

12 Sustainable Development in the Triglav Group

- The strategic indicators to measure the efficiency in the implementation of the key aspects of sustainable operations were included in the business strategy.
- The Company reports comprehensively under the new GRI GS standard for the first time.
- Organisational climate measurement: all indicators of Zavarovalnica Triglav improved, opportunities for improvements were identified.
- Minimum compliance standards for Triglav Group members were adopted.
- As much as 40% of the parent company's investments into prevention were directed towards improving fire safety.
- Your Speed project: In cooperation with partners, this project was launched with the aim of increasing road safety in the vicinity of schools and kindergartens.
- Young Hopes 2016: The project was upgraded so as to provide long-term assistance and guidance to young talents in achieving top results.



12.1 Implementation of strategic guidelines and sustainable development goals of the Triglav Group and Zavarovalnica Triglav

In the process of formulating a new strategy for the 2017–2020 period, which took place throughout 2016, an important step was taken in understanding and future implementation of comprehensive and sustainable development of the Triglav Group.

In understanding responsibility, the renewed fundamental value of the Triglav, focus was on corporate social responsibility. In the revised strategy, an integrated CSR management framework was established, identifying CSR as the foundation of sustainable development and integrating it into the business strategy planning

and implementation. For the first time ever, in 2017 two measurable strategic indicators will be implemented, reflecting the progress made in the implementation of the relevant indicators and key aspects of sustainable development of the Triglav Group.

Key sustainable development aspects and indicators identified thus far were re-examined in 2016, as elaborated in continuation.

Reporting parameters¹⁹

The annual report refers to an individual business and calendar year. It is prepared by the relevant departments of Zavarovalnica Triglav.²⁰ The **International Financial Reporting Standards (IFRS)**, the insurance regulation **Solvency II** and the international sustainability reporting guidelines drafted by the **Global Reporting Initiative (GRI)** are adhered to by the Company. By incorporating the economic, social and environmental

¹⁹ GRI GS 102-46
²⁰ GRI GS 102-50, 102-52

impacts of the Company's operations into different sections, reporting aimed at producing an integrated report is being developed. Reporting on these impacts can be seen from the interactive references and the GRI table of contents.

In 2016, the latest GRI guidelines — Global Standards (GS) were followed, taking into consideration specific guidelines for the financial sector. In order to apply the new standard, the interests of stakeholders and the current scope of sustainability reporting were reviewed. The range of topics and disclosures pursuant to the GRI GS is summarised in the table below, while the GRI content indexes are presented at the end of the Annual Report.

Data are collected by the relevant departments of the parent company Zavarovalnica Triglav, which is in charge of reporting on sustainable operations. In the report, the disclosures pursuant to the GRI standard mainly pertain to the parent company, however they are being gradually introduced also to subsidiaries. A decision

about a comprehensive external verification of sustainable reporting has not yet been made.

Data on the calculation methodology for individual indicators are given in the text and the notes. There were no changes of data provided in previous reports, which would have affected the state of affairs due to new findings or deviations. Individual small changes are explained in the notes.²¹

Statement on Non-Financial Reporting

By reporting in line with the GRI GS standard, the Annual Report of Zavarovalnica Triglav and the Triglav Group for 2016 is in compliance with the requirements of the European Directive regarding disclosure of non-financial and diversity information by certain large undertakings and groups, which was adopted in 2015. The Directive will be transposed into Slovene legislation in 2017.

Major sustainable development aspects of the Triglav Group and Zavarovalnica Triglav:²²

Economic impact

- Economic performance
- Market presence
- Indirect economic impact
- Procurement practice
- Protection of competition
- Anti-corruption behaviour

Environment

- Energy
- Wastewater and waste
- Checking the environmental performance of suppliers

Social aspects

- Employment
- Relationships among employees and management
- Safety and health at work
- Education and training
- Diversity and equal opportunities
- Work practice complaint procedures
- Investments
- Local communities
- Non-discrimination
- Human rights complaint procedures
- Checking the suppliers in terms of human rights
- Marketing and labelling
- Product and service portfolio
- User privacy
- Social-economic compliance

²¹ GRI GS 102-48, 102-49
²² GRI GS 102-47



Key corporate social responsibility guidelines and objectives in 2016

Objectives and activity results in 2016

Objectives in 2016	Status	Results in 2016
<ul style="list-style-type: none"> To maintain a high credit rating. 	✓	<ul style="list-style-type: none"> Credit rating of Zavarovalnica Triglav was upgraded from “A-” to “A” by both credit rating agencies.
<ul style="list-style-type: none"> To strictly comply with the notification rules for the members of the Prime Market of the Ljubljana Stock Exchange. 	✓	<ul style="list-style-type: none"> The Company complied with the all additional disclosure standards of the Prime Market of the Ljubljana Stock Exchange.
<ul style="list-style-type: none"> To participate in at least 6 investment conferences. 	✓	<ul style="list-style-type: none"> The Company participated in eight investment conferences in Slovenia and abroad and organised one gathering with analysts.
<ul style="list-style-type: none"> To retain a high level of fair business, also by organising specialised training courses. 	✓	<ul style="list-style-type: none"> The Company held training courses on corruption, conflicts of interest, management of violations of the Code of the Triglav Group and internal fraud at the Conference on compliance of the Triglav Group’s operations. The Code of the Triglav Group is also included in the training for new employees. In internal communication channels, several articles were published on conflict of interest management and one article on responsibility to business partners and shareholders.
<ul style="list-style-type: none"> To adopt more detailed rules on corruption and internal fraud risk management. 	✓	<ul style="list-style-type: none"> The Company adopted the revised Rules on the management of internal fraud and violations of the Code of the Triglav Group and prepared a draft Anti-Corruption Policy.
<ul style="list-style-type: none"> To increase the efficiency of identifying fraud with own system application and to increase the number of resolved cases by at least 10% compared to 2015. 	✓	<ul style="list-style-type: none"> The number of cases of suspected fraud increased by 35% in comparison to 2015. The number of confirmed suspicions of fraud identified with own automatic system of indicators was up by 158%.
<ul style="list-style-type: none"> To continue to actively participate in professional and sectoral associations and organisations, which promote ethical and transparent business. 	✓	<ul style="list-style-type: none"> The Company was active in the EICE (European Institute of Compliance and Ethics) and the AmCham Corporate Ethics and Transparency Committee and in the working bodies of the Slovenian Insurance Association.
<ul style="list-style-type: none"> To train and raise awareness of employees about health in the framework of the Triglav.smo project. 	✓	<ul style="list-style-type: none"> Training and health promotion continued in the framework of the <i>Triglav.smo</i> project. The revised Rules of Procedure of DPP were adopted and implemented and a new DPP application was introduced (enforcement of measures by electronic means). The Company started to conduct regular annual analyses of health risks and report analyses of medical exam providers. The measures were prepared on this empirical basis – focused activities for individual employee groups.
<ul style="list-style-type: none"> To raise the functional and digital literacy of employees. 	✓	<ul style="list-style-type: none"> The workshops on the correct way of writing continued and training courses aimed at increasing the digital literacy of employees were held, e.g. workshops on how to use modern online technologies (4), a workshop on LinkedIn (2 groups) and various computer courses.
<ul style="list-style-type: none"> To hold new online training courses so as to facilitate access to knowledge. 	✓	<ul style="list-style-type: none"> New online training courses for various target groups were organised: information security and protection of business secrets, protection of personal data (for all employees) and new online material on life insurance and sale (three documents).
<ul style="list-style-type: none"> To actively manage the psychosocial risks among employees, mainly to prevent them. 	✓	<ul style="list-style-type: none"> The psychosocial risks among employees are managed actively, mainly to prevent them. A survey on employee well-being was conducted in December 2016, the problem of stress was presented to the managerial staff and the new OPSA tool for psychosocial risk identification and assessment was introduced.



<ul style="list-style-type: none"> ▪ To conduct studies on intergenerational cooperation. To continue interviewing older employees and organise regular training on intergenerational cooperation. 		<ul style="list-style-type: none"> ▪ The strategic challenges of the survey included strengthening the role and importance of senior employees in the Company, ensuring the working conditions that will increase their work performance, raising awareness about the importance of skills for intergenerational cooperation in employee management, ensuring the transfer of know-how between different generations, particularly when efficient insurance agents retire, and prevention of negative consequences of cognitive retirement. Interviews were conducted with senior employees from some organisational units and training in intergenerational cooperation was held for managers.
<ul style="list-style-type: none"> ▪ To continue implementing the measures based on the Rules on protection of dignity at work. 		<ul style="list-style-type: none"> ▪ Psychosocial support is available to the employees. A procedure for resolving employee issues and ensuring the protection of employees was established, any identified conflicts are resolved immediately and with due care with the participation of relevant experts and managers. ▪ When improper conduct or conflicts were identified, immediate action was taken so as to prevent them from escalating into misconduct or mobbing. The results of organisational vitality measurement were discussed with the leaders who received a poor score. Moreover, measures for improvement were determined.
<ul style="list-style-type: none"> ▪ To continue with the integration of insurance literacy into the content of the “Vse bo v redu” online advisory service. 		<ul style="list-style-type: none"> ▪ In 2016, the Company continued to publish articles on insurance literacy. The section “Fine Print” in particular is devoted to insurance literacy as it explains some of the basic insurance concepts and principles. It has been well accepted by the readers, because 24% more time was spent on reading these articles than the average time of the entire <i>Vse bo v redu</i> portal.
<ul style="list-style-type: none"> ▪ To launch at least one measure increasing the accessibility of insurance services. 		<ul style="list-style-type: none"> ▪ In 2016, unhindered access for persons with physical disabilities was arranged in front of the business complex on Dunajska cesta 20–22 and the Ljubljana Exhibition and Convention Centre.
<ul style="list-style-type: none"> ▪ To carry out at least 3 preventive actions for the children at every regional unit: Watch Out Doggy mascot in the framework of the Children of Triglav – Safe on Roads project. 		<ul style="list-style-type: none"> ▪ In the first days of the new school year, <i>Kuža Pazi</i> (Watch Out Doggy) accompanied children on their way to school in over 60 schools across Slovenia. In the context of the “Together Calming the Traffic” campaign, the children from the Trje Elementary School were educated in responsible traffic behaviour by Watch Out Doggy and Rok Marguč, ambassador of the event, snowboarder and police officer.
<ul style="list-style-type: none"> ▪ To equip at least 24 new critical locations with active signals to improve road safety. 		<ul style="list-style-type: none"> ▪ In 2016, the Company co-financed the installation of 20 Your Speed signs, mainly intended to calm the traffic in the vicinity of schools and kindergartens, and equipped four dangerous road sections with COPS@road active warning systems.
<ul style="list-style-type: none"> ▪ To include at least 10% of employees in volunteer work and activities. 		<ul style="list-style-type: none"> ▪ 7% of employees participated in volunteer campaigns of Zavarovalnica Triglav.
<ul style="list-style-type: none"> ▪ To take at least 3000 children to the ski jumping event in Planica, including at least 100 children with special needs. To promote a responsible attitude towards the environment. 		<ul style="list-style-type: none"> ▪ More than 3500 children were taken to the ski jumping event in Planica. Visitors were encouraged to use public transport and to commit to responsible waste disposal.
<ul style="list-style-type: none"> ▪ To organise the Triglav Run with at least 1500 active participants and implement at least of one measure to reduce the environmental impact of the event. 		<ul style="list-style-type: none"> ▪ The participants, i.e. more than 2000 runners of all generations, were encouraged to properly separate waste and were served locally produced food.



▪ To participate in the renovation of at least two playgrounds.



▪ As part of the “Children of Triglav” campaign, the Company co-financed the playground in Dolnje Ležehče in the Municipality of Divača and renovated the playground by the elementary school in Kranj.

▪ To promote preventive behaviour through the content of the “Vse bo v redu” online advisory service.



▪ Along with regular publications on the “Vse bo v redu” website, the following two in-depth stories were published in 2016: [“Ready for Floods?”](#) and [“Earthquakes Always Rattle”](#). The goal was to present convincing personal stories that touch the hearts of readers, substantiated with explanations of experts to the extent that the readers will be encouraged to carefully think about their safety in similar situations, in addition to taking appropriate prevention measures. Apart from the attractive content, useful information on suitable insurance products was provided.

▪ To raise awareness of employees about proper waste separation and reducing the quantity of waste.



▪ In the context of the employee campaign for the rational use of natural resources, the internal media were used to carry out the awareness-raising campaign “Hit the Right Bin”, promoting proper waste separation. To this end, new recycling bin sets were introduced, clearly showing the right way of separating waste. Special bins for magazines, newspapers and catalogues, which are donated to charity, were installed in regional units’ head offices. Personal cups for employees were introduced so as to replace the plastic cups for hot beverages in coffee vending machines. The use of glass pitchers for water at meetings continued, replacing plastic water bottles.

▪ To encourage employees to actively spend their free time in nature, including a publication of at least 20 suggestions for family trips to the mountains and hills.



▪ On the [www.ocistimogore.si](#) website, 22 ideas for family trips were published, while geo-catching for children encourages families to visit further six peaks.

▪ To renovate at least one playground near the mountain hut.



▪ In the framework of the “Let’s Clean the Mountains” drive, the Company co-financed the installation of two playgrounds in the mountains – near the Košenjak Mountain Hut and on Hleviška Mountain.

▪ To strengthen relations with social network users.



▪ The number of followers increased on all social networks, on Zavarovalnica Triglav’s Facebook page by as much as 24%. The Facebook profiles of Zavarovalnica Triglav, *Vozim se* (I’m Driving) and *Očistimo gore* (Let’s Clean the Mountains) have more than 71 thousand followers.

▪ To develop a free mobile application for planning hiking trips and safe mountain paths.



▪ The free mobile application *Gorski vodnik* (Mountain Guide) enables safe planning of over 1,900 mountain trails and provides many tips and functions for safe hiking in the mountains.

▪ To raise awareness of employees about more efficient energy use.



▪ In the context of the internal campaign on the rational use of natural resources, numerous articles with advice on the rational use of energy were published for the employees and the measures taken by the Company to that effect were promoted. The employees were informed of this issue also with posters and other means of communication.

▪ To set up central document printing in Zavarovalnica Triglav.



▪ Set up of the central document printing in Zavarovalnica Triglav was successfully completed.

▪ To calculate the carbon footprint of at least four headquarters of the Triglav Group subsidiaries.



▪ The calculation was made for Zavarovalnica Triglav and four subsidiaries.

