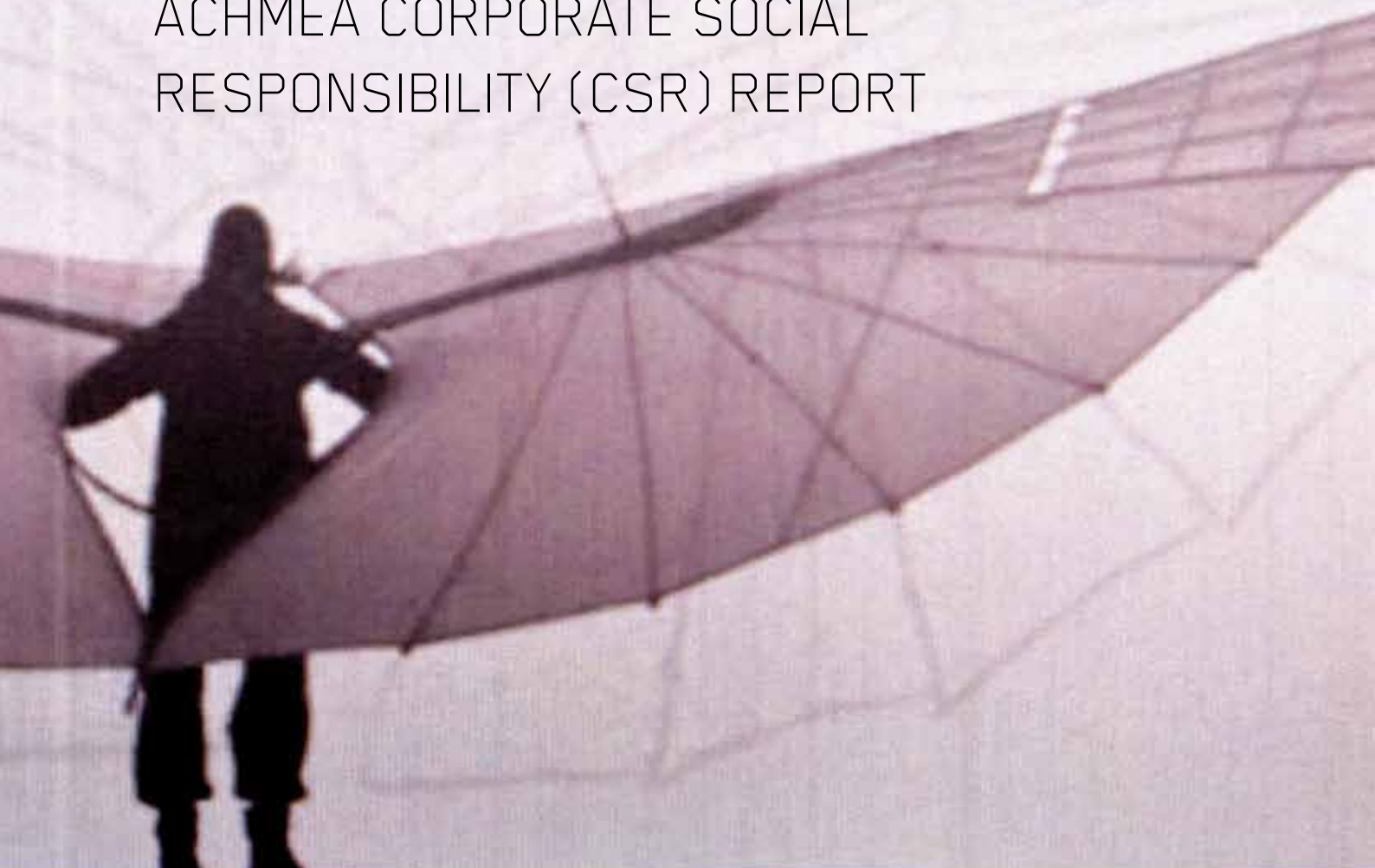


# doing it

SUMMARY OF THE 2008  
ACHMEA CORPORATE SOCIAL  
RESPONSIBILITY (CSR) REPORT



# WHAT OUR STAKEHOLDERS EXPECT

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What should we report in our CSR report? We believe we should cover topics that are most socially relevant for Achmea. So we asked external stakeholders. How we carried out this 'stakeholder survey' is explained on page 63.

INTERVIEW

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**Betty van Arethals**  
Chair European Association of Fashion Retailers representing Mitex and Chair of the Advisory Council of Achmea's Social Security Division

Achmea is a huge and cooperative organisation and, if for no other reason, should recognise and act on its corporate social responsibility (CSR). A clear CSR policy is essential with hard results that can be benchmarked and measured. Achmea should then account for that performance. I expect a clear vision on Achmea's social goals and how it aims to achieve them. Besides setting the right example on all aspects of CSR, the organisation can stimulate socially-responsible behaviour in its customers, for example by offering discounts on insurance premiums.

INTERVIEW

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**Rob van den Ende**  
Director, Rabobank Tilburg

Duty of care is a major theme, now and in the future, and not only because it is a legal requirement. Through its cooperative base, Achmea, and of course Rabobank as well, has a clear duty of care in securing future services for customers, the people who participate in the cooperative. My expectation is that Achmea takes its social responsibility seriously. It must develop clear, fair products that are marketed transparently. In addition, there is of course a commercial component here. There is a return on care and responsibility in the form of a sound and sustainable relationship with customers. In this way, Achmea makes the shift from legal duty of care to a group care mentality.

INTERVIEW

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**Adriaan Sirks**  
Chair of Achmea's Central Workers' Council

Achmea has to show it has a big heart. Alongside its formal HR policies, that big heart has to be expressed in the way Achmea works with people in practice. So-called 'soft issues' are key here, such as complimenting a job well done, celebrating success and eliminating undesirable behaviours. In any organisational change, it is very important for people to leave in a good rather than bitter or angry way. The Achmea Transfer Centre (ATC) has proved a very strong tool in achieving that. From 2003, the ATC has successfully supported many people in finding a new job. I have real admiration for the ATC's work.

INTERVIEW

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**Rob Metz**  
City councillor Apeldoorn

Achmea is one of the city's biggest employers. If Achmea was to relocate, then that would be at the expense of Apeldoorn's vitality. We are in regular contact with Achmea, for example on mobility around the new build here in the city. That is always extremely constructive, with respect for mutual perspectives and interests. I would say the open attitude illustrates the corporate culture at Achmea.

# CONTEST

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## FOREWORD

# Doing it

What in the world is going on? It seems there are crises at every turn. The credit crisis is perhaps top of mind at this time. But there is also the environmental crisis, the climate crisis, the poverty crisis and let us not forget the energy crisis. Perhaps it would be more appropriate to talk about a crisis in our civilisation, or about an ethical crisis. Whatever you call it, one thing is certain: we cannot continue this way, either in social terms or in terms of our planet. We will have to play the game according to different rules; that is our obligation to future generations.

In some ways, the credit crisis is reminiscent of hurricane Katrina that devastated New Orleans, hammering the city and region mercilessly. The same can be said of the credit crisis. Like a hurricane, it gathered destructive power fast and laid waste the global financial landscape, indiscriminately and without mercy. The destruction it left in its wake stunned the world. But the comparison with a natural disaster applies only in part. In contrast to a natural disaster, the credit crisis is not some unavoidable calamity. We made this crisis ourselves, all of us, together. We, the people who together form the spiralling, runaway consumer society we live in.

Until very recently, we inhabited a modern form of Holland's Golden Age. Just look at the 20th century, and especially at the second 50 years. It was an historic period in the sense that never before had the Western world enjoyed such an extensive period of growth and prosperity. It could not last. So it would seem that taking a step back is a realistic – and an unavoidable – move, and that we are already in the midst of a reversal. At the end of the real Golden Age, back in the 17th century, there was also a sudden reversal. One sign was when the tulip-bubble burst.

Today, there is a comparable environment: in the shortest space of time, we saw the painful collapse of markets for shares, oil, homes and raw materials. Is there an advantage or opportunity to be discovered in this string of disadvantages? That may be. Perhaps this painful reversal could prove to have a silver lining for all of us: what would further escalation of bubbles have meant for society, for us all?

Confidence in the financial sector has suffered a serious blow; the insurance sector was already battling issues relating to unit-linked policies that had negatively affected consumer confidence. Insurers, as a group, are now faced with regaining consumer trust. A stronger focus on the actual customer is imperative, with a reinforced service orientation geared to both customer and society. That is no simple task, but if insurers fulfil their indispensable social role as they should, then they can expect consumers to give them their confidence once again.

So what are we doing in the meantime? We are exerting every effort to run our business in a socially responsible (often known as CSR) manner. What does that mean? We feel extremely comfortable with the description offered by the Burgmans Commission that gave the following definition in a report to the secretary of state for economic affairs on CSR and corporate governance:

‘...no more or less than doing business in a way that is decent and proper, and which is experienced as such by society at large. ...Integrating CSR into the way businesses are run ensures stronger ties with customers, investors and employees. ...CSR increases the quality of business processes and thereby the total value of the company.’

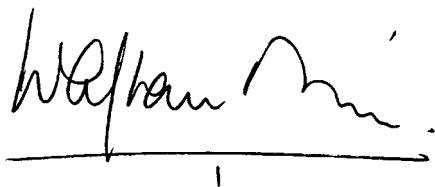
Those ‘ties’ are especially relevant for us. For quite some years, we have run our business according to the stakeholder model. We distinguish four stakeholders: customers, distribution partners, shareholders and employees. We aim for balanced promotion of the interests of all. In this balanced approach to stakeholders, we express the core cooperative values and history

that are key to Achmea as an organisation and which differentiate us in the market.

Contributing to sustainable solutions to social issues is in our genetic makeup. And we are doing it continually. We organise dialogues with customers, business partners, employees and shareholders on the question: 'What are we doing?', and are continually searching for new approaches, new ways and innovative solutions. We shape our social responsibility primarily through the integration of CSR into our core processes, because we see that as the true essence of CSR. Duty of care is a key concept here. Furthermore, we participate in social debates, integrate our CSR into our day-to-day business operations (we aim to be CO<sub>2</sub> neutral within three years) and we demonstrate our social involvement through a wide variety of initiatives, such as the Eureko Achmea Foundation and in the field of micro-insurance, specifically in the developing world.

