

12. Sustainable development and the ESG aspects at the Triglav Group

- The Triglav Group's commitment to sustainability was adopted.
- Sustainability aspects have been incorporated into asset management. The new Triglav Zeleni sub-fund invests in socially and environmentally responsible projects and companies.
- Compared to the preceding year, the Triglav Group's organisational vitality improved by 0.12 percentage point. A survey showed that the Triglav Group responds appropriately to changes in the environment.
- The spread of COVID-19 was limited with a number of measures designed to protect the health of clients and employees, including those working from home. Preventive activities in health were also strengthened.
- For more accessible remote business, the Triglav Group enabled its clients to digitally sign and conclude some insurance policies via video identification, as well as simplified asset management and claim settlement processes with mobile applications.
- Electricity consumption was reduced by 9% at the Triglav Group and by 10% at Zavarovalnica Triglav.

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






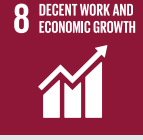






The Triglav Group understands sustainable development as the realisation of its mission by building quality and long-term relationships with key stakeholders. Therefore, its business performance has been assessed also in terms of sustainability aspects for many years.

At the end of 2020, the Triglav Group's commitment to sustainability was adopted as the main document that sets the direction of the Group's development in the environmental, social and governance areas (Environment, Social, Governance – ESG). In addition, the process of creating central holders and responsibilities for the comprehensive development and implementation of sustainable principles in the Group's operations continued.

In its commitment to sustainability, the Group committed itself, through its activities, to reduce uncertainty in the environment, provide its clients with financial and other security, and create sustainable value for its shareholders and other stakeholders. When designing insurance products, providing services and managing its own portfolios and clients' assets, the Group considers fundamental aspects of sustainable operations. The commitment to sustainability is available on the triglav.eu website. In 2020, preparations were underway for the entry into force of the Regulation (EU) 2019/2088 on sustainability-related disclosures in the financial services sector.

The ESG factors and indirect economic factors are comprehensively identified and managed in accordance with the GRI standards (Global Reporting Initiative – Global Standards (GRI GS)) and by achieving the United Nations Global Sustainable Development Goals (SDGs). The table below shows the key ESG factors and their connection with main SDGs, which is shown in detail throughout the report with appendices and in this section. The annual goals and activities were defined based on key long-term aspects of the Group's impact and were fully achieved in 2020.

Presentation of key ESG factors and main SDGs at the Triglav Group:²²

Area	Activities	Main SDGs
Environmental aspect (E) <ul style="list-style-type: none"> Energy use and carbon footprint Paperless operations Activities for a cleaner environment Environmental responsibility with insurance products Waste  <p>GRI GS 302, 305, 306, G4 F58</p>	<ul style="list-style-type: none"> Electricity consumption at the Triglav Group was reduced by 9% and carbon footprint by 20%. Electric vehicles account for 11% of Zavarovalnica Triglav's vehicle fleet. Employees may use company bikes and electric scooters. Promoting the use of less packaging and better waste separation. Reduced average daily paper consumption per employee at the Triglav Group from 30.2 paper sheets in 2019 to 21.9 paper sheets per day in 2020. Responsive and streamlined mass claim management using mobile applications and mobile appraisal units in the field at the time of natural disasters. A free Triglav Vreme mobile application for weather alerts. Support for projects such as City as a Lab, which builds on the establishment and development of modern and environmentally friendly forms of mobility, and the Sustainable Mobility project. Paperless operations at Triglav Lab. Lower circulation and focusing on digital forms in the preparation of marketing materials (brochures, leaflets, folders, operational printed material, etc.). Selection and purchase of products made of environmentally friendly materials (less plastic packaging) for promotional products and purchase of reusable protective masks. A stimulative premium policy for less intensive animal production, which is more environmentally friendly. Strengthening digital communication with clients. Promoting a low-carbon society by providing insurance solutions that support renewable energy sources and energy efficiency (solar power plant insurance). Reducing the pollution of mountains and raising awareness of responsible hiking in the hills/mountains and waste management in the mountains in the context of the Let's Clean our Mountains project. Promotion of mountain pasture by providing insurance of livestock during grazing on mountain pastures, which helps to preserve mountain ecosystems. 	        
Social aspect (S) <ul style="list-style-type: none"> Preventive activities aimed at reducing risks in the social environment Responsibility to clients Employee safety, health and satisfaction Responsibility to suppliers and contractors Investing in local communities and supporting sports, culture, education and health Diversity and equal opportunity  <p>GRI GS 203, 204, 401–405, 413, 414, 417, 418, G4 F57, F513, F514</p>	<ul style="list-style-type: none"> 117 speed display signs and light signalling systems installed on dangerous road and railway sections, co-financed by Zavarovalnica Triglav. The DRAJV application and driving simulator to promote safe driving. Global client assistance 24/7, free mobile applications for claim reporting and ordering assistance services. Alternative sales channels such as the sale of insurance products via banks and leasing companies. Promotion of investing in pension funds, health insurance and health systems. An extensive sales network, also accessible in less populated areas. Points of sale equipped with aids for partially sighted and hard of hearing, most points of sale also provide independent access to people with different types of disabilities. Micro-health insurance that simplifies access to medical advice and a comprehensive range of health and life services and products. Improved net promoter score (NPS). The Young Hopes project to support young talents. Improving the organisational climate – ORVI index at 3.99. The Motorcyclists for Motorcyclists project – 1,300 motorcyclists attended accident prevention workshops over seven years. Planned employee training. Gaining knowledge about information security, personal data protection and the prevention of money laundering and terrorist financing through online training. The women employees to total employees ratio at the Group is 53.5%. Equal remuneration of employees for equal work regardless of gender. Full "Family-Friendly Enterprise" Certificate at Zavarovalnica Triglav. Active identification, reduction and management of risks in occupational health and safety. A programme for raising employees' awareness about a healthy lifestyle and the provision of preventive health examinations are in place. Partnerships with local suppliers in the Adria region. A wide range of insurance products for micro, small and medium-sized enterprises. A stimulative premium policy for young farmers, which contributes to the promotion of young farmers setting up an agricultural holding, the preservation of settlement and larger land cultivation in the countryside. Agricultural insurance products with municipal and state premium co-financing which are available to a broad range of farmers. Development partnerships with the start-up environment and entrepreneurs. Increasing the level of insurance coverage in the emerging insurance markets in the Adria region. 	
Governance aspect (G) <ul style="list-style-type: none"> Stable and profitable operations High standards of corporate governance Diversity and remuneration of the Management Board Effective risk management Active investor relations management policy Fair business practices Non-discrimination and respect for human rights in operations  <p>GRI GS 201, 202, 205, 206, 406, 412, 419</p>	<ul style="list-style-type: none"> The governance system and policy of Zavarovalnica Triglav and the governance policy of the Triglav Group's subsidiaries. The diversity policy, which ensures gender balance and representation of various age groups in the Management Board, in addition to appropriate qualifications, experience and know-how. Corporate Governance Code for Companies with Capital Assets of the State. Consistent implementation of the Anti-Corruption Policy and the Triglav Group Code in order to implement the principles of fair and ethical conduct, prevent corrupt practices, manage conflicts of interest and insurance fraud, prevent money laundering and terrorist financing, and ensure consumer protection and competition. Transparent, active, equal and open cooperation with investors at events held for institutional investors in Europe and the US, meetings, conference calls and other contacts. 	

²² GRI GS 102-47

Commitments to external initiatives²³ and membership of associations²⁴

The Triglav Group voluntarily participates in initiatives that promote business practices that are ethically, environmentally, socially and economically sustainable. The main professional conduct standards at Zavarovalnica Triglav are implemented in the context of the Insurance Code of the Slovenian Insurance Association, as well as by following the recommendations of the Slovenian Consumers' Association for improving financial literacy.

The Company is active in the European Institute of Compliance and Ethics (EICE) and the Corporate Ethics and Transparency Committee of the American Chamber of Commerce. As one of the first Slovenian signatories of the Declaration on fair business practices, Zavarovalnica Triglav committed itself to implementing fair business practice programmes and raising awareness of them. The Company is also a member of Transparency International Slovenia and a signatory of the Commitment to respect human rights in business ([see Section 12.5 Fair business practices for more information](#)). The Group members integrate the parent company's commitments in their operations or directly adopt similar commitments and initiatives.

The Company is a member of numerous associations in Slovenia. It actively participates in the Slovenian Insurance Association and its committees, the Chamber of Commerce and Industry of Slovenia and other local and interest chambers, the AmCham Slovenia and its committees. The Company's representatives are also members of several international industry and professional associations operating particularly in finance, actuarial science and compliance (the Slovenian Directors' Association, the Managers' Association of Slovenia, the Association of Employers of Slovenia, the European Institute of Compliance and Ethics, the Slovenian Association of Actuaries and the Institute of Internal Auditors – IIA Slovenia). The Group members are members of industry and professional associations in individual countries where they operate.



Awards and prizes in 2020

- **Trusted Brand 2020:** For the fourteenth consecutive year, Zavarovalnica Triglav was awarded the most trusted brand in the “insurance companies” category.
- **Slovenian Advertising Festival (SOF):** Triglav Lab received the Silver Award in the Branded Content – Experiences category.
- **WEBSI 2020:** Zavarovalnica Triglav achieved 1st place in the Digital Tools category for the i.triglav web office, 2nd place for underwriting applications in the e-Commerce category, 2nd place for the project Vozim se – Ponovno na izpitno vožnjo (I’m driving – retaking the driving test) in the Content Marketing category and 3rd place for the revamped website triglav.si in the Financial Sector and Website categories.
- **ARC Awards:** Zavarovalnica Triglav received the Gold Award for content design, the Silver Award for a photographic story and the Bronze Award for the interactive online annual report of the Triglav Group and Zavarovalnica Triglav for 2019.
- **The best annual report:** *Finance* newspaper, in cooperation with the Finance Academy, awarded Zavarovalnica Triglav with the main prize for the best annual report among financial institutions and the awards for the best annual report in the Business Analysis and Planning category and the Communication category.
- **IADA Awards:** The IADA Awards jury awarded Zavarovalnica Triglav two Gold awards for the integrated annual report of the Triglav Group and Zavarovalnica Triglav for 2019.
- **Gold Quill:** Zavarovalnica Triglav received an award for communication excellence in the Publications category for the digital edition of the annual report of the Triglav Group and Zavarovalnica Triglav for 2018.

The *Retaking the driving exam* project as part of Vozim se won second place at Websi 2020 in the Content Marketing category.

12.2 Key stakeholders²⁵

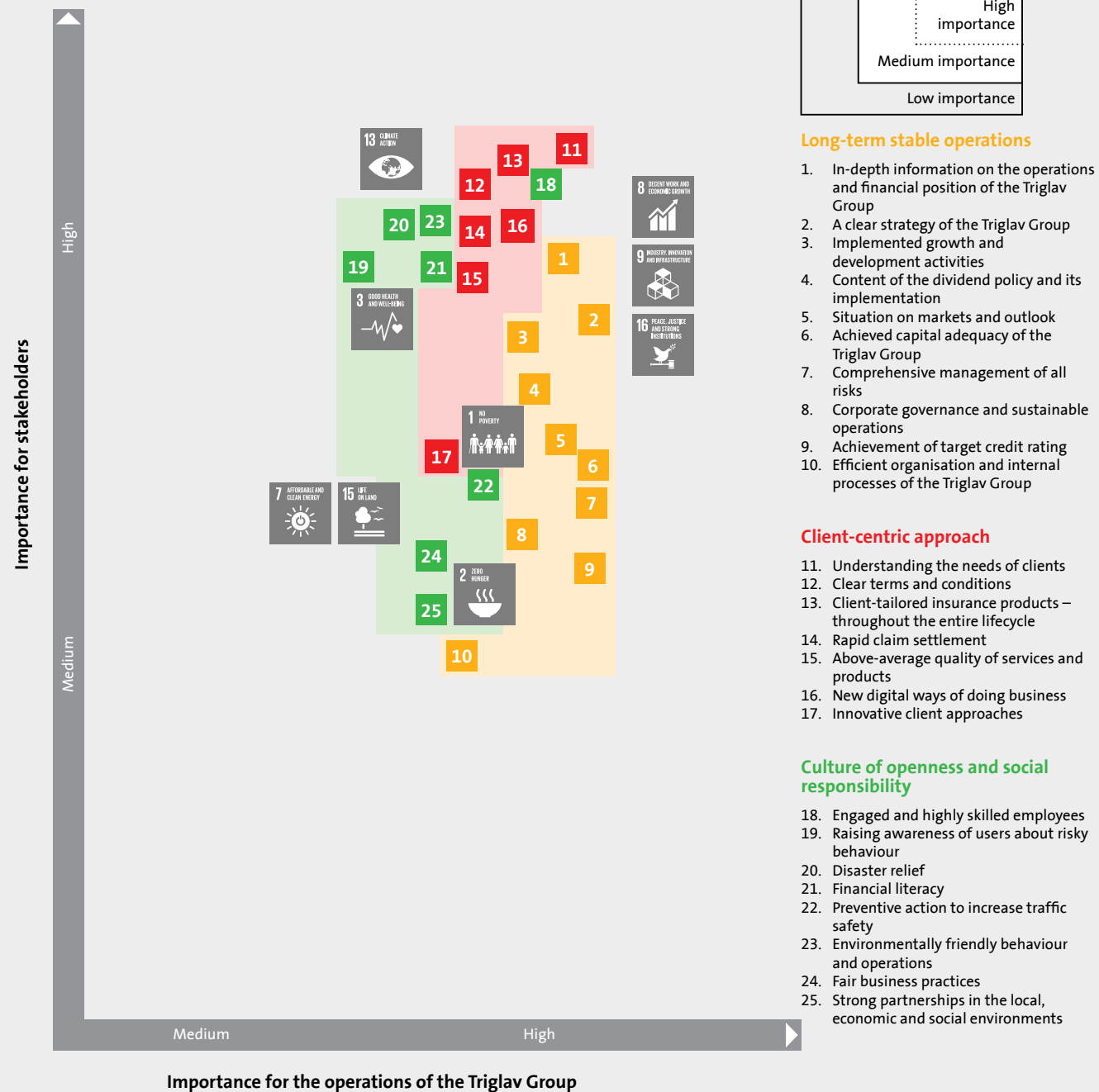
The Group's key stakeholders are **clients or policyholders, employees, shareholders or investors, state and supervisory bodies, local communities, suppliers and the media**. Mutual trust and understanding are strengthened by proactively engaging individual stakeholder groups.

Their needs and interests are monitored by **analysing stakeholders and the materiality of content** for them. The last analysis was conducted in 2019, when the results from quantitative research were verified with employee focus groups and in-depth interviews with clients. The interests of investors or shareholders are regularly monitored by analysing the data captured through personal contact and their questions and interests expressed at investor conferences and general meetings of shareholders.

The interests of key stakeholders are identified through **regular monitoring** of the mix of mutual relationships at the strategic and operational levels. In doing so, the Company measures reputation, satisfaction and NPS (Net Promoter Score), implements the regulators' requirements and recommendations, analytically monitors complaints, compliments and daily contact with investors and clients, as well as communicates and stays in regular contact with the media, etc. In 2020, great communication efforts were devoted to identifying the needs, problems and solutions in remote business with clients, as engagement with clients moved to digital channels due to the protection measures during the COVID-19 pandemic. See [Section 12.5 for more information](#).

The findings obtained from the described activities were again taken into account as much as possible in the operations and development of products and services. On their basis, the schematic presentation of the importance of content for stakeholders and for the Triglav Group was updated (below).

