Assurances, with a special focus on these fundamental criteria. Neither CNP Assurances nor Group subsidiaries have recourse to forced or child labour. The Group pays particularly close attention to this issue in its purchasing policy (see "Suppliers") and in its property management.

The CNP Assurances Group ensures respect for civil and political rights in a variety of ways, notably through its internal codes of conduct, through agreements on the right of unionisation (see "Employees and Employee Representatives"), and through measures to protect the personal data of policyholders (see "Policyholders and Distribution Partners").

### **Upholding human rights in communications**

In signing the responsible communications charter of the French Advertisers Association (UDA), CNP Assurances has also pledged to respect human rights and diversity in all of its advertising and corporate communication. Photographs are chosen in every case with an eye towards diversity.

All other Group entities likewise verify compliance with applicable laws, principles and charters in their communications, advertising and promotions. The Group's business model involves little communication of this kind, which is typically handled by the distributor. Nonetheless, depending on the entity, the compliance manager (at CNP UniCredit Vita, CNP Europe Life, CNP LIH) or legal affairs department (MFPrévoyance) is tasked with monitoring compliance.

## Corporate philanthropy

The Group's various entities have set up numerous programmes in partnership with non-profit organisations.

- Each year, the CNP Assurances Foundation expands its involvement in corporate philanthropy programmes related to healthcare (first aid for heart attack victims, chronic pain management) and its support for employee projects. Its 2012 budget totalled €800,000.

### Support for the "First aid for heart attack victims" project:

In the past three years, the CNP Assurances Foundation has provided 1.5 million in subsidies to install more than 2,000 defibrillators and train users in over 1,500 communities. In 2012, a new three-year partnership was set up with the heart imaging research team at the École de Physique et Chimie de Paris (ESPCI), and the Foundation also lent support to the CPR Summer Tour of French beaches to teach the public about cardiac first aid and the use of defibrillators.

### Support for chronic pain management projects:

The Foundation provided funding for a number of projects in 2012, including training to help the disabled obtain oral healthcare, a study on the epidemiology and treatment of procedural pain in neonatal resuscitation, and informative therapeutic workshops. Clowns from the non-profit organisation Rire Médecin paid visits to paediatric units in 14 hospitals with Foundation support, and CNP Assurances funded the development of various instructional materials for managing chronic pain, such as comic books, brochures, videos and photographs.

### Other projects:

Seven employee projects were selected for support, including one from Pas à Part Bouches du Rhône, an organisation that conducts educational workshops to promote independence and social adaptation among autistic children and teenagers and help them integrate into the mainstream.

- CNP Assurances has been providing support to Handi Equi'Compet since it was founded in 2007, to promote and develop access to para-equestrian dressage and show jumping competitions for disabled riders. Four riders competed in the 2012 Paralympics in London.
- Research funding: €244,000, including financing for the "Risks and Opportunities in Changing Demographics" Chair at Université Paris Dauphine and the "Change Management" Chair at the ESSEC business school.
- CNP Argentina: Donations to food banks and collection drives among employees for children's clothing and toys, with additional support from the company.
- CNP Vida: Budget of €10,000 for a fostering programme for children in developing countries, and support for Spain's Amyotrophic Lateral Sclerosis Association.
- The Brazilian subsidiary lent support to some 20 projects in 2012 representing a total budget of 7.8 million reais, including three major cultural initiatives and a project to promote social integration among young people that included funding for a public health study.
- In Italy, a budget of €44,000 was allocated among 14 social and cultural projects.

## Local impact

### Local employment

CNP Assurances is an active employer in the same regions where it has operated for almost a century: 90% of CNP Assurances employees work at its Paris, Arcueil or Angers sites. At the international subsidiaries, expatriate workers account for just 0.9% of the workforce. The international subsidiaries also participate in the regional job market, even for senior management positions: at end-2012, 75% of Executive or Management Committee members had been hired locally.

The CNP Assurances Group has a long history of introducing young people to the working world. It offered 93 apprenticeship/work-study contracts - a significant increase over 2011 - and hosted over 200 interns in 2012 as a means of promoting training and employment for young people.

Less directly, several insurance products include job placement assistance. These include, in France, the “active job protection” coverage for job loss, available at reduced rates or in conjunction with advice for job seekers, and in Brazil, the job search support service established by Caixa Seguros Holding (see “Policyholders and Distribution Partners” page 27).

### Impact as an insurer and investor

By making its products widely accessible, both from an economic standpoint and in terms of its medical screening, CNP Assurances is helping to combat financial exclusion. The Group provides “micro” personal risk policies for entrepreneurs in France, as well as in Brazil where Caixa Seguros Holding celebrated the sale of its 100,000th Amparo microinsurance policy in 2012 covering funeral expenses (see “Policyholders and Distribution Partners” page 26).

With over 300 billion in investments, the CNP Assurances Group plays a major role in financing the economy through its financial investments in each host country.

At 31 December 2012, CNP Assurances held €40 billion in French corporate bonds and €10 billion in French equities, making it one of the largest financial contributors to the French economy and to France’s continued competitiveness. It provides support for long-term growth across every sector of French business, while promoting corporate social responsibility within the companies in which it is a shareholder, through its policy of being a responsible investor and shareholder (see “Investment Counterparties” pages 31 and 32).

Similarly, Caixa Seguros Holding’s financial investments are made entirely in Brazil.



## Actions in the local community

The Group's entities often tackle community concerns. For example:

- Assistance and prevention services offered by Filassistance meet the needs of ageing and disabled populations.
- The Caixa Seguros Holding Group actively provides support to local residents. The "Jovem de expressão" campaign fosters personal development amidst Brazil's changing demographic and epidemiological landscape: the ageing population and youth mortality rate are having a major impact on the country's growth (see [www.jovemdeexpressao.com.br](http://www.jovemdeexpressao.com.br)).
  - Through this campaign, the Group seeks to reduce violence by improving access to jobs among young people in the surrounding region, in partnership with local cultural centres. Identified as "social technology", the programme has been managed in conjunction with the UN Office on Drugs and Crime (UNODC) since 2010.
  - In 2011 Caixa Seguros Holding signed a cooperation agreement with UNESCO to develop programmes for community outreach and for promoting well-being among young people as part of this social initiative.
- In 2012, LBP Prévoyance published its fifth survey with TNS Sofres/La Croix, which provides a great deal of insight into important issues for French society: preparation for retirement and long-term care.
- CNP Assurances maintains close ties with the Ecole Nationale d'Assurances, France's national institute for insurance. It also finances training institutions such as IFPASS and ADAPT, and provides financial assistance to educational institutions through the apprenticeship tax. In addition, CNP Assurances sponsors a chair at the Université Paris Dauphine on "Risks and Opportunities in Changing Demographics", as well as a chair at the ESSEC business school on change management.
- CNP Assurances is one of the founding members of the Entrepreneurs de la Cité foundation, helping to provide insurance cover to the participating entrepreneurs. The Group is also an active partner to the Business Angels des Cités Partenaires 2 investment fund, dedicated to helping entrepreneurs from underprivileged areas.
- The subsidiaries have launched a number of other programmes in cooperation with non-profit organisations: in Brazil, these include campaigns on reforestation (with the NGO Iniciativa Verde) and waste management (with Amis du Futur). CNP LIH focuses its efforts on safety, working alongside the police and fire brigade in Cyprus.