This CSR Report offers an impression of the many CSR-related activities we undertake on a day-to-day basis. In contrast to previous years, we have opted for a different structure for our reporting: we have taken as point of departure those topics and themes on which our stakeholders have indicated they want more information. So, this year, our individual business units and divisions do not have a separate CSR section. We took note of our stakeholder preferences in very valuable dialogues with a number of carefully selected representatives. This reinforced stakeholder approach generated the following six themes: Confidence, Solidarity, Prevention, Innovation and Worldwide improvement, Climate and Sustainable investment. In this report, we have devoted a section to each of these themes. We hope you find this approach clear and relevant.

On behalf of Achmea, I hope you enjoy reading this report. If you would like to respond to this publication, I would welcome your comments. You can contact me through [holding@achmea.nl](mailto:holding@achmea.nl).



Willem van Duin  
Chairman of the Executive Board  
Zeist, 7 April 2009



# 1 ACHMEA AND ITS PLACE IN SOCIETY

Achmea has cooperative shareholders. Our goal and reason for being is balanced value creation for all stakeholders: customers, distribution partners, shareholders and employees. Each stakeholder chooses the parameters and performance against which we are measured. And these are greater than financial results alone. We, and our stakeholders, are convinced that 'value' has more than one dimension.

That does not mean sound financial performance is not a precondition for a healthy business. Without it, we would be out of business. We operate in a world in which financial performance is the key to accessing capital markets, supervision, ratings, and so on. In addition, a further precondition for a healthy business is the ability to create future value for stakeholders, many of whom enter into long-term contracts with us.

In the current turbulence, the need for a healthy financial basis as a means of managing through financial crises has become even clearer. We may not strive to maximise our financial performance, but we do set a firm minimum that has to be achieved. But that is 'only' part of our challenge. The other part, and it is of prime concern, is to ensure we create value for all our stakeholders, with customers topping our list of priorities.

## Ambition

We aim to set the trend in the Dutch market. We do not necessarily need to be the biggest, but we certainly want to be the most customer-focused and innovative financial services provider. Our goal is to be at the forefront of social responsibility and sustainability and to play a leading role in the dialogue between government and consumer/interest groups. A preferred employer for our people goes hand in hand with that ambition.

## Higher goal and core values

From this background we began a process of 'rediscovering' our identity. The organisation's higher goal is summarised as:

We form a community of involved people where customers feel they are well insured. Together we create innovative solutions for customers and for society in general. From our cooperative philosophy, our organisation is performance oriented and customer driven.

We aim to be the best performing, customer-driven insurer in the Netherlands. Customers are at the heart of everything we do. Ultimately, they are our reason for being. We enable them to make choices that best suit their needs. We translate that as: creating an environment in which customers can identify and understand their needs, enabling them to make informed choices on risk cover and appropriate products. We do that from our position at the heart of society through our three core values: empathising, innovation and delivery. We are willing to stick out our neck and deliver, and you can hold us accountable for doing it. These core values are increasingly expressed in culture carriers, such as management style, working environment, HR policies and communication.

## Social responsibility

By definition, our services are socially relevant. Contributing to sustainable solutions to social issues is in our genes. We organise dialogues



Carine Leemereise

Management Development consultant and 'talent to the top' programme manager.

In the end, it's all about quality. That means the right mix at the top, a mix of men and women and of female and male characteristics, all based on a sound balance between career and personal life. To achieve this, at Achmea we focus not only on tools such as flexible working times and up-streaming policies, but specifically we see the creation of a diversified culture as crucial for increased numbers of women at the top. A consistent communication and culture-focused approach is applied to inspire both women and men to commit to the road we are travelling.

with customers, distribution partners, shareholders and employees on the question: 'What are we doing?' We search for new approaches and innovative solutions. We shape our social responsibility as follows:

- embedding CSR into core processes: We have reviewed and reshaped our processes based on duty of care to customers and transparency. Dialogue with customers is key here. We discuss with them their levels of risk, how they can control these, and which risks should be insured. We invest our equity in a sustainable way and bring sustainability to the attention of our business partners and customers.
- engaging in social debate: We can and must play a key role in the dialogue between stakeholders in the community – government, social partners, interest groups. We are committed to contributing to policy development. That means we offer our expertise, organise themed meetings and bring in interested parties into these debates.
- pursuing CSR in the way we do business: We establish objectives aimed at improving the work place and reducing our environmental footprint. We aim to be CO<sub>2</sub> neutral by 2012. Our goal is to be in the top three employers.
- taking social initiatives: We facilitate employees who want to make a contribution to society, supporting their aspirations by making (human) resources available. In addition, we fund the Eureko Achmea Foundation that undertakes charitable work around the world and we support numerous initiatives on micro-insurance in the developing world.

### Broker panel – Avéro Achmea

To improve our response to the market, Avéro Achmea has set up a dedicated panel representing 480 brokers. This means the results of panel surveys are a reliable reflection of the broker market. Surveys are carried out through online questionnaires. In 2008, eight surveys were done. Six related to Avéro Achmea's performance and two related to sales-support tools, such as brochures, the fiscal advisory bureau and the extranet. Based on the survey results, we are now working on improvements that include:

- » measures to improve the 'expertise' and 'proactivity' of the external services team;
- » process optimisation of various departments aimed at faster processing with at least the same level of quality;
- » expansion of online user options for brokers;
- » improvement of the quality of the internal commercial services department (e.g. training courses to enhance staff expertise and measures to expand underwriting authorisation).

## Vision for health developed with stakeholders

In 2007, Achmea Zorg (literally: Achmea Care) developed a new vision through intensive consultation and cooperation with external groups, including care providers, politicians, representatives of patient organisations, social partners and multinationals. A 'higher goal' was formulated and strategy has been developed up to and including Critical Success Factors and Key Performance Indicators. The former were selected from the perspectives of, among others, society, customers, financing and partners.

## Internal chain management

In Achmea Zorg's organisational structure processes and process chains run from and through various departments and sections. There is a great complexity of processes that we want to make more efficient and more manageable. At the same time, the level of service has to be pushed up structurally to a higher level. Achmea Zorg's senior management set goals for the period July 2006 through 2008 designed to improve efficiency of the internal management organisation by 20%. That goal has been achieved. Quality is higher (complaints have been reduced by 3%) and personnel costs have fallen by 20% since 2006. These efficiencies were realised by creating a practical methodology to identify and describe processes and their mutual interconnections. Subsequently, responsibility for identified process chains was allocated; every process chain now has its own 'owner' and manager. The chain owner is a member of Achmea Zorg's senior management and ensures all preconditions are in place so that chain managers have the right operational environment. The chain manager has primary managerial responsibility for the effectiveness and efficiency of the integral process, from start to finish.

## External chain management

No less than 74% of the total health-insurance budget is spent on five illnesses: heart disease, cancer, diabetes, depression and chronic obstructive pulmonary disease (COPD). With partners, we are working on so-called care chains aimed at prevention where possible and treatment of both the illnesses and their side effects. Achmea Zorg chain managers are deployed in this process. Their task is to create integral segment plans that facilitate smooth and efficient execution of processes, both within Achmea itself and with care partners. You can find more on this approach in the chapter on Prevention.

THEME 1

## 2 Confidence and trust



URSPLEIN 5

FXE 8.75. FXG 16.78. TIT 17.55. PKZ

NYSE Euronext





**Paul Brandt**

Head Legal Affairs, Achmea Bank

### Consequences of the credit crisis for day-to-day activities

A direct consequence of the credit crisis is that if Achmea Bank wants to borrow money in international capital markets there are more stringent legal requirements attached to borrowing. There are also much stricter regulatory and supervisory requirements. So it is a challenge to ensure that Achmea Bank continues to meet those tougher demands. At the same time, we obviously want to remain a reliable partner for our clients, offering reasonable rates and conditions. A lot of attention is also devoted to those clients who are facing problems due to the recession.

A direct result, especially of the credit crisis, was that in 2008 ‘confidence’ became one of the most talked-about topics in the financial sector. When we say ‘confidence’ what we are really talking about is the lack of confidence and the need to restore it. Confidence goes to the heart of everything we do. That is why it deserves a prominent place here. We welcome the chance to show that Achmea is doing everything we can to work in a way that is best described as ‘doing business decently’.

### Value for the long term

For many listed financial services providers, the development of their share price is a strong indicator for the level of variable remuneration awarded to senior management. This short-term perspective, with a primary emphasis on the creation of shareholder value, can easily lead to a lack of focus on the broader public interest and on longer-term stability. Through the credit crisis and the collapse of a number of renowned financial services providers, once again this method of rewarding performance has been questioned.

As a cooperative insurer, Achmea is not as driven by this type of one-sided emphasis on short-term success. We are not listed on any stock exchange so the daily share-price notation is not a driver. The variable remuneration of Achmea’s senior management is not exclusively dependent on the value created for shareholders, but is based on the Stakeholder Value Model (SVM). This means that any bonus is dependent on the value that is created for all four stakeholders: customers, distribution partners, shareholders and employees.

Members of a cooperative are much less likely than ‘regular’ customers to change from one provider to another. That is part of the reason why we are convinced that our cooperative way of thinking and working leads to better results in the longer term, both for stakeholders and for society as a whole.

## Brokers - better advice and transparent commission

On 1 January 2009, amendments became effective to the Decree on the Market Conduct Supervision of Financial Enterprises (in Dutch: Bgfo) that regulates the financial services sector. These amendments represent, at least for the time being, a final step in transforming the financial services sector and will have major consequences for brokers. Bgfo aims to improve the quality of advice and make transparent the commission received by brokers for their services. To achieve that goal one focus must be the thorough reform of the payment structure of financial advisors. Avéro Achmea helps brokers to make that essential transition and is ensuring all products, packages and the related terms and conditions are clear and transparent. Our own commission models are being adjusted and we will be facilitating 'net-pricing' for products. The number of bonus deals had already been reduced strongly in 2008 and from, 1 January 2009, we will no longer close bonus deals.



**Christiaan Buitenhuis**

Market researcher, Avéro Achmea Broker Panel

### Broker panel

With the broker panel, we focus on Avéro Achmea's performance and how it can be improved. For me, it is a real challenge to work closely with diverse guidance teams to drive improvement projects. Besides asking about satisfaction, we put questions to brokers on their view of various market trends. Making the results available to brokers is a major incentive for them. It helps them understand how, for example, other brokers are managing current market conditions.

## Beyond de Ruitter

In the Netherlands, the sale of unit-linked policies led to commotion in the media and the loss of trust in financial service providers. Retrospective evaluations of some unit-linked policies by consumer interest groups concluded many were too expensive and not transparent in communicating product conditions. In his recommendations of March 2008, the Financial Services Ombudsman, Jan Wolter Wabeke, added to that evaluation that costs over the whole duration should not be more than between 2.5 and 3.5% of the yield at the end of the tenor. In his recommendations, he also stressed the shared responsibility for the existing situation by pointing out the roles and responsibilities of the parties involved, such as insurers (costs), the government (fiscal regulation), brokers (commission) and the customer (free choice). As more than 6.5 million policies were sold, the 'unit-linked dossier' rapidly climbed the social agenda in 2008.