Importance of content for stakeholders and the Triglav Group



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

Highlighted topics and methods of stakeholder engagement

Stakeholders	Material topics/interest	Engagement method	Engagement results
Clients/policyholders	<ul style="list-style-type: none"> Understanding the needs of clients Rapid claim settlement Innovative financial/insurance products and services Client-tailored insurance products – throughout the entire lifecycle Profitability in economic stability of the insurance company Clear terms and conditions Quality insurance and financial products and services Quality broad range of assistance services Socially and environmentally responsible operations of the company Financial literacy New digital ways of doing business and an easy-to-use online presentation of products/services Raising awareness of users about risky behaviour 	<ul style="list-style-type: none"> Personal contact with insurance experts, asset managers Detection of complaints and praise and responding thereto Email Telephone conversations Opinion polls and surveys Websites, blogs and e-newsletters Social networks Mobile applications Marketing communication 	<ul style="list-style-type: none"> 417,032 telephone conversations in Zavarovalnica Triglav's call centres 178,651 replied electronic messages in Zavarovalnica Triglav More than 22 thousand subscribers to the newsletters Vozim se (I'm driving) and Vse bo v redu (Everything Will Be Alright) 39,000 users of i.triglav web office More than 137 thousand regular users of the Vse bo v redu portal and more than 15 thousand regular users of the Vozim se portal Improved client satisfaction in all Group members, improved NPS of Zavarovalnica Triglav by 10.7 index points 295,791 processed claim files by Zavarovalnica Triglav, of which 250,529 were newly registered in 2020 2,941 complaints and 50 compliments at Zavarovalnica Triglav. The share of complaints (with respect to the number of processed claim files) was 0.99%²⁶
Employees	<ul style="list-style-type: none"> Internal culture of cooperation Rewarding of performance Personal and professional development Career advancement system Information about important milestones and changes in the Company Business strategy Work-life balance Education and additional training Safety and health at work Employee loyalty 	<ul style="list-style-type: none"> Management participation (the works council, trade unions, employee representatives in the supervisory boards) Career development and training system Measurement of organisational vitality Opinion polls and surveys Triglav.smo programme In-house print and online media In-house events, professional training, sports and recreational events Personal contact Email Telephone conversations 	<ul style="list-style-type: none"> ORVI index at 3.99 – an improvement of 0.12% 23% of employees are members of the Triglav Group mountaineering and sports clubs Supplemental pension insurance for 59% employees of the Group and 96% of the Company The group insurance package Comprehensive medical care (Celostna zdravstvena oskrba – CZO), in which 73% of all employees of the Group and 83% of the parent company are included 40 training hours per employee at Zavarovalnica Triglav
Shareholders/investors	<ul style="list-style-type: none"> Clear business strategy In-depth information on the operations, financial position and plans of the Group Financial efficiency, capital adequacy Implemented growth and development activities Dividend policy and return Situation on markets and outlook Comprehensive management of all risks Corporate governance and sustainable operations Achievement of target credit rating Efficient organisation and internal processes within the Group 	<ul style="list-style-type: none"> General Meetings of Shareholders Sessions of the Supervisory Board and its committees Public announcements on the Ljubljana Stock Exchange SEOnet online portal Corporate website Presentation for Investors Investor conferences, individual meetings, conference calls Email Opinion polls and surveys 	<ul style="list-style-type: none"> 12,982 shareholders 83.06% of all voting rights at the regular General Meeting of Shareholders 8 events held for investors 29 publications of controlled information (in Slovenian and English) Available financial calendar and calendar of events for investors
State and supervisory bodies	<ul style="list-style-type: none"> Ensuring capital adequacy Safety of policyholders and/or users of insurance services Efficient risk management system Compliance of operations and insurance and financial services and products Complying with all obligations of a public company Responsible and sustainable operations 	<ul style="list-style-type: none"> Regulatory reporting (to the Insurance Supervision Agency, the Securities Market Agency) Regular reviews by inspection and supervisory bodies Audits by certified auditors 	<ul style="list-style-type: none"> 8 inspections in the field of personal data protection at the Triglav Group 763 insurance fraud cases confirmed out of 1,331 reported cases of suspected fraud (up by 13% relative to 2019)
Suppliers	<ul style="list-style-type: none"> Long-term cooperation Reliable and timely payments Upgrading the existing cooperation Delivery times, prices of services and goods Delivery of environmentally friendly material Paperless operations 	<ul style="list-style-type: none"> Public tenders and competitions Working meetings Email and electronic operations Telephone conversations 	<ul style="list-style-type: none"> 311 completed forms Supplier Compliance Assessment and Sustainable Business Operations, with which suppliers confirmed that they respect the rights of employees, human rights and environmental legislation
Local and broader communities	<ul style="list-style-type: none"> Traffic safety Fire safety Health protection and care Co-development of projects in the areas of culture, sport, prevention, health, art, charity Infrastructure investments Access to insurance services for people with various disabilities Insurance and financial literacy Fair business practices Disaster relief 	<ul style="list-style-type: none"> Partnerships with non-profit organisations and educational institutions and execution of joint projects Joint projects with local communities, particularly in traffic safety Funds allocation system for sponsorships and donations Cooperation with local decision-makers Email Telephone conversations 	<ul style="list-style-type: none"> 117 speed display signs and light signalling systems installed on dangerous road and railway sections, co-financed by Zavarovalnica Triglav. Support for 101 young talents in eight years of the Young Hopes project, to which EUR 401,000 was allocated 1,300 motorcyclists attended safe driving workshops A total of 80 events, training courses, workshops, seminars and video recording sessions to promote insurance literacy, risk awareness, presentation of products and services were held, which were attended by over 2,000 participants in person or virtually 17 sponsored top athletes in Slovenia EUR 3.3 million for prevention activities, EUR 3.8 million for sponsorships and EUR 666,000 for donations 150 automatic fire extinguishing ampoules delivered to 52 mountain huts
Media	<ul style="list-style-type: none"> Transparent information about the operations, events and changes in the Triglav Group Information about insurance and financial products and services Cooperation with the local community and the community at large Development and general insurance topics Professional insurance and financial topics 	<ul style="list-style-type: none"> Press releases and statements Meetings with media representatives Answers and explanations Email Telephone conversations Websites 	<ul style="list-style-type: none"> 69 press releases by Zavarovalnica Triglav 194 answers to the questions of the press by Zavarovalnica Triglav 5,942 publications related to key topics about the Triglav Group in the media

²⁶ SASB: FN-IN-270a.2

12.3 Economic aspects²⁷

Economic performance as a precondition for sustainable long-term operations is defined by strategic objectives at all levels. The condition for its achievement is effective management of risks, which are fully understood and include non-financial risks. Reporting on economic performance is included in several sections of the Annual Report, as seen in the footnotes and GRI Content Index.

The Triglav Group's economic value distributed, which shows the volume of generated assets distributed among stakeholders, totalled EUR 1,179.2 million in 2020 and was lower due to non-payment of dividends to shareholders. Its structure by value and share is presented in the table below.

Economic value distributed of the Triglav Group in EUR million

	2020	2019	2018	Index	
				2020/2019	2019/2018
Economic value generated	1,274.9	1,292.4	1,107.7	99	117
Economic value distributed	1,179.2	1,245.6	1,069.3	95	116
- Net claims incurred and other insurance expenses	814.3	838.4	636.9	97	132
- Expenses from financial assets	36.7	21.9	64.9	167	34
- Other expenses	22.9	23.5	17.4	97	135
- Operating costs	119.5	120.2	118.4	99	102
- Dividend payments	0.0	56.8	56.8	0	100
- Tax expense (income tax expense)	17.2	17.1	16.6	101	103
- Community investments (prevention activities, donations, sponsorships)	7.8	7.4	6.3	105	117
- Employee wages, allowances and benefits	160.7	160.3	152.1	100	105
Economic value retained	95.7	46.8	38.3	204	122

The Group holds the leading position among insurance/financial groups in the Adria region. Its market position in individual markets is presented in the [sections 2.7.2 Insurance](#) and [7.4 The Triglav Group's operations in the Adria Region](#).

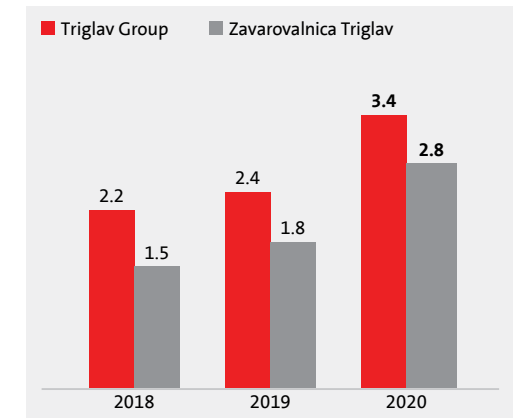
Indirect economic impacts of the Group primarily include investments in prevention, sponsorships and donations, as well as investments in infrastructure at national and local levels. Their content is defined based on:

- sponsorships and donor partnerships and participation in investments in prevention;
- the needs identified in local environments by the Group's subsidiaries and business units;
- direct contact with local communities;
- performance analyses, especially risks and claims experience, published data of specialised organisations and institutions;
- market research and public opinion polls.

Investments in prevention²⁸

Investing in prevention programmes enables the insurance industry to have an important economic and social impact by reducing risks; these programmes are also prescribed by law. Investments in prevention are described in detail in [Section 12.4 Social aspects](#). In the year of increased risks, the volume of investments in prevention was significantly strengthened at the level of both the parent company and the Group.

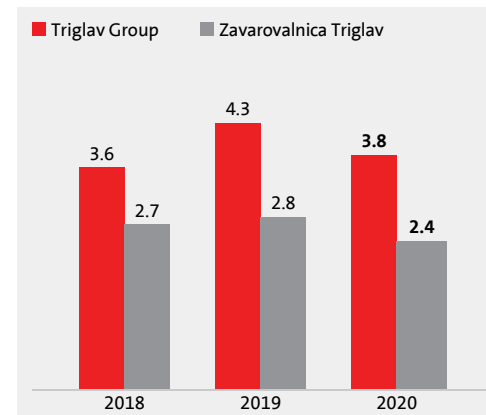
Funds allocated to preventive activities of the Triglav Group and Zavarovalnica Triglav in EUR million



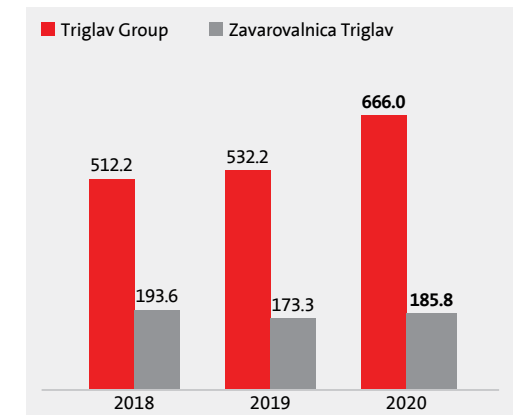
Sponsorships and donations²⁹

The situation related to the COVID-19 pandemic and the cancellations of some events are also reflected in the changed structure of funds earmarked for sponsorships and donations. The share of sponsorships fell (index 88), whereas the share of donations increased by 25%. Most donations were made for medical and humanitarian purposes.

Funds for sponsorships of the Triglav Group and Zavarovalnica Triglav in EUR million



Funds for donations of the Triglav Group and Zavarovalnica Triglav in EUR thousand



Infrastructure investments

As part of the long-term campaign **Children of Triglav**, the playground in Stanko Bloudek Park in Idrija was renovated. Over nine years, 27 playgrounds were renovated and more than 20 new playgrounds were built for children, adolescents and families, providing them with quality leisure time.

Renovated
Stanko Bloudek Park,
Photo: Damijan Bogataj,
Idrijske novice

In Serbia, with the same purpose, funds were provided for the construction of basketball courts in the municipalities of Bač, Medvedja, Kruševac and Pančevo.



Procurement practices³⁰

In 2020, the procurement process at Zavarovalnica Triglav was improved with **upgraded standardised software for procurement**, supported by an analytical module and a module for more comprehensive management of the agreement management process. The tool increases the transparency of operations and the management of procurement procedures, while reducing operational risks associated with non-compliance with good business practices.

Only suppliers included in the list of **the Company's potential suppliers** may participate in procurement procedures that include the Strategic Procurement Department. It is designed based on the assessment of the suitability of suppliers, i.e. on assessed risks. Upon registration in the Purchasing Portal of Zavarovalnica Triglav, all suppliers must undergo the supplier compliance assessment and the sustainable business operations assessment, which are repeated after one year. *The supplier compliance assessment* is intended to assess the risks of corrupt practices, conflicts of interest and political exposure, while *the sustainable business operations assessment* is used for the suppliers to show that they respect human rights, ensure a safe and healthy work environment for their employees and workers who work for them based on other forms of employment (at least in accordance with the applicable legislation), comply with Slovenian legislation and international human rights documents and implement the requirements of environmental legislation.

A total of 311 suppliers were included in the list of potential suppliers in 2020, which were assessed in terms of GRI indicators (the environmental and governance aspects). In this way, the potential suppliers database can be easily and promptly monitored and managed, which at the same time

enables the Company to make an assessment more easily in terms of risk to Zavarovalnica Triglav's reputation and sustainable operations.

Locally-oriented procurement³¹

The Group members procure the majority of materials and services on their local markets. Where possible and reasonable, some of the same types of materials, raw materials and services were procured centrally and more favourable purchasing terms and conditions were achieved. **The minimum standards for the procurement process at the Triglav Group level** were being implemented in the Group members.

The Slovenian market is Zavarovalnica Triglav's local market, where most procurements are made, thus the share of suppliers outside the local market is less than 10%. The broader market trends in key procurement groups, such as IT, property management, general procurement, intellectual services, marketing, labour and general affairs, are regularly monitored. The Company seeks offers outside the local market only when it is economically feasible or there is no supplier in the market for the goods or services in demand.

Protection of competition³²

The Group follows the rules of consumer protection and competition and good business practices in its operations, product development and marketing; in doing so, it respects the protected interests of its competitors. Care is taken that the supplier selection procedures are transparent and comply with fair competition rules. The Group denounces any arrangements with competitors, which could lead to restrictive practices, and ensures that no marketing purposes or preferences are revealed in its communication with competitors. Any information on competitors is gathered solely in compliance with the law.

³⁰ GRI GS 102-9, 103-1, 103-2, 103-3, 414-1 | ³¹ GRI GS 103-1, 103-2, 103-3, GS 204-1 | ³² GRI GS 103-1, 103-2, 103-3, 206-1

Marketing communication is reported in [Section 12.5](#). As the company holding the leading position, Zavarovalnica Triglav takes great care not to abuse its power in individual markets. Zavarovalnica Triglav was not informed of any legal actions filed for violating the competition protection laws against the Company or any Group member before the Slovenian Competition Protection Agency or any competent supervisory bodies in other countries where the Group members operate.

Remuneration of insurance agencies and their sales staff

The Triglav Group cooperates with more than 1,400 contractors.³³ Before signing an agreement with a new contractor, the standardised selection procedure is carried out, while the business results of existing contractors are regularly monitored and measures are taken for enhancing cooperation and improving sales.

As at the 2020 year-end, the Company cooperated with 457 contractual partners registered as insurance agents (roadworthiness test providers, car dealers, leasing companies, banks, travel agencies, life and non-life insurance agencies). Non-life insurance agencies are classified based on the following criteria: exclusivity, written premium, size of the area of operation, insurance product range and the fulfilment of planned obligations. When awarding a bonus, the Company takes into account the fulfilment of monthly targets and the renewability and growth of the insurance portfolio. The commission rate of contractors selling life insurance products depends on exclusivity, portfolio trend, client loyalty index and the effectiveness of maintaining the portfolio. Contractors are also rewarded for exceeding the annual non-life and life insurance sales targets (volume bonus). Three campaigns for a one-time additional reward of contractors were carried out in 2020.

When entering into new agreements with agencies, priority is given to exclusive sales, as insurance distributors can offer policyholders a comprehensive range of products of the Group members. In 2020, e-learning for contract insurance distributors was held, thus enabling them to gain new knowledge and obtain certificates in accordance with the respective Insurance Supervision Agency's decision.

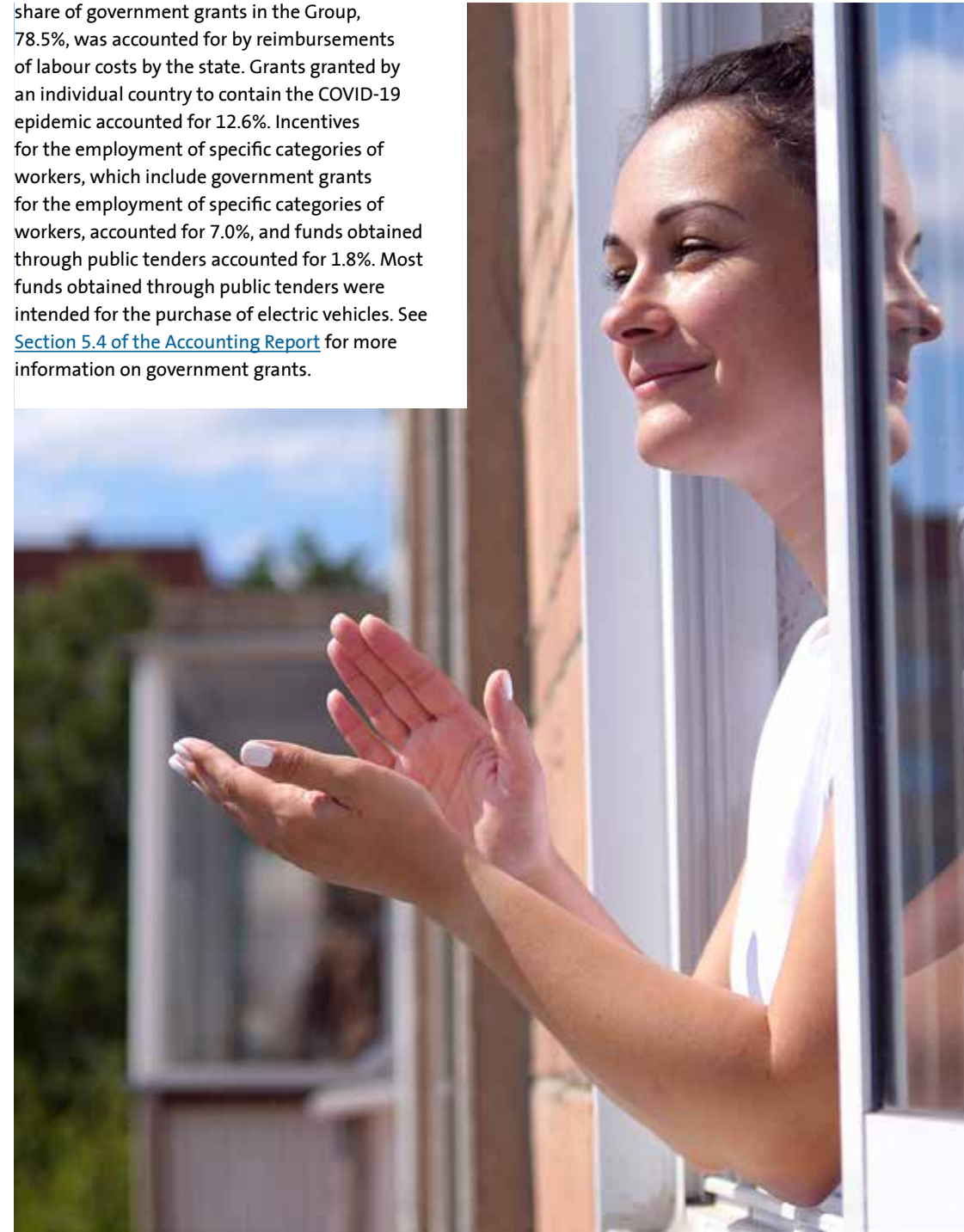
In markets outside Slovenia, the Group members cooperate with over 950 contractors (agencies, roadworthiness test providers, leasing companies, car dealers and banks). In the reporting year, they continued to expand partnerships, mainly with banks and car dealers. New partnerships with banks were thus established in Montenegro, Croatia, North Macedonia, and Bosnia and Herzegovina. The number of agencies and brokers increased, especially in Serbia and Croatia. Due to the COVID-19 pandemic, a lot of attention was paid to the development of sale to retail clients and the bonus schemes were upgraded with additional incentives. Several additional alternative sales channels were introduced.