▪ To purchase company vehicles with low CO₂ emissions.



▪ The majority of purchased vehicles have low carbon dioxide emissions (17 of 19).

▪ To purchase at least one company electric car.



▪ Two electric vehicles for the transport around the city were added to the vehicle fleet.



At the 15th investment conference in Belgrade, Zavarovalnica Triglav received the Gold Plaque for Best Investor Relations in the Adria region of the Belgrade Stock Exchange.

Awards and prizes

In 2016, the Company received the following awards and prizes:

- **Trusted Brand 2016:** For the tenth consecutive year, Zavarovalnica Triglav was at the top of the list of the most trusted insurance companies in Slovenia.
- **TOP 10 Training and Education Management:** For the eighth time in a row, Zavarovalnica Triglav gained the TOP 10 Educational Management Award, for companies that invest the most in knowledge, education and training of their employees and that do so using a systemic approach, conferred by Planet GV in cooperation with the Institute of Educational Management SOFOS.
- **Award of the Belgrade Stock Exchange:** At the 15th investment conference in Belgrade, Zavarovalnica Triglav received the first award of the Belgrade Stock Exchange for best investor relations in the Adria region.
- **European Excellence Awards:** A finalist for the feature article “Earthquakes Always Rattle” in the Microsite category. The awards are given by the Communication Director magazine.
- **Arc Awards:** Bronze award for the digital edition of the 2015 Annual Report at the largest independent competition in annual report communication quality.
- **Best Annual Report awarded by Finance Magazine:** Three awards in the Financial Institutions category: The main award for the Annual Report of the Triglav Group and Zavarovalnica Triglav for 2015, the award for sustainability reporting and a special award for innovation. Zavarovalnica Triglav ranked 2nd among all participating companies.
- **FEIEA Grand Prix 2016:** Four internal communication awards of the European Association for Internal Communication (FEIEA): 1st place in the Best Front Cover category (Obzornik), 2nd place in the Best Cartoon/Illustration/Graphic Image category (Obzornik International), 2nd place in the Best Multi-Language Publication – Internal category (Obzornik International) and 3rd place in the Best Internal Communication Strategy category.
- **Digital Communication Awards:** A finalist for the “Vse bo v redu” (“Everything will be alright”) web portal in the Web Portal category.
- **POMP Forum 2016:** Big POMP 2016 Award for the Content Marketing Project of the Year, the award for internal communication in the Best Internal Communication category and the award for the “Vse bo v redu”

(“Everything will be alright”) web portal in the Best Digital Media category.

- **Sempl:** The Golden Sempler Award in the category “Best Use of Mobile Environment” for the DRAJV mobile application, at the 18th Conference of Media Trends – SEMPL.
- **Websi 2016:** 1st place in the Mobile Applications category for the DRAJV mobile application, which became the overall web champion 2016, 1st place in the Best Editorial category for the Triglav Vreme application and 1st place in the Special Digital Projects category for an in-depth story “Ready for Floods”.
- **SOF:** The Gold Award in the Branded Content category, the Silver Award for innovative solutions and the Grand Prix in digital communications for the Planica 2015 Virtual Ski Flying (in cooperation with Pristop and ArtRebel9).
- **SKOJ:** The Prizma Award in the “Use of Communication Skills, Tools and Media” category by the Public Relations Society of Slovenia.
- **Slovene Grand Security Award:** In the framework of the 2015 Slovene Grand Security Award event, Zavarovalnica Triglav received the award for the safest company, presented by the Institute for Corporate Security Studies.
- **Marketing excellence of the year:** A finalist in the category “Large companies, the majority of business in B2C”.

Commitments to external initiatives²³

Zavarovalnica Triglav voluntarily participates in initiatives that foster business practices that are ethically, environmentally, socially and economically sustainable in the long term. The Company complies with the Insurance Code of the Slovenian Insurance Association that lays down the basic standards of professional business practice. Zavarovalnica Triglav also applies the recommendations of the Slovene Consumers’ Association for improving financial literacy.

Moreover, the Company actively cooperates with the EICE (European Institute of Compliance and Ethics) and the AmCham Corporate Ethics and Transparency Committee. As one of the first Slovene signatories of the Declaration on fair business practices, Zavarovalnica Triglav committed to raising the awareness regarding the significance of fair business practices at the national level (influence on competitiveness and social welfare) and the implementation of the compliance programs modelled after international practices and standards of fair practice (more in [→ Section 12.5 Fair Business Practices]).

Membership in associations²⁴

Zavarovalnica Triglav actively participates in several insurance industry-related and other associations, including the Slovenian Insurance Association, the Chamber of Commerce and Industry of Slovenia, the Association of Employees' Councils of Slovenian Companies, the Supervisors Association of Slovenia, the American Chamber of Commerce of Slovenia, the Ethos anti-corruption working group operating within the UNGC Slovenia, the Marketing Association of Slovenia, the Public Relations Society of Slovenia, and the social responsibility network of Slovenia (MDOS). The Group's subsidiaries outside Slovenia are active members of industry associations and economic groupings in their relevant countries.

12.2 Key stakeholders²⁵

The Company strives for a fair and balanced cooperation and a two-way communication with its stakeholder groups, which include the shareholders, the insured or the policyholders, public authorities, supervisory bodies, suppliers, creditors, analysts, media and local and broader communities.

In pursuit of its mission, Zavarovalnica Triglav identifies and monitors the needs and interests of stakeholders through a web of mutual relationships at the strategic and operational levels, strengthening the understanding between individual stakeholder groups and the Company and enhancing mutual trust.

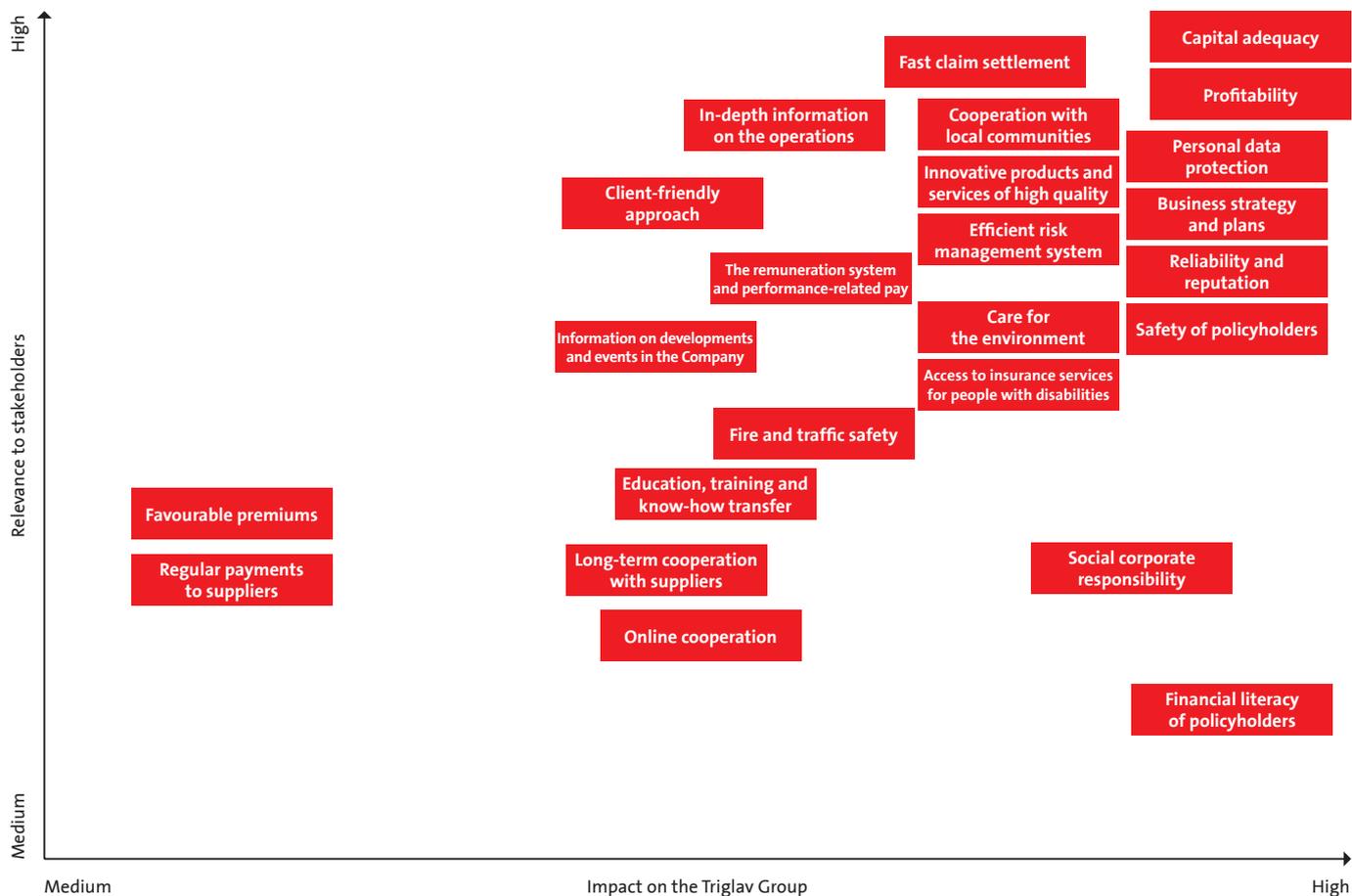
Form of involvement of stakeholders and the key topics

Stakeholders	Form of involvement	Key topic/interest
Clients/insured	<ul style="list-style-type: none"> ▪ Personal contact with insurance agents and brokers ▪ E-mail ▪ Opinion polls ▪ Websites ▪ Blogs, social networks ▪ Television, radio and newspaper ads ▪ Collecting complaints and compliments ▪ Mobile applications 	<ul style="list-style-type: none"> ▪ Fast payment of damages ▪ A good ratio between the price and quality of insurance ▪ Benefits for loyal clients ▪ Reliability and trust in the Company ▪ Favourable premiums ▪ Market experience ▪ Friendly approach to clients ▪ Innovative insurance products and services ▪ Protection of personal data
Employees	<ul style="list-style-type: none"> ▪ Personal contact ▪ E-mail ▪ Management participation (the Works Council and trade union representatives in the Supervisory Board) ▪ Organisational climate measurement ▪ Triglav.smo programme ▪ In-house magazine Obzornik ▪ In-house events, sports and recreational events for employees 	<ul style="list-style-type: none"> ▪ The remuneration system and performance-related pay ▪ Career advancement system ▪ Information about changes in the Company ▪ Relationships among employees ▪ The life-work balance ▪ Education and additional training ▪ Safety and health at work
Shareholders/Investors	<ul style="list-style-type: none"> ▪ General Meetings of Shareholders ▪ Notices via www.triglav.eu and on the SEOnet online portal (the Ljubljana Stock Exchange website) ▪ E-mail ▪ Interim and annual reports ▪ Presentations for investors ▪ Investors conferences, individual meetings 	<ul style="list-style-type: none"> ▪ In-depth information on the operations and financial position of the Group ▪ Financial result/efficiency ▪ Business strategy and plans ▪ Dividend policy and returns ▪ Corporate social responsibility
Regulators	<ul style="list-style-type: none"> ▪ Insurance Supervision Agency (ISA) reports ▪ Regular reviews by inspection and supervisory bodies ▪ Audits by certified auditors 	<ul style="list-style-type: none"> ▪ Ensuring capital adequacy ▪ Safety of policyholders and/or users of insurance services ▪ Efficient risk management system ▪ Compliance of insurance products and services ▪ Complying with the obligations of a public company
Suppliers and creditors	<ul style="list-style-type: none"> ▪ Public tenders and competitions ▪ Meetings with suppliers ▪ E-mail and electronic operations 	<ul style="list-style-type: none"> ▪ Long-term cooperation ▪ Reliability of payments ▪ Upgrading the existing cooperation ▪ Delivery times, prices of services and goods ▪ Delivery of environmentally friendly material ▪ Paperless operations
Communities	<ul style="list-style-type: none"> ▪ Entering into partnerships with non-profit organisations and educational institutions and execution of joint projects ▪ Public tenders for allocation of sponsorship and donation funds ▪ Cooperation with local decision-makers 	<ul style="list-style-type: none"> ▪ Traffic safety ▪ Fire safety ▪ Co-financing of cultural, sports and humanitarian projects ▪ Infrastructure investments ▪ Access to insurance services for people with various disabilities ▪ Financial literacy
Media	<ul style="list-style-type: none"> ▪ Press releases ▪ Press conferences ▪ Answers and explanations 	<ul style="list-style-type: none"> ▪ Transparent information about the operations, events and changes in the Triglav Group

²⁴ GRI GS 102-13

²⁵ GRI GS 102-40, 102-42, 102-43, 102-44

Importance of content for shareholders and the Triglav Group



12.3 Responsibility to employees²⁶

The Group's human resources management policy is based on the common values and strategy of the Triglav Group. The aim is to provide for highly professional, skilled, responsible, committed and satisfied employees, who are engaged in pursuing the strategic objectives and achieving the set business objectives. The employees are encouraged to develop their potential by constantly upgrading their knowledge and achieving both professional and personal goals.



Strategic guidelines for human resource management

The strategic guidelines for human resource management are based on the strategic guidelines of the Triglav Group and Zavarovalnica Triglav.

- The recruitment process is adjusted to business process optimisation and organisational changes, while focusing on retaining key promising staff.
- In building a coherent organisational culture and standardising human resource management, the focus is on ensuring the transfer of good practices among the Group members.
- A psychological and social support programme for employees with a holistic approach to distress was carried out.
- The key promising staff and promising young staff development policy was upgraded.
- Within the Triglav.smo programme, activities for health protection, satisfaction and commitment of employees were carried out.
- New job evaluation commenced, which is expected to be completed by the end of 2017.

Recruitment policy

Employment opportunities and career development in the Group are based on:

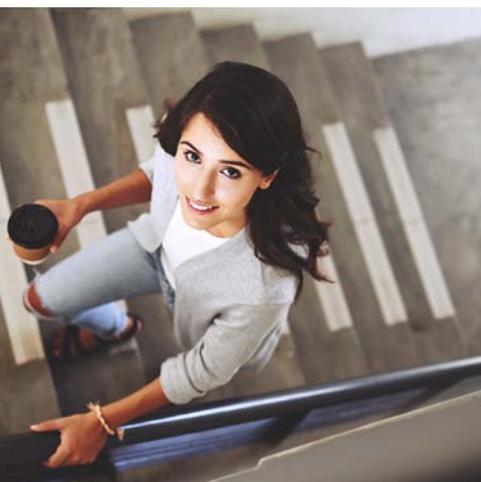
- a carefully structured selection procedure of the best human resources;
- systematic identification of talents in employees and the right career opportunities for them;
- promoting managerial and professional development of employees and achievement of career goals in connection with personal goals;
- promoting lifelong learning and continued acquisition of new skills, know-how and experience in relation to job promotion;

- pursuing new opportunities in the context of intergenerational cooperation, fewer work opportunities of employees, etc.;
- boosting creativity by submitting proposals for improvement in the framework of IDEJA IN.