An important conclusion of the De Ruitter Commission instigated by the Association of Insurers is that information to customers must be improved. More transparency on costs and returns of financial products must lead to an environment where customers can make a more fully informed choice than in the past. Achmea endorses the Commission's recommendations and acknowledges its 'duty of care'. At Achmea, the so-called De Ruitter Models were implemented throughout the whole portfolio. Achmea further states that when selling unit-linked insurances, it always adhered to existing legislation and regulations.

Achmea takes responsibility in the social debate on unit-linked insurances and has committed to an accommodation on the costs of unit-linked policies sold to 1 January 2009. At the time of writing this report, Achmea was still in negotiation with consumer organisations on conditions.



Wopke de Jong

Business Development Manager, Avéro Achmea

### Business Excellence Programme

Through the Business Excellence Programme, we partner brokers and are in dialogue as equals. The programme is all about how the broker can improve the total service package to the customer; it is not about specific Achmea products. From the pilot we carried out, it appeared that brokers are often tackling similar operational issues and can benefit from similar solutions. The programme offers us the opportunity to share experience with a broader group of brokers.

The expectation is that this accommodation will be similar to agreements reached with other insurance companies in 2008. From April 2008, Achmea no longer offers unit-linked policies with a cost percentage of more than 2.5% unless special circumstances apply, and always in consultation with the customer.

As we write, essential improvements in information on financial products have already been determined and embedded, also through new legislation (Wft, Bgfo). In a number of cases, Achmea goes much further: for Interpolis, customer confidence is a principle point of departure and it has been embedded in its core processes without compromise (sales, underwriting, claims settlement). This generates 'crystal clear' policy conditions and an extremely customer-friendly claims settlement. Interpolis is already saying very clearly: only insure what needs to be insured. This helps customers to first gain real insight into their actual risks and how they can use prevention to reduce and even eliminate those risks. In this sense, insurance is only one of the options, not the only one.

### More than a legal duty of care

Since the credit crisis took hold, doubt about whether financial services providers have always acted in good faith has been openly expressed. In other words: whether they have taken their duty of care seriously. This duty of care is enshrined in legislation and requires banks and insurers to offer sound advice to their customers, for example by providing an explanatory information leaflet on all products and services. This is designed to prevent customers from purchasing products that do not suit their needs. Achmea is going one step further than these legal requirements. How we are doing that is illustrated by these two examples from 2008.

**Support for customers of bankrupt brokers** | In 2008, Avéro Achmea had to deal with the consequences of a wave of bankruptcies among brokers. If a broker goes bankrupt, then advice and duty of care to customers is at risk. To soften the blow, following any bankruptcy Avéro Achmea offers a central customer service telephone number. Customers of bankrupt brokers can call with any queries or changes in their existing policies. For advice on insurances the customer is referred to another broker who is expert in Avéro products, is locally based and is able to offer solid information to the customer.

**Careful consideration of redemption small pension accrual** | Many Dutch people have accrued small, supplementary pensions through short periods of employment with a particular employer. Once they leave that employment, they become what pension funds call 'sleepers'. This means that the pension accrued is retained until the customer has reached pensionable age. The new Pension Act makes it possible to cash in these pension balances immediately. This would be advantageous for the pension funds and would save the administrator, Syntrus Achmea (which has a total of 2.7 million registered sleepers), a lot of related paper work. However, the redemption of small pensions is controversial: rather than allowing cash-in of accrued sleeper entitlements, you could also stimulate value transfer. The pension accrued with a former employer would then be transferred to the pension with the

current employer. This would ultimately result in a higher pension for the customer.

This issue was discussed at two meetings with pension funds whose administration we manage and with the Advisory Council. Furthermore, we carried out a pilot project to provide funds with a good overview of the response from sleepers. The results of that pilot were discussed with various pension-fund administrators, contributing to a balanced approach to redemption. People, customers, who opt for redemption can now weigh the advantages and risks involved.

### Improved supervision

To further reinforce confidence in Achmea, in 2008 we improved both our internal supervision and the relationship with the regulator.

**Open relationship with the regulator** | Following a request from the regulator, we have stepped up the frequency of information we give on topical developments within our organisation. Eureko, Achmea's parent organisation, has opted for a very open relationship with regulators and, in November 2008, committed to working agreements with the Financial Markets Authority (AFM). The underlying aim is to give further shape to the 'confidence model'.

**Complying with the Insurers' Code of Conduct** | Many of the points included in the Insurers' Code of Conduct have now been embedded in the Financial Supervision Act (Wft). By complying with this Act, insurers are, in fact, complying with the Code of Conduct. In 2008, the Code of Conduct was also integrated into the Compliance Framework of Norms for Corporate Social Responsibility. In 2009, the various business units and divisions will explore this theme and subsequently include it in regular reporting.

### The credit crisis and Achmea

Achmea has not been immune to the effects of the credit crisis. One of the most important is the sharp decline in the value of our investments. This is the primary cause of Eureko's reported €2.1-billion negative result over 2008. However, we did not turn to the state for extra funding or guarantees. Instead, in early 2009, our shareholders, Vereniging Achmea and Rabobank, invested a further €1 billion in Eureko. There is more extensive information on this investment in the chapter on Profile and key figures.

Obviously, other institutional investors, such as pension funds, have also been confronted with significant declines in the value of their assets. The pension funds for which Achmea is asset manager were to some extent exceptions when compared with market averages.



**Benne van Popta**

Director of finances and internal affairs, SME Netherlands

### Focus on customer needs

Achmea's shareholders are focused on goals such as continuity, innovation and added value. In my view, insurers should try to see things more from a customer perspective. Why has the unit-linked issue dragged on for so long? We need more transparency – real and clear answers. The core approach should be: don't sell customers things they don't need. Insurers should first explore the customer's situation and then tailor products to match.



## Willem Noordman

Treasurer, FNV Bondgenoten (Federation of Trades Unions)

### Redemption small pension accruals

The FNV is against redemption of small pensions. Young people, at the start of their working lives, will often change employers, working on short contracts. On the surface, it seems quite attractive to redeem pension entitlements. But in reality, this can result in a considerable pension gap. Funds and Achmea should not, therefore, offer the redemption option. That was our request to them and it has led to sound results. The mass cash-in has been halted. But the discussion is far from over. Now it is up to government to ensure that small pensions can easily be transferred. At present, it takes three to six months – incredible.

## Restoring confidence

The discussion on far too much focus on short-term results, the commotion surrounding unit-linked insurances, the doubts about how financial services providers manage their duty of care, relationships with regulators and supervisory bodies, and especially the credit crisis itself, have led to a serious loss of confidence in the financial sector and the services it provides. It would seem this general crisis of confidence is not yet over. Achmea is also feeling the effects, even though we feel less than responsible for it. Fortunately, this overall situation has not led to customers changing provider. Restoring confidence will be a key theme for us in the coming years.

### Interpolis – most trusted insurer

With a 14% score, Interpolis is the Netherlands' most trusted insurer – for the third year in succession. This is the result of the annual European Trusted Brands survey carried out by Reader's Digest, the most comprehensive brand survey in Europe. Compared to 2007, Interpolis has been able to further reinforce an already top position in the ratings. It achieves especially high ratings on 'quality', 'consumer need' and 'value for money'. Another of our major brands, Centraal Beheer Achmea, is also a top-three scorer.



THEME 2

# 3 Solidarity





For Achmea, insurance is ‘organising solidarity’. In practice, this creates countless dilemmas. In this report, we aim to offer insight into a number of those dilemmas because they are directly related to a large number of social themes, such as the affordability of care and how we treat the more vulnerable groups in society.

### Maintaining solidarity

Solidarity means a group of people share risks and the burdens are borne by all. By paying state pension premiums, the employed show solidarity with older people who no longer work in paid employment. By taking out fire insurance, the people who are not victims of fire show solidarity with those who are. Our observation is that, in our increasingly individualised society, a sense of solidarity is less self-evident than it used to be. At the same time, government is gradually withdrawing and is less likely to impose solidarity, as it did when the state pension was created. This means that we, too, are forced to continually re-think how we organise solidarity. If the erosion of voluntary solidarity is not compensated by legislatively imposed solidarity, then there will be an increase in the social acceptance that (more vulnerable) groups are excluded or disadvantaged. We see this as a negative development. Our culture and identity drive us to maintain solidarity wherever possible; where possible and responsible, we aim to pursue a relatively ‘generous’ underwriting policy.

### Countering solidarity erosion

In how far can and do we want to hold on to solidarity? This is expressed most fully in the policy on acceptance and premium-pricing policies. In Life and Non-Life insurances, the point of departure is clear; more risk translates into premium differentiation based on the levels of influence the policyholder can exert on the underlying risks. This rewards preventative behaviours. In cases where the risk develops independently of the policyholder’s personal behaviour, then in ethical terms, there is less reason for premium differentiation. Groups with a somewhat lower risk profile especially can be commercially interesting for insurers because you can offer discounts on the premium. By facilitating the emergence of stronger groups, such as the more prosperous or academics, that declare mutual solidarity as a separate group, the rest of the market will, on average, become just that little bit less rich and/or healthy.

This will be disadvantageous for the 'rest' in terms of both risk and premiums.

The result is solidarity erosion; the strong showing less solidarity with the vulnerable. In our view, this takes us onto a slippery slope. In 2008, Achmea's ethics commission discussed this theme and concluded that differentiation based on risk factors that cannot be influenced by behaviour should not only be considered ethically unacceptable, but are also a threat to both the insurer and solidarity in society. Even if there are commercially sound reasons for doing so, Achmea does not want to engage in developing 'policies for the prosperous', at least for the time being. Achmea propagates this perspective in public debates and stimulates new forms of solidarity. This is appropriate to the insurer Achmea wants to be. We will not be at the forefront of offering insurance solutions that contribute to erosion of solidarity. The competition may force further differentiation, but on this front, Achmea will be a follower rather than an initiator.

## Rewarding personal responsibility

The responsibility taken by individual policyholders for the reduction of risk touches on the solidarity issue. In health risks that people can influence significantly through their own behaviour, we believe it is more than justified to reward healthy behaviour. That is why we offer premium discounts on life insurances to non-smokers.