In awarding a bonus, linear bonus schemes are used, which are upgraded with bonus commissions depending on the value of insurance policies, financial discipline and the claims ratio. Premium rates are universal (regardless of whether an insurance policy is new or renewed), whereas exclusive partnerships are additionally rewarded with benefits.

Government grants and other forms of government assistance³⁴

The Triglav Group received EUR 3.0 million in 2020, of which Zavarovalnica Triglav received EUR 2.1 million in government grants and other forms of government assistance. The largest

share of government grants in the Group, 78.5%, was accounted for by reimbursements of labour costs by the state. Grants granted by an individual country to contain the COVID-19 epidemic accounted for 12.6%. Incentives for the employment of specific categories of workers, which include government grants for the employment of specific categories of workers, accounted for 7.0%, and funds obtained through public tenders accounted for 1.8%. Most funds obtained through public tenders were intended for the purchase of electric vehicles. See [Section 5.4 of the Accounting Report](#) for more information on government grants.



12.4 Social aspects

12.4.1 Responsibility to employees³⁵

The human resource management policy of the Triglav Group aims to create a stimulating, development-oriented environment with engaged, healthy and satisfied employees. Thus, the Group is able to reach ambitious strategic and business objectives. In addition to the development and care for existing employees, new hires are carefully selected and onboarded. Employees are provided with opportunities for personal growth, development and career advancement. The Company values new knowledge, digital skills and cooperation, as well as promotes innovation, multiculturalism, and transfer of experience and knowledge through intergenerational cooperation.

Strategic human resource management guidelines and the recruitment policy

- A uniform organisational culture of the Triglav Group is being created, which supports the achievement of strategic objectives by pursuing corporate values, rules, methods of implementing processes, behaviour and methods of work of employees. The uniform organisational culture is based on constructive behaviour, teamwork, initiative, responsibility and cooperation. The desired organisational culture and engaged, healthy and satisfied employees help to build a reputable employer brand.
- The focus is on standardising employee management processes within the Group by implementing minimum standards and transferring good practices.

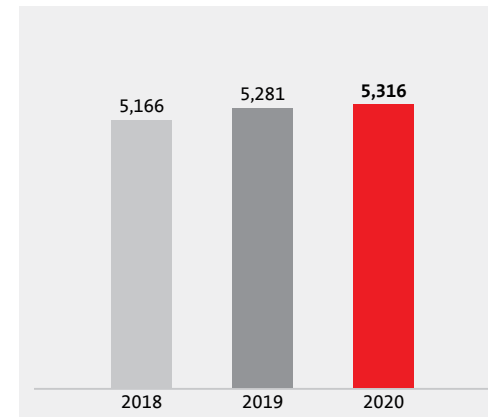
- The Company acquires, develops and retains the best employees, improves selection processes and promotes mobility both within an individual Group member and at the Group level. Onboarding and introductory mentoring has been established for new hires and development mentoring has been set up for promising employees, in addition to fostering intergenerational cooperation.
- Know-how is upgraded in all areas of work and the competencies necessary for the effective achievement of individuals' goals are developed on an ongoing basis. Employees are constantly trained in digital technologies and sales skills. In 2020, the main competency – responsibility was strengthened at the Group level.
- Special attention is paid to key and promising employees and all leaders. A licensed management system was developed, which will be introduced in 2021.
- The human resource information system (Gecko HRM) was launched in 2020 in Slovenian subsidiaries and began to be implemented in two other Group members outside Slovenia.

12.4.1.1 Recruitment and employee structure³⁶

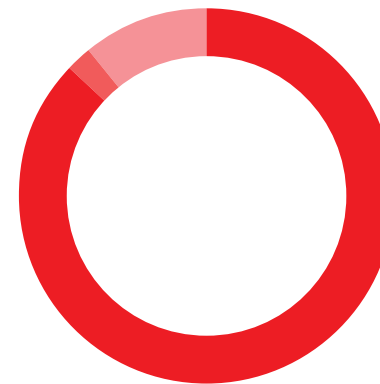
The Triglav Group had 5,316 employees as at 31 December 2020, an increase of 35 relative to the preceding year. Employment was strengthened mainly at Triglav Osiguranje, Belgrade, Triglav Osiguranje, Zagreb and Triglav, Zdravstvena zavarovalnica.

A total of 87.2% of all employees worked in the insurance activity, up by 0.2 percentage point compared to the year before. Employees in asset management activity, whose share decreased by 0.2 percentage point, represented 2.2% of all employees; the share of employees in other activities remained the same.

The number of employees in the Triglav Group as at 31 December



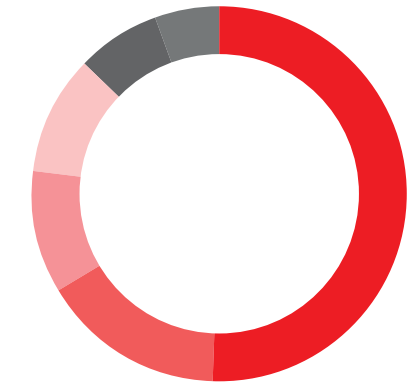
Employees by activity of the Triglav Group as at 31 December 2020



- Insurance: 87.2%
- Asset management: 2.2%
- Other: 10.7%

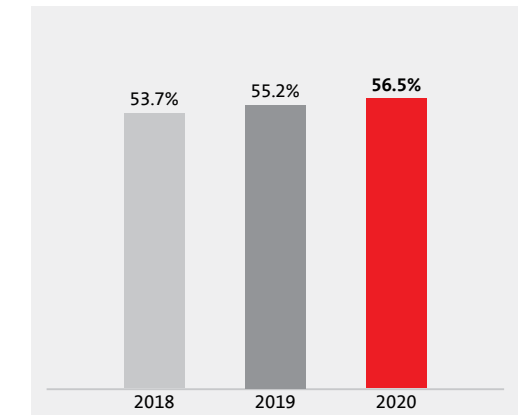
A total of 50.7% of all employees of the Group are employed in Slovenia, up by 0.5 percentage point relative to the preceding year.

Employees by market of the Triglav Group as at 31 December 2020



- Slovenia: 50.7%
- Serbia: 15.7%
- Bosnia and Herzegovina: 10.7%
- Croatia: 10.3%
- Montenegro: 7.3%
- North Macedonia: 5.3%

Proportion of employees at the Triglav Group with at least level VI education according to the Bologna study programmes as at 31 December



The turnover rate³⁷ declined in both the Triglav Group and Zavarovalnica Triglav; it was 11.7% in the Group (compared to 14.4% in 2019) and 3.4% in the parent company (compared to 5.4% in 2019). Most leavers were aged between 26 and 35 years and above 56 years due to retirement, while the majority of new hires were aged between 26 and 40 years.

The average age of employees in the Group slightly dropped to 44.05 years (compared to 44.06 years in 2019); in the parent company it was 46.33 years (compared to 45.89 years in 2019). The average age of Zavarovalnica Triglav's Management Board members was 47.67 years.³⁸ In Slovenia, senior management is hired from the local community, as is the majority of senior management in the markets outside Slovenia.³⁹

The composition of employees by gender remained unchanged, with the share of women standing at 53.5%. The proportion of women among the members of the Management Board of Zavarovalnica Triglav was 33.3%.⁴⁰ In all employee categories, activities and countries where the Group operates, the basic salary of men and women is equal.⁴¹

A total of 90.7% of employees in the Group were employed under the collective agreement (compared to 91.1% in 2019) and 91.4% in the parent company (compared to 92.1% in 2019). The remaining 9.3% were employees with individual agreements.⁴² Benefits are the same for all employees, be it permanent full-time employees, fixed-term employees or part-time employees.⁴³

Employees at the Triglav Group and Zavarovalnica Triglav by type of employment (full-time, part-time) as at 31 December 2020⁴⁴

Type of employment	Triglav Group						Zavarovalnica Triglav					
	2020		2019		2018		2020		2019		2018	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Part-time	251	4.7	267	5.1	295	5.7	77	3.4	91	4.0	91	4.0
Full-time	5,065	95.3	5,014	94.9	4,871	94.3	2,167	96.6	2,162	96.0	2,199	96.0
Total	5,316	100.0	5,281	100.0	5,166	100.0	2,244	100.0	2,253	100.0	2,290	100.0
Fixed-term	779	14.7	793	15.0	655	12.7	49	2.2	46	2.0	35	1.5
Permanent	4,537	85.3	4,488	85.0	4,511	87.3	2,195	97.8	2,207	98.0	2,255	98.5
Total	5,316	100.0	5,281	100.0	5,166	100.0	2,244	100.0	2,253	100.0	2,290	100.0

Employees at the Triglav Group and Zavarovalnica Triglav by age and gender as at 31 December 2020⁴⁵

Age group	Triglav Group						Zavarovalnica Triglav					
	2020		2019		2018		2020		2019		2018	
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
From 18 to 19	4	0.1	5	0.1	5	0.1	0	0.0	0	0.0	0	0.0
From 20 to 25	138	2.6	135	2.6	116	2.2	17	0.8	16	0.7	17	0.7
From 26 to 30	389	7.3	403	7.6	397	7.7	100	4.5	115	5.1	121	5.3
From 31 to 35	588	11.1	622	11.8	645	12.5	191	8.5	202	9.0	224	9.8
From 36 to 40	813	15.3	786	14.9	780	15.1	285	12.7	288	12.8	297	13.0
From 41 to 45	909	17.1	923	17.5	905	17.5	409	18.2	403	17.9	422	18.4
From 46 to 50	852	16.0	878	16.6	829	16.0	413	18.4	446	19.8	434	19.0
From 51 to 55	803	15.1	766	14.5	749	14.5	451	20.1	437	19.4	434	19.0
56 and over	820	15.4	763	14.4	740	14.3	378	16.8	346	15.4	341	14.9
Total	5,316	100.0	5,281	100.0	5,166	100.0	2,244	100.0	2,253	100.0	2,290	100.0
Gender												
Men	2,472	46.5	2,456	46.5	2,470	47.8	1,114	49.6	1,116	49.5	1,128	49.3
Women	2,844	53.5	2,825	53.5	2,696	52.2	1,130	50.4	1,137	50.5	1,162	50.7
Total	5,316	100.0	5,281	100.0	5,166	100.0	2,244	100.0	2,253	100.0	2,290	100.0

Gender diversity by different categories at the Triglav Group and Zavarovalnica Triglav as at 31 December 2020 (%)⁴⁶

Triglav group	Share (%)		2018	Index	
	2020	2019		2020/2019	2019/2018
Women employees to total employees ratio	53.5	53.5	52.2	100	102
Proportion of women at the first management level under the Management Board	45.8	46.9	47.2	98	99
Proportion of women at first and second management levels under the Management Board	42.1	43.5	42.2	97	103
Women in management to women employees ratio	73.5	75.2	73.8	98	102
Zavarovalnica Triglav					
Women employees to total employees ratio	50.4	50.5	50.7	100	99
Proportion of women on the Management Board of Zavarovalnica Triglav	33.3	33.3	40.0	100	83
Proportion of women on the Supervisory Board of Zavarovalnica Triglav	0.0	11.1	11.1	0	100
Proportion of women at the first management level under the Management Board	25.9	32.1	33.3	81	96
Proportion of women at first and second management levels under the Management Board	37.9	36.8	35.7	103	103
Women in management to women employees ratio	74.7	72.4	70.9	103	102

³⁷ GRI GS 401-1 | ³⁸ GRI GS 405-1, SASB: FN-AC-330a.1 | ³⁹ GRI GS 202-2 | ⁴⁰ GRI GS 405-1 | ⁴¹ GRI GS 405-2 | ⁴² GRI GS 102-41 | ⁴³ GRI GS 401-2 | ⁴⁴ GRI GS 102-8 | ⁴⁵ GRI GS 405-1 | ⁴⁶ GRI GS 405-1, SASB: FN-AC-330a.1

12.4.2 Employee training and development⁴⁷

Education and training

Through the education and training of employees, knowledge is provided for the achievement of the Group's strategic objectives. High-quality training courses provided to employees also during the COVID-19 pandemic, but in a modified form as of March 2020. **The manner of organising training courses was adapted** and during the year all training programmes were transferred to MS Teams and other similar online applications.

Most training courses were held in-house (53% as interactive webinars, 32% online via the eCampus portal and 15% in the traditional form). The emphasis was on insurance topics, training in business communication and various business, financial and legal topics. Due to the transition to remote business, the Company held several **training courses in digital skills** and courses on how to use various applications and tools (MS Teams, e-pen, digital signature) and provided educational content on the importance of using social networks in sales. An emphasis was also placed on **maintaining the health and stability of employees in the uncertain situation** brought about by the pandemic. To support employees, **new educational content** was provided on personal relationships during self-isolation and emotional intelligence in crisis management, and a lecture for parents and a lecture on proper movement while working at the office and at home were held.

Insurance agents continued to attend the **Sales Academy**, while their supervisors attended the **Sales Management Academy**. As part of transforming the organisational culture, educational programmes for the development of leaders continued to be carried out by introducing the strengths-based leadership concept. Three teams of trained coaches were joined by a new

group consisting of in-house coaches from various Group members. At the parent company, **the School of Leadership** took place as a series of webinars for new leaders, while new educational programmes were designed to help with remote leadership (Leading hybrid teams, Leading people we can't see, A macroeconomic perspective on the COVID-19 consequences).

Over 1,100 employees of the parent company requiring an authorisation to conduct insurance agency business (i.e. a license) were provided educational content in order to complete the required **20 teaching hours of training** per year. In accordance with the recommendation of the Insurance Supervision Agency, a compulsory final exam was introduced for webinar participants.

More extensive training programmes included: the DIMAQ (digital marketing qualification) training programme, the Train the Best Trainer training programme, the ResQ and QRadar workshops and the Guardium training, and a preparatory course for obtaining an authorisation to conduct insurance agency business.

Promising employees of the most recent generation were able to participate in the training event Knowledge Matters organised by the Centre of Business Excellence at the School of Business and Economics. As part of **TIBA Alumni** (Triglav International Business Academy), a training meeting **Staying in touch when out of reach** was held for all promising employees. Specialised in-house training was provided to employees of subsidiaries, which took place for the tenth year in a row. It was called **Triglav Autumn & Winter School 2020**, and it connected 36 participants and 38 mentors. A training programme was developed for remote mentoring for mentors, while mentees participated in the training course entitled How to come up with new solutions by thinking outside the box.

Employees from the Group members also participated in in-house training programmes. In total, employees from the Group members attended **4,613** hours of training organised by the parent company.

Apart from that, **employees at external points of sale** participated in various online training courses, which focused on insurance products and consumer protection.

The Group's online training focused on specialised topics of insurance business and sales skills, occupational safety and health, and preparation for obtaining a license. In the field of information security, personal data protection and the prevention of money laundering, Zavarovalnica Triglav employees' training lasted a total of 3,219 teaching hours via the eCampus portal, i.e. 18.1% of time of all types of training or 52.4% of online training at Zavarovalnica Triglav.⁴⁸

Investments in the training programme at the Group amounted EUR 1.5 million (index 69). The lower training costs are the result of a smaller

number of external training courses and webinars, which also reduced some indirect costs.