12.3.1 Recruitment and employee structure²⁷

As at the year-end, the total number of employees in the Triglav Group was 5,046 or 333 less than the year before. The number of employees decreased mainly due to sale of the Avrigo Group and the Triglav subsidiary Slovenijales trgovina d.o.o.

The number of employees in the Triglav Group



Subsidiaries of the Triglav Group	Number of employees			Difference
	2016	2015	2014	2016/2015
Zavarovalnica Triglav d.d., Ljubljana	2,335	2,341	2,365	-6
Pozavarovalnica Triglav Re d.d., Ljubljana	46	46	45	0
Triglav, Zdravstvena zavarovalnica d.d., Koper	96	84	84	12
Skupna pokojninska družba d.d., Ljubljana	21	18		3
Triglav Osiguranje d.d., Zagreb	513	528	507	-15
Triglav Osiguranje d.d., Sarajevo	248	243	246	5
Triglav Pojišt'ovna a.s., Brno			126	0
Lovćen Osiguranje a.d., Podgorica	267	253	271	14
Triglav Osiguranje a.d.o., Belgrade	537	511	460	26
Triglav Osiguranje a.d., Banja Luka	84	83	78	1
Triglav Osiguruvanje a.d., Skopje	256	260	256	-4
Lovćen životna osiguranja a.d., Podgorica	23	14	14	9
Triglav INT d.d., Ljubljana	23	24	21	-1
Triglav Skladi d.o.o., Ljubljana	42	41	43	1
Triglav Avtoservis d.o.o., Ljubljana	28	28	28	0
Triglav Svetovanje d.o.o., Domžale	105	81	74	24
TRI-LIFE d.o.o., Zagreb	28	26	1	2
Triglav Savjetovanje d.o.o., Sarajevo	49	41	25	8
Triglav Savetovanje d.o.o., Belgrade	19			19
Triglav, Upravljanje nepremičnin d.d., Ljubljana	29	149	22	-120
Triglav upravljanje nekretninama d.o.o., Zagreb	1			1
Triglav upravljanje nekretninama d.o.o., Podgorica	1			1
Triglav Naložbe d.d., Ljubljana			5	0
Slovenijales d.d., Ljubljana			125	0
Golf Arboretum d.o.o., Volčji potok	4	11	10	-7
Unis automobili i dijelovi d.o.o., Sarajevo	17	26	29	-9
Autocentar BH d.o.o., Sarajevo	42	43	52	-1
Sarajevostan d.d., Sarajevo	125	124	122	1
Triglav Auto d.o.o., Banja Luka				0
Lovćen Auto a.d., Podgorica	107	107	104	0
Avrigo d.o.o., Nova Gorica		205	205	-205
Integral Notranjska d.o.o., Cerknica		16	16	-16
Integral Zagorje d.o.o., Zagorje ob Savi		48	46	-48
Integral Stojna Kočevje d.o.o., Kočevje		28	26	-28
Alptours d.o.o., Bovec				0
Total	5,046	5,379	5,406	-333

The educational structure of employees improved as the number of employees with university degree or higher education and secondary school education as well as with masters or doctoral degrees increased, while the number of employees with a lower level of education declined.

Employees of the Triglav Group as at 31 December 2016 by level of education

Level of education	2016		2015		2014	
	Number	Percentage	Number	Percentage	Number	Percentage
Level I-IV	975	19.3%	1,267	23.6%	1,401	25.9%
Level V	1,461	29.0%	1,553	28.9%	1,552	28.7%
Level VI	598	11.9%	622	11.6%	593	11.0%
Level VII	1,815	36.0%	1,773	33.0%	1,676	31.0%
Masters and PhD	197	3.9%	164	3.0%	184	3.4%
Total	5,046	100.0%	5,379	100.0%	5,406	100.0%

The number of full-time employees in Zavarovalnica Triglav was 2,244 (96.1%), while 91 (3.9%) were part-time employees.

Employees in Zavarovalnica Triglav as at 31 December 2016 by employment type (full-time, part-time)²⁸

Type of employment	2016		2015		2014	
	Number	Percentage	Number	Percentage	Number	Percentage
Part-time	91	3.9	89	3.8	97	4.1
Full-time	2,244	96.1	2,252	96.2	2,268	95.9
Total	2,335	100.0	2,341	100.0	2,365	100.0

The number of employees in permanent employment in Zavarovalnica Triglav was 2,264 (97.0%), while 71 employees (3.0%) were employed for a fixed-term. The share of fixed-term employees increased by 0.4 percentage point.

Employees in Zavarovalnica Triglav as at 31 December 2016 by employment type²⁹

Type of employment agreement	2016		2015		2014	
	Number	Percentage	Number	Percentage	Number	Percentage
Fixed-term	71	3.0	60	2.6	55	2.3
Permanent	2,264	97.0	2,281	97.4	2,310	97.7
Total	2,335	100.0	2,341	100.0	2,365	100.0

Staff turnover³⁰

The staff turnover rate slightly increased and stood at 4.7% (in 2015: 3.9%). The Company recruited 108 new employees, while 114 left. Among leavers, the main reason was retirement of staff in the oldest age group (above 56 years of age). The majority of the newly employed were aged between 26 and 30 years. Men prevailed both among newly recruited employees (59.3%) and among leavers (53.5%).

28 GRI GS 102-8
29 GRI GS 102-8
30 GRI GS 401-1

The number of newcomers and leavers in Zavarovalnica Triglav in 2016 by age

Age group	Newcomers		Leavers	
	Number	as a %	Number	as a %
18–19	1	0.9	0	0.0
20–25	21	19.4	4	3.5
26–30	43	39.8	12	10.5
31–35	15	13.9	9	7.9
36–40	16	14.8	14	12.3
41–45	7	6.5	11	9.6
46–50	3	2.8	10	8.8
51–55	2	1.9	6	5.3
56 and over	0	0.0	48	42.1
Total	108	100.0	114	100.0

The number of newcomers and leavers in Zavarovalnica Triglav in 2016 by gender

Gender	Newcomers		Leavers	
	Number	as a %	Number	as a %
Men	64	59.3	61	53.5
Women	44	40.7	53	46.5
Total	108	100.0	114	100.0

The average total years of work of employees in Zavarovalnica Triglav was 22.19 years, while the average years of work only in Zavarovalnica Triglav totalled 16.67 years.

In Zavarovalnica Triglav, both the share of employees over 46 years and the share of employees aged from 26 to 30 years increased. The average age of employees rose to 44.63 years (44.39 years in 2015).

Employees of Zavarovalnica Triglav as at 31 December 2016 by age³¹

Age group	2016		2015		2014	
	Number	Percentage	Number	Percentage	Number	Percentage
From 18 to 19	1	0.0	0	0.0	0	0.0
From 20 to 25	29	1.2	17	0.7	31	1.3
From 26 to 30	140	6.0	136	5.8	150	6.3
From 31 to 35	233	10.0	260	11.1	272	11.5
From 36 to 40	367	15.7	392	16.7	390	16.5
From 41 to 45	421	18.0	430	18.4	453	19.2
From 46 to 50	467	20.0	465	19.9	456	19.3
From 51 to 55	400	17.1	379	16.2	371	15.7
56 and over	277	11.9	262	11.2	242	10.2
Total	2,335	100.0	2,341	100.0	2,365	100.0

In terms of gender, the employee structure shows no significant changes in the long term and is comparable to the gender ratio in the Slovene general population.

Employees of Zavarovalnica Triglav as at 31 December 2016 by gender³²

Gender	2016		2015		2014	
	Number	Percentage	Number	Percentage	Number	Percentage
Men	1,147	49.1	1,145	48.9	1,150	48.6
Women	1,188	50.9	1,196	51.1	1,215	51.4
Total	2,335	100.0	2,341	100.0	2,365	100.0



As at the reporting date, 2,184 or 93.5% of all staff were employed under the collective agreement (93.7% in 2015). The remaining 6.5% were employees with individual agreements (151 employees).³³

Benefits are the same for all employees, be it permanent full-time employees, fixed-term employees or part-time employees.³⁴

The height of the basic salary of women is equal to the basic salary of men in all categories of employees, locations and activities.³⁵ The proportion of women in the highest management amounted to 27.9% (27.3% in 2015), in the middle management, 37.6% (37.1% in 2015). One woman sits in the Management Board of Zavarovalnica Triglav, the share of women being 20%.³⁶

The average age of the members of the Management Board is 42.6 years.³⁷ Local management is employed in Slovenia.³⁸

12.3.2 Staff training and development

12.3.2.1 Training³⁹

Committed and highly skilled employees are one of the most important factors for successful business operations of the company, therefore constant training, personal growth and

development are enabled to the employees. Internal training accounted for the bulk of all training courses held. The most common topics were related to the insurance sector, business communication and sales skills. Employees participated in computer and foreign language courses as well as in workshops for promotion of a healthy lifestyle and personal growth. E-learning has been on the rise primarily due to greater flexibility of learning in terms of time and space.

Moreover, employees are able to attend external training courses in Slovenia and abroad. If there were more candidates interested in a specific topic, the seminar was organised in-house.

The intergenerational transfer of know-how and experience to young generations was ensured in various ways. Scholarships continued to be provided to 12 high school and university students, while mandatory work practice/internship was offered to 31 high school students. In cooperation with universities and schools, the insurance business was presented to young people, in addition to raising the awareness about the importance of insurance, which also improved their financial literacy.

Traineeship was completed by 11 employees. Full or partial funding of study was provided to 155 employees.

The number of training participants in Zavarovalnica Triglav in 2014–2016

	2016	2015	2014	Index	
				2016/2015	2015/2014
Scholarship	12	15	19	80	79
Work study	155	205	202	76	101
Probationers	11	13	14	85	93
Work experience	31	32	36	97	89
External training	577	430	477	134	90
In-house training (traditional)	8,427	8,336	6,909	101	121
In-house training (e-learning)	7,056	4,087	2,872	173	142
Total	16,269	13,118	10,529	124	125

The number of functional training hours in 2016 was higher than the year before, particularly in e-learning. The number of external training hours was also higher.

33 GRI GS 102-41

37 GRI GS 405-1

34 GRI GS 401-2

38 GRI GS 202-2

35 GRI GS 405-2

39 GRI GS 103-1, 103-2, 103-3

36 GRI GS 405-1

The number of functional training hours in Zavarovalnica Triglav in 2014–2016⁴⁰

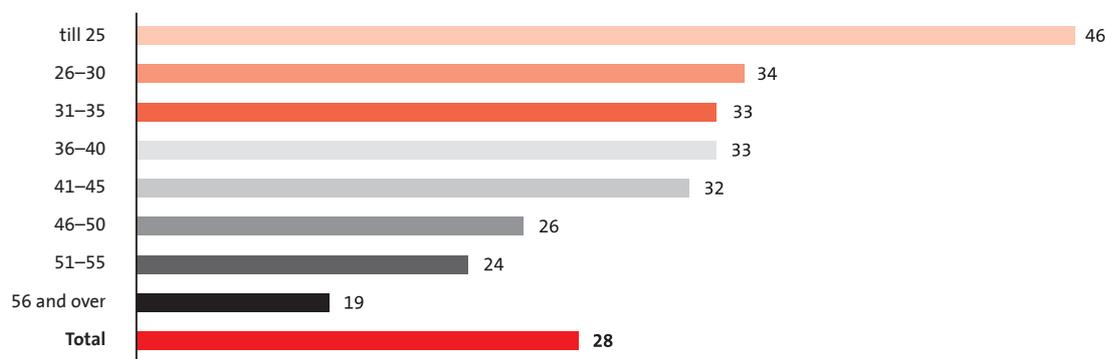
	2016	2015	2014	Index	
				2016/2015	2015/2014
Total number of functional training hours	66,054	60,940	51,631	108	118
Number of hours of in-house training (traditional)	54,161	51,812	41,725	105	124
Number of hours of in-house training (e-learning)	4,650	3,386	2,872	137	118
Number of hours of external training	7,243	5,742	7,034	126	82
Number of functional training hours per employee	28	26	22	108	118

The training courses were slightly more often attended by male employees and young employees up to 25 years of age undergoing induction training.

The average number of functional training hours in 2016 by gender⁴¹



The average number of functional training hours in 2016 by age⁴²



Promising young staff on in-house training
in Zavarovalnica Triglav.

Various forms of knowledge transfer were organised for the Triglav Group employees. A ten-day specialised training was organised for employees in subsidiaries, who were able to participate in various internal training courses.

In addition to promoting internal transfer of knowledge, many training programmes were carried out by in-house lecturers. In this way, not only a higher number of training hours and participants was achieved but also a rational use of available funds. Total training costs increased in comparison to the preceding year (index 116).

Training costs of Zavarovalnica Triglav in 2014–2016

	2016	2015	2014	Index	
				2016/2015	2015/2014
Total costs*	916,075	791,985	854,682	116	93
Costs per employee	392	338	361	116	94
Costs per participant	56	60	81	93	74

* Data include both direct (scholarships, grants, tuition fees, work study costs, probationer pay and payments to trainers and lecturers) and indirect training costs (travel expenses in Slovenia and abroad, subsistence and overnight stay allowances related to training).

12.3.2.2 Management by objectives and annual development interviews⁴³

As much as 70% of all employees are included in the management-by-objective system, using the CIVODEU software application. At annual interviews, employees set their objectives for the current year in cooperation with their superiors. Further interviews held every three months are aimed at re-defining the goals, revising expectations, assessing the achievement of set goals and determining work performance. Through monitoring and feedback, a personal relationship may be formed between a superior and employee, which contributes to better performance. Due to the nature of their work, insurance agents and call centre clerks are subject to other forms of remuneration.

12.3.2.3 Assessment of competences using the DNLA tool

Employee competences and development potential are assessed with the DNLA tool, which is an essential tool not only for targeted employee training and development but also for career and development planning. It is also used as an additional aid in the recruitment process.