### High acceptance ratios at Interpolis

Interpolis has a high acceptance ratio for life insurances, partly because genetic predisposition to particular diseases is not a factor. The existence of chronic illness and HIV/AIDS is not a factor either as our point of departure is the customer's current rather than historic situation. If the customer manages the situation sensibly, there is a significant chance that the illness will progress positively. Following completion of the digital statement of health, by far the majority of customers are accepted immediately. The remainder must go through a supplementary process, for example in the form of a medical examination or by giving permission for Interpolis to gather more information.



## Richard Korteling

Cluster-manager Achmea Social Security,  
currently doing a Masters in Social Security

### Progress

What is interesting about this course is that there are students from both the public and the private sectors. Through these different perspectives on social security, I am able to broaden my own scope. We also compare various social-security systems within Europe, exploring issues such as affordability, especially in light of increasing greying populations. Within Eureko we are active in a number of European countries, so it is extremely valuable to discover ways we can learn from the experience of our neighbours.

## Against solidarity erosion

The fact that we attach great value to solidarity also means that we act when solidarity is undermined or eroded. Combating activities by people aimed specifically at undermining the mutual solidarity of policyholders is vigorous, especially at Interpolis. Trust is point of departure at Interpolis – always, but if this is betrayed, then we intervene immediately and with vigour. We do not show solidarity with fraudsters because their activities are at the expense of honest people. That is why we will not tolerate deception. People who abuse our trust have no excuse. The way we deal with fraud is set out clearly in all our communication, for example on our website. Interpolis is just as ‘crystal clear’ on this point.

**Dealing with defaulters** | At this time, there are an estimated 240,000 people in the Netherlands who structurally cannot or will not pay for their basic health insurance. That is around 1.5% of all policyholders. This erodes solidarity in the healthcare system because the total costs have to be spread over the people who do pay. Achmea Zorg (literally: Care) tries to prevent non-payment wherever possible, for example by reaching agreements with local authorities. Policyholders on social security benefit can gain premium discounts by having their premiums paid through direct debit from their benefit payments. In addition, we offer defaulters a time, instalment option of paying the amount owed. If they accept our offer, we will then waive recouping costs incurred by us, such as, for example, lost interest.

### Achmea recovers millions in healthcare fraud

In 2008, Achmea recovered around €4 million from providers and patients. This amount includes fraud we detected and monies that were recouped due to ‘administrative errors’ and wrongfully submitted claims. Fraud was suspected in the cases of recouped monies.

Care providers were responsible for around 70% of the total fraud and policyholders for the remainder. Dedicated patient budgets especially saw more fraud than in the previous year. That amount rose from €85,000 in 2007 to around €400,000 in 2008. Achmea further discovered around €400,000 in care fraud abroad.

## Organising solidarity is a skill

We explore how we can make risk insurable. For example, risks ensuing from climate change. But also how we can bring the most basic insurances within reach of more people. Here are two examples.

**Making flooding insurable** | Insurers use the premiums paid by all policyholders to compensate damage suffered by some. Following catastrophes whereby everyone suffers loss, such as pandemics or flooding, spreading the burden is not helpful and other constructions are needed. Achmea is making every effort to create insurance for such events. For more, see the chapter on Climate.

**Solidarity with the disadvantaged** | Achmea also aims to show solidarity with people outside the Netherlands. Access to insurance is an important precondition for development. We are happy to deploy our expertise so that more people can gain access to insurances. For more, please go to the chapter on Innovation and improvement – worldwide.

THEME 3

# 4 PREVENTION





Ultimately, every claim is a loss for society in general. Whether the claim relates to damage to a car or a home, or to a customer's health, it leads to an economic loss. Our aim is to prevent that loss wherever possible, also to keep premiums low.

By focusing on prevention, risk is reduced and even avoided. Prevention helps limit the total claim liability and, in turn, that helps keep insurance affordable and risks insurable. That is one of our core tasks and responsibilities. But if prevention is successful, is it then necessary to insure that last piece of risk? Or would it be more sensible for the private or business customer to decide to cancel existing insurance and carry that last little piece as own risk? This may sound a little strange coming from an insurer, but Achmea certainly sees this critical evaluation of what a customer really needs and what they don't need as part of its job. That is how we are.

### Claim prevention: better fire safety

In recent years, we have seen a number of major fires. Following investigation on cause, it appeared that faulty electrical wiring was often to blame. We have developed an affordable method of inspecting electrical installations for fire risks. We entered into discussions with professional organizations on how they could prevent errors in installation. With a number of organisations, including the fire department, Centraal Beheer Achmea developed the 'insured fire safety' concept based on existing regulations. Healthcare institutions can obtain a quality certification and if they have one, then we offer a reduction on the premium in the form of advisory, training or the cost involved in obtaining the quality standard.

Usually, we only carry out insurance inspections on new buildings when they are finished. Often, we conclude that the building could have incorporated a lot more fire and storm safety measures for the same cost. That is why we prefer to be involved in any construction project before the build starts. We have introduced a construction package, first in the glasshouse horticulture sector and for other sectors in the near future, so that the entrepreneur has timely information on prevention and, for a premium, extra cover for risk during construction.

## ID-check for car dealers

The ID-check introduced in 2007 and designed to help Dutch car dealers unmask fraud and confidence-tricksters quickly started generating positive results. On average in 2008, it brought to light gangs of international fraudsters once every two months. The majority of arrests were made during public holidays and the summer vacation. ID-check is an initiative of Centraal Beheer Achmea and Oribi, which specialises in prevention of identity fraud.

Currently, more than 200 car rental companies and dealers use the ID-check. An average of three to four people per month are refused service based on their identity document and/or driving licence. The assumption is that in reality there are more attempts at fraud. A lot of criminals tend to leave hastily when they realise the process is taking longer than expected, often saying they will return later or disappearing altogether. Sometimes they leave the forged documents behind, on other occasions they take them along.

Through its current approach, Centraal Beheer Achmea has made significant savings on claims in this first year. These savings will ultimately benefit corporate customers through premiums.



**Willem Schonenberg**

Account manager, Care and Social Security

### Prevention in healthcare

Stimulating and promoting employee health and vitality generates a win-win situation and employers are increasingly aware of that fact. Achmea is actively sending out that message and is more than willing to sit down with customers and not only think with them but also to invest. Achmea is working with sector organisations on total solutions through collective health insurance, services related to prevention, absentee management and reintegration, and by linking insurance for absenteeism and disability. In my job I am making a real contribution and that gives me a lot of personal satisfaction.

## Integrating care, absence and return to work

Achmea sees real advantages in integrating the services of organisations that manage absence and return to work (known collectively in Dutch as ‘arbo services’) and health insurance. For this reason, in the autumn of 2008, we established the Care and Absence Help Desk. This desk offers employers a single point of contact for all queries relating to care, absence and arbo services.

The whole prevention, loss of income, arbo and reintegration chain has been structured in cooperation with employers. The results are discussed with them and, where necessary, existing measures adjusted. For example, within the metal and engineering sector, employers and social partners work with Achmea Vitale on health, safety at work and absentee management. The parties involved have together set up a branch office to support employers on all aspects of the chain. Achmea works with UNETOVNI, the installation and technical retail trade’s sector organisation, on a total approach to deployment and vitality. Themed information on health, lifestyle and complaints is provided via a web portal geared to what stimulates and motivates employees in the sector.



**Eléonore Hendriks**

Hendriks Bell Pepper Nursery

### Cost savings

From the summer of 2008, we've been using the PinC Agro Continuity Management System. This is a web-based system for structural risk management in agri-businesses. The real advantages for me are that I have a sound overview of my own tasks and machinery capacity and maintenance. I can keep a close eye on when a repair or maintenance is needed. An additional advantage is, of course, the cost savings generated by fewer breakdowns..

## Labour-force retention

Prevention is aimed at limiting total claims. In the social security context, this means Achmea aims to keep people at work. On the one hand, we do this through promoting vitality by, for example, health checks and arbo care. On the other, by helping people who lose their jobs get back into the labour market as quickly as possible. These services form the first and last links in the chain that begins with prevention of illness (in other words: improving vitality), rapid help for people who become ill (including care mediation) or lose their jobs, and active support for fast reintegration.

**'Head start'** | We also work with government on vitality and labour-market participation. In the coming four years, government aims to drastically reduce the number of paid-out benefits related to unemployment and income support. Achmea Vitale has developed the 'Head start' programme specifically to support this goal. It is an initiative with Dutch municipal authorities to stimulate the return of people on benefit to the workforce. By offering structure, content and appreciation, people are motivated to go (back) to work. Motivation and self-confidence are key here.

**Care chains for high-incidence diseases** | As much as 74% of the total health-insurance budget is used for five diseases: heart disease, cancer, diabetes, depression and chronic obstructive pulmonary disease (COPD). Unsurprisingly, these illnesses have been prioritized in the stimulation of better quality care processes and a more effective way of working. What we have done is create and introduce so-called care chains for a number of these diseases. We are doing this in combination with medical and care providers. The main goal is to develop more straightforward care or prevention and strong primary care. The care chains for each of the five diseases are in various stages of development. The plan is to further develop the cancer care chain. In 2009, we will be piloting trans-mural cancer care contracts and improving various links in the chain in North Holland. In 2010, we will be setting up a care path for breast and prostate cancer. While this cooperation aims to improve care, the ultimate objective of care chains is prevention.

The protocol and best practice for COPD will be measured against effects on customer self-management, quality and cost. If the results are positive, these will be implemented in the Rotterdam Rijnmond region in 2009, and in other key regions in 2010. The Erasmus Medical Centre's Institute for Medical Technology Assessment is conducting the cost-effectiveness study.

In the northeast of the Netherlands, we have introduced the Better Diabetes Care programme. Complications, such as chronic heart failure, heart attack and stroke, which occur frequently in diabetics, have been reduced significantly. The project will be expanded from the current 30,000 patients to 100,000 in all regions of the Netherlands in 2009.

The Care Division and the knowledge centre will be extending this methodology to care for other chronic illnesses. We will be studying both depression and heart disease after which care chains will be started for them.