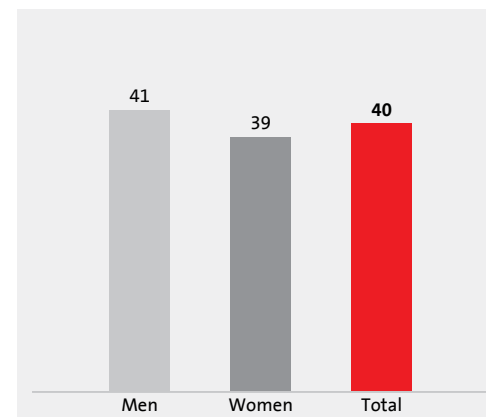
The majority of employees participating in training were aged between 26 and 30 years, whereas those over 56 years were the fewest in number. Men participated in training on average two hours more than women.

Employees are encouraged to continue their **formal education** at all times. Full or partial funding of work study was provided to 130 employees of the Group. Scholarships were provided to 27 high school and university students, while obligatory work placement was provided to 36 high school and university students despite the pandemic-related measures. Cooperation with faculties continued and the Company presented its activities to high school and university students on several occasions. A total of 30 young employees completed traineeship under the guidance of mentors.

Management by objectives and development of competences⁵⁰

A total of 70% of employees at the parent company are included in the management-by-objective system, which is also implemented in various forms in most other companies in Slovenia. Insurance subsidiaries outside Slovenia introduced management by objectives for anyone whose remuneration is not based on the commission system. Management by objectives is used to monitor employees' performance, provide them with feedback and motivate them. Employees are rewarded for the achievement of their objectives, which are set together with their supervisor during the annual interview (the top-down approach) and monitored at quarterly interviews. Employees in insurance sale are subject to the already described commission-based remuneration.

The average number of functional training hours in Zavarovalnica Triglav in 2020 by gender⁴⁹



The competency model is integrated into annual development interviews by defining individual competency profiles and development activities. The development of employees' competencies is planned based on the performance of tasks and duties as well as the current and anticipated requirements.

The competencies and development potential of employees in several Group members are assessed using the DNLA (Discovery of Natural Latent Abilities) tool. This tool is used for the training of leaders at the parent company, Pozavarovalnica Triglav Re, Triglav, Zdravstvena zavarovalnica and in insurance subsidiaries outside Slovenia. It is also used in recruitment at Zavarovalnica Triglav, Pozavarovalnica Triglav Re and Triglav Osiguranje, Belgrade.

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). The fit and proper assessment of the management board members, the supervisory board members and key function holders in the Group is carried out based on national legislation and adopted internal documents, which is also described in [Section 5. Corporate Governance Statement](#). Said assessment was again performed in all insurance subsidiaries.

12.4.2.1 Organisational vitality (climate) and organisational culture⁵¹

The organisational vitality survey (ORVI) in 2020 **exceeded the Group's expectations in many respects** and showed that the Group is responding appropriately to changes in the environment. The survey included the largest number of employees so far; a total of 3,870 or 88.2% of employees in

14 Group members in which ORVI is measured participated in the survey. The responsiveness was 1.9 percentage points higher than the year before (86.3% in 2019).

The aggregate ORVI index is composed of the indicators (indices) work environment, systems, operational management, personal view and engagement, which are further classified into ten categories. Organisational vitality in the Group improved; furthermore, improvement was

measured in all indices and categories. **The ORVI index stood at 3.99** (compared to 3.88 in 2019).

The Group's employees perceive their work environment as positive; they are satisfied with regular employment, working time, their co-workers and direct supervisors. An improvement was seen in the categories *Information and cooperation* and *Relationships and personal development*. Improvement was also seen in the *Remuneration and promotion* category.

The **ORVI index of the parent company** is higher than that of the Group. For the first time, it exceeded 4.00 and stood at 4.03 (compared to 3.92 in 2019). All other indicators also improved.

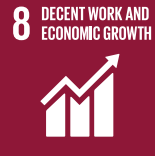
The results of the measurement serve as the basis for adjustments and improvements of the organisational culture of the Triglav Group and the long-term organisational vitality of Zavarovalnica Triglav. Key measures in this respect include the establishment of a leadership culture and the systematic development of supervisors throughout the whole Group.

Results of organisational vitality (ORVI) of the Triglav Group in 2020



12.4.3 Occupational health and safety⁵²

Zavarovalnica Triglav set up an occupational health and safety management system, which includes several components: ensuring occupational health and safety at work and identifying risks and hazards related to work and the work environment. It includes their management, treatment of injuries at work, dangerous occurrences and occupational diseases, implementation of training in health protection, provision of personal protective equipment, psychosocial support for employees and health promotion at work and numerous activities within the Triglav.smo programme.



The comprehensive approach developed by the parent company to ensure safe and healthy working conditions is transferred to the Group by implementing common

minimum standards for occupational health and safety in compliance with local legislation. In this regard, the aim is to identify, mitigate and manage risks arising from duties and the work environment.

Occupational health and safety is organised in accordance with the legislation and ensures the smooth provision of a healthy work environment for the employees.⁵³

The Safety Statement and Risk Assessment for individual **job categories** include an assessment of hazards and harmful effects, which could impact the health of employees, and the foreseen prevention and mitigation measures. It is an ongoing process, which involves making regular revisions of assessments and updating the measures; employees are also directly involved in this process. Health risk assessments are revised in cooperation with occupational health physicians. Based on the results of

risk assessment, employees are referred to periodic medical examinations and every new hire is required to undergo a statutory medical examination before taking up employment.⁵⁴

Care for occupational health and safety is **promoted among clients** through insurance products. Anyone (employer) wishing to conclude group accident insurance can only do so if they fulfil the requirements relating to occupational health and safety.⁵⁵

Participation in training and taking an exam on **fire safety and occupational health and safety** are mandatory, while employees acquire other knowledge in the e-classroom. In addition, a mix of the Company's communication channels is used for raising awareness. The Company carries out the **Protecting Health** (Zavarujmo zdravje) health promotion programme with an emphasis on mental health. The measures of the full Family-Friendly Enterprise Certificate and activities in the context of the Triglav.smo programme both contribute to health protection. Several good practices of this programme are being transferred to the Group.⁵⁶

In the reporting year, the health promotion programme was adapted to the situation caused by the epidemic by raising employees' awareness of the importance of complying with the recommendations to curb the spread of infection, providing protective equipment and organising remote work, and holding workshops and training for employees on how to care for one's mental health during the epidemic.

The four-day preventive health programme **Days of Health** (Dnevi zdravja) was continued in 2020, which, however, was attended by fewer employees due to the epidemic. If the epidemiological situation allows, the programme will continue in 2021.



Due to the large share of older employees, the Company pays close attention to **ageing in the workplace**, reminding employees of the importance of exercising regularly, eating healthy and abandoning unhealthy habits and educating them on the sitting posture, relaxation and stress management.

To raise employee awareness, various communication channels are used as part of the Protecting Health programme that promotes health (on the screen: Drink a glass of water).

Working safely during the pandemic

Upon the announcement of the COVID-19 pandemic, in order to protect the health of employees and clients, the Company immediately set about managing the spread of the new coronavirus. A crisis team was set up in the parent company to draw up work instructions, organise work and keep up-to-date information on the rapidly changing epidemiological situation in the country. The crisis team will be active throughout the pandemic and will be in constant contact with the management and leaders; the good practice of crisis management was transferred to the Group members.

To ensure business continuity, the Company introduced regular testing of key employees and reporting of infections to the hotline number and mailbox, and ensured that all employees received up-to-date information, recommendations and forms through the intranet throughout the year. The occupational health and safety area showed high competencies and provided employees with a high level of safety throughout the pandemic with appropriate work organisation and protective equipment. Special attention was paid to ensuring a good climate in the working groups, which had to adjust to working from home overnight.

Instructions were drawn up on how to arrange work space at home for all employees working from home. The suitability of the home environment for work was checked in cooperation with employees, as it is important to the Company that it meets the basic occupational health and safety requirements.

The employees who had to work at the Company's premises due to the nature of their work were regularly informed about the compliance with the required safety measures. In addition, they were provided with sufficient quantities of protective masks and disinfectants

and plexiglass partitions were installed in more exposed workplaces (e.g. windows intended for sale and claim reporting, the canteen).

Support to employees in the event of workplace violence⁵⁷

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

Fire safety

With regard to fire safety at the Group, a plan on emergency response and actions in the case of an emergency and other security events was developed for the employees. In the case of an emergency or event that poses a security threat, employees can call the security control centre, where they will receive appropriate instructions. Furthermore, the Group implements preventive measures, monitors on-site fire safety in accordance with the applicable statutory requirements, carries out regular training and education of employees, and ensures ongoing improvement of fire safety at all business locations.

Due to the pandemic, e-training was established, which is carried out by an authorised provider for training in fire protection in cooperation with the Training Department. Visits and inspections of buildings and premises were carried out according to the annual plan, but, due to the situation, fire

Matej Eigner, Director of the Insurance Law Department, Zavarovalnica Triglav

"We have established both a core and extended crisis team early on and managed it effectively, thus information flowed quickly in all directions. Taking into account the local situation, appropriate measures were taken by all companies; however, measures were generally adopted in a uniform manner, also when purchasing protective equipment. The conditions for working from home were met in a short time, with IT staff playing a major role. It is important for everyone that we have drawn up the rules regulating working from home. Based on our experiences so far, I believe that the scope of working from home and remote business will increase in the future."

evacuation drills did not take place. Maintenance and regular inspections of active fire protection systems are performed within the prescribed deadlines. A total of 26 fire safety audits were performed in 2020.

Occupational health and safety topics covered in formal agreements with trade unions and in the collective agreement⁵⁸

Safe working conditions at the parent company are provided in accordance with Zavarovalnica Triglav's collective agreement and the applicable legislation, while the subsidiaries adhere to the applicable local legislation. Before starting their work, employees are familiarised with the dangers at work and work safety measures that they are obligated to follow. Employees are provided with the prescribed work equipment and personal protective equipment, and periodic medical examinations are carried out in line with the timeline and scope foreseen for individual job categories.

⁵⁷ GRI GS 103-1, 103-2, 103-3 | ⁵⁸ GRI GS 103-1, 103-2, 103-3

Injuries at work⁵⁹

The number of injuries at work at the Group level remained small. In 2020, this number decreased significantly in both the Group and the Company.

Injuries at work at the Triglav Group and Zavarovalnica Triglav

Triglav Group	2020		2019		2018		Index	
	Number	Percentage	Number	Percentage	Number	Percentage	2020/2019	2019/2018
At work	7	63.6	11	55.0	8	57.1	64	138
On business trips	4	36.4	9	45.0	6	42.9	44	150
Total	11	100.0	20	100.0	14	100.0	55	143
Zavarovalnica Triglav								
At work	1	25.0	2	28.6	3	37.5	50	67
On business trips	3	75.0	5	71.4	5	62.5	60	100
Total	4	100.0	7	100.0	8	100.0	57	88

The number of lost work days in the Group dropped due to the lower number of injuries at work.

Lost work days and lost time incident rate due to injuries at work at the Triglav Group and Zavarovalnica Triglav

Triglav Group	2020		2019		2018		Index	
	Number	Percentage	Number	Percentage	Number	Percentage	2020/2019	2019/2018
Lost work days due to work-related injuries	289		754		529		38	143
Lost time incident rate – LTIR*	0.21		0.38		0.27		56	143
Zavarovalnica Triglav								
Lost work days due to work-related injuries	98		73		106		134	69
Lost time incident rate – LTIR*	0.17		0.30		0.35		58	88

* The number of work-related incidents/total number of hours of all employees * 200,000

Each injury at work which would render an employee unfit for work for more than three working days, each dangerous occurrence and each established occupational disease must be reported to the Labour Inspectorate of the Republic of Slovenia. The Company recorded one dangerous occurrence (compared to five in 2019) and no occupational diseases in 2020.⁶⁰

Absenteeism⁶¹

In the Triglav Group, the absenteeism rate was 4.51 and was 0.16 percentage point lower than in 2019, with the proportion of absenteeism paid by the Company decreasing by 0.19 percentage point (sickness benefits up to 30 days). In contrast, the lost time incident rate for which the costs are borne by other organisations increased by 0.03 percentage point (sickness benefits over 30 days, nursing and/or accompanying a sick person). The absenteeism rate at the parent company was also lower and stood at 4.61% (compared to 4.75% in 2019). The lost time incident rate for which the costs are borne by the Company fell by 0.24 percentage point, whereas the lost time incident rate for which the costs are borne by the Health Insurance Institute of Slovenia rose by 0.10 percentage point.

12.4.4 Care for employee satisfaction⁶²

Family-Friendly Enterprise Certificate

Zavarovalnica Triglav is planning for the long-term preservation of cognitive skills and the promotion of both physical and mental health of its employees. As part of the **Triglav.smo** programme, the Company combines numerous activities to enhance the satisfaction of its employees. The awareness and knowledge of all important aspects of our lives was strengthened through various workshops and events. Employees were regularly informed about events and the operation of this programme. To a lesser extent, such activities are also carried out in the Group members.

The measures of the **Family-Friendly Enterprise Certificate** are designed to provide for a better work-life balance of the Company's employees. The Company has been the holder of the full

Family-Friendly Enterprise Certificate since 2012 with a regular audit was performed in 2020.

All the Company's employees had in-house psychological counselling available in 2020. Educational activities in mental health were held, while further emphasising the importance of the work of the **Psychological Pulse** (Psihološki utrip) group, in which a psychologist and a psychotherapist provide psychological help to employees.

Additional benefits for employees:⁶³

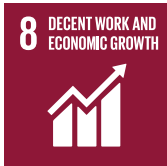
- supplemental pension insurance for 59% of the employees of the Triglav Group and for 96% of the employees of the parent company;
- payment of group accident insurance premium;
- favourable conditions for taking out additional accident insurance for employees and their family members;
- additional accident insurance for all business trips;
- after one year of employment in the parent company, employees may opt for supplemental voluntary pension insurance and voluntary pension insurance;
- the group insurance package Comprehensive Medical Care (Celostna zdravstvena oskrba – CZO), in which 73% of all employees of the Group and 83% of the parent company are included.

The Group members operating outside Slovenia also provide benefits to their employees, such as discounts on medical examinations, the payment of accident insurance premium, discounts on other types of insurance and, in some companies, the payment of voluntary health insurance premium.

Parental leave or part-time work at the Triglav Group and Zavarovalnica Triglav in 2020⁶⁴

Triglav Group	Women	Men	Total
Maternity leave, child care leave	119	4	123
Paternity leave of 20 days		46	46
Paternity leave of 75 days (up to the child's age of three years)		4	4
Option of part-time working	73	1	74
Number of employees who returned to work after maternity leave in the reporting year	94	2	96
Return rate after parental leave	90%	67%	90%
Zavarovalnica Triglav			
Maternity leave, child care leave	23	2	25
Paternity leave of 20 days		40	40
Paternity leave of 75 days (up to the child's age of three years)			0
Option of part-time working	34	1	35
Number of employees who returned to work after maternity leave in the reporting year	23	1	24
Return rate after parental leave	92%		96%

Circumstance and work requirements permitting, working hours can be adapted to the needs and wishes of employees. Employees who are parents of first graders can take 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 supervisors.

Relationships among employees and management, trade union activities⁶⁵

The agreement on worker participation in the management of Zavarovalnica Triglav specifies the manner of implementation of the workers' rights under the Worker Participation in Management Act. The agreement also sets out other rights and the manner of workers' participation in management, which is both individual and collective. Two representative trade unions are active in Zavarovalnica Triglav and the Works Council. The Company concluded a special agreement and cooperates well with both of them. Before adoption, any document specifying the rights and obligations of workers is submitted to the trade unions to give their opinion. The Company informs the Works Council of any changes in the Company's operations at least 10 days prior to adopting such a decision.

Respecting the workers' rights and human rights⁶⁶

By respecting fundamental human rights and caring for the values of dignity, integrity and equality, the Group is building a safe, healthy and friendly work environment for its employees. Mutual relationships are regulated by the **Triglav Group Code**, which promotes the prevention of discrimination, harassment and mobbing in the workplace. In the implementation of the Code, individual Group members also comply with the applicable local legislation. At Zavarovalnica Triglav, discrimination and unwanted conduct are additionally governed by the Rules on the protection of workers' dignity at work, under which a confidant is appointed with the approval of the Works

Council. Insurance subsidiaries outside Slovenia have internally defined resolving mechanisms and joint reporting of violations of the Code.

The Company incorporated into its business processes the Commitment to respect human rights in business, which it signed the year before as part of the national action plan. With it, as the Group's parent company, the Company committed itself to respecting human rights in the entire business process and to avoiding and preventing possible negative impacts on ensuring human rights.

Great care is taken not to expose employees to any conflicts and unwanted conduct that would undermine their dignity, while any disagreements are attempted to be resolved through dialogue. To ensure comprehensive dispute resolution, resolving a dispute begins at its earliest stage, with the cooperation of a number of experts (the mediator, the committee for consideration of unacceptable behaviour) and supervisors. Violations of the Code upon a suspicion of violation of dignity at work may be reported to the supervisor, **the Compliance Department** or **the employees' confidant**. Each reported violation is dealt with according to a predetermined procedure with the protection of the person who reported the violation.