## Lobbying

The Group takes part in industry discussions on sustainable development in each country where it operates. Its entities do not specifically engage in lobbying, other than belonging to professional insurance bodies and (in the case of international subsidiaries) participating in meetings organised by the local French consulate. The CNP Assurances Group lends its voice to issues of community concern by contributing to research and discussion, notably on the topics of retirement and long-term care in France.

CNP Assurances systematically acts through industry organisations, in particular the Fédération Française des Sociétés d'Assurances (FFSA). In the realm of sustainable development, it is also a member of ORSE, a French CSR think-tank, and its Finance Club, which brings together companies and stakeholders including NGOs and employee and employer representatives. The Group contributes to the Annual Report on implementation of France's National Sustainable Development Strategy (2010-2013).

None of the Group's entities makes donations to political parties. This practice is specifically prohibited by the corporate ethics codes adopted at CNP Argentina and CNP BVP, which include rules governing the beneficiaries of gifts and donations.

# Shareholders and governance

## Corporate governance structures

The CNP Assurances articles of association separate the stewardship functions of Chairman of the Board of Directors from the day-to-day management responsibilities of the Chief Executive Officer.

The membership of the Board of Directors reflects the ownership structure and includes an employee representative, even though this is not required by law. The Board had 17 members at 31 December 2012, including four independent members, who deliberate as a group. Four representatives of the Works Council are present at meetings of the Board of Directors. They voice employee concerns and present the Works Council's requests to which, in accordance with the Labour Code, the Board offers its response.

The Board's internal rules (in French) may be viewed in the "Gouvernance" section of the company website: <http://www.cnp-finances.fr>.

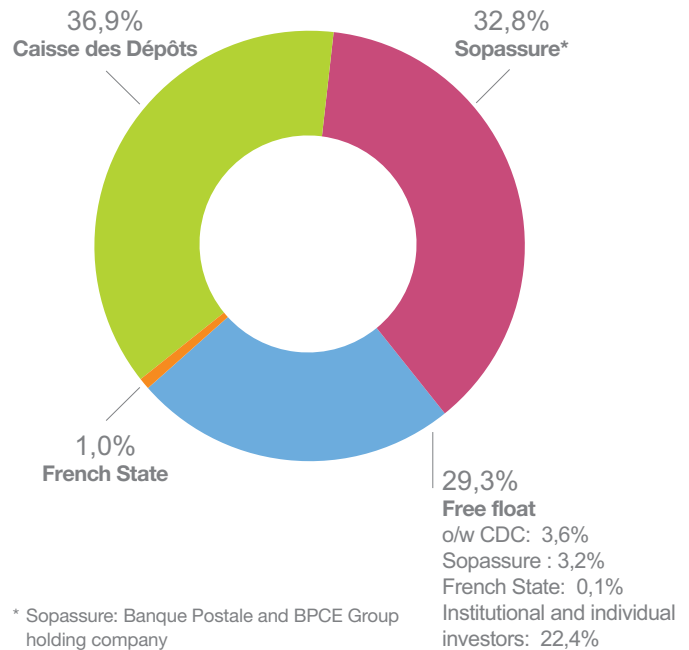
The Board of Directors is assisted by three committees: the Audit and Risks Committee, the Strategy Committee and the Remunerations and Nominations Committee. The members and work of the Board and its committees are presented in detail in the CNP Assurances registration document.

In 2012, the Board of Directors met nine times with an average attendance rate of 80.5%. The Audit and Risks Committee met seven times (attendance rate of 73.5%), the Strategy Committee met once (attendance rate of 100%), and the Remunerations and Nominations Committee met seven times (attendance rate of 92.5%).

In 2012, two women directors joined the Board, bringing the percentage of women members to 23.5%.

The Chief Executive Officer modified the structure of the Executive Committee in October 2012. The Committee now comprises the Chief Executive Officer, the two Deputy Chief Executive Officers and six other top-level executives, including three women who constitute 33% of the Committee.

## Ownership structure



The free float stands at 29.3%. The nearly 140,000 individual shareholders are kept regularly informed and can join the Shareholders' Club, regardless of how many shares they own. In 2012, two presentations and nine meetings were held for shareholders (see <http://www.cnp-finances.fr/eng/shareholders-event-calendar>).

Shareholders can access a toll-free hotline and a dedicated website, which had 30,500 unique visitors during 2012 (<http://www.cnp-finances.fr/eng/shareholder-relations>).

At 31 December 2012, 2,271 employees and former employees held registered shares, representing 0.33% of the share capital. Furthermore, nearly 1,400 employees are shareholders through the corporate mutual fund, with an average investment of €11,840 at year-end 2012.

General Meetings are based on the principle of one share, one vote. Voting by individual shareholders is encouraged: in addition to the notice of meeting that is required by law, individual notices were sent to 3,000 holders of registered shares in 2012, as well as to the 2,700 shareholders in the Greater Paris region (the site of the General Meeting) who hold at least 300 shares.

# Environment



## Environmental policy

CNP Assurances and its subsidiaries share a commitment to reduce their greenhouse-gas emissions. As service organisations, they aim to achieve this goal primarily by reducing overall consumption, particularly with respect to the three main sources of direct emissions: paper use for day-to-day operations and relations with policyholders, business travel and the management of property used for business operations. The subsidiaries report to CNP Assurances on their environmental performance on an annual basis.

### In our internal operations

Environmental issues are handled locally by each entity. The resources mobilized for this purpose vary with the entity's size.