## So, no need for insurance?

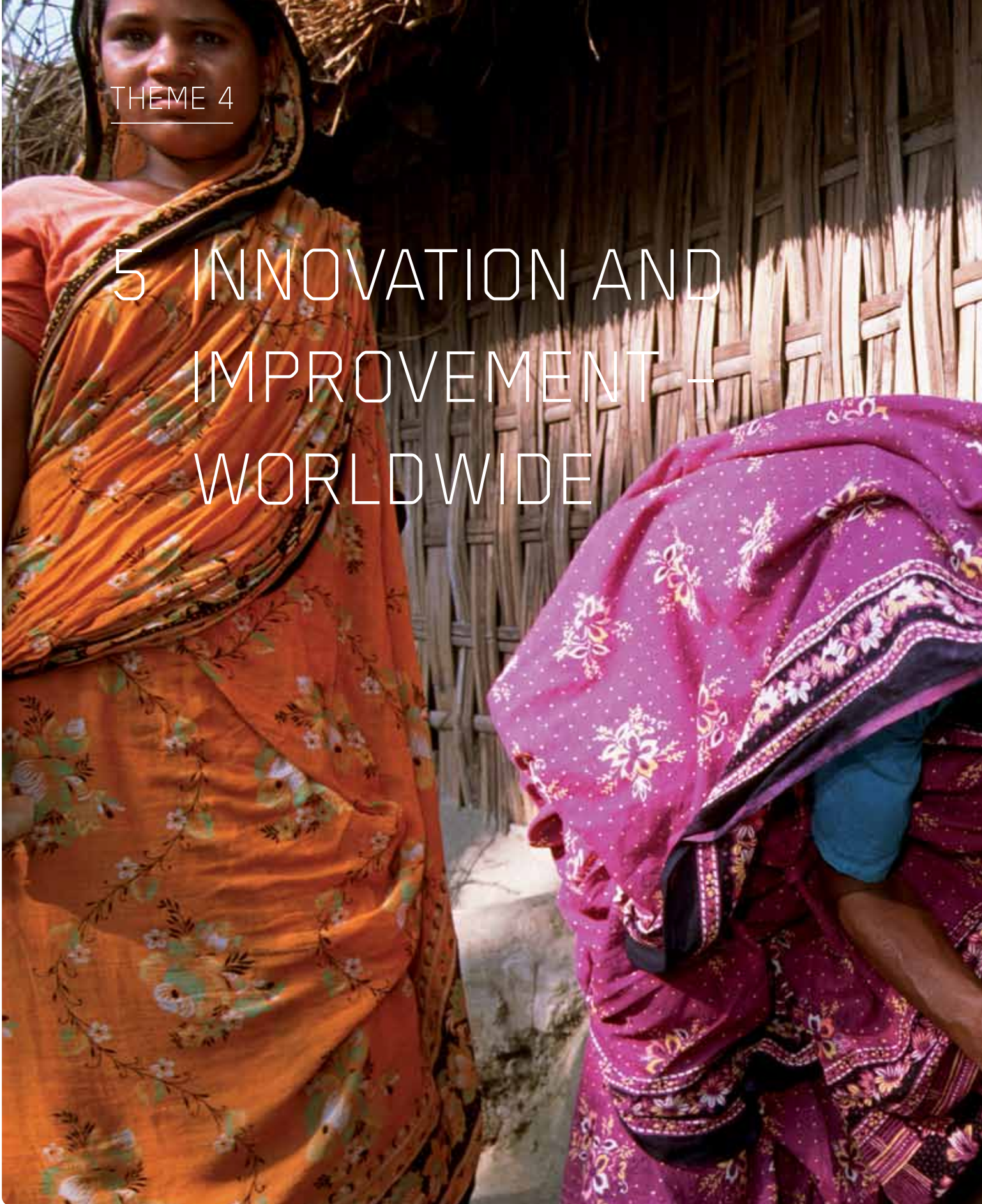
If prevention or avoidance is so successful that the remaining risks are reduced to such levels that they can easily be carried as own risk, then there comes a moment when insuring some of them is no longer the sensible option. Prevention can therefore represent a real dilemma for insurers. If people need less insurance, then the insurer loses out on premiums. At first sight, it seems that by promoting prevention, insurers are cutting their own throats.

Ultimately, every claim is an economic loss for society. Seen from that perspective, there is only one right answer to this dilemma: further pursuit of prevention. As prevention is almost always the best solution for individual customers, Achmea has elected to help the customer achieve it. We do that by making sure customers understand exactly what the risks are. They are then in the driving seat and can make informed choices on which risks they want to carry themselves and which should be insured. We believe this results in greater customer satisfaction and in more customer confidence. We see both as very positive outcomes.

The Banking Distribution Division (Interpolis) is the first Achmea business unit to make the move to what we call 'prevention thinking'. It is involving customers in examining all their insurances to see what is really needed. The Dutch tend to have relatively high insurance coverage that can sometimes include overlap. An advisor works with the customer to identify possible overlap. They then look to see whether the customer is insured for what can best be carried as 'own risk', such as insurance for inexpensive camera equipment or mobile phones. In the end, this approach could possibly lead to the sale of less insurance, but we will also be able to benefit commercially from our expertise in prevention. We also see a real link between prevention thinking and the further simplification of insurance products (e.g. by offering a single insurance with a single total own risk that can be determined by the customer). Claims adjustment would also benefit by bringing in repair people and other service providers, rather than through cash settlements.

THEME 4

# 5 INNOVATION AND IMPROVEMENT – WORLDWIDE





More than half the world's population has no access to insurance although the United Nations (UN) has stated clearly that insurance can reduce people's (economic) vulnerability. Through this statement, the UN is sending a strong message that financial services, such as micro-insurance, can make a major contribution to social and economic development and growth.

### Micro-insurance

Micro-insurances are insurances for the poorest people in developing countries. In recent years, Achmea has built differentiating experience and expertise in micro-insurance. We work closely with organisations in the field. For Eureko/Achmea, micro-insurances have added value in a number of ways. They demonstrate our commitment to corporate social responsibility (CSR) based on our expertise in cooperative insurance. Moreover, that commitment enables us to support volunteer work done by employees that reinforces their ties to our organisation. In turn, without the commitment of our people, we cannot achieve our CSR goals or reinforce our commitment to this theme; it is not about money, but about knowledge transfer and people. For many volunteers, there is a clear focus on giving something back. In addition, volunteering makes a real contribution to personal development; we see it as a training activity.

### Service centre and knowledge centre

Micro-insurance institutions estimate their activities will double in size over the coming five years. Eureko/Achmea intends to increase both its contribution and support role substantially. That is why we will be setting up the Achmea Service Centre for Micro-insurance in 2009 that will support the micro-insurance activities of our own organisation and those of the Micro Insurance Association Netherlands (MIAN – see below). As the development of cooperative-based micro-insurance is still in its infancy, there is a need for a knowledge centre. The Achmea Cooperative Micro-insurance Knowledge Centre will meet that need. Furthermore, we are funding a Micro-insurance university chair. The expectation is that the knowledge centre will open in 2009.



**Jos van Ophem**

Actuary, Syntrus Achmea

### Pension system in India

I believe it is important for Achmea to be open to making expertise available for the creation of a robust and durable pension system in India. This certainly strengthens my commitment to Achmea. Yet, you still get cynical reactions from people. There is definitely a long way to go. You don't create these systems overnight. So you have to manage expectations, be realistic, both to colleagues and to our partners in India.

## Micro Insurance Association Netherlands (MIAN)

MIAN was established in 2004. Its aim is to provide poor people in developing countries with access to insurance. MIAN is a volunteer association and 77 Achmea employees are members. Working closely with a number of European development agencies, MIAN helps NGOs in developing countries to set up insurance activities by offering on-the-spot technical assistance and advice. In 2008, MIAN organised missions to India (Tamil Nadu), Nepal and Uganda.

### Crown-princess Maxima of the Netherlands accepts the Micro-insurance action plan

Princess Maxima is a member of the Dutch Micro-finance Council and, in that role, attended the 2008 Micro-insurance conference entitled: The social responsibility of mutual and cooperative enterprises. The conference was organised to mark the official opening of Eureko/Achmea's new administrative and conference centre in Zeist, the Netherlands. She accepted the Micro-insurance action plan from Eureko's Chief Financial Officer, Gerard van Olphen.

## Healthnet TPO

Eureko/Achmea partners with HealthNet TPO, a non-profit organisation that works in regions disrupted by war, disasters and poverty. Through this cooperation, specifically with local populations, we aim to translate emergency aid into structural reconstruction and sustainable development of healthcare systems. Cooperation is focused on sharing and transferring knowledge on healthcare and insurance systems. In 2008, Achmea was involved in a number of projects, including support for a training centre in Sri Lanka that trains healthcare providers in mental/psychological care for local populations.

## Pensions and developing countries

In 2007, Achmea Pensions began cooperating with WorldGranny to make available knowledge, people and resources to developing countries to help them establish pension provisions. The cooperation was expanded in 2008. A first project request has been submitted in conjunction with the Indian DHAN Foundation for the creation of a pension provision for 25,000 people in southern India.

In 2008, two sector pension funds celebrated their 60th anniversary. Achmea used the event to ask both funds for a contribution to projects in developing countries as an 'anniversary gift'. This request led to funding for two projects and greater involvement of both funds in pension issues in developing countries.



**Caroline van Dullemen**

Director, WorldGranny

### Committed partner

At Achmea, you get the sense that CSR is more than window-dressing. A Foundation and projects that employees participate in is a very strong combination. We, as WorldGranny, receive donations from the Foundation and we see how thoroughly projects are screened. A lot of activities also flow through the Pension & Development network in which Achmea is an especially committed partner. Employees can develop their own vision and share their expertise through the network and in projects in developing countries. I have not yet seen this type of combination at any other company.

## Eureko Achmea Foundation

The Eureko Achmea Foundation (EAF) supports projects in the Netherlands and abroad. These projects are designed to sustainably improve the socio-economic living conditions of groups of people in need. The EAF was opened two years ago. It offers help to self-chosen initiatives so that monitoring and evaluation by the Foundation itself takes on greater importance. Policy has been developed for this purpose. Supervision of ongoing projects is managed according to clear criteria. The level of control is determined depending on monitoring needs.

The financial situation has been affected by the credit crisis. The Foundation is usually funded through the allocation of 0.5% of the Group's net profits. If profits fall, then the Foundation's funding falls pro rata. From the second half of 2008, EAF has been reserved in its acceptance of funding requests for 2009. Through the reporting year, €2.8 million had been disbursed to new projects, a million less than in 2007. We can meet our funding commitments because reserves were created.

### These are just some of the donations made in 2008

- » Netherlands: a foundation that focuses on the children of asylum-seekers received €180,000;
- » Turkey: start-up of a multi-functional center to stimulate the emancipation of girls in rural areas, €105,000;
- » Bolivia: the Microjustice project that develops legal aid for people who normally have no access, received €250,000;
- » Africa: the World Granny foundation stimulates the elderly to take on 'grand parenting' of children who have lost their parents. Both benefit as the 'granny' has a new function and the children gain a grandparent, €292,820.