In 2020, there was no reported case in the Group that would prove to be an interference with the fundamental rights to protect dignity and/or unacceptable behaviour such as discrimination, harassment or mobbing in the workplace as defined by the Triglav Group Code or the Rules on the protection of workers' dignity at work. Some conflicts were reported to the confidant, who was involved in their resolution; however, at the request of the persons reporting the violations, they were resolved without initiating a formal procedure.⁶⁷

Promoting innovation and improvements

The **Ideja IN** programme, which encourages creativity, putting forward good ideas and proposing improvements at Zavarovalnica Triglav, is in the process of being revised. From 2021, the process will be managed by several departments; submitting ideas and considering them will take place via the human resource information system Gecko HRM. A total of eight employee proposals were considered in 2020, four of which were identified as a good idea and rewarded. One of the rewarded ideas has been realised, two are in the implementation phase and were discussed by competent persons, and one will be at least partially realised in the future. Some other Group members also have a system for putting forward and considering good ideas.

Care for employees outside working hours

In most Group members, employees have the opportunity to take part in various forms of socialising and sports activities outside working hours, but in 2020 they were reduced due to the pandemic.

Thus, the traditional social and sports activities outside working hours, such as the Triglav Group Day – Our Day, sports games of financial organisations (ŠIFO) and gatherings with retired Triglav employees, did not take place. The Group members communicated even more with their employees and encouraged them to socialise remotely. Over 23% of employees of the Group members and almost 40% of the employees of the parent company were members of mountaineering and sports clubs.

⁶⁴ GRI GS 401-3 | ⁶⁵ GRI GS 103-1, 103-2, 103-3, GS 402-1, SDG 8.8 | ⁶⁶ GRI GS 103-1, 103-2, 103-3 | ⁶⁷ GRI GS 406-1

12.5 Responsibility towards clients⁶⁸

A client-centric approach is one of the key strategic guidelines of the Triglav Group, which is why it aims to build long-term relationships with its clients and contractors. The Group monitors their requirements and needs, adapts its operations to them and strives to effectively resolve any disagreements.

Marketing and labelling⁶⁹

The Company provides its clients with all the necessary information and easy access to it. It ensures that its insurance and other general terms and conditions, mutual fund prospectuses and key investor information are appropriate and fair and that clients are treated professionally and equally. Priority is given to transparency, comprehensibility and accessibility of its products and services, which is taken into account already during their development. The Company also strives for a responsible attitude towards clients throughout the whole lifecycle. It follows the guidelines of supervisory bodies and adopted a policy of management and control of insurance services and products, their distribution and appropriate information. See [Section 11. Development and marketing activities for more information](#).

No misleading, aggressive, insulting, shocking or other inappropriate practices are used in promotional activities and the marketing of products and services. The Company also follows the recommendations of the Slovene Consumers' Association for improving financial literacy.

Any complaints are resolved quickly within the prescribed procedures. The Company fully complies with consumer protection legislation and the special requirements with regard to client information when concluding financial and insurance contracts remotely. See [Section 11.5 Adjustment to regulatory changes for more information](#).

Product and service accessibility and portfolio⁷⁰

Constant development and use of modern technologies provide greater accessibility and simplicity of services, ongoing interaction, new forms of partnerships and the upgrading of products into services. During the pandemic, various measures for greater access to services were taken and changed ways of doing business were implemented, which is also described in [Section 11.1 Comprehensive client relationship](#).

- **Telematics to promote safe driving:** The DRAJV mobile application was completely redesigned and its functionalities expanded, such as the display of the speed limit on a given road section and immediate warning of driving errors. The application is regularly used by 56,000 drivers, which is 15% more than in 2019. Using the application, safe drivers can get up to a 25% DRAJV discount when taking out motor vehicle insurance, and young drivers can also receive up to a 25% additional discount on the premium. In the three months of the strictest movement restrictions, 400 kilometres driven were added to active users, thus supporting the efforts to curb the COVID-19 epidemic.
- **A safe driving simulator at Triglav Lab:** Young drivers can take a practical driving test on a simulator to obtain a 10% discount when concluding a young driver's insurance policy. They can also get another 10% discount by attending a safe driving workshop.
- **A mobile application for claim reporting and ordering assistance services:** The Triglav Asistenca mobile application enables clients to report a claim, monitor the progress of claim settlement and order assistance services.
- **Mobile appraisal units in the event of mass claims:** Mobile appraisal centres are set up in the affected areas, thereby facilitating the



appraisal of damage. In 2020, nine mobile appraisal units were set up after six major hail storms in Slovenia, which carried out a total of over 2,200 appraisals of damaged vehicles.

- **Simplified claim settlement:** A new way of taking over claims was established, which provides greater flexibility and reduces risks in claim settlement procedures by introducing a claim management tool. The Company began to digitalise legal claims and automate the payout of annuities.
- **Remote inspection and claim reporting:** A solution for remote inspection using a client's smart phone was integrated into claim applications. With the integration of the GIS application (geographic information system), claims may be displayed on maps using the selected filters. Clients who report a claim with the help of an authorised person are now able to sign a claim report on the authorised person's mobile phone or remotely.
- **Use of drones to appraise crop damage, damage to major buildings and assumption of the non-life insurance risk:** Damage assessment and appraisal and risk assumption using drones was launched to ensure a quick, safe and accurate damage assessment.

By taking a practical driving test on a simulator at Triglav Lab, young drivers can obtain a discount when concluding a young driver's insurance policy.



- **Paperless operations:** Paperless exchange of claim documentation was enabled for the contractors who help to repair damage. Paperless communication with clients takes place in the settlement of non-life insurance claims, with the client's consent to electronic correspondence. Complete e-communication takes place with authorised contractors for body repairs of damaged vehicles.

- **Prevention advice and insurance literacy:** Advice on the main insurance concepts and principles is provided on the Vse bo v redu online portal, in the context of which *Naložbenik* magazine is published with the aim of raising awareness about the importance of life insurance in relation to ensuring financial security. Triglav Skladi has participated in the "Financial literacy of young people" project for many years.

- **Online asset management and transactions with mutual funds and investment solutions:** Due to the clients' limited accessibility to asset management services during the epidemic, the **Triglav Skladi** mobile application was launched. The application, together with a remote signature, enables safe and easy management of the investment portfolio, keeping up to date with news, expert articles on capital markets and investment recommendations. The **Moj račun** (My Account) online application provides comprehensive online services related to mutual funds and investment solutions. The **Zaslužite si več** (Earn More) communication platform, to which educational video content, guides (tutorials) and e-manuals were added, provides support for learning about and becoming aware of alternative investment solutions and helps build awareness and financial literacy.

- **Weather alert mobile application:** The free and freely accessible Triglav Vreme (Triglav Weather) application, in partnership with the Slovenian Environment Agency, provides reliable weather information and forecasts for a particular location and the whole Slovenia.



- **Accessibility in client communication:** See [Section 11.1 Comprehensive client relationships](#) for more information about online communication channels and tools. In addition to the those, clients can receive information on non-life and life insurance products by calling the **toll-free number 080 555 555** and information on health insurance by calling Triglav, Zdravstvena zavarovalnica's toll-free number 080 2664. Information on Triglav Skladi's investment solutions is available on the toll-free number 080 1019. The **assistance and general information centre** is available 24/7 at the special phone number 080 2864 (for calls from abroad: +386 2222 2864), where claim reporting by phone was enabled during the epidemic and information on insurance products was provided. The web office, which is available as an Android and iOS smartphone application, provides easier access to insurance products to computer literate movement-impaired policyholders.⁷¹

Insurance products and services designed to promote environmental responsibility⁷²

- Insurance products for **solar power plant insurance and micromobility insurance**, which include insurance for electric means of transport, are designed to promote the use of energy from renewable sources and the use of means of transport with zero CO₂ emissions.

- By offering **co-financed agricultural insurance** products, the Company encourages the production and consumption of locally produced food, thus helping to shorten food supply chains.



- With the **development of index-linked insurance** in the framework of agricultural insurance, the Company helps to reduce emissions into the environment, because claim settlement processes are carried out remotely and do not require a presence in the field.



- **By promoting insurance for crops in protected areas** (greenhouses), food production using a smaller quantity of phytopharmaceuticals is encouraged.



- The **premium policy and participation in prevention programmes** encourage policyholders to invest in active protection from adverse weather conditions through the use of anti-hail nets, greenhouses, tunnels, irrigation and sprinkler systems for spring frost protection, and test anti-frost candles against spring frost for orchards and vineyards.

- In partnership with the Association of Slovene Rural Youth, the Company raises awareness of **young farmers** with regard to risk management in agriculture.

- **With its premium policy, the Company encourages less intensive animal production**, which is not only environmentally friendlier, but also involves fewer insurance risks. Cattle insurance products were adapted to the local geography and small and medium-sized livestock farms in order to maintain agricultural production in areas less favoured for agricultural activity.



The Triglav Zeleni equity fund invests in the shares of leading companies in the field of sustainable development and social corporate responsibility.

- Remote sensing technology with satellite-based soil moisture measurement was added to **crop insurance against drought**, which is being transferred to subsidiaries outside Slovenia.
- In asset management, Triglav Skladi developed the **Triglav Zeleni equity socially responsible fund**, which invests in the shares of leading companies in the field of sustainable development and social corporate responsibility. It is intended for anyone who believes in a green future and wishes to accumulate part of their savings by investing in innovative and environmentally friendly companies.

⁷¹ GRI G4-FS13, G4-FS14, SDG 1.4 | ⁷² GRI G4-FS7, G4-FS8, SDG 2, SDG 7, SDG 9, SASB: FN-IN-410b.2

Access to insurance services for people with various disabilities⁷³

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

- 70% of the Company's points of sale provide independent access to people with different types of disabilities. In 2020, access and toilets in three buildings were renovated (installation of a lifting platform that enables access to people with disabilities to the basement, renovation of toilets in accordance with the guidelines and recommendations of the Slovenian Paraplegic Association at Dunajska cesta, improved access and renovated paths in the context of the renovation of the OU Ljubljana head office and access to the branch office in Grosuplje).
- 100% of the points of sale are equipped with aids for partially sighted persons.
- 100% of the regional units' head offices are fitted with FM devices for hard-of-hearing persons.
- Awareness about the needs of people with disabilities is raised in cooperation with the Sports Federation for the Disabled of Slovenia and the Vozim Institute, as well as through volunteer work of employees at school sports days.

Fair business practices⁷⁴

The Triglav Group Code (hereinafter: the Code) sets out the principles of fair and ethical conduct and applies to all insurance and financial companies of the Group. The main principles it addresses are ethical conduct and compliance, transparency, prevention of corrupt practices, conflict of interest management, fraud management, prevention of money laundering and terrorist financing, consumer protection, fair business practices and respect for human rights. The Code's content is constantly communicated to the employees and included in employee training.

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 violations of the Code. These rules were transferred to other Group members through minimum compliance standards.

In 2020, no major non-compliance issues were identified in the Group with regard to the violations of the Code and internal fraud.⁷⁵ No major inconsistencies were found in the Group by external supervisory bodies, but two proceedings are pending regarding the interpretation of provisions relating to a possible change in annuities from supplemental voluntary pension insurance.⁷⁶

Insurance fraud management

By managing insurance fraud, both the Company's and the policyholders' costs are reduced. Suspicions of fraud are identified with the use of advanced software solutions for quick and easy identification of suspicious cases. The technology introduced also gives the Company guidelines for the proper establishment of key internal controls for fraud prevention and identification, while at the same time helps to measure the Company's effectiveness in preventing insurance fraud.

Systematic training and awareness raising activities are carried out for all employees so as to effectively identify insurance fraud, particularly with respect to taking out insurance and claim settlement. In the fight against fraud, the Company actively collaborates with other insurers and competent state authorities.

During the epidemic and the remote implementation of processes, the Company began to monitor new forms of fraud and adapted work procedures to the changed circumstances.

Insurance fraud was confirmed in 763 cases out of 1,331 reported cases of suspected fraud in 2020. Of these, 38 suspicions of fraud were reported by external individuals (whistleblower reporting via a form on the website, a telephone line for reporting fraud or by email to the email address prevare@triglav.si). Fraud was confirmed in 20 cases and one investigation is still pending. The number of confirmed cases of suspected fraud was 13% higher than in 2019.⁷⁷

Anti-corruption measures and personal data protection⁷⁸



The Triglav Group's anti-corruption policy completes the rules of conduct in proceedings in which the risk of corruption is identified. The obligatory contractual provision regarding legal relationships with the Group's contractors is an anti-corruption clause. Through regular training and communication, employees are provided training in fair and transparent conduct and responding to any identified irregularities. No cases of corrupt practices were confirmed in 2020.

With regard to **personal data protection**, Zavarovalnica Triglav held education and training courses for its employees, upgraded internal controls on personal data protection and the level of informing the individuals about the processing of their personal data by the Company. At the Group level, the internal rules were updated and further steps were taken in the

implementation of uniform rules for personal data processing and protection.

The Information Commissioner initiated seven inspection proceedings against Zavarovalnica Triglav in 2020, three of which were based on self-reporting an identified violation of personal data protection and two on the basis of *ex officio* reporting. Three supervisory proceedings are pending; in one case the supervisory body was instructed to eliminate irregularities and in three cases the proceedings were suspended. The Information Commissioner also issued a decision to suspend the proceedings in three inspection proceedings from 2019 and initiated one misdemeanour proceeding, which is pending. One supervisory proceeding was initiated in the subsidiaries of the Group, in which recommendations were issued.⁷⁹

Monetary value of all contributions to political parties⁸⁰

According to the Political Parties Act, Zavarovalnica Triglav may not and does not finance political parties. Such financing and other political activities are also banned by the corruption risk management policy of the Triglav Group; therefore, neither are carried out by any of its members.

Client satisfaction⁸¹

The Company systematically measures and monitors clients' satisfaction, analyses their experience and obtains feedback so as to improve its services. According to the obtained results, client satisfaction is increased through additional employee training, by upgrading claim applications and monitoring sales.

The system for client relationship management and client satisfaction and loyalty measurement (Net Promoter Score – NPS) allows to obtain the necessary information, the profiles of

⁷³ GRI G4-FS14 | ⁷⁴ GRI GS 103-1, 103-2, 103-3, 102-16 | ⁷⁵ GRI GS 205-1 | ⁷⁶ GRI 419-1 | ⁷⁷ GRI GS 419-1, 205-1, GS 205-3, SASB: FN-AC-510a.1

⁷⁸ GRI GS 103-1, 103-2, 103-3, SDG 16 | ⁷⁹ GRI GS 419-1, GS 418-1 | ⁸⁰ GRI GS 415-1 | ⁸¹ GRI GS 103-1, 103-2, 103-3, 102-44

policyholders and potential clients, and user experience. **The NPS index for Zavarovalnica Triglav** in 2020 stood at 67.1, the highest so far, increasing by 10.7 index points compared to the preceding year. Client satisfaction was also measured with the NPS index in Triglav, Zdravstvena zavarovalnica, Triglav, pokojninska družba, Triglav Svetovanje, Triglav Skladi, Triglav Osiguranje, Zagreb, Triglav Avtoservis and Triglav Osiguruvanje, Skopje. In 2021, measurement will also begin in other insurance subsidiaries outside Slovenia and the number of client contact points will be increased. In the NPS survey for the insurance industry, the scope of client contact points was expanded in the area of assistance (measurement via SMS text messages). See [Section 11.1 Comprehensive client relationships for more information](#).

Katja Goričan, an independent business analyst, Zavarovalnica Triglav

"The number of survey respondents has grown significantly at the same time as the volume of remote business, which offers us a better insight into the experience and satisfaction of our clients. This is because we present the findings to the competent departments, which take them into account in the development of processes and products.

We received only praise for several weeks. The measured NPS indicator, which is used to assess the user experience, also increased significantly during the first wave of the epidemic, but remained significantly above last year's values throughout the year."

An important indicator of client satisfaction are complaints and compliments, which are monitored, resolved and analysed promptly. A total of 2,941 complaints were registered by the Company in 2020 (up by almost 5% compared to the preceding year), most

of which were related to non-life insurance, whereas only 5% referred to life insurance and less than 1% to other segments. Complaints are classified into substantive and general complaints and complaints resolved through a fast-track procedure. Substantive complains in which clients express their dissatisfaction with the handling of their claims are the most common (93%). A total of 10% of registered complaints were founded and 16% were partly founded. In addition, 50 compliments were received (compared to 57 in 2019).

Twice a year, the Management Board discusses a report on the satisfaction of outsourcers and measures for improvement.

The **Zavarovalniški monitor** (Insurance Monitor) survey was not conducted in 2020 due to the COVID-19 epidemic.