CNP Assurances has a sustainable development department which reports directly to the Chief Executive Officer and coordinates environmental matters. These issues are supervised and managed by the purchasing, workplace environment and property investment departments. The building management department monitors regulatory developments. Each year an external audit firm prepares an assessment of regulatory compliance and a monitoring tool for equipment at risk.

Between 2009 and 2012, the Group reduced its CO<sub>2</sub> emissions from internal operations by 10% per employee, exceeding its original target of 6%.

At CNP UniCredit Vita, environmental issues are handled by the Green Group, comprising employees who volunteer to help develop ideas for initiatives that address environmental concerns.

At Caixa Seguros Holding, a Sustainable Development Committee was appointed to handle environmental matters in 2007. This committee, made up of 11 representatives from various areas within the company, is overseen by the chair of the Group's Executive Committee. The committee met five times in 2012, notably to discuss the annual environmental assessment of CO<sub>2</sub> emissions.

### Environmental-indicator scope of reporting:

#### CNP Assurances :

total office space of 97,500 sq.m (3,119 employees)

#### Caixa Seguros Holding :

12,740 sq.m in Brasilia (787 employees)

**CNP Vida** : 2,250 sq.m (136 employees)

**CNP BVP** : 620 sq.m (70 employees)

**CNP Argentine** : 1,250 sq.m (77 employees)

**CNP LIH** : 9,375 sq.m (360 employees)

**CNP UniCredit Vita** : 3,490 sq.m (150 employees)

**CNP Europe Life** : 321 sq.m in Ireland (12 employees)

and, as of 2012,

**LBP Prévoyance** : 1,570 sq.m (54 employees)

**MFP Prévoyance** : 1,460 sq.m (77 employees).

## Employee training and education on environmental protection

Several Group entities have a section on their intranet dedicated to sustainable development. In 2012, this section of the CNP Assurances intranet was accessed 4,242 times. For several years now, regular events and programmes have been organised in each entity to raise awareness of sustainability issues among employees.

Furthermore, for the past three years, one-fifth of the discretionary profit-sharing bonus for CNP Assurances employees has been conditional on continued mobilisation behind sustainable development activities. The Bilan Carbone® carbon footprint assessment also offered an opportunity to teach employees about climate change, through presentations as well as an exhibition at the main French sites and an educational sustainable development video on the intranet. In 2012, Socially Responsible Investing Week and Sustainable Development Week were used to educate CNP Assurances employees about the challenges posed by sustainable development, specifically with regard to protecting the environment. Several contests were organised to test employees' knowledge. In support of this sustainability initiative, the company once again budgeted funds to sponsor the Brazilian NGO Iniciativa Verde, which promotes reforestation in Brazil; 4,665 trees have been planted since the project began.

The Group's subsidiaries have also organised awareness-raising initiatives for employees. Since 2009, Caixa Seguros Holding has provided online training in which 94 employees participated in 2012. Caixa Seguros Holding, MFPrévoyance and CNP UniCredit Vita have taken steps to heighten employee awareness about the importance of sorting waste.

CNP UniCredit Vita has moved to raise employee awareness of the benefits of using cleaner transport options (trains over planes, public transport over private), and encourages the use of audio and video conferencing. In 2012 the subsidiary drew employees' attention to the virtues of local products and the need to sort waste, and also conducted a study on less-polluting cars. LBP Prévoyance launched a "Three eco-friendly habits" campaign.

## In our stakeholder relationships

Equity and property investments are managed in part with reference to environmental criteria. In addition, CNP Assurances has developed "CNP Développement Durable", an SRI fund focusing on environmentally responsible investments, which is marketed through the proprietary CNP Trésor network.

In accordance with this strategy, environmental criteria are used to choose suppliers.

CNP Assurances has participated in the Carbon Disclosure Project (CDP) since 2005, and has signed the Kyoto Statement of the Geneva Association on fighting climate change.

Given the nature of our business, we cause no water, soil or noise pollution. In addition, neither CNP Assurances nor any of its subsidiaries have been convicted of any environmental violations or been the subject of any non-monetary environmental sanctions.

## Helping to combat climate change

As a service provider, the CNP Assurances Group's greenhouse-gas emissions relate solely to employee activities (e.g., heating, air conditioning, office usage, office equipment, travel and supplies) and the use of computer servers. The largest entities within the Group (CNP Assurances and Caixa Seguros Holding) have embarked on significant initiatives in this area. Since 2005 the Group has been reporting on greenhouse-gas emissions generated by these two entities, as part of its participation in the Carbon Disclosure Project.

The most significant issues related to climate change concern the woodlands (54,383 hectares) and property assets (3.6 million sq.m.) in the Group's portfolio.

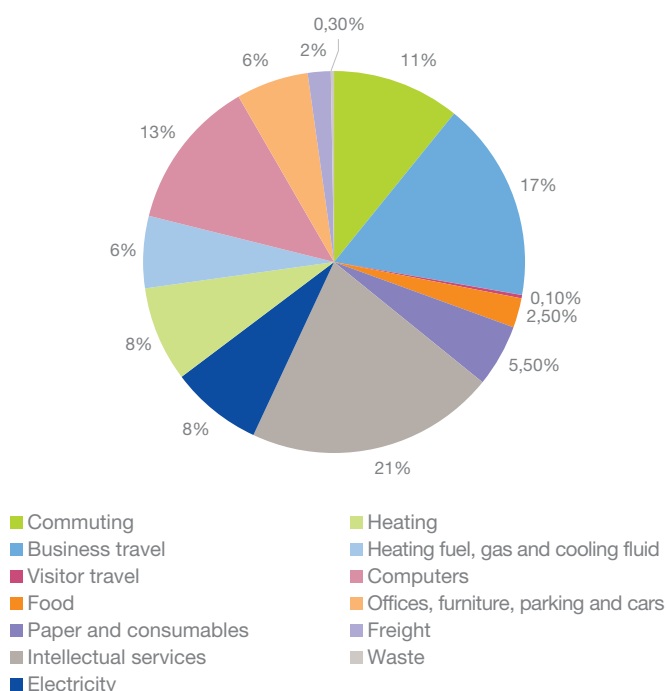
### The Bilan Carbone® carbon audit for CNP Assurances

As a services provider, the Group's greenhouse-gas emissions are related to employee activities and the use of computer servers. For the past seven years, CNP Assurances has been measuring the environmental impact of its business travel, paper use and building management.