12.3.2.4 Fit and proper assessment

The Solvency II Directive requires that all persons who manage or supervise an insurance undertaking or hold a key function have adequate professional qualifications (fit) and are of good reputation and integrity (proper). To this end, the following two policies were adopted: the Fit and Proper Policy for the Management and Supervisory Board Members of Zavarovalnica Triglav and the Fit and Proper Policy for Key Function Holders and Business Function Holders of Zavarovalnica Triglav.

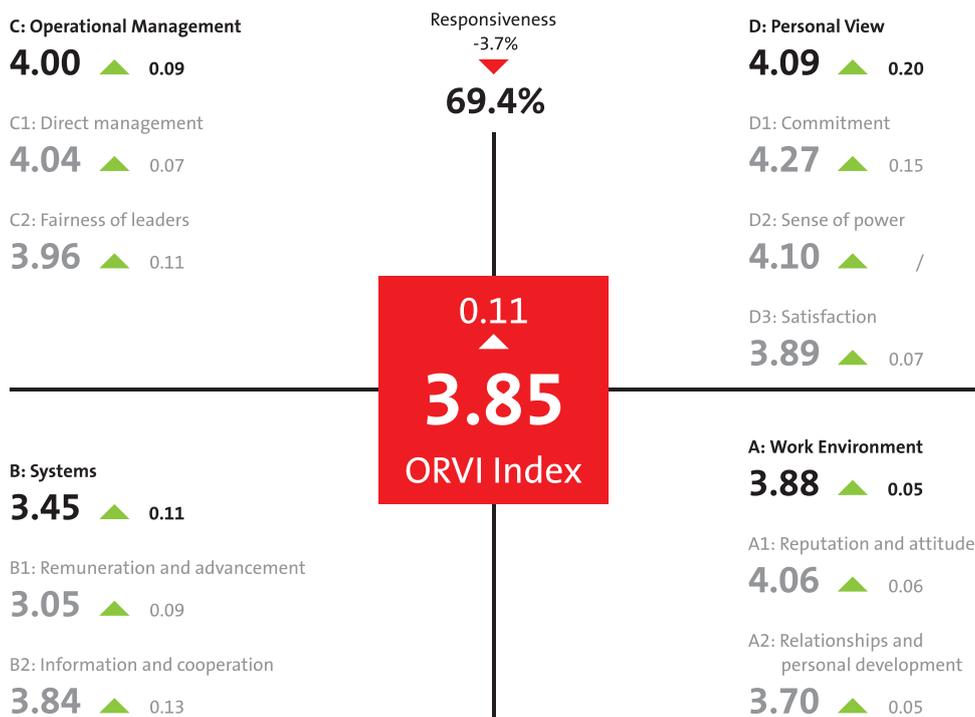
Both policies define the basic rules, criteria and procedures for a fit and proper assessment of the Management and Supervisory Board members. These conditions also apply both to the key function holders, who are in charge of the risk management function, the compliance function, the internal audit function and the actuarial function, and to the business function holders, which includes (other) executive directors, directors of headquarters departments and directors of the independent departments, which are directly subordinated to the Management Board. Based on the abovementioned policies, in 2016 a fit and proper assessment was conducted for all persons who manage or supervise the Company or perform key and business functions.

12.3.2.5 Measurement of organisational climate (vitality)

The welfare of employees is monitored by measuring the organisational climate, which enables the Company to respond to the needs identified in the survey. In Zavarovalnica Triglav, the organisational climate survey was conducted for the ninth time. In accordance with the current methodology, it is now called organisational vitality.

The results of organisational vitality measurement are by indexes work environment, systems, operational management and personal view, which are combined into the aggregate ORVI index, classified in more categories. The image below also includes the responsiveness index, which however is not included in the overall assessment.

1. The organisational climate was measured in several subsidiaries of the Triglav Group



Results of organisational vitality in Zavarovalnica Triglav

The questionnaire was completed by 69.4% of employees. Aggregate ORVI index improved by 0.11 percentage point. The Survey showed that all four indexes improved in all four categories. Employees are highly committed and motivated for work, remain loyal to the organisation and have a positive attitude. The attitude of direct managers is very good – they are open, honest and fair, ready to cooperate and strive for successful performance of all organisational units. Their feedback on the quality of work is clear and they make decisions on time. Employees are quite satisfied with their closest co-workers and working conditions.

Despite the improvement in the average score in almost all questions, some challenges remain.

The remuneration and promotion system (clarity and efficiency of promotion) and more efficient cooperation and communication between the departments have most room for improvement.

The Management Board adopted measures to improve lower-rated organisational vitality categories. The Human Resource Management Division met with the heads of units with the lowest scores and also with the heads receiving the highest scores in the Operational management category.

Results of the organisational climate in the Triglav Group

In 2016, the organisational climate was measured in the insurance subsidiaries of the TINT Group, in Triglav, Zdravstvena zavarovalnica, Pozavarovalnica Triglav Re and Triglav Svetovanje.

Results of the organisational climate measurements in the Triglav Group by category

	ORVI indeks		Operational risk		System		Personal view		Work environment	
	2016	Change	2016	Change	2016	Change	2016	Change	2016	Change
Zavarovalnica Triglav	3.85	+0.11	4.00	+0.09	3.45	+0.11	4.09	+0.20	3.88	+0.05
Triglav, Zdravstvena zavarovalnica	3.64	-0.16	3.58	-0.25	3.24	-0.16	4.03	+0.05	3.69	-0.29
Pozavarovalnica Triglav Re	3.70	-0.14	3.72	-0.29	3.44	-0.15	3.91	+0.01	3.74	-0.11
Triglav Osiguranje, Zagreb	3.66	+0.44	3.63	+0.34	3.33	+0.43	4.02	+0.62	3.65	+0.35
Triglav Osiguranje, Belgrade	3.81	+0.62	3.89	+0.43	3.46	+0.59	4.10	+0.89	3.79	+0.56
Triglav Osiguranje, Sarajevo	4.02	+0.22	3.90	+0.17	3.75	+0.25	4.27	+0.36	4.17	+0.12
Triglav Osiguranje, Banja Luka	4.41	-0.16	4.47	-0.16	4.24	-0.21	4.48	-0.07	4.50	-0.16
Lovćen Osiguranje, Podgorica	4.07	+0.07	4.02	-0.03	3.75	+0.08	4.36	+0.30	4.15	-0.07
Triglav Osiguruvanje, Skopje	3.89	+0.31	3.95	+0.25	3.61	+0.35	4.11	+0.48	3.91	+0.19
Triglav INT	3.71		3.71		4.24		3.34		3.54	
Triglav Svetovanje	4.02	0.00	4.21	-0.06	3.86	-0.01	4.16	+0.24	3.86	-0.18



12.3.3 Safety and health at work⁴⁴

In the effort to continually improve safety and health at work, great importance is placed on preventive actions and early elimination of any hazards. The Company complies with the applicable legal regulations governing safety and health at work. At the level of Zavarovalnica Triglav, the following programmes and measures are carried out:

- the “Protecting Health” programme that promotes health, emphasising personal health of employees;
- the “Harmony of Life and Work: Triglav.smo” programme and
- the measures of the full “Family-Friendly Enterprise” certificate.

Safety and health at work regulates the Safety Statement and Risk Assessment which includes

the risks assessed for a particular workplace as well as all identified and described hazards and harmful effects on the health of employees. The Statement also contains measures to reduce them. By regularly revising this document, the Company adapts to new or changed working conditions, thereby also updating and revising the Statement.

A healthy lifestyle and work balance are regularly promoted in the context of the Triglav.smo programme and the “Protecting Health” internal brand. Zavarovalnica Triglav’s appropriate and effective psychosocial risk management and care for a healthy work environment was recognised in 2015 by the European Agency for Safety and Health at Work by awarding its good practice in the 2014–2015 Healthy Workplaces Campaign. These activities will not only continue but will also be upgraded so as to follow the strategic objective of ensuring security.

Two suitably qualified employees are in charge of safety and health at work. The important decisions on ensuring adequate personal protective equipment, which is proposed by the relevant department, are made in cooperation with the representatives of the trade union and the Works Council.⁴⁵

In the e-classroom, employees complete obligatory training and take an exam in accordance with the legal regulations governing fire safety and safety and health at work.

Fire safety

In fire safety, the preventive measures are carried out, regular training and education of employees take place, ongoing improvement of fire safety at all business locations and monitoring of on-site fire safety in accordance with the applicable statutory requirements are carried out.

The Plan (instruction) on security conduct and actions in the case of an emergency and other security events was drafted for all employees. In the case of an emergency or a security event, employees can call the security control centre where they will receive appropriate instructions and psychosocial assistance.

Good practice in fire safety is disseminated to the Triglav Group, business partners and clients.

Health and safety topics covered in formal agreements with trade unions and in the collective agreement⁴⁷

Safe working conditions are provided in accordance with Zavarovalnica Triglav's collective agreement and the applicable legislation. The prescribed means of work and personal protective equipment (the summer and winter protective shoes, winter jackets, sunglasses, etc.) are all provided for. Before starting their work, employees are familiarised with the dangers at work and work safety measures that they are obligated to follow. Furthermore, employees are required to use the prescribed work equipment.

Injuries at work⁴⁸

Injuries in total decreased in 2016. The highest drop was recorded in traffic accidents (only one in 2016 and six in 2015). Most exposed to accidents are still employees who work in the field. The most common cause of their injuries were slips and road accidents, as in recent years.



Ana-Romana Škafar,
Psychosocial Support Specialist

Support to employees in the event of workplace violence⁴⁶

The employees who are in contact with clients are trained in how to respond in the event of violence, robbery or threats. Along the modern technical security measures to protect both the employees and the business premises, regulations and instructions ensuring a safe work environment are in place.

Injuries at work in Zavarovalnica Triglav in 2014–2016

	2016		2015		2014		Index	
	Number	Percentage	Number	Percentage	Number	Percentage	2016/2015	2015/2014
At work	6	40.0	10	43.5	7	70.0	60	143
On business trips	9	60.0	13	56.5	3	30.0	69	433
Total	15	100.0	23	100.0	10	100.0	65	230



45 GRI GS 403-1
46 GRI GS 103-1, 103-2, 103-3
47 GRI GS 403-4
48 GRI GS 403-2

The number of lost work days due to injuries at work went down significantly. Last year, this number primarily rose due to individual serious injuries, which were the result of a traffic

accident and required long recovery and thus long absence from work. This number will be further reduced by taking additional preventive measures.

Lost work days due to injuries at work in Zavaroalnica Triglav in 2014–2016

	2016	2015	2014	Index	
				2016/2015	2015/2014
Lost work days due to injuries at work	491	814	118	60	689

Every accident at work which would render an employee unfit for work for more than three working days, every dangerous occurrence and every established occupational disease must be reported to the Labour Inspectorate of the Republic Of Slovenia. In 2016, one dangerous occurrence was recorded, no one was injured. Thus far no occupational diseases were identified.⁴⁹

Absenteeism⁵⁰

The absenteeism rate in Zavaroalnica Triglav increased by 0.08 percentage point to 4.27% and was 0.11 percentage point above the national level reported for the Republic of Slovenia.

Temporary absence from work due to illness or injury is measured by the number of lost working days in a year. By law, sickness benefits are divided into two categories: those reimbursed by the employer (medical leave up to 30 days) and those reimbursed by the Health Insurance Institute of Slovenia (ZZZS) (medical leave longer than 30 days, care for and/or accompanying a sick person). In comparison to 2015, the share of work days lost due to sick leave reimbursed by Zavaroalnica Triglav decreased by 0.19 percentage point, while the share of work days lost due to sick leave reimbursed by the Health Insurance Institute of Slovenia was by 0.29 percentage point higher.

Absenteeism rates in Zavaroalnica Triglav and Slovenia by year and type of sick leave

Year	Paid by		in %	
	Zavaroalnica Triglav	ZZZS	Rate of absenteeism in Zavaroalnica Triglav	Rate of absenteeism in Slovenia ⁴¹
2010	2.23	1.58	3.81	4.17
2011	1.98	1.73	3.71	4.19
2012	1.90	1.66	3.56	4.06
2013	1.89	1.62	3.50	3.94
2014	1.87	1.51	3.37	3.80
2015	2.32	1.86	4.19	4.06
2016	2.13	2.15	4.27	4.16

⁴¹ Source: National Institute of Public Health, Records of temporary absence from work due to illness, injury, care and other causes, IVZ3

12.3.4 Care for employee satisfaction⁵¹

Triglav.smo programme

In addition to innovation, intergenerational cooperation and health promotion, the aim of the *Triglav.smo* programme aim is to ensure the satisfaction of all employees. The programme also includes the “Family-Friendly Enterprise” certificate. In 2016, the Company continued to implement the diverse programme aimed at raising the awareness of every individual about the importance of physical and mental health. Care for a healthy work environment was upgraded with short educational videos on the importance of taking short breaks from computer work, which are available to employees at the *Povej naprej* (Share) internal portal.

To a smaller degree, the programme is implemented in the insurance subsidiaries as well: greeting the seasons, workshops for leaders and competition for innovative ideas, with each subsidiary adding its own activities.

»Family-Friendly Enterprise« certificate

In 2016, Zavaroalnica Triglav was awarded the full Family-Friendly Enterprise certificate (hereinafter: FFE), after being a holder of the basic certificate since 2012. By taking new measures, the Company enabled even easier reconciliation of work and family life. The new application DPP was introduced, through which employees can quickly and easily submit an application for the use of a particular measure. A summer holiday camp was organised for the children of employees for the first time.

49 GRI GS 403-3
50 GRI GS 403-2
51 GRI GS 103-1, 103-2, 103-3

Additional pension insurance
95.5%
employees of Zavarovalnica Triglav

Additional benefits for employees:

- Zavarovalnica Triglav pays 95.5% of its employees a supplemental pension insurance premium amounting to 4% of their gross salary;⁵²
- group accident insurance premium is paid for all employees;
- additional accident insurance for employees and their family members is available at favourable insurance terms and conditions;
- additional accident insurance is provided for all business trips;
- after one year of employment, all employees may opt for supplemental voluntary pension insurance and voluntary pension insurance;⁵³
- 81% of all employees took out the collective insurance package *Celostna zdravstvena oskrba* (comprehensive medical care).