In **Croatia and Serbia**, CATI surveys on client responses to changing business circumstances due to the epidemic were conducted, which showed that the Group members responded appropriately to the new circumstances with accelerated digitalisation in both markets. In Croatia, the call centre checked clients' satisfaction with the services provided by Triglav Osiguranje, Zagreb, the payment of claims and the work of the agency network. The results

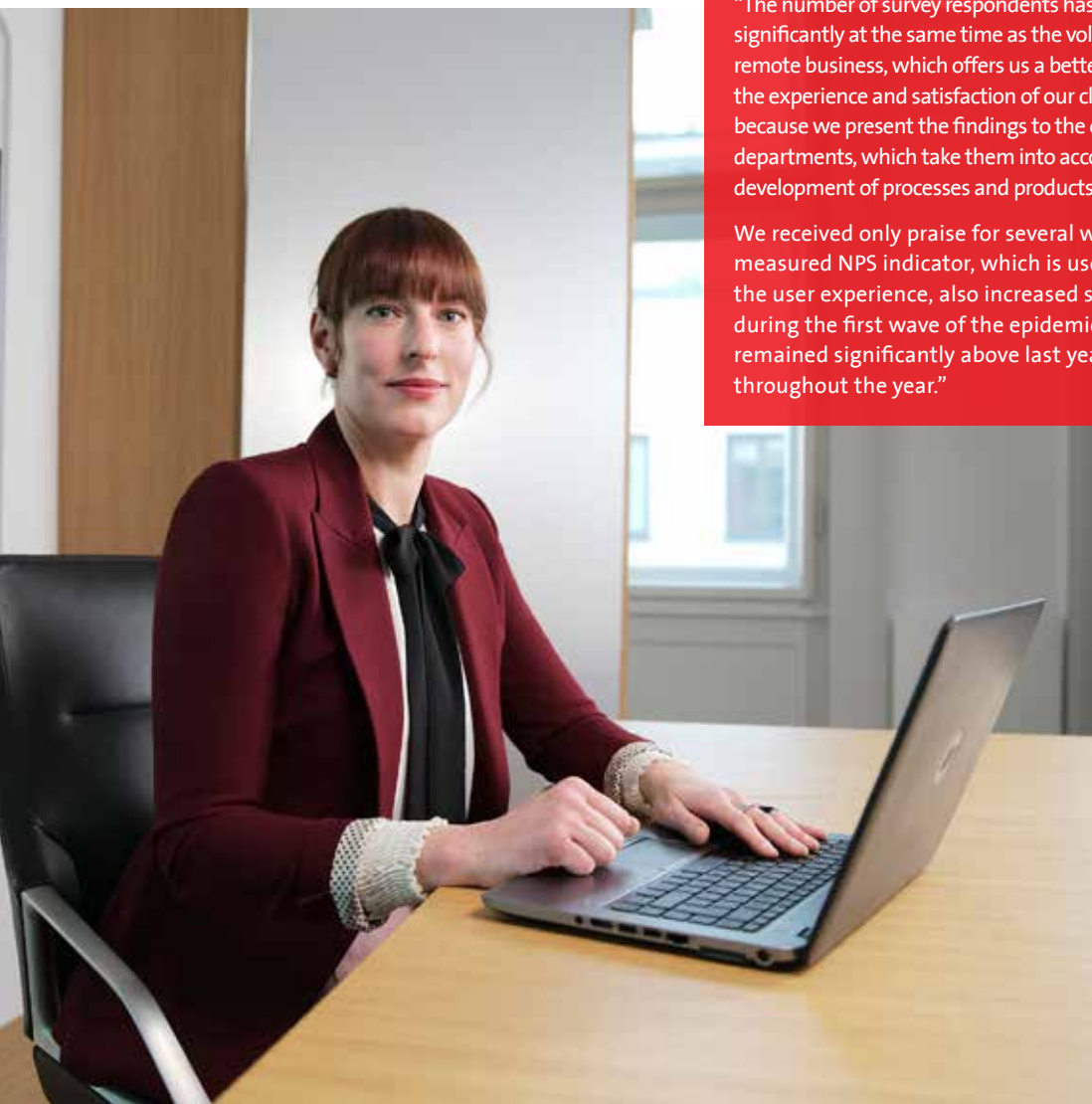
showed an increase in general client satisfaction and greater satisfaction with the speed of claim payments and the work of the agency network, which in 2020 was also reflected in an increase in the policy renewal rate. In Serbia, the call centre's services continued to be upgraded, but due to the epidemiological situation, focus was on digital communication with clients and ensuring the functionality of online premium payment.

In **Macedonia** (Triglav Osiguruvanje, Skopje), an omnibus survey according to the CATI methodology was conducted with regard to brand visibility and satisfaction with the company's services, which showed an increase in brand visibility in the Macedonian market. An online questionnaire showed an improvement in satisfaction with health insurance services among some of the largest policyholders.

In **Montenegro**, the reputation of the Lovćen osiguranje brand was measured: it is the most reputable insurer in the Montenegrin market and its reputation is based on reliability, a clear vision of development, economic stability, profitability and open communication with clients.

Client feedback is also obtained through an anonymous survey when reporting a claim, mail and electronic client complaints, responses on various social networks and own websites, as well as directly from agents in the field.

A book of complaints and compliments is available at points of sale. Complaints are monitored on a monthly basis, and the results are reported to sales departments and company management. In the Group members outside Slovenia, complaints are handled by a complaint committee based on the relevant rules, while complaint records are kept in the prescribed form, mostly digital.



12.6 Responsibility to community

The Triglav Group carries out a series of activities to reduce risks in the environment and supports activities in sports, culture, education, environment and health. The Group has close ties with the environment in which it operates through partnerships with its employees, policyholders, organisations and local communities.

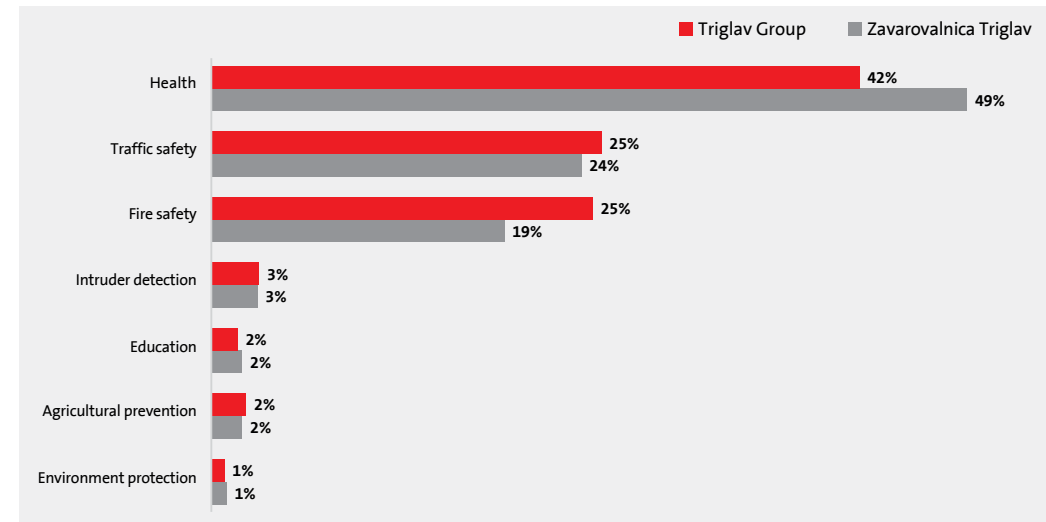
12.6.1 Investments in prevention⁸²

The bulk of funds was allocated to improving health and traffic safety. The scope of funds allocated to prevention, sponsorships and donations is described in [Section 12.3 Indirect economic impacts](#).



In Slovenia, we equipped fire engines with 7 cameras for recording the journey to incidents and raising awareness of the importance of forming an emergency lane using these recordings.

The share of the Triglav Group's and Zavarovalnica Triglav's funds for preventive activities by purpose in 2020



Prevention projects⁸³



In the year marked by the extraordinary health situation, the Triglav Group placed the greatest emphasis on health care and traffic and fire safety. In health care, the focus was on ensuring the safety of its employees and clients and on helping local communities. In addition, numerous digital consultations with specialist doctors took place at Triglav Lab, who gave advice and provided explanations related to physical and mental health. The Group continued to perform activities aimed at preventing accidents and reducing risks that would result in damage and to promote traffic safety. The *vozimse.si* platform has become the central point of Zavarovalnica Triglav's own and partner projects for safer roads.



The Company co-financed the purchase of a new CPR training manikin at Senožče Volunteer Fire Brigade. In 2020, the Company also co-financed the purchase of 28 defibrillators in Slovenia.

⁸² GRI GS 103-1, 103-2, 103-3 | ⁸³ GRI GS 103-1, GS 203-1, 413-1

High profile and comprehensive prevention projects of the Triglav Group in 2020⁸⁴



In the context of the traditional New Year's prevention campaign **Za boljši jutri** (For a better tomorrow), 23 prevention projects were supported in Slovenian local communities. Funds were allocated to firefighters, health care, civil protection and elementary schools. Over 180 prevention projects were supported over the period of seven years.

Corporate volunteering of Zavarovalnica Triglav's employees

Initiative	Employee volunteering
Cooperation with the Sports Federation for the Disabled of Slovenia – the Paralympic Committee	<ul style="list-style-type: none"> Participation in the organisation of the Paralympic Winter Sports Days in elementary schools across Slovenia.

Area: Health prevention	Impact
Care for health during the COVID-19 pandemic, Triglav Group	<ul style="list-style-type: none"> Financial resources provided to the Administration of the Republic of Slovenia for Civil Protection and Disaster Relief to purchase equipment to curb the spread of the new coronavirus. Awareness-raising topics on mental health, how to survive quarantine with children, etc. on the Everything Will Be Alright portal. Purchase of thermal imaging cameras and protective equipment in the area where the Triglav Group operates.
Assistance in the event of a sudden cardiac arrest, Slovenia	<ul style="list-style-type: none"> Co-financing or purchase of 28 defibrillators in local communities. 141 defibrillators have been purchased or co-financed since 2014.
Prevention and early detection of diseases, Slovenia	<ul style="list-style-type: none"> 24 preventive awareness-raising lectures and consultations with specialists at Triglav Lab on the topic of physical and mental health (e.g. dementia, breathing, consultation with an orthopaedist, midwife, ophthalmologist).
Area: Traffic safety	Impact
The Anatomy of Slovenian Driving conference, partner Inštitut za civilizacijo in kulturo (Institute for Civilisation and Culture), Slovenia	<ul style="list-style-type: none"> An event for the press and the expert community, at which the results of five-year analyses of road traffic prevention projects were presented, with the focus on the question of how to address Slovenian drivers to drive safer.
Retaking the driving exam, partner AMZS (Automobile Association of Slovenia), Slovenia	<ul style="list-style-type: none"> 190 drivers in six Slovenian towns retook the driving test with a driving instructor. The most dangerous road sections were identified in each town with the help of experts and advice was given on how to drive safely there. Long-time drivers learned how to drive in roundabouts and regained sovereignty on the road.
Vozimse.si – road traffic prevention portal, partner AMZS, Slovenia	<ul style="list-style-type: none"> More than 40,000 drivers again passed a road rules test.
Traffic safety awareness videos, partner Atmosferci, Slovenia	<ul style="list-style-type: none"> Five videos were shot: one on the topic of driving etiquette (zipper merge) and four on sins on the road (speed, alcohol, fatigue, not wearing a seat belt).
Together for Road Safety project, partner Sipronika, Slovenia	<ul style="list-style-type: none"> 68 speed display signs in local communities, at high-risk road sections and in the vicinity of schools and kindergartens were set up (within five years), of which 12 in 2020. Reduction of speed by 5–7% or more and improved traffic safety.
Together for Road Safety project, partner COPS system, Slovenia	<ul style="list-style-type: none"> Installation of the innovative COPS@zebra system in Maribor, which helps pedestrians to cross the road safer.
Training of fire-fighters and other rescue workers in traffic accidents, partners AMZS, Slovenia	<ul style="list-style-type: none"> Training on the technologically advanced simulator Rosenbauer was provided to over 300 fire-fighters and ambulance drivers. Three readers of the vozimse.si portal were provided with the experience of being an ambulance driver.
Interactive workshops for secondary school students “I still drive but I no longer walk”, partners Zavod Vozim (I'm Driving Institute) and Sipronika, Slovenia	<ul style="list-style-type: none"> At 38 workshops in person or online, 3,225 secondary school students listened to personal stories of traffic accident victims and became acquainted with the DRAJV application. Parents of 15-year-olds learnt about the techniques of how to talk about reducing alcohol consumption among adolescents at the workshop “We need to talk about alcohol”. 88 young people researched the influence of speed on impact load and braking distance at two specialised workshops.
Activities for the safety of preschool children and first graders in road traffic, partner the Slovenian Traffic Safety Agency, Slovenia	<ul style="list-style-type: none"> Over 20,000 first graders were equipped with yellow neckerchiefs. Road safety mascot Kuža Pazi (Watch Out Doggy) visited over 45 elementary schools.
Neurophysiological and cognitive profiling of drivers' abilities, partner the Faculty of Electrical Engineering, University of Ljubljana, Slovenia	<ul style="list-style-type: none"> Testing of abilities using the safe driving simulator at Triglav Lab for young drivers, professional drivers, agents and others who want to improve their driving skills. Conclusion of neurophysiological and cognitive profiling of abilities on the simulator.
Educational charity event “Motorcyclists for Motorcyclists” partner AMZS, Center varne vožnje Vransko (Vransko Safe Driving Centre), Slovenia	<ul style="list-style-type: none"> More than 1,300 motorcyclists attended accident prevention workshops over the period of seven years. Two free workshops in 2020.
Upgrade of the DRAJV safe driving application, Slovenia	<ul style="list-style-type: none"> Redesign of the DRAJV application, which is regularly used by over 56,000 users. Using the application, the users have already safely driven more than 616 million kilometres. The analysis of Zavarovalnica Triglav's portfolio showed that the DRAJV application users pose a 10–15% lower risk than other drivers.
Promotion of forming an emergency lane on motorways, partner Zavod reševalni pas (Emergency Lane Institute), Slovenia	<ul style="list-style-type: none"> Purchase of seven cameras for monitoring the driving of fire engines on an emergency call, which raise drivers' awareness of the consequences of improper formation of an emergency lane. Topics on the distress of firefighters on an emergency call if they do not reach the scene of the accident in time were focused on raising drivers' awareness via the Company's own communication channels.
Area: Fire prevention	Impact
Care for greater fire safety in mountain huts, partner Planinska zveza Slovenije (Alpine Association of Slovenia), Slovenia	<ul style="list-style-type: none"> More than 150 automatic fire extinguishing ampoules donated to 52 mountain huts to be installed at heat sources. Preparation of an educational video on the proper use and installation of ampoules and the danger of fire in a mountain hut.
Purchase of fire protection equipment, partners fire services, associations and brigades, Slovenia	<ul style="list-style-type: none"> Co-financed purchase of personal protective equipment for safe fire extinguishing and of vehicles and other fire extinguishing equipment.
Fire safety at home, Slovenia	<ul style="list-style-type: none"> A new test on the <i>Vse bo v redu</i> portal was set up: How fire-safe is your home? The existing content was updated and actively promoted on the Group's own channels.
Area: Nature protection	Impact
Selection of the Best Mountain Trail, partner Planinska zveza Slovenije (Alpine Association of Slovenia), Slovenia	<ul style="list-style-type: none"> Co-financing the renovation of a demanding mountain trail across Plemenice to Triglav. Raising awareness of mountaineers about the importance of safe mountain trails and the work of trailblazers.

⁸⁴SDG 3.6



Digital signs for the safety of pedestrians.

Pedestrians are most exposed to traffic risks. The innovative COPS@zebra warning signs alert pedestrians to an oncoming vehicle and its speed. The majority of surveyed pedestrians felt safer because of the installed sign. The measured speeds showed that most drivers slowed down at crossings where these signs were installed.

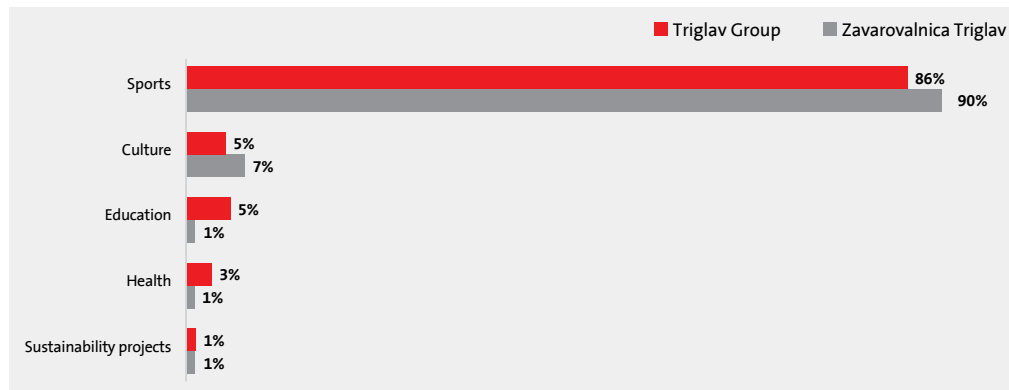
In August 2020, additional test signs were installed at the pedestrian crossing in Maribor at the intersection of Ljubljanska ulica, Šilihova ulica and Trg Miloša Zidanška. The project will continue; in 2021, another 12 dangerous pedestrian crossings will be equipped in cooperation with the COPS systems company.