In 2010, to take this commitment to the next level, CNP Assurances conducted a Bilan Carbone® carbon footprint analysis in accordance with the method certified by France's Environment and Energy Management Agency (ADEME). It measured emissions from every source, including energy, equipment and purchased services, freight, property, waste, commuting and business and visitor travel. The scope covered direct and indirect activities at the main offices and staff restaurants in France, representing 89% of employees. The findings were used to define short- and medium-term action plans.

In 2009, emissions amounted to 22,000 tonnes of CO<sub>2</sub>-equivalent, or 6.8 tonnes per employee in the Greater Paris and Angers area, including onsite contract employees.

CNP Assurances's CO<sub>2</sub> emissions in 2009



The carbon audit in 2009 showed that i) 80% of commuting kilometres are spent on public transport; ii) power consumption (excluding the data centre) averaged 444 kWh of primary energy per square metre per year, which is less than the average for non-residential buildings in France (550 kWh); iii) 45% of waste is sorted; and iv) refrigerant emissions from the air conditioning systems represented 590 tonnes of CO<sub>2</sub>-equivalent, of which 30% was R22. CNP Assurances discontinued its use of R22 at the end of 2010.

## Improvements in greenhouse-gas emissions

Since 2009, the Group's carbon footprint analysts have focused on the reliability of internal and external data for the broadest possible scope of reporting.

Total tonnes of CO<sub>2</sub>-equivalent emitted by employees in internal operations in the Greater Paris and Angers area (including contract employees), as measured using identical methodology and scope, fell by more than 10% between 2009 and 2012, with the result that our 2012 target was achieved.

CNP Assurances's greenhouse-gas emissions for 2012, measured in accordance with Article 75 of the French Act of 12 July 2010 on the country's environmental commitment, came to:

- 2,964 tonnes of CO<sub>2</sub>-equivalent for Scope 1 (direct emissions),
- 1,993 tonnes of CO<sub>2</sub>-equivalent for Scope 2 (indirect emissions related to energy consumption),
- 15,177 tonnes of CO<sub>2</sub>-equivalent for Scope 3 (other indirect emissions).

(Detailed information by source as reported to the French authorities is available in French at <http://www.cnp.fr>)

The carbon footprint of Caixa Seguros Holding, measured with regard to business travel and buildings in accordance with the Greenhouse Gas Protocol, totalled 2 tonnes of CO<sub>2</sub> - equivalent per employee, representing a decrease of more than 13.8%. With its emissions offset by reforestation in the Atlantic Forest carried out with Iniciativa Verde, Caixa Seguros Holding has earned CarbonFree certification for several years in a row.

Altogether, 81% of Group employees were covered by these carbon footprint assessments. The results have been reported to the Carbon Disclosure Project (<https://www.cdproject.net>).

## Adapting to the consequences of climate change

Since mid-2009, CNP Assurances has conducted an energy efficiency analysis (based on the Green Rating index developed by Veritas) for all property purchases under consideration, so that the full financial cost of required modernisation work can be quantified. Environmental monitoring has been part of the equity investment strategy since 2006. Managers of CNP Assurances's forestry assets have been considering how these woodlands can be shielded against projected climate changes over the coming decades.

Insofar as a portion of its business involves home and auto insurance, Caixa Seguros Holding is preparing reports on the impact of climate change, both internally and in conjunction with government bodies, NGOs and other private companies.

## Consumption of office supplies

### Paper consumption

The CNP Assurances Group's operations are entirely in the field of insurance. As with other financial services, paper is the principal raw material consumed. Numerous initiatives have been launched within the Group's entities to reduce the volume of paper consumed.

Paper use (in millions of sheets)

	2009	2010	2011	2012
CNP Assurances	141	141.9	167.6	119.4
MFPrévoyance (France)	n.a.	n.a.	n.a.	1.5
LBP Prévoyance (France)	n.a.	n.a.	n.a.	0.3
Caixa Seguros Holding (Brazil)*	4.8	4	2.5	2.1
CNP LIH (Cyprus/Greece)	6.4	7	7.9	7.3
CNP Vida (Spain)	1	1.2	1.3	1
CNP BVP (Spain)	n.a.	0.3	0.7	0.7
CNP UniCredit Vita (Italy)	n.a.	1,6	2.5	5.9
CNP Argentina (Argentina)	3.9	0.7	1.1	1.3
CNP Europe Life (Ireland)	0.4	0.25	0.5	0.5
<b>Total</b>	<b>157.4</b>	<b>157</b>	<b>184.1</b>	<b>140</b>

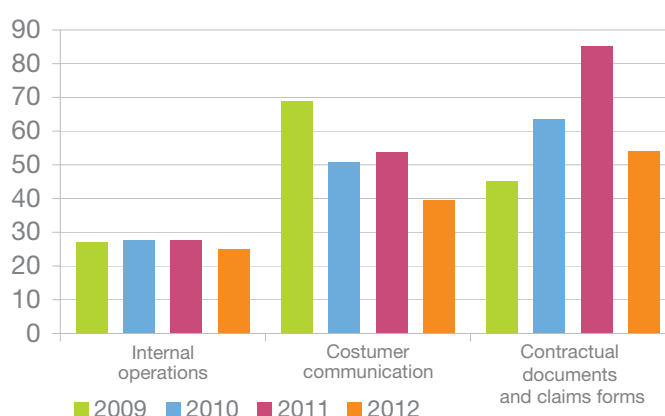
\* Excludes outsourced services

In 2012, the CNP Assurances Group purchased a total of 140 million sheets of paper for its internal operations, policyholder notifications, contractual documents and corporate brochures; on a same-scope basis, this represents a 25% reduction from 2011.

Several Group entities, including Caixa Seguros Holding, CNP Vida, CNP Argentina and CNP BVP, have outsourced the printing of their contractual documents and/or customer communications.

For the Group as a whole, 83% of paper purchased in 2012 carried a sustainable management label, such as FSC, PEFC or the EU Ecolabel, and 17.9% ✓ of the paper used for internal operations was made from recycled fibre. Duplex printing is encouraged.

Paper use at CNP Assurances (in millions of sheets)



At CNP Assurances, 119.4 million sheets of paper were purchased for internal operations, corporate brochures, policyholder notifications and contractual documents in 2012, representing a decrease of 28.8% from 2011.