## Initiatives from the organisation

In Achmea's organisation there are numerous initiatives for social projects, ranging from sponsorship and donations to volunteer work. In this section, we offer a number of examples.

- » Under the 'unburden' slogan (a name derived directly from Achmea's core values), 40 employees at the Customer and Broker Information Service (KID) department, part of the Bank Distribution Division, became active volunteers. They worked for two full days at three care centres, doing maintenance jobs and social activities with residents.
- » The employees at Achmea Vitale's Marketing & Product Management department gave a face-lift to the gardens of a residential care home.

Around 20 employees spent a whole day tidying up the gardens of Utrecht's Rosendaal Care Centre.

- » Life & Pensions' Shared-Service Centre has 'adopted' a children's home in Guiyang, China that is run by a Dutch couple. They organised an internet auction to raise funds for the home. Employees spent a month in China last September as volunteers at the home.
- » Achmea Care moved to new offices in Zwolle at the start of 2008. Not all the old furnishings and equipment were needed in the new space so they were offered to charities. Charitable organisations including Meppel Youth Care, the Red Cross and the Russia Children's Help Foundation all expressed interest. Achmea's Group Facility Services coordinated getting the furniture and equipment to the new users.
- » Avéro Achmea carried out a survey among health policyholders. By completing the questionnaire, respondents supported a good cause. Following the survey, Avéro Achmea handed over a cheque for €1,800 to the Dutch Kidney Foundation.
- » Avéro Achmea sponsors the Ocean Care Foundation. Avéro Achmea insured the Foundation's ship, the Morgan Online, and pays the premium.

It is often said that volunteer work is the 'cement' in society. Achmea considers volunteering important and as a result the option for employees to volunteer four days every year during working hours is included in its working terms and conditions.

**UNEP FI |** For Achmea, sustainability is not only local. At international level, Achmea has two representatives at the UNEP FI Insurance Working Group (IWG). This is a collaboration between the UN's Environmental Programme and around 180 financial institutions from all over the world. The IWG published 'Insuring for Sustainability: Why and how the leaders are doing it'. The book's aim is to act as a source of inspiration and ideas on sustainable enterprise for other insurers. In 2008, the IWG set up a commission that is concerned specifically with micro-insurance and protecting people in developing countries from catastrophe risk.



Patricia van Nispen tot Sevenaer

Initiator of Micro-Justice

### Micro-Justice in Bolivia

Poor population groups are not able to lay claim to basic rights. Through the financial support of the Eureko Achmea Foundation, ILA (microjustice4all) has been able to establish a successful micro-justice organisation in Bolivia. Currently, it helps 350 people per month. It emerged that the most primary need of poor people is the right identity documentation. This gives them access to social services and socio-economic basic entitlements, such as education, social insurance, bank services and pensions. ILA has set out the way to establish a micro-justice organisation in a manual. Based on this publication, micro-justice organisations are currently being established in Peru and Columbia. The manual is helping build micro-justice across continents!

# 6 Climate





Climate change has huge implications for our ecology and economy. The biggest threat in the Netherlands is the increasing risk of flooding. As an insurer, we see our challenge as making climate-related claims, such as the risk of flooding, insurable. Unfortunately, this is still on the drawing board. We also contribute to the generation of knowledge on climate change. We have embedded measures in our products and services and operations to reduce CO<sub>2</sub> emissions..

### Insuring climate risk

The risk of flooding as a result of breaches in sea walls or river dikes is still considered uninsurable. Achmea takes the view that some form of (limited) cover should be available. Possible solutions could be a 'regular' insurance policy for limited cover of flood risk or the creation of a flood fund. Unfortunately, neither of these options has come any closer to reality in the past year.

Creating commercial flood cover for individual business or private customers in as good as impossible in the Netherlands. The claims that could result from flooding in heavily populated areas could rise to many hundreds of billions of euros. This kind of cover capacity is not only far beyond the reach of individual insurers, but also well beyond the capability of the whole international insurance sector. For this reason, a regular flood cover is not viable.

### Building knowledge: research and projects

In 2008, a number of studies and projects were carried out on the consequences of climate change for insurers. We provide a profile of some of these.

**Climate For Space programme** | The main aim of this research programme is to increase the knowledge of government and the business community on

the relationship between climate change, climate variability and the use of public space. The programme's social goal is to stimulate a more climate-aware use of public space so that the Netherlands retains its attractive environment for business, people and nature. Achmea participates in the management of Climate For Space.

**Hotspot Tilburg** | Tilburg's city government has initiated an ambitious climate programme, Hotspot Tilburg. Achmea is one of the largest employers in the Tilburg area and partly for that reason, since inception, we have been part of the core team that manages the project. Hotspot Tilburg revolves primarily around the process and systematics that ultimately led to the ambitious 2009-2012 Climate programme that was approved on 11 November 2008.

## Climate in products and services

Greater know-how on the consequences of climate change for our activities has led increasingly to the incorporation of the climate component in our products and services. These are some examples.

**WagenPlan** | This joint venture between Athlon Car Lease and Centraal Beheer Achmea is, since 1 August 2007, the first CO<sub>2</sub>-neutral lease organisation in the Netherlands. Centraal Beheer Achmea's lease department carries the whole cost of 'emission-neutral motoring' itself. WagenPlan compensated around 23,000 tonnes of CO<sub>2</sub> in 2008. For WagenPlan, this means an investment of between five and 10% of its gross annual profit.

**Identifying energy use in buildings** | More than 30% of CO<sub>2</sub> emissions are caused by energy use in and around buildings, such as heating, cooling and lighting. In 2008, Syntrus Achmea Real-estate began a study to identify the best way to determine a building's sustainability. In the same year, the organisation experimented with one method. In 2009, we will select one consistent method.

## Our own business

For years, Achmea has been working on ways to reduce its use of energy and water. In 2008, it was decided that the whole organisation aims to be climate-neutral by 2011.

**Energy saving at key locations** | In practice, saving energy comes down to taking appropriate (and profitable) measures based on the 'as low as reasonably possible' principle. Examples are adjustments and replacement of cooling installations in Leeuwarden and The Hague, and the use of LED lighting and motion detectors. We are currently exploring the options offered by wind and solar energy, and heat and cold storage.

In Achmea's new build in Leiden we are installing heat and cold storage. In 2008, a number of energy-saving plans were created for other key locations. These will be translated into action plans for each location in the first quarter of 2009.



**Maarten van der Aa**

Manager, Market and Distribution management  
Achmea Social Security

### Changing behaviour not climate

Ahead of participating in the Eureko project, I was pretty sceptical about the extent to which people could influence climate change. But over time, I began to realise that it doesn't really matter whether or not people cause climate change. It is more about the careful use of scarce resources. Since then, I've become much more environmentally aware, also at home. By taking fairly simple measures (low-energy light bulbs, collapsible washing lines, standby-killers) you can make a significant difference. It would be fantastic if we could help a lot more people make this kind of behavioural change.

**Mobility** | Besides energy use in office buildings, the mobility of Achmea employees has a significant effect on CO<sub>2</sub> emissions. As a result, we have introduced more video-conferencing to reduce the number of car-kilometres travelled for meetings, and we are stimulating the use of both bicycles and public transport. We are also promoting working from home as another option.

As noted, video-conferencing is still on the increase within Achmea. In 2008, the facilities were further expanded. It is now possible to schedule simultaneous meetings at four Achmea locations.



THEME 6

# 7 SUSTAINABLE INVESTMENT







**Peter Gortzak**

Vice-chairman/general secretary of the FNV

### Responsible returns

Investments should certainly generate a solid return, but there have to be boundaries to the way those returns are generated. In other words, the return must be achieved within socially responsible parameters. Fortunately, there is increasing recognition that exclusion and engagement are not impediments to sound returns. Rather, they are extensions of each other. From Achmea, as a major investor, I expect not only responsible investment, but also that it holds up a mirror to and leads the discussion with the parties whose assets it manages.

Customers pay premiums. Achmea invests those premiums so that we can pay out when customers are ill, suffer damage, reach pensionable age or pass away. When investing, the point of departure is always limiting the risk to assets under management by spreading that risk over a range of instruments, such as bonds, shares and real estate, and a variety of countries and sectors. The credit crisis began with sharp declines in value in the financial sector, previously a relative 'safe' category. In the meantime, the credit crisis has spread to the whole market so that investment diversification is less effective than is usually expected. That is why many of our investments have fallen in value. The value of Achmea's own equity in shares was four billion at the end of 2007. At the end of 2008, it was two billion.

### 'Enhanced engagement'

The credit crisis has no effect on our sustainable investment policy. From 2006, Achmea has invested its total equity portfolio sustainably according to the 'engagement' principle. This means that we maintain a broad-based equity portfolio. Only a few activities are excluded; these are designated as controversial by the Dutch government and include manufacturers of cluster bombs and land mines.

As a shareholder, Achmea enters into dialogue with companies in its portfolio that exhibit 'undesirable' behaviour. We believe this is the appropriate and right way to bring about changes in behaviour. If we simply

exclude companies, then we cannot exert influence. In 2007, following an initial evaluation of our engagement method, we concluded that the policy needed ‘teeth’. If companies do not achieve the desired behaviour, we take steps. The company receives three years in which to fulfil our criteria. If the changes are inadequate, we will withdraw as investor.

At the start of 2008, we implemented this accentuated investment policy under the ‘enhanced engagement’ name. We have done this in close cooperation with our asset managers, Robeco and F&C. Three themes were selected for the reporting year: human rights, animal testing and climate change. For each theme, Achmea selects two or three companies for an intensive dialogue on improvement. This is an intensive process that demands time and patience. The initial results are in. In general, they are positive, but it is still too early to elaborate on those results here. In the coming years, we will select two or three themes annually. Over a three-year period we will be in close dialogue with companies. For 2009, the themes are: public health (key topics are making available medications in developing countries and obesity) and water management (this theme will be fully developed in early 2009).

## Sustainable asset management for customers

Syntrus Achmea manages and invests monies entrusted to it by pension funds. We also aim to manage those assets with integrity and in a responsible way. Our chain responsibility is taken very seriously. At the beginning of 2008, Achmea Pensions developed and rolled out the ‘Responsible Investment’ approach. We screen potential investees for any contravention of the Global Compact established by the UN for corporations in 1999. Subsequently, we apply the ‘engagement’ method. This involves dialogue with companies. In the reporting year, Syntrus Achmea selected ‘forced labour’ as theme for these dialogues. Furthermore, we exclude investment in producers of controversial weapons. Finally, we focus on corporate governance and always attend and vote in shareholder meetings. During shareholder meetings, we question both Supervisory and Executive Boards if there is reason to do so.