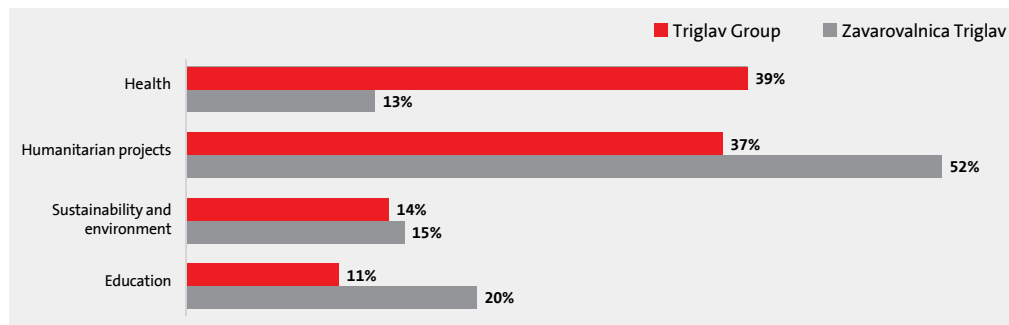
12.6.2 Sponsorships and donations⁸⁵

Zavarovalnica Triglav receives applications for sponsorship and donations via the online system at www.triglav.eu. Over 1,000 applications for partnerships in the form of sponsorships and donations were received in 2020, of which 47% were approved. Attention was paid that their selection and effectiveness comply with the Company's business guidelines and brand dimensions. Described below are the main causes supported by the Group's sponsorships and donations, while their value is presented in [Section 12.3 Economic aspects](#).

Sponsorships of the Triglav Group and Zavarovalnica Triglav in 2020 by content



Donations of the Triglav Group and Zavarovalnica Triglav in 2020 by content



Major sponsorships and donations

Sports sponsorships and the development of young athletes as well as raising awareness about the importance of a healthy lifestyle receive the majority of sponsorship funds. The Group is recognised as a partner of **national sports associations**, international sports events and numerous sports clubs in the markets where the Group operates. In the reporting year, its donor activities were strengthened and the largest share of funds was allocated to **health care and humanitarian projects**.

The Rapid Response Unit of the Civil Protection of the Municipality of Nova Gorica received the Company's help in the purchase of a rescue pole with a winch for easier rescue from depths and heights.

Some major sponsorships of the Triglav Group in 2020

Country	Sports sponsorship	Culture	Education and training
Slovenia	<ul style="list-style-type: none"> Partner of the Ski Association of Slovenia Golden partner of national teams in biathlon and Nordic skiing General sponsor of the FIS Ski Flying World Championship in Planica Sponsor of the Ski Jumping World Cup Ladies in Ljubno ob Savinji Over 1,000 elementary school children were given the opportunity to watch the Biathlon World Cup in Pokljuka Sponsor of the Paralympic Committee of Slovenia Golden partner of the Football Association of Slovenia Sponsor of the Tennis Association of Slovenia General partner of the climbing event Triglav The Rock Ljubljana Sponsor of top athletes Peter, Domen and Cene Prevc, Jakov Fak, Vesna Fabjan, Rok Marguč, Klemen Bauer, Špela Rogelj, Žan Košir, Timotej Lampe Ignjič, Ana Marija Lampič, Janez Lampič, Nika Križnar, Vid Vrhovnik, Miha Dovžan, Janja Garnbret and Domen Škofic 	<ul style="list-style-type: none"> A series of concerts of Music of the World in Cankarjev dom Kinodvor Ljubljana Puppet Theatre Ljubljana Festival Ljubljana Castle Lent Festival Bobri Festival Borštnik Theatre Festival 	<ul style="list-style-type: none"> Mountain Rescue Association of Slovenia: Staying Safe in the Mountains Occupational activity centres in Slovenia
Croatia	<ul style="list-style-type: none"> Croatian Basketball Association Croatia Open Umag Croatian Academic Water Polo Club Mladost Sponsor of the Adriatic Water Polo League 		
Montenegro	<ul style="list-style-type: none"> Budučnost Basketball Club Budučnost Female Handball Club Montenegro Olympic Committee Water Polo and Swimming Federation of Montenegro Sponsor of the Adriatic Water Polo League Montenegro ski resorts 	<ul style="list-style-type: none"> Budva Theatre Festival Opuč stand-up comedy festival 	
North Macedonia	<ul style="list-style-type: none"> Vardar Handball Club Vardar Female Handball Club Stefanovski Auto Kart Club Alkaloid Chess Club MZT Basketball Club Support of young tennis player Aleksandra Simevoj Sponsor of the Handball Federation of North Macedonia Support of the Youth League of the Basketball Federation of North Macedonia 	<ul style="list-style-type: none"> Sponsor of the release of Ivan Bojkov's record 	
Bosnia and Herzegovina	<ul style="list-style-type: none"> Female Play Off Basketball Club Sarajevo Ski Club Borac Swimming Club Borac Female Handball Club 		<ul style="list-style-type: none"> Banja Luka Elementary School
Serbia	<ul style="list-style-type: none"> General sponsor of the Basketball Federation of Serbia and the Serbian male national team Judo Federation of Serbia Sponsor of the Adriatic Water Polo League Support for the judoka Nemanja Majdov 		<ul style="list-style-type: none"> Dimitar Vlahov school for visually impaired children and adolescent

Lovćen osiguranje donated 25 bicycles for volunteers to the Red Cross of Montenegro.

Humanitarian activities of the Triglav Group members

Donation recipient	Purpose of aid
Evropa Donna, Slovenia	<ul style="list-style-type: none"> Support to the work of the society and promotion of a diary for female patients
Society of Oncology Patients, Slovenia	<ul style="list-style-type: none"> Support for cancer awareness and promotion of a healthy lifestyle
L&L Association and Association of Patients with Blood Diseases, Slovenia	<ul style="list-style-type: none"> Support for the rehabilitation programme
Maternity hospitals in Postojna, Slovenj Gradec, Maribor and Kranj, Slovenia	<ul style="list-style-type: none"> Co-financing of equipment necessary for newborns
CUDV Draga, Slovenia	<ul style="list-style-type: none"> Assistance in performing physical activities for residents
Wetland Research Society, Slovenia	<ul style="list-style-type: none"> Support for natural habitat research
Slovenian Society for Dog Assisted Therapy Tačke Pomagačke (Helping Little Paws), Slovenia	<ul style="list-style-type: none"> Promotion of reading literacy and communication skills of children with developmental disorders or after an accident
ZPM Ljubljana Moste – Polje, Slovenia	<ul style="list-style-type: none"> Support for the Botrstvo (Godparenship), Pomežik soncu (Wink at the Sun) and Veriga dobrih ljudi (The Chain of Good People) programmes
Kinodvor and the Paediatric Clinic, Slovenia	<ul style="list-style-type: none"> Enabling children at the hospital to watch a movie and socialising with the Watch Out Doggy mascot
Municipality of Idrija, Municipality of Tabor and Mislinja Elementary School, Slovenia	<ul style="list-style-type: none"> Co-financing of the renovation of children's playgrounds
Toxicology Clinic, North Macedonia	<ul style="list-style-type: none"> Purchase of protective and medical equipment
Red Cross, Montenegro	<ul style="list-style-type: none"> Purchase of bikes for volunteers
Clinical Centre, Montenegro	<ul style="list-style-type: none"> Help in purchasing medical equipment
Sutjeska Elementary School, Montenegro	<ul style="list-style-type: none"> Assistance in building the school
Budva Protection Centre, Montenegro	<ul style="list-style-type: none"> Purchase of motorcycle equipment
Zemun Clinical Centre, Serbia	<ul style="list-style-type: none"> Purchase of hospital equipment

Everything Will Be Alright Institute

The mission of Zavarovalnica Triglav's Zavod Vse bo v redu (Everything Will Be Alright Institute) is to carry out socially responsible activities aimed at providing help and support to the socially disadvantaged and implement preventive activities. Key projects in 2020 included:

Support to young talents – Young Hopes project

Talented young athletes, artists and scientists were supported through the Mladi up (Young Hopes) project for the eighth consecutive year. The recipients of funds, aged between 16 and 19 years, were announced in early January 2021. In cooperation with Pro Plus media company, EUR 50,000 was allocated to the development of talented young people and achievement of their goals; a total of EUR 401,000 was allocated to 101 Young Hope participants over eight years.

Furthermore, two free lectures were held for all Young Hopes generations and everyone who was closely connected to their work. The first lecture focused on talent and will, led by the ski expert Sandi Murovec, and the second on breathing exercises with the former top athlete Brigita Langerholc Žager.

Donation to the Foundation for Fundraising for the Treatment of Nonsense Mutations

The donation in the amount of EUR 5,000 was given for testing medicinal products for children with diseases caused by a nonsense mutation. Such mutation prevents the body from building complete proteins it needs to function normally.

Information on corporate social responsibility partnerships:

Zavarovalnica Triglav, d.d., Ljubljana
Miklošičeva cesta 19, 1000 Ljubljana
Email: spozorstva@triglav.si



Young Hopes 2020

12.7 Environmental aspect⁸⁶

Protection of the environment in work processes

By integrating sustainability principles and business policies, their implementation in the Group's internal processes is expanded. In its responsibility to the natural environment, the Group gives priority to the efficient use of energy, water and other resources, as well as to the reduction of greenhouse gas emissions and responsible behaviour in the natural environment. Employees' awareness of the rational use of resources and waste management is raised on an ongoing basis and alternatives that reduce the consumption of fossil fuels are provided to them. The amount of plastic waste at the Company is reduced by using office cups and water bottles. When buying new company vehicles, the lower release of carbon dioxide into the atmosphere is taken into account. Employees took 1,250 journeys with 19 company bicycles, also using 12 electric scooters, 22 electric vehicles (16 in 2019) and four vans for organised regular transport between three locations in Ljubljana and seven company bicycles in North Macedonia (at Triglav Osiguruvanje, Skopje). At Zavarovalnica Triglav, over 12% of all journeys using company vehicles were made with electric vehicles.

The sustainable business criteria are part of the supplier selection process (see [Procurement practices](#) under [Section 12.3 Economic aspects](#)).

To reduce paper consumption, the Group members introduced network printers and double-sided printing, developed application support and promoted electronic archiving, adopted measures for paperless operations and encouraged employees to do so. For hygienic purposes, Triglav Skladi uses recycled paper, while in Serbia (Triglav Osiguranje, Belgrade) paper is recycled.



Employees at Zavarovalnica Triglav can use 22 company electric vehicles, 12 electric scooters and 19 bicycles, while seven bicycles are available to employees in Macedonia.

Carbon footprint calculation⁸⁷

The carbon footprint is measured at the headquarters of large insurance subsidiaries of the Group. The bulk of greenhouse gas emissions is accounted for by emissions due to electricity consumption and heating, followed by work-related transport. The calculation was performed using the methodology based on the Greenhouse Gas Protocol. It includes direct emissions from heating with natural gas and fuel oil at regional units' head offices and the Company's headquarters as well as the emissions from own vehicle fleet, which is used exclusively 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 from the use of paper and emissions from 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.

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

Company	Carbon footprint			Index	
	2020	2019	2018	2020/2019	2019/2018
Zavarovalnica Triglav*/****	4,317	5,082	5,257	85	97
Triglav Osiguranje, Zagreb**	464	480	477	97	101
Triglav Osiguranje, Belgrade**	357	648	774	55	84
Lovćen Osiguranje, Podgorica**	313	438	209	71	210
Triglav Osiguranje, Sarajevo**	271	331	155	82	214
Triglav Osiguruvanje, Skopje**	139	149	171	93	87
Triglav Osiguranje, Banja Luka**	116	136	100	85	136
Pozavarovalnica Triglav Re***	15	52		29	0
Triglav, Zdravstvena zavarovalnica***	167	488		34	0
Triglav, pokojninska družba***	25	41		61	0
Triglav Skladi***	155	32		484	0
Total	6,339	7,877	7,143	80	110

* The Company headquarters, 12 regional units' head offices and the commercial building at Dunajska 22 are included in the calculation.

** The Company headquarters are included in the calculation.

*** The Company headquarters are included in the calculation. The first data were captured in 2019.

**** Data capturing for Zavarovalnica Triglav was changed in 2020, thus data for 2019 and 2018 were also adjusted.

The Group reduced its **electricity consumption** by 9% and the Company by 10%. Carbon footprint of the Company fell by 9% due to heating, while the overall carbon footprint decreased by 15%.

Total emissions from work-related travel were over 60% lower at the Company and amounted to 161 tonnes of CO₂ equivalent (using the Company's vehicle fleet exclusively for work-related travel, public transport and employees' own vehicles) due to less air travel and a smaller number journeys using vehicles (as a result of measures taken to curb the COVID-19 epidemic).

The average daily consumption of office paper (A4 format) per Zavarovalnica Triglav employee fell to 18.8 (compared to 25.4 in 2019), which was also due to working from home. The Group's average consumption was 21.9 paper sheets per employee per day (compared to 30.2 paper sheets in 2019).

Use of energy products⁸⁸

The guidelines aimed at reducing the consumption of heating and cooling energy as well as electricity were taken into account in each renovation of the Group's business premises. LED lighting is installed in all new business premises and on advertising signs. The renovation of the commercial building at Dunajska 22 in Ljubljana included the replacement of windows, insulation and roof. See [Section 11. Development and marketing activities for more information](#).

To reduce fuel consumption, the Group members encouraged the use of the DRAJV application and participation in safe driving courses and renewed their vehicle fleet with vehicles with a small engine size.

Use of energy products at the Triglav Group and Zavarovalnica Triglav

	Use of energy product by year			Index	
	2020	2019	2018	2020/2019	2019/2018
Triglav Group*					
Warm water (MWh)	5,074	5,119		99	0
Fuel oil (l)	20,513	66,607		31	0
Gas (m ³)	132,165	131,311		101	0
Electricity (MWh)**	6,904	7,550		91	0
Zavarovalnica Triglav					
Warm water (MWh)**	4,836	4,937	3,386	98	146
Fuel oil (l)	6,000	22,931	13,286	26	173
Gas (m ³)	87,659	77,912	105,015	113	74
Electricity (MWh)**	4,853	5,413	5,558	90	97

* Data for 2018 for the Triglav Group are not available.

** The Company headquarters, 12 regional units' head offices and the commercial building at Dunajska 22 with some premises of the Company are included in the calculation for Zavarovalnica Triglav. Data capturing for Zavarovalnica Triglav changed in 2020, which was also taken into account in data for previous periods.

A total of 54,366 gigajoules (GJ) of energy was used for heating, cooling, lighting and the operation of electrical and electronic equipment⁸⁹. The Company does not keep a table of 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 2019, it is estimated that the largest energy source in Slovenia is fossil fuels (56.33%), followed by nuclear energy (39.60%), while renewable energy sources accounted for 4.07% of the total.⁹⁰

Waste disposal policy⁹¹

Waste separation and disposal in the Group depends on the waste management system at the local level or at the level of the country in which the Group operates. Full waste separation is carried out only in Slovenia, because separate collection and disposal of waste is not regulated comprehensively in other countries. In commercial buildings in Slovenia, employees are encouraged in various ways to use less packaging and better separate waste. At the Group level, almost 19 tonnes (of which over 6 tonnes were accounted for by the Company) of obsolete IT equipment was handed over to the authorised waste management services.

The development of the waste management system in past years is expected to be reflected in a reduced amount of disposed mixed waste and an increase in other types of disposed waste. Following the change in cooperation with an external partner, the method of waste separation and disposal also changed, which now takes place mainly by users, thus the data are not comparable with previous years. The total quantity of disposed waste increased due to different data capturing, relocation of a number of offices and the use of food delivery providers due to the closure of restaurants during the epidemic and the consequent inconsistent separation and disposal of disposable packaging. For this reason, awareness of the importance of appropriate waste separation and disposal will continue even more systematically in 2021.

The quantity of waste at Zavarovalnica Triglav⁹²

Waste type	Zavarovalnica Triglav (in m ³)			Index	
	2020*	2019	2018	2020/2019	2019/2018
Mixed waste	583	472	739	124	64
Packaging	658	523	400	126	131
Paper	789	567	382	139	148
Glass	3	3	3	100	100
Biological waste	67	41	11	163	373
Total	2,100	1,606	1,535	131	105

* Data capturing was changed in 2020, thus data are not comparable between years.

⁸⁸ GRI GS 103-1, 103-2, 103-3, GS 302-1 | ⁸⁹ The calculation is based on the assumption that 10 kWh of electricity are generated from one litre of fuel oil and 9.5 kWh from a m³ of natural gas.

⁹⁰ Source: Ministry of Agriculture and the Environment, Slovenian Environment Agency, https://www.agen-rs.si/documents/10926/17445/Sestava_virov_2019/0a0d075a-0c4b-42f9-b33e-1f79533fd1a2 | ⁹¹ GRI GS 103-1 | ⁹² GRI GS 306-2

Care for the broader natural environment



As part of the procurement procedures, in 2020 recycled paper was used for the printing of brochures and other information materials and compatible ink cartridges (for refilling) for printers were purchased, if their use was still possible. In the selection procedures, regular and systematic efforts were made to take care

of the environment and include products made from recycled and more environmentally friendly materials and services, if appropriate, especially in the purchase of vehicles and in marketing. Employees' children received a wooden toy and products made of recyclable materials (paper, wood, glass) from Dedek Mráz (Grandpa Frost), while employees received two washable face masks made of high-tech fabrics. Each mask may be used for seven months, as it is washed once a week in cold water without washing powder or fabric softener, which also reduces the costs of recycling conventional disposable medical face masks that may be used for up to four hours.