Between 2007 and 2009 CNP Assurances reduced its use of paper for internal purposes by 8%, and by a further 11% in 2012, thanks in particular to its decision to link paper consumption with discretionary profit-sharing. Moreover, 99.9%<sup>(1)</sup> of purchased paper bore a sustainable management label (FSC, PEFC or the EU Ecolabel), and recycled paper comprised 26.7% of all paper purchased for internal operations. In addition to moving towards paperless operations, CNP Assurances has developed applications for entering as much information as possible at the point of sale, to limit the need for printing. Printed management manuals have been replaced with interactive e-documents that are easy to read on screen. However, the biggest contributor to lower paper consumption, which declined by 42% in 2009 and 26% in 2010, was the switch to duplex printing for policyholder information letters required by law. Substantial further progress was made in 2012 by converting selected customer correspondence to electronic format and by replacing printed financial transaction documentation with dynamic pdf files for one of our major partners.



# Videoconferencing and business travel

## Computer consumables

**Computer consumables**  
(in number of cartridges used)

	2009	2010	2011	2012
CNP Assurances	8020	7922	7572	8288
MFPrévoyance (France)	n.a.	n.a.	n.a.	n.a.
LBP Prévoyance (France)	n.a.	n.a.	n.a.	79
Caixa Seguros Holding (Brazil)	889	1297	594	406
CNP LIH (Cyprus/Greece)	690	750	nc	nc
CNP Vida (Spain)	78	123	120	80
CNP BVP (Spain)	n.a.	15	24	25
CNP UniCredit Vita (Italy)	n.a.	110	n.a.	135
CNP Argentina (Argentina)	27	51	40	48
CNP Europe Life (Ireland)	6	15	9	12

## Ecofriendly office supplies

In 2012, 38% of office supplies purchased by CNP Assurances were certified ecofriendly products.

In the Paris area, only green, non-polluting products are used for cleaning.

## Videoconferencing

**Number of connection hours**

	2012
CNP Assurances	3709 (1)
MFPrévoyance (France)	0
LBP Prévoyance (France)	92
Caixa Seguros Holding (Brazil)	21
CNP LIH (Cyprus/Greece)	400
CNP Vida (Spain)	100
CNP BVP (Spain)	0
CNP UniCredit Vita (Italy)	84
CNP Argentina (Argentina)	8
CNP Europe Life (Ireland)	0

The use of video and audio conferencing is widespread with in the CNP Assurances Group. At a time of business growth and international expansion, employees are encouraged to use conference calls and videoconferencing to limit business travel. Only MFPrévoyance, CNP BVP and CNP Europe Life lack videoconferencing equipment; Ireland-based CNP Europe Life, however, makes very frequent use of audioconferencing (600 hours in 2012).

(1) The actual number of connection hours is higher; the monitoring equipment was placed in service during the year.

## Business travel

**Air travel** (in millions of km)

	2009	2010	2011	2012
CNP Assurances	4.6	5.2	4.3	3.3
MFPrévoyance (France)	n.a.	n.a.	n.a.	0.01
LBP Prévoyance (France)	n.a.	n.a.	n.a.	0.08
Caixa Seguros Holding (Brazil)	10.9	9.2	6.09	8.48
CNP LIH (Cyprus/Greece)	0.2	0.19	0.26	0.3
CNP Vida (Spain)	n.a.	n.a.	0.75	0.65
CNP BVP (Spain)	n.a.	n.a.	n.a.	0.3
CNP UniCredit Vita (Italy)	nc	0.77	0.72	0.13
CNP Argentina (Argentina)	0.2	0.05	0.05	0.06
CNP Europe Life (Ireland)	0.1	0.1	0.07	0.08
<b>Total</b>	<b>16</b>	<b>15.5</b>	<b>12.2</b>	<b>13.4</b>

The volume of business travel by air among CNP Assurances Group employees has declined significantly since 2009, although it rose slightly in 2012 on a same-scope basis.

In Brazil, where travel by air is justified in light of the country's size, commercial expansion is driving increased use of air travel.

At CNP LIH, the growing number of projects and training conducted outside the country led to greater reliance on air travel.

The use of a specialised service provider has resulted in more reliable data collection at CNP UniCredit Vita and CNP Vida, and CNP BVP measured its air travel for the first time in 2012.

CNP Assurances reported a substantial further reduction (23%) in the number of journeys and kilometres travelled by employees. Eighty percent of employee air travel involves distances of 1,000 kilometres or less.

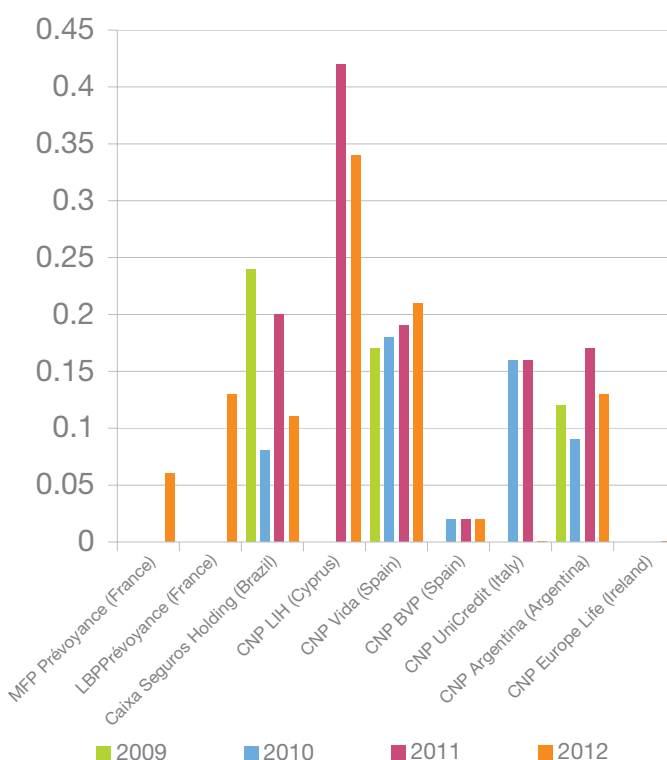
### Train travel

At CNP Assurances, travel by train amounted to 4,643,404 kilometres, of which half was between its principal sites in Angers and Paris. The volume of train travel was lower at the Group's other entities: 31,250 km at MFPrévoyance, 91,313 km at LBP Prévoyance, 3,758 km at CNP Vida, 6,660 km at CNP BVP and 11,634 km at CNP UniCredit Vita.