Parental leave or part-time work in Zavarovalnica Triglav in 2016⁵⁴

	Women	Men	Total
Maternity leave, child care leave	73	0	73
Father's leave of 20 days*	0	75	75
Father's leave of 75 days (up to the child's age of three years)	0	1	1
Option to work part-time	26	1	27

* Paid paternity leave of 15 days can be used in the period up to the child's age of six months, while in 2016 additional 5 days of paid leave may be used until the child finishes the first grade.

All employees (of either gender) with an employment agreement for an indefinite period of time who used parental leave had the right to resume work or return to their position.

Return to work and retention rate after using parental leave in Zavarovalnica Triglav in 2016⁵⁵

	Women	Men	Total
The number of employees who returned to work after parental leave	73	0	73
The number of employees who returned to work after parental leave (by gender) and who stayed employed in the Company after 12 months	73	0	73
Return rate after parental leave	100%	100%	100%
Retention rate after parental leave	100%	100%	100%



Circumstance and work requirements permitting, working hours can be adapted to the needs and wishes of employees. 26 mothers and 1 father worked part-time. 89 employees who were parents of first graders took advantage of a day's paid leave on the first school day. Employees can take unpaid leave in certain cases and in agreement with their superiors. In 2016, 11 employees took short unpaid leave.

Cooperation with employees – trade union

Two representative trade unions are active in Zavarovalnica Triglav. The Company concluded a special agreement and cooperates well with both of them. Before adoption, any act specifying the rights and obligations of workers is submitted to the trade unions to give their opinion.

In line with the Worker Participation in Management Act and the Agreement on Worker Participation in Management, the Company informs the Works Council of any changes in the Company's operations at least 10 days prior to adopting such a decision.⁵⁶

Care for employees outside the working hours

The variety of social and sports activities are available to employees. Already traditional events include the Triglav Group Day – Our Day, Winter and Summer Games of Financial Organisations (SIFO) and gatherings with retired Triglav employees. In recent years, membership in the Mountaineering Association and the Sports Association has gained in popularity. As at the 2016 year-end, already 40% of employees of the parent company and subsidiaries in Slovenia were members of the Sports Association (37% in 2015).

52 GRI GS 201-3

53 GRI GS 201-3

54 GRI GS 401-3

55 GRI GS 401-3

56 GRI GS 103-1, 103-2, 103-3, GS 402-1



5 prizes for the winners of
the "Sales Promotion Through Ideas" contest

Promoting innovation and improvements

Zavarovalnica Triglav established a system of promoting creativity and proposing good ideas and improvements. In the reporting period, 13 out of 24 submitted proposals were recognised as good and were awarded. One of them was implemented into the business process.

Violations on grounds of discrimination

In 2016, no formal cases of discrimination were recorded in Zavarovalnica Triglav.⁵⁷

The number of complaints and reports with respect to human rights and cases solved through formal complaint procedures

The responsibility to provide a safe and healthy work environment and protect the employees' dignity was first formalised in 2012, after which it was upgraded in 2015 by adopting the Code of the Triglav Group and amending the Rules on the Protection of Dignity at Work.

An immediate approach to identified conflicts and their resolving in the earliest possible stages proved as a good practice in 2016. Key to preventing unacceptable or inappropriate behaviour lies in integrated management of conflict situations, with the cooperation of a wide circle of experts and competent leaders. The latter contributed to the fact that in 2016 no cases of unacceptable or inappropriate behaviour, which would have to be resolved in line with the Rules on the Protection of Dignity at Work, were recorded.⁵⁸

12.4 Responsibility toward clients⁵⁹

The Triglav Group strives to build long-term relationships with its clients. Caring for clients, continuous monitoring of their needs and effective elimination of potential disagreements are the basis of the company-client relationship. Emphasis is put on transparent, intelligible and accessible insurance products and services. The Company follows these guidelines already in the development phase of insurance products, at the same time focusing on quality after-sale services.

The insurance contracts and other financial transactions are often quite complex and difficult to understand for clients, therefore every effort is made to explain all their rights and obligations in concluding such contracts and to provide the necessary material. No misleading, aggressive, insulting, shocking or other inappropriate sales practices are used in promotional activities and the marketing of products and services.

The Triglav Group fully complies with the consumer legislation and the special requirements with regard to client information when concluding distant contracts for financial services,

including insurance contracts. By upgrading its digital business, Zavarovalnica Triglav also applies the recommendations of the Slovene Consumers' Association for improving financial literacy.

Dynamic development of services and the client relationship, which is strongly influenced by new technologies, is presented in [→ Section 11. Development and sales activities]. To point out a few highlights:

- **Promotion and rewarding of safe driving.** In 2016, an increased number of DRAJV application users was recorded.
- **Upgrading of claim services.** The mobile application enables clients to report a claim, monitor the progress of the claim settlement process and order assistance services.
- **Strengthening of prevention activities.** The previously mentioned widely used website [Vse bo v redu](#) (Everything Will Be Alright) online provides advice on prevention and promoting insurance literacy. The section "Fine Print" was introduced so as to explain some of the basic insurance concepts and principles. In cooperation with the Slovenian Environment Agency, the Triglav Vreme mobile application was upgraded. See [→ Section 12.7.1]⁶⁰ for more details about prevention activities.
- **Quick access to the Company with the aim of receiving assistance, up-to-date information, taking out insurance and exercising the rights from insurance is being upgraded.** Clients can receive information on non-life and life insurance products by calling the **toll-free number 080 555 555**. The **assistance and general information point** is fully operational 24/7 all year round at the special number 080 2864 (for calls from abroad: +386 2222 2864). The www.triglav.si website enables clients insights into products and services, safe underwriting, quick reporting of claims, purchase of insurance policies and advice. Equal access to the range of products and services is also provided to computer literate movement-impaired policyholders. In all formats of information materials (web, print or audio-video editions), the Company strives for simplicity and clarity.⁶¹ The **i.triglav web office** was upgraded with the new functionality, which enables to view all insurance policies concluded with Zavarovalnica Triglav, Triglav, Zdravstvena zavarovalnica and Skupna pokojninska družba. The **i.triglav web office for corporate users** was developed for employers so as to enable easy data exchange on concluded group supplemental voluntary pension insurance and an overview of taken out insurance policies. Furthermore, the i.triglav web office was introduced in Croatia.

⁵⁷ GRI GS 406-1

⁵⁸ GRI GS 103-1, 103-2, 103-3

⁵⁹ GRI GS 103-1, 103-2

⁶⁰ GRI G4-FS7, GS 103-1

⁶¹ GRI G4-FS14

12.4.1 Access to insurance services for people with various disabilities⁶²

Zavarovalnica Triglav: to improve the services provided to persons with disabilities and ensure their full integration

- 65% of the Company's points of sale enable a completely independently access to people with different types of impairment (in 2016: business premises v Ljubljana, Dunajska 20-22).
- 100% of the points of sale equipped with aids for partially sighted persons.
- 100% of the regional units' head offices fitted with FM devices for hard-of-hearing persons.
- Website are in compliance at least with the requirements of the AA standard WCAG 2.0 for visually impaired persons.
- Promoting awareness about the needs of persons with disabilities in cooperation with the Sports Federation for the Disabled of Slovenia and the Vozim Institute, voluntary work of the employees at school sports days.
- Financial support to TIPK TV web television, which adapts public information to hard-of-hearing, deaf, blind and partially sighted persons.
- Zavarovalnica Triglav, the general sponsor in 2015 and 2016, will continue to cooperate with the Slovene Paralympic Committee.

12.4.2 Responsibility to the natural environment through insurance products and services

Zavarovalnica Triglav promotes a responsible attitude to the natural environment and encourages locally grown food supply through insurance products and services, focusing mostly on the agricultural insurance segment.

- The premium policy is designed to encourage policyholders to invest in **active protection from adverse weather conditions** through the use of anti-hail nets, greenhouses, tunnels, and irrigation and sprinkler systems for spring frost protection. Apart from that, funds were provided for the installation of multiple anti-hail nets in orchards across Slovenia, repairs of vineyard equipment, greenhouse mist systems and orchard sprinkler irrigation systems. The Company funds research on growing a more resistant planting material.⁶³
- In agricultural insurance, **electronic commerce** was introduced in the estimation of damage in the field, which is both user- and environment-friendly (paperless operations).
- The Company encourages **less intensive animal production**, which is not only environmentally friendlier but also involves fewer insurance risks. Cattle insurance (the main class of livestock insurance) was adapted to local specifics and small and medium-sized livestock farms to maintain agricultural production in less favoured areas (limiting agricultural factors).⁶⁴
- The stimulative premium policy **for young farmers** contributes to the promotion of young farmers setting up an agricultural holding, the preservation of settlement and larger land cultivation in the Slovene countryside. These goals are consistent with the interests of both the Common Agricultural Policy and the Slovene agricultural policy.⁶⁵
- By distributing preventive items, the possibility of the **occurrence of damage in livestock production** is reduced (dermatological veterinary ointments and sprays).
- Individual target groups are informed about the importance of **prevention and risk management in agricultural production** and the need to protect domestic food production:
 - promotion of insurance co-financed by municipalities at the level of local communities,
 - promotion of cooperatives by concluding insurance via cooperatives (especially with regard to hop insurance).
- Active support is provided to the Slovene Rural Youth Association (ZPMS) for its annual **Young Innovative Farmer**.
- The Company actively supports **promotion of Slovene products**: at the announcement of the Wine Queen of Slovenia, support to the Slovene winemakers' football team, the current European champion.
- Furthermore, active support was provided to the international conference on livestock nutrition.



62 GRI G4-FS14
63 GRI G4-FS8
64 GRI G4-FS8
65 GRI G4-FS7

- In cooperation with Alfakan, awareness-raising activities were undertaken among dog owners, in addition to activities related to training and re-training of dogs (lectures, reflective dog scarves and collars, first aid for small animals).
- **Conclusion of agricultural insurance with the premium co-financed by the Government:** In accordance with the Decree on co-financing of insurance premiums for primary agricultural production and fisheries, the insurer and the policyholder agree on the payment of only that part of the premium which the policyholder is required to pay. On behalf of the policyholder, the insurer seeks the payment of the remaining portion of the premium, which is co-financed by the Government, directly from the Agency for Agricultural Markets and Rural Development.

In 2016, new minimum compliance standards for the Triglav Group were adopted, which are the basis for further development of the compliance function within the Group. The reporting system of the compliance function of Zavarovalnica Triglav was established to report on significant non-compliance issues. In 2016, the external audit found no major non-compliance issues in insurance and financial companies of the Triglav Group. Consequently, in total EUR 31,272 thousand of monetary fines were imposed.

Anti-corruption measures and personal data protection⁶⁷

In accordance with the Declaration on Fair Business, the Slovene Corporate Integrity Guidelines and the Rules on Agreement Management, the anti-corruption clause as an obligatory contractual provision should be included in legal relationships with contractual partners. The application of the anti-corruption clause was expanded to other insurance and financial companies of the Group through minimum compliance standards. In 2016, training in corruption prevention was organised within the framework of the Conference on Compliance of the Triglav Group.

With regard to personal data protection, once again training was organised for all employees of Zavarovalnica Triglav and the minimum standards for the Group's companies were upgraded. The employees were informed of the manner and importance of adequate protection of personal data. The Company drafted the plan to harmonise the Company's operations with Regulation (EU) 2016/679 of the European Parliament and of the Council on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, which will apply from 25 May 2018.

The Company received 5 requests from clients regarding their right of information in accordance with the Personal Data Protection Act (ZVOP-1). Out of 18 complaints received about an alleged infringement of the Act, 12 were justified. In the reporting period, the Information Commissioner initiated two inspection procedures against Zavarovalnica Triglav. In one case no irregularities which would constitute an infringement were found, while in the second case the procedure had not yet been completed in 2016. In other companies of the Group, irregularities relating to protection of personal data were found in two cases, for which a monetary fine was issued; however, the fine had not yet been paid as an appeal was filed.⁶⁹

12.5 Fair business practice

The Code of the Triglav Group (hereafter: the Code) regulates ethical and fair treatment in all insurance and financial companies of the Group. Its content and the fundamental ethical principles are constantly communicated (including fairness and compliance, transparency, prevention of corrupt practices, conflict of interest management, fraud management, money laundering and terrorist financing prevention, restriction of competition prevention, acts of unfair competition and fair business practices). In 2016, Code content was presented at the conferences on compliance organised for the Triglav Group and included in the training material for employees.

Through the Code, the system for direct reporting of non-compliance was set up, regulated by a special internal document for dealing with internal fraud and infringements of the Code of the Triglav Group. These rules were transferred to the Group's members through minimum compliance standards. The internal document was revised in 2016 so as to regulate in greater detail the procedure for investigating reported infringements and the protection of the person reporting the infringement. In the reporting year, five procedures relating to the infringement of the Code were investigated in Zavarovalnica Triglav. Insurance fraud was confirmed in three of them. In one case minor irregularities were found, which did not require additional actions, while in one case further investigation was not launched due to insufficient evidence. In 2016, no proceedings for infringements related to marketing communications were initiated against Zavarovalnica Triglav and its subsidiaries.⁶⁶

66 GRI GS 103-1, 103-2, 103-3, GS 205-1

67 GRI GS 103-1, 103-2, 103-3

68 GRI GS 412-2

69 GRI GS 419-1, GS 418-1



Examples of corruption and measures taken⁷⁰

The Fraud Prevention, Detection and Investigation Department (FPDID) is in charge of insurance fraud in Zavarovalnica Triglav. Employees are encouraged to identify any cases of suspected fraud and report them by using the relevant application software. Advanced IT solutions continued to be upgraded so as to help prevent, detect and investigate cases of fraud. On the basis of good experiences in the parent company, the system for automatic identification of suspected fraud incidents began to be introduced in the insurance subsidiaries of the Group. In addition, the Triglav Group employees receive training in fraud prevention and detection.

Fraud was confirmed in 372 cases out of 634 reported cases of suspected fraud. The share of confirmed cases of fraud was 44% higher than in 2015.⁷¹

The monetary value of all contributions to political parties⁷²

Due to an over 25% share of state ownership in equity, Zavarovalnica Triglav is prohibited from financing political parties pursuant to the Political Parties Act.

Client communication and information⁷³

Zavarovalnica Triglav fully complies with the Consumer Protection Act and the special requirements with regard to client information when concluding distant contracts for financial services, including insurance contracts. The commitment to information of clients is further discussed in [→ *Section 11.1 Development activities*].