11th season of Slovenia-wide "Let's Clean the Mountains" drive⁹³

- A two-year process of replacing garbage bag dispensers at mountain outposts with wooden awareness signs was completed, thus following the guidelines of the EU directive on restricting the consumption of plastic bags.
- Over 150 automatic fire extinguishing ampoules were installed at 52 mountain huts, thereby contributing to fire management in mountain huts.
- As part of the Best Mountain Trail competition, awareness was raised of the importance of well-kept and safe mountain trails, in addition to co-financing the renovation of the demanding mountain trail across Plemenice to Triglav.
- Over 36,000 campaign ambassadors on social networks actively co-create the community of lovers of clean mountains and promote intergenerational cooperation.
- In partnership with the Mountain Rescue Association of Slovenia (GRZS), awareness-raising videos were recorded on the topics of safe mountaineering during the winter, exhaustion and dehydration, climbing via ferrata routes and hiking with children. A consultation with a mountain rescuer at Triglav Lab was held on the use of the avalanche rescue kit in the mountains during the winter.
- Many ideas for family trips to the mountains were published on the Vse bo v redu (Everything Will Be Alright) portal, thus encouraging families and individuals to spend their free time outdoors.



The Company co-financed the renovation of a mountain trail across Plemenice to Triglav.

12.8 Key sustainable business guidelines of the Triglav Group in 2020

Aspect	Area	Guidelines	Link to SDGs
Environmental aspect	Reduction of environmental impact	<ul style="list-style-type: none"> An active approach to waste management Reduction of greenhouse gas emissions Measures to increase the efficient use of energy, water and other resources Strengthening of paperless operations Purchase of environmentally friendly promotional products Optimal energy management of commercial buildings where own activities are performed Achieving an appropriate vehicle fleet structure by increasing the share of more environmentally friendly vehicles Promoting awareness of climate change risks and the dangers of natural disasters through the further development of insurance coverage Raising awareness of the importance of preserving the natural environment and biodiversity (including by promoting the use of new technologies to reduce economic and social impacts on the environment) 	        
	Responsible recruitment and work practices	<ul style="list-style-type: none"> Strengthening the importance of developing a cooperative organisational culture Maintaining a high level of employee engagement and satisfaction Development of employees' competences and knowledge Improvement of selection procedures Effective onboarding of new hires into the work and culture of employees Maintaining a healthy and safe environment for the employees Active management of psychosocial risks among employees Activities and training in intergenerational cooperation Unification of activities in relation to employee development in the Group 	
Social aspect	Responsibility to clients and suppliers	<ul style="list-style-type: none"> Preparation of a wide range of quality content, focusing on raising insurance and financial literacy and providing useful tips Improving user experience and increasing client satisfaction Ensuring personal, information and data security and managing other risks of modern times Providing accessible services to people with disabilities Expansion and upgrade of cooperation with contractors Maintaining locally-oriented procurement 	
	Responsible management of the insurance service portfolio and assets/investments	<ul style="list-style-type: none"> Integrating relevant aspects of sustainable business in the design and implementation of insurance and investment products and services and asset management Proactive use and further development of internal methodology for assessing the sustainability of individual insurance products Depending on the form of investment, active exercising of management rights with issuers from portfolios by promoting sustainable development-related decisions and commitments to achieve sustainability goals 	
	Engagement in the community and its development	<ul style="list-style-type: none"> Development of prevention programmes and promotion of preventive practices in traffic safety, health, fire safety, etc. Increasing employee volunteering Strengthening key partnership projects in sports, culture, education and health Balanced donation activities 	
	Transparent governance of the organisation	<ul style="list-style-type: none"> Compliance with legislation, internal rules and commitments made, thus ensuring fair and legal practices and operations Ensuring a high level of corporate governance and following codes, recommendations and good practices Quality public information on the operations, financial position and plans of the Group Proactive cooperation with analysts, institutional investors and shareholders Maintaining professionalism and independence of external audit of operations Comprehensive fit and proper assessment of members and candidates for the members of the Management Board and the Supervisory Board and business and key function holders Implementation of the diversity and succession policy of the Management Board and the remuneration policy, which includes the management remuneration methodology 	
Governance aspect	Fair business practices	<ul style="list-style-type: none"> Further development of the culture of ethical business practices of the Group members Integration of the principles of the Declaration on Fair Business Practices into business processes Zero tolerance to criminal offences, the prevention of money laundering and terrorist financing, the prevention of corruption, management of conflicts of interest Proactive communication and employee training in compliance and corporate ethics Participation in compliance and fair business external working groups and transfer of best practices The strengthening and transfer of best practices in insurance fraud investigation and prevention in the Group Encouraging employees to identify insurance fraud cases and participating in the relevant training 	
	Respect for human rights	<ul style="list-style-type: none"> Strengthening the importance of respecting and preserving human rights and fundamental freedoms among employees and partners Protection of employees' dignity with zero tolerance to discrimination, harassment and mobbing in the workplace 	

Content Index according to Global standards GRI (Global Reporting Initiatives) and SASB (Sustainability Accounting Standards Board)

GRI Content Index according to GRI Global Standards- Core option. "This report has been prepared in accordance with the GRI Standards: Core option."

GENERAL STANDARD DISCLOSURES

GRI Standard and Disclosure	Disclosure	Section/Page number(s)	Remarks/Omissions
GRI 101: Foundation 2016			
GRI 102: General Disclosures			
Organisational profile 2016			
102-1	Name of the organisation	2.3/P. 11	
102-2	Activities, brands, products, and services	2.7/P. 15	
102-3	Location of headquarters	2.3/P. 11	
102-4	Location of operations	2.7/P. 15, 7.4/P. 54	
102-5	Ownership and legal form	6.3/P. 47	
102-6	Markets served (geographic location, sectors served and types of customers and beneficiaries)	2.7/P. 15, 7.4/P. 50	
102-7	Scale of the organisation	2.1/P. 10, 2.2/P. 10, 12.4.1.1/P. 112	
102-8	Information on employees and other workers by employment contract, region and age	12.4.1.1/P. 112, 113	
102-9	Supply chain	12.3/P. 110	Number of suppliers is not reported.
102-10	Significant changes to the organisation's size, structure, ownership, or supply chain	2.7.4/P. 19, 5.4/P. 42, 6.3/P. 47, 12.3/P. 111	
102-11	Precautionary Principle or approach	Risk Management Section/P. 155–187	
102-12	A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes, or which it endorses	5.2/P. 34, 12.1/P. 106	
102-13	Membership of associations	12.1/P. 106	
Strategy and analysis			
102-14	A statement from the most senior decision-maker of the organisation about the relevance of sustainability to the organisation and its strategy for addressing sustainability	1./P. 7–9	
Ethics and integrity			
102-16	Values, principles, standards, and norms of behaviour and the Code of Ethics	12.5/P. 122	
Governance			
102-18	Governance structure of the organisation, including committees of the highest governance body	5.3/P. 35–41, 5.4/P. 42	
Stakeholder engagement			
102-40	A list of stakeholder groups engaged by the organisation	12.2/P. 107	
102-41	Percentage of total employees covered by collective agreement	12.4.1.1/P. 113	
102-42	The basis for identifying and selecting stakeholders with whom to engage	6.5/P. 49, 12.2/P. 107	
102-43	The organisation's approach to stakeholder engagement, including frequency of engagement by stakeholder group	6.5/P. 49, 12.2/P. 107–108, 12.4.2.1/P. 115	
102-44	Key topics and concerns that have been raised through stakeholder engagement, including how the organisation has responded to those key topics and concerns, including through its reporting	12.2/P. 107–108, 12.4.2.1/P. 115, 12.5/P. 122	

GRI Content Index according to GRI Global Standards- Core option. "This report has been prepared in accordance with the GRI Standards: Core option."

GENERAL STANDARD DISCLOSURES			
GRI Standard and Disclosure	Disclosure	Section/Page number(s)	Remarks/Omissions
Reporting practice			
102-45	Entities included in the consolidated financial statements	Accounting Report 2.12/P. 224	
102-46	Defining report content and topic Boundaries	Statement on non-financial reporting/P. 102	
102-47	List of material topics	12.1/P. 105, GRI Content Index/P. 318	The essential topics recognised by the Triglav Group are stated in this GRI Content Index. Non-essential topics are not reported.
102-48	The effect of any restatements of information given in previous reports, and the reasons for such restatements	Statement on non-financial reporting/P. 102	
102-49	Significant changes from previous reporting periods in the list of material topics and topic Boundaries	Statement on non-financial reporting/P. 102	Compared to the previous reports, the volume of reported topics did not significantly change.
102-50	Reporting period	Statement on non-financial reporting/P. 102	
102-51	Date of most recent report		The most recent Annual Report of the Triglav Group and Zavarovalnica Triglav d.d. for 2019 was published on 31 March 2020.
102-52	Reporting cycle (annually, quarterly)	Statement on non-financial reporting/P. 102	
102-53	Contact point for questions regarding the report	2.3/P. 11	
102-54	Claims of reporting in accordance with the GRI Standards	GRI Content Index/P. 318	
102-55	GRI Content Index	GRI Content Index/P. 318	
102-56	External assurance		The Company has not yet decided to have the GRI standards externally assured.

GRI Content Index according to GRI Global Standards- Core option. "This report has been prepared in accordance with the GRI Standards: Core option."

TOPIC-SPECIFIC DISCLOSURES			
The management approach and its components	Material topic	Page number(s)	Reason for Omission/Notes
ECONOMIC IMPACT			
GRI 201: Economic Performance			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	4.2/P. 29, 12.3/P. 109	
201-1	Direct economic value generated and distributed	12.3/P. 109	
201-2 SASB: FN-IN-450a.2	Financial implications and other risks and opportunities due to climate change	7.2/P. 53	Reporting on financial implications of weather and natural disasters.
201-3	Defined benefit plan obligations and other retirement plans	12.4.4/P. 118	
201-4	Financial assistance received from government	12.3/P. 111	
SASB: FN-IN-410a.1	Total invested assets by industry and asset class	7.9/P. 73	
SASB: FN-IN-550a.3	Description of approach to managing capital and liquidity-related risks associated with systemic non-insurance activities	Risk Management Section 2.6/P. 179, 2.8/P. 185	Reporting only on the capital and liquidity risk management system.
GRI 202: Market presence 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	4.2/P. 29	
202-2	Proportion of senior management hired from the local community	12.4.1.1/P. 113	
GRI 203: Indirect economic impacts 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.3/P. 109, 12.6.1/P. 124	
203-1	Extent of development of significant infrastructure investments and services supported	12.6.1/P. 124, 12.6.2/P. 127	
GRI 204: Procurement practices 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.3/P. 109	
204-1	Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation	12.3/P. 110	Share is not reported.
GRI 205: Anti-corruption 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.5/P. 122	
205-1	Total number and percentage of operations assessed for risks related to corruption	12.5/P. 122	
205-3 SASB: FN-AC-510a.1	Total number and percentage of operations assessed for risks related to corruption, confirmed incidents of corruption and actions taken	12.5/P. 122	Financial values are not reported on.
GRI 206: Anti-competitive behaviour			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.3/P. 110	
206-1	Number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation	12.3/P. 110	
GRI 207: Tax 2019			
207-1	Approach to tax	Accounting report 2.9/P. 208	
207-2	Tax governance, control, and risk management	Accounting report 2.9/P. 208	
207-3	Stakeholder engagement and management of concerns related to tax	Accounting report 2.9/P. 208	
207-4	Country-by-country reporting	Accounting report 2.12/P. 224	
ENVIRONMENTAL IMPACT			
GRI 302: Energy 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.7/P. 131	
302-1	Energy consumption within the organization	12.7/P. 131	

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TOPIC-SPECIFIC DISCLOSURES			
The management approach and its components	Material topic	Page number(s)	Reason for Omission/Notes
GRI 305: Emissions 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.7/P. 130	
305-1	Direct (Scope 1) GHG emissions	12.7/P. 130	Reporting on total emissions (Scope 1 + 2 + 3).
305-2	Energy indirect (Scope 2) GHG emissions	12.7/P. 130	Reporting on total emissions (Scope 1 + 2 + 3).
305-3	Other indirect (Scope 3) GHG emissions	12.7/P. 130	Reporting on total emissions (Scope 1 + 2 + 3).
GRI 306: Effluents and waste 2016			
103-1	Explanation of the material topic and its Boundary	12.7/P. 131	
306-2	Total weight of waste, with a breakdown by the disposal methods	12.7/P. 131	Quantitative data on disposal methods are not included.
SOCIAL IMPACT			
GRI 401: Employment 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.4.1/P. 112	
401-1	New employee hires and employee turnover	12.4.1.1/P. 113	
401-2	Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation.	12.4.1.1/P. 113, 12.4.4/P. 118	
401-3	Total number of employees that returned to work in the reporting period after parental leave ended, by gender	12.4.4/P. 119	The number and share of employees who were still employed 12 months after parental leave ended is not reported on.
GRI 402: Labour/management relations 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.4.4/P. 119	
402-1	Minimum notice periods regarding operational changes, including the information whether the notice period and provisions for consultation and negotiation are specified in collective agreements	12.4.4/P. 119	
GRI 403: Occupational health and safety 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.4.3/P. 116	
403-1	Occupational health and safety management system	12.4.3/P. 116	
403-2	Hazard identification, risk assessment, and incident investigation	12.4.3/P. 116	
403-3	Occupational health services	12.4.3/P. 116	
403-4	Worker participation, consultation, and communication on occupational health and safety	12.4.3/P. 116	
403-5	Worker training on occupational health and safety	12.4.3/P. 116	
403-6	Promotion of worker health	12.4.3/P. 116	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	12.4.3/P. 116	
403-8	Workers covered by an occupational health and safety management system	12.4.3/P. 116	
403-9	Work-related injuries	12.4.3/P. 118	
403-10	Work-related ill health	12.4.3/P. 118	

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TOPIC-SPECIFIC DISCLOSURES			
The management approach and its components	Material topic	Page number(s)	Reason for Omission/Notes
GRI 404: Training and education 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.4.2/P. 114	
404-1	Average hours of training that the organisation’s employees have undertaken during the reporting period, by gender and employee category	12.4.2/P. 114	Data capture does not include classification by employee category
404-3	Percentage of employees receiving regular performance and career development reviews by gender	12.4.2/P. 114	
GRI: 405: Diversity and equal opportunity 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.4.1/P. 112	
405-1 FN-AC-330a.1	Diversity of governance bodies and employees (gender, age group, representatives of minorities, other indicators of diversity)	5.3.2.2/P. 37, 5.3.3.2/P. 40, 12.4.1.1/P. 113	Reporting on the gender and age structure of all employees employed at the first and second management levels and at the Management Board level.
405-2	Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation	12.4.1.1/P. 113	
GRI 406: Non-discrimination 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.4.4/P. 119	
406-1	Total number of incidents of discrimination during the reporting period and actions taken	12.4.4/P. 119	
GRI 412: Human rights assessment 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.4.4/P. 119	
412-2	Total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations and percentage of employees trained during the reporting period in human rights policies or procedures concerning aspects of human rights that are relevant to operations	12.4.2/P. 114	
GRI 413: Local communities 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.6.1/P. 124	
413-1	Percentage of operations with implemented local community engagement, impact assessments, and/or development programs	12.6.1/P. 124	
GRI 414: Supplier Social Assessment 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.3/P. 110	
414-1	New suppliers that were screened using social criteria	12.3/P. 110	Share is not reported.
GRI 415: Public policy 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.5/P. 122	
415-1	Political contributions	12.5/P. 122	
GRI 417: Marketing and labelling 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.5/P. 120	
417-1 SASB: FN-IN-270a.4	Requirements for product and service information and labelling	12.5/P. 120	
417-2 SASB: FN-IN-270a.1, FN-AC-270a.2	Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling	11.4/P. 99	
417-3 SASB: FN-IN-270a.1, FN-AC-270a.2	Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorships by incidents of non-compliance with regulations resulting in a fine, penalty or warning	11.4/P. 99	
SASB: FN-IN-270a.2	Complaints-to-claims ratio	12.2/P. 108	

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TOPIC-SPECIFIC DISCLOSURES			
The management approach and its components	Material topic	Page number(s)	Reason for Omission/Notes
GRI 418 Customer privacy 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.5/P. 122	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	12.5/P. 122	
GRI 419: Socioeconomic compliance 2016			
103-1, 103-2, 103-3	Explanation of the material topic and its Boundary	12.5/P. 122	
419-1	Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area	12.5/P. 122	
Financial Services Sector Disclosures - GRI G4			
G4-FS7	Monetary value of products and services designed to deliver a specific social benefit	12.5/P. 120, 21	The data monitoring system does not yet allow a precise calculation.
G4-FS8 SASB: FN-IN-410b.2	Monetary value of products and services designed to deliver a specific environmental benefit	12.5/P. 120, 121	The data monitoring system does not yet allow a precise calculation.
G4-FS13	Access points in low-populated or economically disadvantaged areas by type	12.5/P. 121	Quantitative data on access points are not recorded in this way.
G4-FS14	Initiatives to improve access to financial services for disadvantaged people	12.5/P. 121, 122	