### Car travel

Pour CNP Assurances, le suivi est effectué en litres de carburant. Les véhicules de société (de service et de fonction dont 75 % pour les commerciaux) ont consommé 589 131 litres de carburant en 2012, en baisse de 6.6 %.

### Car travel (in millions of km), excluding CNP Assurances



## Building management

CNP Assurances has adopted energy-saving measures designed to help buildings operate more efficiently. For example, programmable time settings have been adjusted, room temperature guidelines have been introduced, fan coil units are regulated, cooling units that use R134 have been replaced, closed air cooling towers are now installed and outdoor vents have been closed.

The building management department monitors regulatory developments. As in previous years, an external audit firm reviewed regulatory compliance in 2012 and tracked equipment at risk.

The various entities within the Group have also gradually adopted measures to reduce power consumption, notably with regard to lighting, heating and IT servers, in part by raising employee awareness regarding best practices. Caixa Seguros Holding has been a forerunner in its use of virtual servers, which it installed in 2009, and in 2012 it replaced computer hardware with more energy-efficient equipment.

The buildings occupied by Group entities are not equipped with systems for generating renewable energy.

## Water

**Water use** (in thousands of cubic metres)

	2009	2010	2011	2012
CNP Assurances	37.2	39.3	45.8	43.5
MFPrévoyance (France)	n.a.	n.a.	n.a.	0.8
LBP Prévoyance (France)	n.a.	n.a.	n.a.	0.4
Caixa Seguros Holding (Brazil)	29	28	33.5	35.5
CNP LIH (Cyprus/Greece)	30	30	32	33.5
CNP Vida (Spain)	0.6	0.7	0.6	0.7
CNP BVP (Spain)	n.a.	0.2	0.2	0.1
CNP UniCredit Vita (Italy)	n.a.	n.a.	1.8	1.5
CNP Argentina (Argentina)	1.1	1	1.9	1.7
CNP Europe Life (Ireland)	n.a.	n.a.	0.04	0.04
<b>Total</b>	<b>97.9</b>	<b>99.2</b>	<b>115.8</b>	<b>117.9</b>

In 2012, the CNP Assurances Group consumed 117,887 cu.m ✓ of water, an increase of 0.7% over 2011 on a same-scope basis.

An analysis of local constraints governing the Group's water consumption, based on the Global Water Tool 2011.14, shows that 10% of its water is consumed in water-scarce areas (Cyprus), 60% in water-sufficient areas and 30% in water-abundant areas.

Water use in Brazil and Greece reflects the heavy reliance on climate-control systems.

Water consumption at CNP Europe Life has been estimated because it is included in the rent.

Water consumption at CNP Assurances fell during 2012, primarily because the open cooling towers in Paris were replaced with dry coolers.

## Energy

Energy consumption at the CNP Assurances Group entities corresponds to heating, cooling and office equipment used by employees and computer servers. Electricity is the main form of energy used; electricity consumption increased slightly (4% on a same-scope basis) as a result of climate conditions.

### Electricity (in millions of kWh)

	2009	2010	2011	2012
CNP Assurances	17.9	18.8	17.5	18
MFPrévoyance (France)	nc	nc	nc	0.35
LBP Prévoyance (France)	nc	nc	nc	0.09
Caixa Seguros Holding (Brazil)	1.08	1.07	1.19	1.32
CNP LIH (Cyprus/Greece)	1.5	1.6	0.33	0.34
CNP Vida (Spain)	0.2	0.25	0.25	0.31
CNP BVP (Spain)	nc	0.03	0.04	0.03
CNP UniCredit Vita (Italy)	nc	nc	0.08	0.63
CNP Argentina (Argentina)	0.1	0.14	0.14	0.15
<b>Total</b>	<b>20.8</b>	<b>21.9</b>	<b>19.5</b>	<b>21.2</b>

In 2012 the CNP Assurances Group consumed 21.2 million kWh ✓ of electricity.

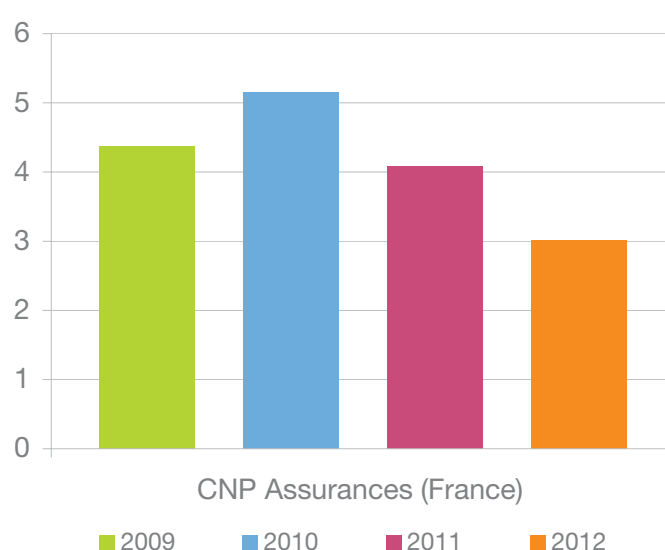
Actions have been taken on electricity use and employee awareness campaigns have been conducted within each Group entity ("Building Employee Awareness of Sustainable Development Issues" page 19).

CNP LIH in Cyprus has an automatic shutdown system for heating and air conditioning.

The volume of fuel consumption was 83,240 litres ✓, a slight increase over 2011 resulting from less frequent testing of power generators.

Fuel-oil consumption relates exclusively to the power generators at the main sites in France.

### District heating (in millions of kWh of steam)



Steam used in the Paris offices for heating declined to 3 million kWh ✓, reflecting improved settings on the steam heat exchangers and effective heating management. Gas consumption at the Angers and Arcueil sites and MFPrévoyance totalled 2.1 million kWh NCV, compared to 1.7 million in the previous year ✓; fluctuating winter temperatures required a slight increase in heating.