12.6 Client satisfaction⁷⁴

Complaints are an important indicator of client satisfaction, and therefore they are regularly monitored, resolved and analysed. In 2016, 2,383 complaints were recorded compared to 1,329 complaints filed in 2015. The largest increase was seen in the number of complaints related to non-life claim settlement due to simpler, faster and more consistent registration of complaints using the new application. The majority of complaints were made with respect to the content (90.9%), most of which were related to non-life insurance (87.8%), 10.5% referred to life insurance and 1.7% to other segments. With respect to non-life insurance most complaints were filed against the decision of the Company to reject the claim, against the amount of the damages paid and the grounds for the payment of damages or insurance benefits, whereas in relation to life insurance most complaints were made against the sales procedure and the amount of damages or insurance benefits paid. In the reporting year, 12.6% of total resolved complaints were founded and 10.8% were partly founded. Apart from that, 43 compliments were received (60 in 2015).

So as to determine client satisfaction and knowledge, the survey Insurance Monitor (international survey conducted annually since 2000), brand reputation measurements among residents (twice a year) and purchase factor measurements are used. By conducting the research on purchasing channels, the Company assessed client satisfaction for eight different insurance classes at its points of sale (Net promoter Score). Promoters were the respondents who were the policyholders of the Company and assigned the highest score (10 or 9). According to the score, they would certainly recommend Zavarovalnica Triglav to others; their share varied between 37% and 54%. Detractors were those who assigned the lowest scores (6–0) and who would not recommend the Company to others. Their share was between 22% and 48%. The score refers to those policyholders who took out insurance in the past year.

2015 2016 ▲
33% 36%

The respondents in Slovenia would select Zavarovalnica Triglav as their first choice among the insurance companies.

(Source: Valicon, July 2015 and May 2016)

70 GRI GS 205-1, GS 205-3

71 GRI GS 419-1, GS 205-3

72 GRI GS 415-1

73 GRI GS 103-1, 103-2, 103-3, GS 417-1, GS 417-2

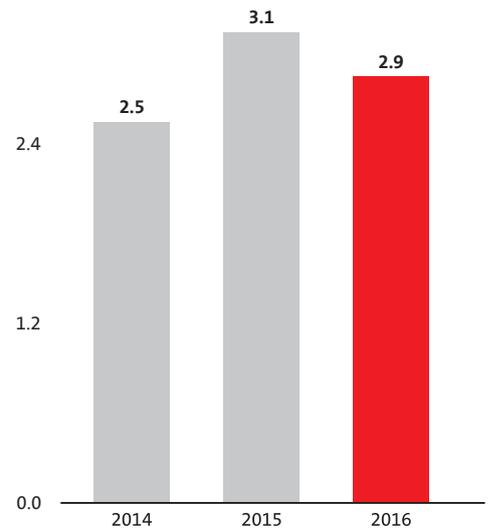
74 GRI GS 103-1, 103-2, 103-3, GS 102-44

12.7 Responsibility to community

The Triglav Group is closely involved in the environment in which it operates and fulfils its corporate social responsibility through various prevention activities, voluntary work of employees and partnerships with the local community.

Funds allocated to prevention activities of the Triglav Group in 2014–2016

in EUR million

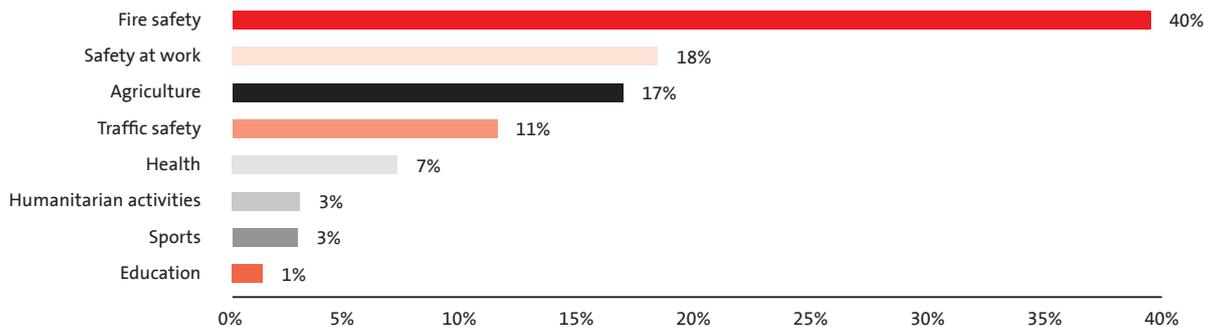


12.7.1 Prevention activities⁷⁵

Prevention activities aimed at reducing risks are an important guideline for sustainable operations of insurance companies. These activities are defined in internal documents and measures.

In 2016, a total of EUR 2.9 million or 9% less than in the previous year was allocated to prevention activities of the Triglav Group and EUR 1.3 million or 7% less to those of Zavarovalnica Triglav. The main focus was on reducing the risks of fire. For the third consecutive year, a portion of funds allocated for corporate gifts was used for preventive actions across Slovenia.

The share of Zavarovalnica Triglav's funds for prevention activities by purpose



Prevention projects⁷⁶

Major road safety projects carried out in 2016:

- In partnership with the Vozim Institute, the interactive workshops "I still drive – but I don't walk" were organised for secondary school students who were also acquainted with the DRAJV application aimed at improving safe driving. The personal stories of lecturers – people who were injured in road accidents were heard by 11,154 pupils at 150 workshops.
- The activities of the DRAJV mobile application for safe driving were upgraded



- Four new dangerous road sections were fitted with the COPS@road warning system. As the result, safety has been improved on 16 dangerous road sections in cooperation with Aktivna signalizacija Korun. In all road sections equipped with this system, traffic telemetry will be performed and road accident statistics monitored.
- At the beginning of the new school year, more than 35-year-old tradition was continued by donating yellow neckerchiefs to more than 22,000 first graders. Together with the Public Agency for Traffic Safety, a series of videos on road safety was recorded for elementary schools. Zavarovalnica Triglav's mascot Kuža Pazi (Watch Out Doggy) reminded school children, parents and drivers of road safety in over 60 elementary schools and kindergartens.

- In the 2016/2017 school year, the Safety Tunes international awareness-raising programme for road traffic safety is being implemented in five Slovene secondary schools in cooperation with the Automobile Association of Slovenia (AMZS). As many as 5,000 pupils are included in the programme.
- In the AMZS Safe Driving Centre in Vransko, the traditional educational and charity events "Motorcyclists for Motorcyclists" were organised, at which 209 motorcyclists refreshed their driver knowledge and tested their driving skills in various dangerous situations. The Company co-financed the purchase of motorcycling and road accident rescue equipment.
- Moreover, support was provided for the long-term ecological research study *Varna vrnitev* (Safe Return) aimed at increasing air traffic safety. The study will contribute to the reduction of claims for the damage incurred during take-off and landing due to bird strike as well as to the protection of biodiversity at the airport site and the surrounding areas.
- The Company co-financed the installation of safety nets and fences on ski slopes.
- The Company participated in the execution of safe driving courses for drivers – paramedics of the Koroška Emergency Rescue Service.
- Triglav Osiguranje, Belgrade financed preventive measures aimed at raising the awareness of amateur basketball players about various sports injuries.
- Lovćen Osiguranje, Podgorica supported preventive actions in road traffic

■ Together Calming the Traffic

The ninth-graders Matevž Čelik and Lan Martin Kompan from the Ludvik Pliberšek Primary School in Maribor observed that after the installation of Your Speed signs the drivers became more careful, especially during the arrival and departure of schoolchildren. By installing 18 Your Speed signs, the average speed in the vicinity of primary schools and kindergartens decreased by 2.5 km/h, while 4% of hasty drivers reduced their speed to the allowed 50 km/h.

In the framework of the "Together Calming the Traffic" project and in collaboration with Sipronika, Zavarovalnica Triglav installed 15 computer screens in school lobbies, on which children and their parents can monitor the speed statistics of the cars in the vicinity of schools and kindergartens.



By co-financing the your Speed Signs, the Company contributed to better road safety in the vicinity of schools and kindergartens and on routes to school. The results are most visible on the sections where the regional road connects to the residential street.

A contest was held among the participating schools, with the aim that primary school pupils encourage drivers in the local environment to reduce their speed to the allowed 50 km/h.



Environmentally-oriented activities are presented in [[→ Section 12.9](#)].

Other prevention projects

- Within the framework of the third **New Year's prevention campaign "For a Better Tomorrow"**, Zavarovalnica Triglav supported 23 prevention projects in local communities throughout Slovenia. The funds spent on New Year's corporate gifts in the past were donated to fire-fighters, civil protection, health care and road safety of children in all 12 regional units. Over 70 preventive projects were supported over three years. For example, the public awareness campaign about the use of defibrillators was carried out and the purchase of 30 automated external defibrillators was co-financed.
- The Company donated funds to the Tolmin Mountain Rescue Station for the purchase of the lifting and lowering system for the injured and additional medical equipment.
- At the opening and closing events of the sixth the **Let's Clean the Mountains Drive**, members of the Mountain Rescue Association of Slovenia demonstrated to the mountaineers how to behave properly in the mountains and how to act in the event of an accident. The Mountain Guide application is available to mountaineers for free as is online planning of mountain paths with more than 4,000 peaks in Slovenia, which was upgraded in cooperation with the Alpine Association of Slovenia.
- Policyholders are financially encouraged to maintain and **improve anti-fire systems**, purchase fire alarms and the systems of access control/intruder detection. Investments are made in the maintenance and purchase of equipment for volunteer fire services. Triglav Osiguranje, Belgrade co-financed fire safety measures.

Corporate volunteering of Zavarovalnica Triglav's employees

Initiative	Employee volunteering
Europa Donna	Assistance in organising the awareness-raising event on early detection of breast cancer.
Šempeter pri Gorici Branch Office	Painting of fence.
Smast Branch Primary School	Building of a canopy.
Corporate Voluntary Week "Giving Back to the Community", organised by the American Chamber of Commerce	Furniture renovation in the Janez Levec Centre for Training, Work and Care in Ljubljana.
Cooperation with the Sports Federation for the Disabled of Slovenia – the Paralympic Committee	Participation in the organisation of the Paralympic Winter Sports Days in elementary schools across Slovenia.
Ana's Star	Collection of food with a long shelf-life for socially disadvantaged people.
Trbovlje Association of Friends of Youth	Collection of food with long shelf-life and winter clothes for socially disadvantaged people.

12.7.2 Sponsorship and donations⁷⁷

The good practice of granting sponsorship funds and making donations through tenders and calls for partnership cooperation was continued in 2016. The calls for tender were published on www.triglav.eu, attracting 1,836 applications. A total of 36.9 % of all applications were accepted.

The Company adhered to the revised Sponsorship and Donation Strategy and assessment of applications using the predefined criteria, which allows more optimal selection and effectiveness of sponsorships. The commissions considering the applications ensure that the partnerships are compliant with Zavarovalnica Triglav's brand identity and values.

Sponsorship and donation funds⁷⁸

In 2016, the Triglav Group allocated EUR 3.2 million to sponsorships or 13% more than in 2015. The largest portion of these funds was granted to sports and recreational activities, followed by partnerships in culture, education, health care and environmental protection.

EUR 302 thousand or 3% less than the year before was used for donations. Humanitarian projects received most funds. This amount includes the donation made to the "Everything Will Be Alright" Institute for corporate social responsibility projects. The activities of the Institute are discussed in greater detail below.



Amounts for sponsorships and donations of the Triglav Group in 2014–2016

	2016	2015	2014	Index	
				2016/2015	2015/2014
Sponsorships	3,176,810	2,818,057	3,692,261	113	76
Donations	302,141	311,280	466,861	97	67

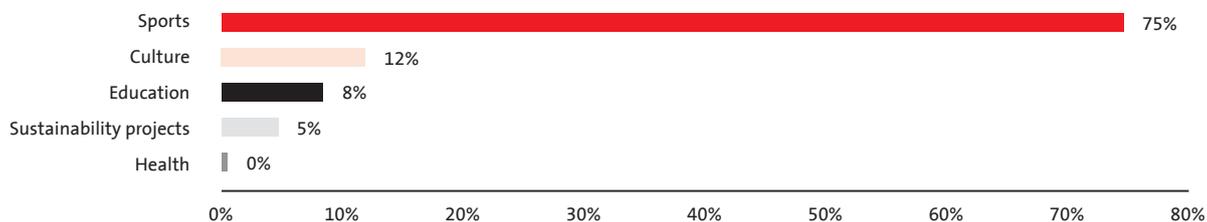
Amounts for sponsorships and donations of Zavarovalnica Triglav in 2014–2016

	2016	2015	2014	Index	
				2016/2015	2015/2014
Sponsorships	2,637,179	2,843,513	2,437,985	93	117
Donations*	197,410	197,496	356,177	100	55

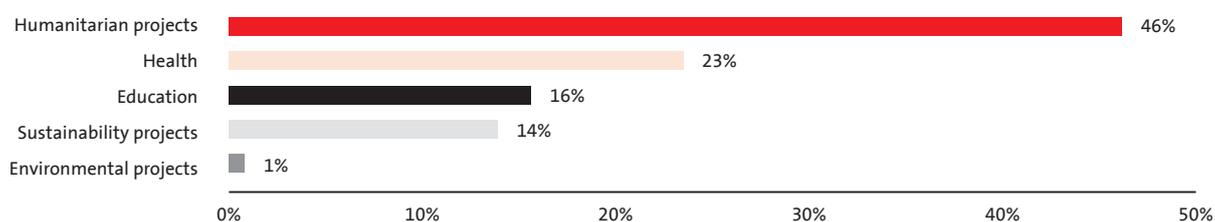
77 GRI GS 103-1, GS 203-1
78 GRI GS 201-1

*This amount includes the donation made to the "Everything Will Be Alright" Institute.

Sponsorship structure of Zavarovalnica Triglav in 2016 by content



Donation structure of Zavarovalnica Triglav in 2016 by content



Major sponsorships and donations

As a tradition, Zavarovalnica Triglav is **connected to sport** and promotes a healthy lifestyle together with its partners. In addition to the support provided to top-level and recreational sport, special attention is paid to the development of young athletes.