Of the pension funds for which our internal asset managers invest in equity, in the reporting year, 70% opted for a responsible approach. In 2009, we aim to increase that percentage by, for example, introducing the responsible investment method to fixed-interest portfolios. And we aim to enthuse external asset managers for this approach.

**Internal working group** | The Achmea business units involved in asset management (Achmea Bank, Syntrus Achmea Asset Management, Syntrus Achmea Real-estate and Group Investment) have established a working group to ensure wherever possible that all apply the same points of departure to sustainable investment. In addition, the working group offers an opportunity to share knowledge and insights.



Annette van der Krogt

Manager Responsible Investment, Syntrus Achmea

### Responsible investment

The financial world is usually seen as a very business-like sector. What I particularly like about my job is that I'm working at the cutting edge of both business and society. Increasingly, people are recognising the need to take social issues into account. It is a huge challenge to have a real role in shaping these developments. In recent years, we have pursued dialogues with a large number of pension funds. From these discussions, it is clear that many of them do not know how they could pursue or integrate responsible investment into their business, not least because there is no precise definition of what responsible investment is. Our 'responsible investment' approach can be helpful here.

# 8 SUSTAINABLE INTERNAL ORGANISATION

Sustainability and social engagement are the two foundations on which Group Facility Services Achmea (GFS) bases its CSR policies for internal operations. Central themes around sustainability are energy, waste, sustainable construction and sustainable purchasing. GFS structures social engagement, amongst others, through partnerships with social employment agencies and the Valid Express courier company.

## CSR organisation

A second CSR ambassador has joined GFS. This person will focus specifically on social engagement. The ambassador's role includes creating a plan to stimulate volunteering. GFS also has CSR consuls. In the reporting year, the consuls identified a number of waste projects that will be executed in 2009. In 2008, an environmental core team was started. This team explored a number of issues, including energy plans and topical developments, such as 'cradle-to-cradle'. GFS gets the CSR message across to as many Achmea employees as possible through its dedicated site on the intranet.

## Waste

In the 2008 environmental plan, waste was a specific focus point. A number of proposals for improvement were studied, including the collection of plastics, packaging return and alternatives for our plastic coffee and teacups. The demolition of a building was tackled using sustainable methods; the contractor expects to recycle around 98% of the retrieved material.

## Energy

Energy efficiency is a key component in our environmental policy. From 2007, Achmea has opted structurally for green energy. Achmea will once again participate in the Multi-year Energy Efficiency Agreement (MJA). The agreements for MJA3 have been finalised and Achmea will further develop these in the course of 2009. In the 2009-2011 Business Plan, the Executive Board has included the goal of becoming CO<sub>2</sub> neutral within three years. At the beginning of 2009, Achmea will determine how this goal can be achieved. In 2008, an external consultant created energy-savings plans for three key Achmea locations. Plans for the remaining five will be completed in 2009. GFS translates these ambitions into action plans for energy saving.

## Sustainable construction

We applied sustainable methods to the construction of the Eureka Conference Centre that was built in Zeist and completed in 2008. These included energy-efficient climate ceilings, motion detectors and automated heating and lighting. In 2008, we began new builds in Leiden and Apeldoorn. Both projects offer very different opportunities and challenges due to their locations – one is in the city centre, the other in a greenbelt. We actively sought sustainable energy solutions for both, such as heat and cold storage or cold-buffer systems. A decision has already been taken to install heat and cold storage in Leiden.



**Marieke Bosch**

Facility manager, key location Zwolle

### Environmental key team

Through this team we contribute to environmental awareness within Achmea. In addition to our efforts at Group level, a lot can also be achieved on a smaller scale. There are around 20,000 people working at Achmea. If everyone closes down their computer when it's not in use, or if more people took the train, we'd generate a considerable reduction in our CO<sub>2</sub> footprint. It's our challenging task to ensure environmental thinking penetrates into the DNA of our colleagues.

## Sustainable purchasing

GFS's purchasing organisation is responsible for sustainable chain management. With strategic partners, we are continually searching for CSR innovations. We have built a standard CSR criterion into the request for proposal in our purchasing process. Currently, we are working on a new contract-management model that will give both CSR and chain management a more emphatic role in discussions with suppliers.

In recent year, significant results have already been achieved. For example, over 13,000 m<sup>2</sup> of floor space has been covered with sustainable carpet tiles and 10,500 m<sup>2</sup> of carpet tiles has been retrieved for recycling. In July 2008, the GFS management decided that new chairs would no longer be purchased, but revitalised chairs would be bought instead. Offices are cleaned with micro-fibre cloths so that cleaning fluids are no longer necessary. This is both more environmentally friendly and kinder to the cleaning staff.

Last but not least, Valid Express, the courier company that employs couriers with 'a difficult body', has received many more assignments from Achmea. Currently, we are exploring whether the cooperation between Achmea and Valid Express has gained enough critical mass to warrant opening a Valid Express branch in Apeldoorn or environs in 2009.



# 9 EMPLOYEES

Achmea applies a four-stakeholder model: customers, distribution partners, shareholders and employees. Our employees are important because they make the organisation what it is and play a huge role in its success. The employee is the stakeholder who meets the expectations of the other three stakeholders. Achmea's ambition is to be a leader in the labour market and to rank among the best and most attractive employers. We aim to lead in contemporary, innovative and distinctive employership; our core values, empathising, innovating and delivering, determine how we achieve that.

## Policy

**Social innovation** | For Group Human Resources, the years 2006 and 2007 were all about the merger between Achmea and Interpolis and essential integration and harmonisation of systems. For 2008, innovation was the most important focus point. If we are to rank among the best employers in the Netherlands, then we need to work closely and in consultation with employees and trades unions.

We are seeing a greying and de-greening of the personnel complement and more incomers among applicants. In addition, there are clear signs of growing individualisation and focus on issues such as the balance between work and personal life. Our response to these developments is a contemporary, innovative approach to employership through which we can continue to attract talented and ambitious employees. In our view, this is a precondition for the continuity and growth of our organisation and for the achievement of added value for our stakeholders. This is how we aim to offer a – cost-efficient – response to labour-market issues and ensure socially-responsible operations.

We believe that mutual trust between employer and employee has to be the basis for a mature working relationship and for an open and innovative corporate culture. People must be able to be the best they can be. Our vision for employership aims to ensure that employees are retained for the organisation. We achieve that by ensuring an organisation and culture that offers a working environment where they can achieve and develop their skills successfully, in good health and, let us not forget, with pleasure in what they do. This is social innovation.

### Distinctive employer

Achmea's efforts to be a leader seem to be bearing fruit. We ranked number four in the 2008 Intermediar Best Employers Survey and Intermediar named Achmea the 'best employer for multicultural talent'. In addition, Achmea is in the top eight of the 'Best companies for working parents 2008' survey carried out by Lof, the 'magazine for ambitious mothers'. We achieved a 'very distinctive' rating on flexibility, policy and culture.

**Work Concept** | experimenting with ideas | One of the pillars of our social innovation policy is the Achmea Work Concept. This concept offers employees more freedom in determining where and when they work, meet others and how they share knowledge and information. It has changed more than the atmosphere in our offices and the technology we use. The Work Concept requires a very different management style. 'Made-to-measure' is the point of departure. In January 2009 we launched our first experiments with ideas at Group Facility Services. In the first half of 2009 there will be two more – at HR and IT.



**Dick Simmers**

Senior manager, Control, GHR

### Code of conduct

The revised code of conduct's aim is to make sure it is properly accessible for all employees. I think we have succeeded in doing that quite well. The code of conduct now comprises an index with an introductory section on what kind of employer and organisation Achmea wants to be and what is expected of Achmea employees. From the index, people are referred to specific supporting documentation. With the roll-out of Achmea.net, our intranet, the idea is that people can access any document they need with a simple click on the link.



## André van der Sluis

Data storage manager at Atos Origin. After 23 years with Achmea, transferred to Atos Origin as a result of IT outsourcing.

### Outsourcing – everything done properly

It took a long time before the definitive decision to outsource was taken. That led to a lot of insecurity. At the end of the day, I'm certainly not unhappy. Everything was done properly. I took along to Atos Origin all the benefits I'd built up over my 23-year career with Achmea and I have more career opportunities here. For a lot of people, however, the outsourcing meant longer travel time and more kilometres because they live further from their work location. That is, of course, in conflict with sustainable enterprise.

**Putting talent to work** | No two employees are the same. Much depends on life phase, knowledge and experience, ethnic background, gender and the way the individual sees life. Achmea aims to utilise the power of diversity and ensure people can use their talents in ways that best suit their personal situation. This is why we have set up the Life-phase Aware Diversity Policy (LDP). This means greater flexibility, more choice in organising work and number of hours worked. There is an empowerment programme for women, we target recruitment in incomer groups and have work-experience positions for refugees. The LDP provides practical tools for five life phases. The business units have already set up a variety of LDP projects.

**Training** | One of the central themes in Achmea's employership is the personal growth and development of its people. We stimulate development of employees at every level of the organisation and facilitate that development by enabling them to follow training programmes. Besides the curriculum offered centrally, the various divisions organise their own dedicated programmes and courses.

Management Development (MD) is a tailored approach to development for potential managers and specialists. In 2008, there were 926 participants in MD and 735 started an individual development programme. The Eureko Academy creates and provides programmes for Eureko/Achmea management, both at national and international levels. In 2008, 443 participants followed courses at the Eureko Academy.

'The Challenge' aims to develop the personal leadership skills of our current and future leaders. It is a programme that brings together participants from different divisions to search for a solution to a complex social issue. The assignment is: get this theme as high as possible on the (public and political) agenda. The Challenge was launched in 2005 and completed in 2008. In total, seven groups of 15 managers participated. Various themes were selected: housing for dementia sufferers, youth unemployment, street kids, illiteracy, safety & care, diabetes and informal care.

In addition to training our own people, Achmea contributes to training for the sector as a whole. We work closely with the ProgreSS College that offers a broad range of recognised training programmes at all levels up to Masters. The courses are offered at Achmea locations. We supply experts for the Knowledge Circle and the Social Security lecturer. Achmea actively supports the Masters programme; four of the 10 Masters' students in 2008 are Achmea employees.

**Employee satisfaction survey (ESS)** | Every year Achmea carries out an ESS to discover how employees see the organisation. Based on the outcomes, we determine specific spearheads for the coming year. The spearheads for 2008 were: communication and information, using and developing talent, and the quality of line management. It was gratifying to see higher scores on almost all components in the 2008 ESS than in the previous year, especially on those that had been spearheads for the year.