## Waste management

- Selective sorting at Group entities made it possible to recycle paper used for internal office use and printer ink cartridges. During the year, 182 tonnes of paper ✓ and 2,035 cartridges were recycled; 95% of employees have access to recycling facilities, an increase over 2011. In Argentina, the proceeds resulting from recycling are donated to non-profit organisations. Each Group entity has conducted campaigns to teach employees about recycling (see “Building Employee Awareness of Sustainable Development Issues” page 19).
- The CNP Assurances recycling system was expanded in 2011 with a dedicated process for office furniture, and a campaign to collect used writing instruments was organised as well. Sorted paper and cardboard are recycled (169 tonnes in 2012 ✓). The recycling service provider is taking part in a reforestation project in the Amazon basin. Ink cartridges are recovered (1,384 in 2012) and reused when possible; they are also donated to the cartridge drive conducted by the children’s charity Enfance et Partage. The main offices feature used battery collection points, where 477 kilograms of batteries were recovered in 2012; 234 kilograms of light bulbs were also collected during the year. In addition, 14,086 kilograms of computer equipment were stripped for parts by a specialized firm, while 69.5% of obsolete CPUs and printers were given or sold to employees.

## The CNP Assurances group woodlands

CNP Assurances is the largest private owner of woodland in France, with 54,383 hectares ✓ of forest at 31 December 2012. These assets were expanded in 2011 with the acquisition of a 1,540-hectare forest.

Since 2007, Caixa Seguros Holding has been offsetting its carbon emissions by funding tree-planting projects in Brazil’s Atlantic Forest carried out by the Brazilian NGO Iniciativa Verde, a campaign that has earned the subsidiary CarbonFree certification. In the process, 17 hectares of trees have been planted in the Atlantic Forest.

For the past eight years, money donated by CNP Assurances employees to fund tree-planting initiatives in Brazil has been matched by the company. As a result of these campaigns, held during each year’s Sustainable Development Week, these employees had planted a total of 4,665 trees in the Atlantic Forest by the end of 2012.

The forests are managed in accordance with biodiversity principles, while providing income and training to poor communities in the region.

### Carbon sinks

Forest management plans are proactively adjusting to global warming by selecting a diverse range of species well suited to local soil. In 2012, tree growth helped to sequester 562,466 tonnes of carbon dioxide. After deducting timber sold or cut down during the year, a net 363,035 tonnes of carbon dioxide was added to the sequestered total.

### Biodiversity and sustainable forest management

CNP Assurances mapped its impact on biodiversity in 2012 using tools developed by Caisse des Dépôts. Its analysis confirmed that this impact can primarily be traced to its forest assets.

In compliance with France’s Forestry Act of 2001, CNP Assurances has approved a sustainability charter defining the commitments made by Société Forestière, the company responsible for sustainably managing its woodlands with a view towards maintaining their biodiversity and proactively planning for climate change.

Since 2003, to supplement their ISO 9001 certification, all of CNP Assurances’s woodland assets have been certified by the Pan European Forest Council (PEFC), providing a guarantee that the timber comes from sustainably managed forests.

In 2012, Société Forestière began to inventory the environmental zones within these woodlands in order to improve its understanding of the challenges they pose and take steps to protect biodiversity. An agreement was signed with CDC Biodiversité in 2011 to restore and manage 117 hectares so as to maintain the area’s biodiversity, save the endangered False Ringlet butterfly and safeguard the migration trails of such species as the otter and the European mink. Similarly, measures were adopted in 2010 to restore a peat bog in the Morvan region of France and preserve the endangered marbled newt.

Reforestation campaigns undertaken by Caixa Seguros Holding are fostering biodiversity, improving water resources and protecting the soil. These actions build up carbon reserves in areas that were previously dominated by dairy farming, the primary factor behind deforestation.

Forest management also prevents soil erosion and ensures water filtration and purification.

# Social and environmental indicators of unconsolidated subsidiaries

In the view of CNP Assurances, social responsibility extends beyond accounting consolidation rules. At the end of 2012, three companies that are at least 50% owned by the Group but are not consolidated - Sino French Life Insurance (SFLI), Filassistance International and Âge d'Or - were also assessed on their CSR performance.

## Scope of reporting:

- **France** : 64 Filassistance International employees in the Saint-Cloud office (1,595 sq.m), and 17 employees at Âge d'Or (excluding franchisees) in Troyes and other locations (390 sq.m).
- **International** : 42 SFLI employees in the Beijing, China office (1,537 sq.m).

## 2012 social indicators

### Effectifs

	Workforce	Percentage of women employees	Average age
French subsidiaries	81	65.4%	36
International subsidiaries	42	64.3%	35

The number of employees at these three subsidiaries rose slightly (by two in France and three in China). At both the French and international subsidiaries, outside personnel are used for cleaning services, security (one person) and IT services (one person).

### Human resources management

	Length of service	Turnover	Number of separations	Number of new hires
French subsidiaries	4.3 ans	19.8%	11	17
International subsidiaries	3.1 ans	13.4%	19	20

In the French subsidiaries, 12% of employees work part-time by choice. A total of 162 overtime hours were clocked in 2012. The Chinese subsidiary had no part-time staff and tallied 317 overtime hours during the year. Separations were primarily resignations (six in France and 15 outside France) and dismissals (one in France and three outside France).

### Health and safety

	Total absenteeism rate	Absenteeism rate excluding maternity leave
French subsidiaries	7.2%	3.0%
International subsidiaries	6.1%	4.9%

There were two workplace accidents in the French subsidiaries during 2012 and none in China.

### Training

The two French subsidiaries provided 1,830 hours of training; the budget represented 3.6% of payroll.

Training at the Chinese subsidiary was funded at 2.1% of payroll, for a total of 1,020 hours.

### Social dialogue

A total of 23 meetings were held in the French subsidiaries: four with the occupational health, safety and working conditions committee and 19 with employee representatives. Five agreements were signed in 2012, including an agreement on gender equality.

Employees in China are protected by the country's Labour Law, in effect since 1 January 2008. The Chief Executive Officer regularly meets with the employee representative to present the company's strategic vision and discuss employee requests (six meetings in 2012).

### Promoting equal opportunity

	Percentage of women in management-grade positions	Percentage of women in senior management positions
French subsidiaries	62%	79%
International subsidiaries	43%	14%

In the two French subsidiaries, there is one disabled employee and one employee on a vocational training contract. In the international subsidiary, one worker is employed on a contract for school-leavers.

# 2012

## environmental indicators

### Paper and electricity use

	Paper	Electricity
French subsidiaries	808.000 sheets	259.102 kWh
International subsidiaries	164.340 sheets	40.803 kWh

Both French subsidiaries are taking steps to go paperless, optimise printing, insource marketing material production and put franchisee documents online.

### Waste

The two French subsidiaries recycle their ink cartridges (87 in all) and have set up a collection system for used batteries (totalling 2 kilograms in 2012). Funding generated by the paper recycling campaign at Filassistance was used to help provide employment for those marginalized from the labour force.