- As the **general sponsor**, the partnership with the **Paralympic Committee** of the Sports Federation for the Disabled of Slovenia continues.
- The Company is the sponsor of the **Basketball Federation of Serbia** and also supports the men's national basketball team of Serbia.
- Zavarovalnica Triglav continued its successful and traditional partnership with the **Ski Association of Slovenia** as the gold partner of the Nordic and biathlon national teams as well as the **general sponsor** of the World Cup **Ski Jumping Finals in Planica**.
- More than **3,500 Slovene school children**, large families and groups of persons with special needs were given the chance to **watch the World Cup Ski Jumping Finals in Planica**. In over 30 years, more than 87,700 sports fans were taken to the final in Planica.
- Zavarovalnica Triglav was the **sponsor** of the Ladies Ski Jumping World Cup in Ljubno, the Vitranc Cup in alpine skiing in Kranjska Gora and the Loka Cup international children's skiing competition.
- Supporting top athletes. Zavarovalnica Triglav is a proud sponsor of the three **Prevc brothers - ski jumpers Peter, Domen and Cene**. Furthermore, support is provided to top athletes, including Jakov Fak, Teja Gregorin, Vesna Fabjan, Rok Marguč, Klemen Bauer, Žan Košir, and to both acrobats Filip Kržišnik and Blaž Slanič.
- The Company provided over 2,000 children with the opportunity to watch the Biathlon World Cup in Pokljuka.
- The traditional partnerships with the Union Olimpija, Krka Novo Mesto and Domžale basketball clubs continued, in addition to the Radenska Creativ Sobota basketball club and Celje Pivovarna Laško Handball Club and the Ajdovščina Women's Handball Club.
- Moreover, support was provided to the Ilirija Ski Jumping Club, ACH Volley Volleyball Club, the Puconci Female Volleyball club, the Maribor Volleyball club, the Ljubljana Rowing club, the Pomurje Beltinci female Football club, the Čarda Martjanci Football club and the activities of other national federations and associations (hockey, tennis, table tennis, handball and kayak).
- The Rog Cycling Club and the Kranj Cycling Club received Triglav's support for the popular Tour of Slovenia and the Franja Marathon cycling races.
- Zavarovalnica Triglav was also the main sponsor of Bled Triathlon and Mountain marathon of 4 Municipalities.
- The Company has been a sponsor of the Adriatic Water Polo League since 2011.

The subsidiaries of the Triglav Group support numerous sports activities in their environments:

The Triglav Group subsidiary Sports sponsorship

Lovćen Osiguranje, Podgorica	<ul style="list-style-type: none"> ▪ Montenegro Olympic Committee ▪ “Akademac” Sports and Recreation Club ▪ Budućnost Female Handball Club ▪ Snow dance in snow board Festival “Vučje” ▪ Durmitor Basketball club
Triglav Osiguranje, Zagreb	<ul style="list-style-type: none"> ▪ Zamet Handball club ▪ Zagreb Ice Hockey club ▪ Football “Oscar” (the award for the best Croatian football player) ▪ Sponsorship of young skiers, the siblings of Zrinko and Tvrtko Ljutić
Triglav Osiguruvanje, Skopje	<ul style="list-style-type: none"> ▪ Vardar Handball club ▪ Auto racing club Prosport ▪ Basketball Federation of Macedonia ▪ Basketball club MZT Skopje Aerodrom ▪ Kayaking Federation of Macedonia
Triglav Osiguranje, Sarajevo	<ul style="list-style-type: none"> ▪ Velež Football Club ▪ Female Play Off Basketball Club ▪ Sharks swimming club
Triglav Osiguranje, Belgrade	<ul style="list-style-type: none"> ▪ Basketball Federation of Serbia ▪ Sponsorship of the basketball qualifying tournament for Rio 2016 Olympic Games ▪ Basketball club Mega Vizura ▪ Crvena Zvezda Judo Club
Triglav Osiguranje, Banja Luka	<ul style="list-style-type: none"> ▪ Jahorina Ski and Mountaineering Association ▪ Sponsorship of the brothers judoists Nemanja and Stefan Majdov ▪ Sponsorship of the 10 International Cycling Race Belgrade–Banja Luka



Triglav Osiguranje, Belgrade
is the proud sponsor of
the Serbian National Basketball Team

In 2016, sponsorship cooperation was agreed with 11 young talents from previous years so as to continue to support the talented individuals who are not suitable candidates for sponsorship support but the experience to be gained in this period is more than welcome for developing their talent and achieving top results in the future.

Culture

Diverse music was brought closer to its fans through the traditional cooperation with the Cankarjev Dom Cultural and Congress Centre (season tickets for *the Music of the World*), the Ljubljana Festival, the Lent Ljubljana Festival, the Soboški dnevi Festival, the Ment Festival and numerous other music festivals, evenings and events. Zavarovalnica Triglav cooperated with the Slovene Youth Theatre as its general sponsor and continued to support the Puppet Theatre. Amongst the film activities supported by the Company were the events *Kino v plenících* (for parents with infants), *Kinobalon* (educational programme for children and young people) and *Mobilni kino* (mobile cinema) all organised by Kinodvor.

Triglav Osiguruvanje, Skopje ensured funding for the 2016/2017 programme of the Macedonian Opera and Ballet, Triglav Osiguranje, Sarajevo provided support to the Juventafest International Festival of Secondary School Theatre, Triglav Osiguranje, Zagreb supported the Archaeological Museum in Zagreb, and Lovćen Osiguranje from Podgorica provided support to the Traditional Winter Carnival in Kotor.

Education and training

- Zavarovalnica Triglav is the partner of the intergenerational centre "To Triglav to Change the World" (Na Triglav spreminjat svet). There, young people introduce the world of computers and other innovations to the elderly, while they share their language skills, playing of instruments and other skills with young people.
- The Company became engaged in the "Staying Safe on Social Networks" project, the aim of which is to educate children, adolescents and parents on the safe use of social networks.
- Support was given to the project "Listen to the Ladybug to Stay Safe", which teaches children about prevention and road safety through a puppet show. Before and after the performance, children were entertained by the Watch Out Doggy mascot.

Humanitarian activity

In cooperation with Kinodvor Cinema and the Paediatric Clinic of the UMC Ljubljana, a film was screened for the children at the Paediatric Clinic, who were also entertained by the Watch Out Doggy mascot.

In the context of the 5th Triglav Run, for the third consecutive year four Slovene maternity hospital were donated funds for the purchase of the necessary equipment: the Izola General Hospital, the Jesenice General Hospital, the Jože Potrč General Hospital Ptuj and the Nova Gorica General Hospital.

In the context of the traditional gathering of the Triglav Group's employees in Planica, funds were donated for the purchase of medical equipment for the Kranjska Gora Health Centre, while the Rateče Mountain Rescue Service received funds for upgrading the ambulance.

For the fifth consecutive year, Zavarovalnica Triglav set up new playgrounds as part of the Children of Triglav campaign. The goal of this project is to provide appropriate spaces where parents with children, adolescents and young at heart can spend quality leisure time. In 2016, the Company helped with the reconstruction and setup of three playgrounds at various excursion destinations. Since the campaign was launched, more than twenty playgrounds were opened.⁷⁹

Moreover, support was provided to organisations providing assistance to persons with physical and mental disabilities, institutes and associations improving the quality of life of the elderly and children, research and health organisations, various mountaineering clubs, and many other institutions and associations that improve the quality of life in local communities.



Other forms of humanitarian aid of the Triglav Group

Donation recipient	Purpose of aid
Slovenian Society for Dog Assisted Therapy <i>Tačke Pomagačke</i> (Helping Little Paws)	Promotion of reading literacy and communication skills of children with developmental disorders or after an accident
Tolmin Community Health Centre	Purchase of emergency medical equipment
Club of Special Sports, Banja Luka	Winter camp for persons with special needs
Organisation of Women of Skopje	Financial support to the SOS centre and the construction of the Centre for Assistance to the Victims of Domestic Violence
Nikšić General Hospital, Podgorica	Purchase of emergency medical equipment
Elementary School of Andrija Mohorovičić, Zagreb	Co-financing of a desktop computer

Everything Will Be Alright Institute

The three pillars of "Everything Will Be Alright" Institute, for the management and implementation of socially responsible activities, are: prevention activity to prevent loss events, support to young talents and remedying the consequences of natural disasters or loss events in Slovenia and abroad.

Young Hopes 2016

The main projects of the Everything Will Be Alright Institute in 2016:

■ Support to young talents

Talented young artists, athletes and future scientists were supported through the Corporate the Mladi upi project for the fourth consecutive year. In 2016, the tender attracted 66 applicants. The board of experts selected 20 finalists in the first selection round and singled out 12 who will receive funding. The public chose their favourite through online voting, submitting 13,507 votes. In cooperation with Pro Plus media company, as much as EUR 50,000 was allocated to the development of talent and the achievement of goals.

In order to provide long-term assistance and guidance to young talents in achieving top results, the Company began to organise free events or seminars for all Young Hopes generations and all who are closely connected to their work.

The Young Hopes Alumni meeting is held twice a year so as to share working knowledge in support of their career. In 2016, young talents visited Pro Plus media house, where they were introduced to the work of journalists. In addition, they received practical advice on public appearance and how to behave in front of the camera, and were able to practice in front of the camera.

■ Prevention activities aimed at preventing loss events

The Institute is the partner of the "Alcohol-free for 40 days" campaign, in the context of which breathalyser tests were performed in Planica during the World Cup 2016.

■ Other forms of humanitarian aid of the Triglav Group

Donation recipient	Purpose of aid
Karitas Maribor Archdiocese	Purchase of a foot brace for a boy
Regional Association Črnomelj – Red Cross of Slovenia	Purchase of emergency medical equipment

Information on sponsorships and donations:

Zavarovalnica Triglav d.d., Ljubljana
Miklošičeva cesta 19, 1000 Ljubljana
E-mail: sponzorstva@triglav.si



12.8 Responsibility to suppliers⁸⁰

The tendering process is carried out electronically through the Procurement Portal. In this way, the procurement process in Zavarovalnica Triglav is automated, ensuring its traceability and transparency.

The **supplier selection criteria** depend on the type of procurement. The obligatory criteria are the price and business cooperation. If companies from the Triglav Group participate in a tender, capital ties as the obligatory criterion will be applied. Other criteria depend on the type of procurement (existing experiences, delivery time, bidders' references, etc.). No special training for suppliers was provided in 2016, as it was not necessary to do so due to the nature of supply.⁸¹

The criteria relating to a responsible attitude towards the environment or sustainable operations are also taken into account in the selection of suppliers. The conditions for taking part in the tender include complying with employment relationship obligations, providing a healthy and safe working environment and respecting international human right agreements and environmental legislation, which are all part of the General Purchase Terms and Conditions of Zavarovalnica Triglav.⁸²

Persons in charge of an individual type of procurement communicate **with the suppliers**. Communication regarding obtaining quotes takes place mostly by e-mail or by procurement website. Other communication (complaints, payment, delivery of material etc.) takes place mostly by e-mail or by regular post and phone. The communication process is managed by the same person. This is most suitable also for the suppliers, who thus always have a person they can contact for any inquiries.⁸³

The suppliers whose annual turnover exceeds EUR 30 thousand (excluding VAT) are evaluated once a year. The questions relate to assessing the supplier's risk connected to the negative image of the company or its representatives, the existence of tax debt, payments through accounts abroad, etc. Before each tendering procedure, the credit rating of all potential bidders is checked; if tax debt or poor credit ratings are found, they are excluded from the list of potential suppliers.

Locally oriented procurement⁸⁴

Due to the relatively small size of Slovenia, the entire Slovene market can be considered a local market. Searching for suppliers on foreign

markets (except in exceptional cases) is not sensible as suppliers for all types of purchases can always be found in Slovenia.

Efforts are made to include as many local suppliers as possible in the procurement process. In some cases, however, this is not justified (e.g. the purchase of office supplies).

Other subsidiaries in the Group also follow locally-oriented procurement practices – the Group's companies purchase materials or services on their own markets.

Enabling fair competition

Care is taken that the supplier selection procedures are transparent and compliant with fair competition rules. The protected interests of competitors are taken into consideration in day-to-day operations, product development and marketing.⁸⁵

The Triglav Group denounces any arrangements with competitors, which could lead to restrictive practices, and ensures that no marketing purposes or preferences are revealed in the communication with competitors. Information on competitors is collected exclusively in a legitimate manner. Furthermore, no banned advertising approaches are used in marketing communication and advertising of the Company's services or products.

Zavarovalnica Triglav was not informed of any legal actions filed against the Company before the Slovenian Competition Protection Agency for violating the competition protection laws.⁸⁶

Remuneration of insurance agencies and their sales staff

As at the end of the year, the Company cooperated with more than 500 external contracted partners registered as insurance agents, including exclusive and non-exclusive agencies selling both non-life and life insurance. There are 232 contracted partners in the non-life insurance market and 64 in the life insurance segment. The Company has 174 cooperation agreements concluded with travel agencies.⁸⁷

Results achieved by contracted partners are monitored and measures for improving sales results taken if necessary. In case of agencies selling life insurance products, the commission rate depends on trends in the portfolio and the sustainability index for maintaining client loyalty. Contractors selling non-life insurance products are assessed on the basis of monthly plan realisation, portfolio renewal and growth in policyholders, which is also linked to additional remuneration.

80 GRI GS 102-9

81 GRI GS 103-1, 103-2, 103-3

82 GRI GS 103-1, 103-2, 103-3, GS 308-1, GS 414-1

83 GRI GS 103-1, 103-2, 103-3

84 GRI GS 103-1, 103-2, 103-3, GS 204-1

85 GRI GS 103-1

86 GRI GS 206-1

87 GRI GS 102-10

4th

carbon footprint
measurement for all
regional units' head offices
and the Headquarters of
Zavarovalnica Triglav

12.9 Responsibility to the natural environment⁸⁸

Protection of the environment in work processes

In the reporting period, the employee awareness was raised about a rational use of resources and waste management. Electronic notification of earnings for employees was introduced, resulting in annual savings of approximately 300 kg of office paper. To reduce waste plastic packaging from beverage vending machines, all employees of Zavarovalnica Triglav have their own cup and water bottle. Employees in most regional units and at the headquarters can use bicycles for short-distance work-related travel. In 2016, the Company's bicycle fleet was renewed with nine new bicycles.

Two electric vehicles were purchased in 2016, and another five will be purchased in 2017. In line with the purchasing policy, majority 17 from 19 newly purchased company vehicles have low CO₂ emissions, which is in compliance with the guidelines of the European Commission, setting the maximum CO₂ emission target of 95 g/km by 2020. The environmental criteria are part of the supplier selection process (see [→ Section 12.8. Responsibility to suppliers]).

Carbon footprint calculation⁸⁹

Systematic carbon footprint measurement in Zavarovalnica Triglav is being introduced to other companies of the Triglav Group. For 2016, carbon footprint measurement was conducted for the headquarters of six subsidiaries (see the table below).