The Chinese subsidiary collected 325 kilograms of paper, 16 ink cartridges and 0.7 kilograms of batteries. It has set up a battery recharging system, and all employees have access to the recycling network.

### Measures taken to reduce environmental impact:

Filassistance International has implemented the “green letter” programme, a fast, economical and ecofriendly mail delivery service.

For urgent deliveries of letters and parcels in Paris and part of the surrounding area, Filassistance relies on an external bicycle courier service, with which it has signed a code of ethics and social responsibility, as a means of reducing its CO<sub>2</sub> emissions. SFLI estimates its carbon footprint at 1.2 tonnes of CO<sub>2</sub>-equivalent per employee.



# Auditor's moderate assurance report on selected and environmental indicators published in the 2012 CSR report

This is a free translation into English of the Statutory Auditor's moderate assurance report on selected social and environmental indicators issued in French and is provided solely for the convenience of English-speaking readers. This moderate assurance report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

## For the year ended 31 December 2012

### To the Executive Management of CNP Assurances

At the request of CNP Assurances and in our capacity as the Group's Statutory Auditors, we have prepared this moderate assurance report for a selection of social and environmental indicators identified by the (✓) symbol and published in the Group's 2012 CSR Report.

### Nature and scope of our work

We performed our work in accordance with the International Standard on Assurance Engagements (ISAE) 3000 and in accordance with professional standards applicable in France.

We performed the procedures described below to obtain moderate assurance that the information selected by the CNP Assurances Group and identified by the (✓) symbol is free of material irregularities that could call into question the fact that it was prepared, in all material respects, in accordance with the guidelines used by the CNP Assurances Group (the "Guidelines"). A higher level of assurance would have required us to carry out a more extensive verification.

Our procedures were as follows:

- We assessed the appropriateness of the Guidelines with respect to their relevance, completeness, objectivity, clarity and reliability with due consideration, where appropriate, for industry best practices.
- We verified the implementation within the Group of collection, compilation, processing and control processes to ensure the completeness and consistency of the selected information. We familiarised ourselves with the internal control and risk management procedures relating to the preparation of the information. We conducted interviews with the personnel responsible for social and environmental reporting.

With regard to the selected consolidated quantitative information<sup>(1)</sup>:

- at the level of the consolidating entity and the controlled entities, we applied analytical procedures and verified, using sampling techniques, the calculation and the consolidation of the information;
- with regard to the facilities that we selected based on their activities, contribution to the consolidated indicators, location and risk profile:
  - we conducted interviews to verify that the procedures have been correctly applied,
  - we performed tests of details, using sampling techniques, in order to verify the calculations made and reconcile the data with the supporting documents.

The sample selected represented 88% of the CNP Assurances Group's total electricity consumption, 38% of total water consumption and 68% of the total headcount.

## Conclusion

Based on our work, no material irregularities came to light that could call into question the fact that the selected information, identified by the (✓) symbol, was prepared, in all material respects, in accordance with the Guidelines.

Without qualifying the conclusion of our work, we draw your attention to the section entitled "Limitations to the completeness and reliability of information" on page 7 of the CSR Report, which describes the progressive rollout of the Guidelines within the Group's foreign subsidiaries and the harmonisation of certain definitions to guarantee the consistency of information collected in subsidiaries.

Neuilly-sur-Seine, 8 March 2013

One of the Statutory Auditors  
PricewaterhouseCoopers Audit

Partner in charge of  
the Sustainable Development Department

Eric Dupont

Sylvain Lambert

<sup>(1)</sup> The number of employees and the percentage of employees under fixed-term contracts, the percentage of women employees, the workforce distribution by age, the number of new hires under permanent or fixed-term contracts and the total number of separations, the percentage of part-time employees, absenteeism (including and excluding maternity leave), the number of workplace accidents, the number of training hours, water use, electricity use, gas use, heating use (as supplied by the CPCU district heating network in Paris), fuel use, the use of recycled paper as a percentage of the number of sheets purchased for internal operations, the quantity of recycled paper and cardboard, the number of hectares of woodland held by the Group

<sup>(2)</sup> The selected information was for CNP Assurances France and CNP UniCredit Vita (Italy).

## DOWNLOAD OUR PUBLICATIONS

### CNP ASSURANCES ONLINE AT

[www.cnp.fr](http://www.cnp.fr)

Visit the CNP Assurances website to learn more about our subsidiaries, businesses, advertising films and more.

### TO LEARN EVERYTHING YOU ALWAYS WANTED TO KNOW ABOUT LIFE INSURANCE, VISIT

[www.toutsavoirsurlassurancevie.fr](http://www.toutsavoirsurlassurancevie.fr)

This website explains the basics of life insurance using instructional videos.

### CNP TRÉSOR SOLUTIONS AT

[www.cnp.fr](http://www.cnp.fr)

### A WEBSITE FOCUSING ON FINANCIAL INFORMATION

[www.cnp-finances.fr](http://www.cnp-finances.fr)

comprising a section for individual shareholders and another for institutional investors: [www.cnp-finances.fr](http://www.cnp-finances.fr)

### SPACES DEDICATED TO SHAREHOLDERS

[www.cnp-lecercle.fr](http://www.cnp-lecercle.fr) and

**N° Vert 0 800 544 544**

APPEL GRATUIT DEPUIS UN POSTE FIXE

**Most of our publications are available on request in both French and English and can be downloaded from [www.cnp.fr](http://www.cnp.fr) or [www.cnp-finances.fr](http://www.cnp-finances.fr).**

Our Shareholders' Guide and Guide to General Meetings are available in French only.



L'assureur de toute une vie





CNP Assurances online

**www.cnp.fr**

Visit the CNP Assurances website to learn more about our subsidiaries, businesses, advertising films and more.

**www.cnp-finances.fr**

A website focusing on financial information comprising a section for individual shareholders and another for institutional investors.

**www.toutsavoirlassurancevie.fr**

This website explains the basics of life insurance using instructional videos.

**CNP ASSURANCES**

is a *société anonyme* (public limited company) incorporated in France with fully paid up share capital of €643,500,175



Registered office:

4, place Raoul Dautry  
75716 Paris Cedex 15

Registration number: 341 737 062 Paris

Governed by the French Insurance Code

Website: [www.cnp.fr](http://www.cnp.fr)



L'assureur de toute une vie