Carbon footprint results in tonnes of CO₂ equivalent by Triglav Group subsidiary

Location	Carbon footprint		
	2016*	2015	2014
Zavarovalnica Triglav**	5,117	4,944	5,107
Triglav Osiguranje, Sarajevo***	165	174	169
Triglav Osiguranje, Belgrade***	668	471	421
Lovćen Osiguranje, Podgorica***	252	195	165
Triglav Osiguruvanje, Skopje***	179	372	159
Triglav Osiguranje, Zagreb***	709	-	-
Triglav Osiguranje, Banja Luka***	71	-	-

* In 2016, the manner of capturing data changed, therefore the data are not fully comparable with previous years.

** The Company headquarters and the 12 regional units' head offices are included in the calculation.

*** The headquarters are included in the calculation.

The bulk of greenhouse gas emissions is accounted for by emissions due to electricity consumption and heating, followed by work-related transport. The introduced information system improved the quality and efficiency of collecting the data on energy consumption, discharges and waste (see [→ Use of Energy Products and Water] for further details).

Carbon footprint measurement was performed in all Zavarovalnica Triglav's locations for the

fourth time, while all regional units' head offices and the Headquarters were included in the calculation of electricity consumption and energy used for heating and cooling.

The calculation was performed using the methodology based on the Greenhouse Gas Protocol. The greenhouse gas calculation included direct emissions from heating with natural gas and fuel oil at regional units' head offices and the Headquarters as well as the emissions due to the Company's vehicle fleet, which is exclusively used for work-related travel. Indirect emissions included electricity used for cooling, lighting, heating, the operation of electrical and electronic equipment, as well as district heating emissions. Apart from that, emissions due to the use of paper and emissions due to work-related travel using employees' own vehicles or public transport (train, bus, plane) were taken into account. Commuting to/from work was not considered in the calculation.

Compared to the preceding year, electricity consumption was increased by 7% in Zavarovalnica Triglav, whereas carbon footprint from heating increased by 3%.

88 GRI GS 103-1, 103-2, 103-3
89 GRI GS 305-1, GS 305-2, GS 305-3, GS 103-1



Electricity consumption and heating by location of Zavarovalnica Triglav

Location	Electricity consumption and heating in m ²		
	2016	2015	2014
Headquarters	0.067	0.065	0.063
Ljubljana Regional Unit	0.100	0.090	0.092
Celje Regional Unit	0.051	0.051	0.051
Koper Regional Unit	0.079	0.074	0.076
Kranj Regional Unit	0.088	0.073	0.101
Krško Regional Unit	0.029	0.029	0.029
Maribor Regional Unit	0.070	0.044	0.046
Murska Sobota Regional Unit	0.081	0.083	0.084
Nova Gorica Regional Unit	0.055	0.053	0.034
Novo Mesto Regional Unit	0.074	0.081	0.082
Postojna Regional Unit	0.269	0.246	0.230
Slovenj Gradec Regional Unit	0.051	0.044	0.046
Trbovlje Regional Unit	0.074	0.080	0.072
Total	0.084	0.078	0.078

Total emissions due to exclusively work-related travel using the Company's vehicle fleet, public transport or employees' own vehicles accounted for 390 tonnes of CO₂ equivalent or 19% less than the year before.

Paper consumption is used to monitor environmental awareness and behaviour of employees in the office. CO₂ emissions due to office paper consumption are very low compared to other sources.

The average use of A4 printing and copy paper per employee a day

	2016	2015	2014
Average use of paper sheets per employee a day	29.0	27.7	27.6



Objective:
To reduce the consumption
of energy products

-10%
2015–2018

Use of energy products and water⁹⁰

The Company voluntarily committed to reduce energy product consumption by around 10% in the 2015-2018 period mainly with the implementation of various organisational and investment measures. This commitment is linked to the efforts for an efficient use of all resources because the insurance industry is not committed to comply with energy management regulations.

Energy performance certificates have been obtained and energy audits of some of the most important buildings have been performed since 2015, which will continue also in 2017. In 2016, extensive investments were made into improving

the energy efficiency class of one of the largest and until then the least energy-efficient commercial buildings – the commercial building on Dunajska 20 in Ljubljana. Since 2013, small-scale investments have been made into improving the energy efficiency class of the most critical buildings. Similar future improvements are planned.

In 2016, important steps were made in the introduction of the new information system, which will enable the establishment of automatic management of energy and environmental accounting by the end of 2017. The obtained data (together with the findings of key energy audits) will serve as an important basis for specific measures as well as follow-up of results.

Use of energy products in Zavarovalnica Triglav in 2014–2016

Energy product type	Use of energy product by year			Index	
	2016	2015	2014	2016/2015	2015/2014
Warm water (MWh)	3,080	2,900	2,211	106	131
Fuel oil (l)	7,498	16,550	35,441	45	47
Gas (m ³)	145,048	144,697	101,055	100	143
Electricity (MWh)	5,475	5,092	5,347	108	95

In the reporting period, 36,028 gigajoules (GJ) of electricity were used for heating, cooling, lighting and the operation of electrical and electronic equipment, assuming that 10 kWh of electricity are generated from one litre of fuel oil and 9.5 kWh from a m3 of natural gas, representing a growth of 5% over the corresponding period of 2015.

Zavarovalnica Triglav does not yet keep records of its energy consumption by energy source, but estimates its structure to be comparable to the structure of energy sources at the national level. According to the latest available data (from 2011), it is estimated that the largest energy source in Slovenia is nuclear energy (39%), followed by solid fuels (33%), while renewable sources of energy accounted for 24% of the total.⁹¹

Waste disposal policy

Paper, packaging and mixed municipal waste are collected separately in all regional units and most representative offices. At the Headquarters, where waste separation results have been monitored for several years, a continuing decline in the share of mixed municipal waste has been recorded. In 2015, more comprehensive data began to be captured in the remaining regional units of Zavarovalnica Triglav. Their waste separation results are significantly poorer than those for the Headquarters.

In 2016, an important step was taken towards separate waste collection in the largest investment property on Dunajska cesta 22 in Ljubljana. This way the Company began to raise awareness of not only its employees but also of its clients and tenants.

The quantity of waste in Zavarovalnica Triglav⁹²

Waste type	Zavarovalnica Triglav (in m ³)		Index
	2016	2015	2016/2015
Mixed waste	743	856	87
Packaging	492	448	110
Paper*	442	475	93
Total	1,677	1,779	94

* In 2016, the number of ordered printed copies of daily newspapers was further reduced due to an increased use of online editions. In addition, newspaper collection was added to the recycling bin sets at the entrances of all regional units' head offices and the headquarters. The collected newspapers are then picked up by the neighbouring schools and kindergartens as part of old paper collection campaigns.



Considerably less obsolete IT equipment, including obsolete mobile phones, was disposed, i.e. 5,605 kg or 27% less than in 2015. Obsolete equipment was handed over to the authorised waste management service. Toner and ink cartridges are disposed of separately. In the reporting year, 1,027 kg of empty cartridges were given to charity.

12.10 Care for the broader natural environment

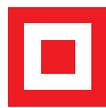
7th season of the all-Slovene drive – “Let’s Clean the Mountains”

- Biodegradable rubbish bags were provided to more than 75 cottages and mountain stations
- More than 1 ton of waste removed from the mountains in 2016
- Raising awareness about the importance of safe disposal of cigarette butts
- 1st online quiz: Are you a true guardian of the mountains?

More than 28 tons of waste removed from the mountains over 7 years

⁹¹ Source: Ministry of Agriculture and the Environment, Slovenian Environment Agency, Environmental Indicators in Slovenia, http://kazalci.arso.gov.si/?data=indicator&ind_id=456

⁹² GRI GS 306-2



12.11 Key corporate social responsibility guidelines and objectives in 2017

Key corporate social responsibility guidelines and objectives in 2017

Guideline		Objectives in 2017
Management of the organisation	<ul style="list-style-type: none"> ▪ Credit rating ▪ Pro-active cooperation with analysts, institutional investors and shareholders 	<ul style="list-style-type: none"> ▪ Information of the financial public in accordance with the highest standards of the local stock exchange. ▪ "A" credit rating. ▪ To participate in at least 6 investment conferences in Slovenia and abroad, to organise own investor meeting once a year.
Fair business practices	<ul style="list-style-type: none"> ▪ Declaration on Fair Business ▪ Proactive internal communication and employee training in compliance and corporate ethics ▪ To be active in compliance and fair dealing external working groups and exchange good practices ▪ Further development of ethical business practice of the Group subsidiaries ▪ An example of good practice in insurance fraud investigation and prevention in the region ▪ To encourage employees to identify insurance fraud cases and participate in the relevant training 	<ul style="list-style-type: none"> ▪ To retain a high standard of fair business also by monitoring the inclusion of the anti-corruption clause in agreements in the Triglav Group and by further developing the anti-corruption policy. ▪ To hold at least two meetings of the Compliance and Ethics Committee per year and at least one training course in the Triglav Group, to participate in training for new employees. ▪ To continue to actively participate in professional and sectoral associations and organisations, which promote ethical and transparent business. ▪ To hold further training courses on the Code of the Triglav Group in the Group's subsidiaries in accordance with the adopted minimum standards for the Group. ▪ To increase the number of identified suspected fraud incidents with own system application and to introduce the system for automatic identification of suspected fraud incidents in the Group's subsidiaries in the Adria region. ▪ To organise training for employees in the regional units and in regional claim centres and training courses for new employees.



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| <p>Recruitment and work practices</p> | <ul style="list-style-type: none"> ■ Improvement of selection procedures <ul style="list-style-type: none"> ■ To revise the selection procedures by using new selection tools (DNLA, cooperation with HR agencies, etc.). ■ To develop a uniform policy on the development activities for key, promising staff and young promising staff in the Triglav Group. ■ Unification of activities in relation to the development of employees of the Triglav Group <ul style="list-style-type: none"> ■ To ensure diagonal transition of employees in accordance with the needs of work processes. ■ To post workers of the parent company to subsidiaries (short term) so as to transfer good practices, to continue with the specialised in-house training of workers from subsidiaries in the parent company. ■ To promote internal and external mobility of employees <ul style="list-style-type: none"> ■ To analyse the existing organisational culture in the Triglav Group, to define the desired organisational culture and implement the first measures. ■ To ensure that all employees participate in the training aimed at increasing digital literacy. ■ To hold new online training courses so as to facilitate access to knowledge. To obtain the missing skills, with the emphasis on leadership. ■ To continue training and health promotion in the framework of the Triglav.smo project, Care for health ("Protecting health"), and Family-Friendly Enterprise activities. ■ Revision of the organisational culture ■ Employee training <ul style="list-style-type: none"> ■ To actively manage the psychosocial risks among employees. In the context of the World Health Day, which will be dedicated to depression, the focus will be on raising employee awareness about this disease. To seek additional communication channels in order to present the adverse effects of stress to all employee categories. The goal is to raise awareness that stress and its consequences considerably affect work productivity of employees and the attainment of the set business objectives. ■ To establish a healthy and safe environment for the employees <ul style="list-style-type: none"> ■ To continue holding workshops for leaders, training of the elderly on effective cooperation between young and senior employees, to continue holding discussions with senior employees, implementing the DPP measure on more frequent preventive health examinations for the elderly. ■ Psychosocial support provided to employees ■ Intergenerational cooperation – coexistence of generations |
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| <p>Human rights</p> | <ul style="list-style-type: none"> ■ Zero tolerance for discrimination, harassment or mobbing at the workplace and protection of dignity of employees by identifying, preventing and remedying the consequences of inappropriate behaviour. <ul style="list-style-type: none"> ■ To take preventive action, to continue with the good practice of cooperation between clerks and their supervisors in the case of a dispute and to follow the measures set out in the Rules on the Protection of Dignity at Work. |
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<p>Responsibility to clients and suppliers</p>	<ul style="list-style-type: none"> ▪ To prepare a wide range of quality content and stories, focusing on the relevant areas of the insurance industry in terms of raising literacy and providing useful tips. ▪ Services accessible to people with disabilities 	<ul style="list-style-type: none"> ▪ To continue to regularly publish insurance-related content aimed at raising the readers' awareness and increasing their satisfaction with insurance products. ▪ To plan the content and activities, through which the Company is brought closer to young people. ▪ To launch of at least one measure to improve the access to disabled persons.
<p>Engagement in the community and its development</p>	<ul style="list-style-type: none"> ▪ Traffic safety prevention programmes ▪ Volunteering of employees in local communities ▪ The Triglav Generations in Planica drive ▪ Triglav Run ▪ Children of Triglav ▪ Preventive action 	<ul style="list-style-type: none"> ▪ To carry out at least 3 preventive actions for the children at every regional unit: Watch Out Doggy mascot in the framework of the Children of Triglav – Safe on Roads project. ▪ To equip at least 20 new critical locations with active signals to improve road safety and its stabilisation. To carry out a communication campaign or local event for at least five systems. ▪ To include at least 10% of employees in volunteer work and activities. ▪ To take at least 3000 children to the ski jumping event in Planica, including at least 100 children with special needs. To promote a responsible attitude towards the environment. ▪ To organise the Triglav Run with at least 1500 active participants and implement at least of one measure to reduce the environmental impact of the event. ▪ To participate in the renovation or set up of at least two playgrounds. ▪ To prepare in-depth preventive content on safety at home and on the road (fire safety at home, traffic safety – particularly the safety of young and senior drivers) on the "Vse bo v redu" portal.
<p>Reduction of environmental impacts</p>	<ul style="list-style-type: none"> ▪ Waste management ▪ Let's Clean the Mountains and Hills ▪ Reduction of greenhouse gas emissions 	<ul style="list-style-type: none"> ▪ To raise awareness of employees about proper waste separation and reducing the quantity of waste. ▪ To actively educate mainly the target group of young families about the importance of safety in the mountains and physical preparation. To hold at least two events with workshops on this topic. ▪ To strengthen relations with social network users. ▪ To strengthen the strategic cooperation with professional non-governmental organisations in the field of safety in the mountains – at least two partners. ▪ To continue with the internal campaign for the rational use of natural resources by focusing on at least five key topics. ▪ To purchase computers with optimised energy consumption. ▪ To calculate the carbon footprint of at least four headquarters of the Triglav Group subsidiaries. ▪ To purchase company vehicles with low CO₂ emissions. ▪ To purchase new company electric cars.