For the coming year, the Executive Board has determined the following spearheads:

- » employee talent development and utilisation;
- » quality of managers.

ESS results form one of the Key Performance Indicators (KPIs) in the Stakeholder Value Management model. The other five that we were able to measure are also on track. One KPI, women in top positions, will be benchmarked and the results of the zero measure published in 2009.

**Employees in numbers** | In total, there are 14,137 internal FTEs, 1,251 temporary FTEs and 2,255 FTEs working on an interim basis. If we add up the numbers, there are 17,643 FTEs or 213 more than in 2007. The FTE count translates into around 20,000 people. In 2008, the outflow was 12.9% and the inflow 12.4%.

The Achmea Transfer Centre (ATC) supports reappointment candidates in finding a suitable new job within or outside Achmea. Reappointment candidates are those employees whose job changes due to reorganisation, disappears or is transferred elsewhere. In 2008, 621 candidates in-streamed to the ATC, of whom 52.4% were successfully placed. This percentage is lower than in previous years (the average from 2002 was 68.9% per year). This is primarily due to the closure of Achmea's office in Rotterdam and the absence of another location in the vicinity. As a result, a relatively large number of people sought a new job outside Achmea.



**Douwe Mulders**

Director, Eureko Academy

### The Challenge

Managers learn to operate outside their familiar knowledge zone, while the social organisation they are working with is helped in a way it couldn't have imagined in its wildest dreams. Through The Challenge, the organisation gains not only the skills of top managers, but also financial resources, so that achieving their goals is accelerated.

# 10 PROFILE AND KEY FIGURES

Achmea is one of the larger financial services providers in the Netherlands. With around 20,000 employees, Achmea offers a broad range of insurance, banking and mortgage services to companies, institutions and private customers. Achmea is the largest insurer on the Dutch market. It is not only big, but also a socially committed, authoritative and innovative service provider. It has private, government, small and medium-sized enterprise (SME) customers, but is also a provider of choice to the professions. Major industries and institutions represent a significant part of our client base. Achmea's roots, as a cooperative, are in the agricultural and SME sectors. It still has many 'group' customers: networks and groups in which customers participate, such as the company they work for, their sector or umbrella organisation.

## Management and shareholders

Achmea is the Dutch umbrella organisation of Eureko, a financial services provider head-quartered in Zeist, the Netherlands. Eureko's primary business is insurance and it is active in 13 countries. Achmea is Eureko's largest business, representing around 90% of activities. The Vereniging Achmea (Achmea Association) and Rabobank are the biggest shareholders in Eureko, with 50.9 and 36.9%, respectively. In addition, Eureko has seven smaller shareholders.

### KEY FIGURES EUREKO<sup>1</sup>

(in € millions)

	2008	2007
<b>PROFIT &amp; LOSS ACCOUNT</b>		
Profit before tax	-2.620	1.041
Net profit	-2.118	979
<b>INSURANCE ACTIVITIES</b>		
Gross written premiums - Life	4.231	4.417
Gross written premiums - Non-Life	3.084	2.915
Gross written premiums - Health <sup>2</sup>	11.991	7.521
Profit before tax - Life	-1.360	470
Profit before tax - Non-Life	-208	296
Profit before tax - Health <sup>3</sup>	85	141
<b>BANKING</b>		
Net interest margin	191	157
Profit before tax	36	48
<b>BALANCE SHEET</b>		
Total assets	92.453	100.582
Total investments (excluding unit-linked)	38.768	40.328
Banking credit portfolio	18.921	18.035
Total equity	7.451	10.375
Embedded Value Life business <sup>4</sup>	4.123	6.374
<b>ACHMEA EMPLOYEES</b>		
Total employees <sup>5</sup>	19.804	19.865
Employee satisfaction <sup>6</sup>	76%	73%
Absenteeism <sup>7</sup>	4,34%	4,9%
<b>ENERGY CONSUMPTION ACHMEA</b>		
Gas (m <sup>3</sup> ) <sup>8</sup>	4.918.870	4.933.707
Grey power (kWh) <sup>9</sup>	8.867.510	6.270.780
Green power (kWh) <sup>9</sup>	43.061.004	41.513.972
Total CO <sub>2</sub> emission (kg)	14.671.852	12.954.704

1. In this report, we offer figures for the whole Eureko Group. As Achmea no longer issues listed financial instruments (bonds) that would require separate reporting, Achmea's figures are not published separately. The Achmea component accounts for around 90% of Eureko's performance. The Group figures, therefore, offer sound insight into Achmea's results. Figures published here include Agis. Achmea's key figures together with those of other Eureko business units are published in the Eureko annual report that can be downloaded from [www.achmea.nl](http://www.achmea.nl).
2. Including Agis (€3,472 million) and other companies.
3. Including €29 million from Agis.
4. Embedded value is not part of audited accounts.
5. Permanent FTEs (based on a 38-hour working week), temporary employees, external personnel and consultants, excluding Agis.
6. Positive response to the statement: 'I am satisfied with my job at Achmea'.
7. Excluding maternity leave.
8. Cover level (based on M2 office surface) for gas was 85% in 2008 and 80% in 2007.
9. Cover level (based on number of FTEs) for electricity was 84% in 2008 and 80% in 2007.

In terms of financial performance, the reporting year was a very difficult and disappointing one. We were operating in what can only be described as unique conditions. The financial crisis led to a collapse in share values, interest rates fell to historically low levels and credit spreads shot up – all at the same time. Financial institutions that had long been household names were in serious trouble. Billions in government assistance were needed to keep the financial sector afloat. What started as a credit crisis quickly spilled over to the real economy.

These developments took their toll on Eureko's financial position in 2008. We suffered a loss of €2.1 billion against profit of €979 million in 2007. Total equity fell 28% to €7.5 billion at year-end 2008. We reached agreement with major shareholders, the Achmea Association and Rabobank, for a capital increase of €1 billion through a share issue. We are also actively limiting risk to our portfolios through divesting equities and through increasing the share of fixed-interest investments, primarily with AAA-rated counterparties.

The disappointing 2008 results are due primarily to sharp falls in the value of our investments in equities. In our operations, Health and Banking were particularly profitable. Through fierce competition in the pension and health services segments, we saw a decline in market share resulting in an increase in average cost. We took measures to readjust the organisation to these lower production levels.

Gross written premiums (GWP) increased 30% to €19 billion in 2008 (2007: €15 billion). This increase is due to a major extent to the acquisition of health-insurer Agis in the Netherlands (€3,472 million) and of Eureko Sigorta in Turkey. There was also slight growth in GWP in Health and Non-Life, offset by a slight decline in Life.



# 11 COMPLIANCE

The management of Achmea's various divisions and business units is responsible for compliance with national and international regulations and our own codes of conduct. Achmea's Compliance Organisation provides support.

In recent years, the Compliance organisation has invested significantly in developing compliance instruments. At the end of 2008, the roll-out of those instruments was just about complete. One of the points of departure of the Eureko Compliance Program is our dealings with the regulatory environment should be business-focused and pragmatic. That is why we have opted to work according to themes in which regulations are clustered and translated to process-oriented norms. In 2008, CSR was one theme. A number of important aspects of CSR have since been incorporated into our compliance tools.

In April 2008, we used an 'integrity thermometer' to measure how managers and employees see integrity at Achmea. During this process, employees were asked to respond on eight organisational qualities, including 'clear on norms', 'behaviour by example' and 'accessibility'. The thermometer does not give an absolute picture, but it does offer insight into how employees see the integrity climate within the organisation.



**Erik Jan Sattler**

Account manager, Compliance

### **Integrity thermometer**

For many employees, compliance is something of an abstract concept. By using the integrity thermometer, people began to see what it's all about. And they see just how important things like norms, behaviour and quality are. Unfortunately, the integrity thermometer doesn't show whether integrity is alive and well in our organisation. It is more about how integrity is perceived, and that employees realise that compliance has great value for the reputation of the organisation where they work. The great thing about the thermometer is that it holds up a mirror and shows you where you are.

# 12 ACCOUNTABILITY

Achmea publishes a CSR report every year. It is compiled based on Global Reporting Initiative (GRI), version G3, guidelines. In compiling the report, use is also made of the 'Manual for Social Reporting' and the Transparency Benchmark. The full report includes a table that shows the relationship between the topics described and the related GRI-G3 and Transparency Benchmark indicators.

In determining the content of the CSR report, a new method was used this year. First, CSR ambassadors were consulted on the important issues that emerged in their work terrain. Subsequently, nine external contact people were interviewed who represent various stakeholder groups. During these conversations, an open question was put to these interviewees: on what issues would they like to test Achmea. Quotes from these interviewees can be found on the inside cover of this report. The issues they raised were very close to issues raised internally. This is an indication that the organisation's antennae are in prime condition. The prioritised issues were leading when it came to compiling this CSR report. As a result, its structure is different. The comments made by stakeholders were used to structure and develop the chapters.

## Goal and target group of this report

Achmea works with internal and external stakeholders on social issues of concern to us all. This CSR offers insights into these issues and we see it as a discussion document. The report is also aimed at people and parties with whom we work, and everyone interested in the work of and the influence exerted by Achmea.

## Verification

KPMG Sustainability verified the full CSR report. The assurance report is included in the full CSR report that can be found (in Dutch) at [www.achmea.nl/Over Achmea/MVO](http://www.achmea.nl/Over-Achmea/MVO).





# MASTHEAD

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**Editors** | Jan Pieter Six and Jac van der Horst

**Advisory and text** | BECO Groep

**Design** | Koeweiden Postma

**Layout** | Achmea Studio

**Photography** | Fred Tigelaar

The cover image shows an aviation pioneer. The photograph comes from the 'Waar zijn we mee bezig' campaign and visualises the ambition and courage needed to be innovative.

**Print** | Schuttersmagazijn

**Paper** | Signature Smooth (cover: 300 grams; body: 100 grams) is manufactured according to stringent environmental-management guidelines that will be certified according to ISO 14001 and EMAS requirements in 2009. Signature Smooth is FSC-certified; the pulp for this product is bleached according to an elemental chlorine-free (ECF) process.

**Annual reports** | This is a summary version of Achmea's official 2008 CSR report. It is published exclusively in digital form. Both the full and summary reports (in Dutch) can be downloaded at [www.achmea.nl/Over Achmea/MVO](http://www.achmea.nl/Over_Achmea/MVO). The English-language version can be downloaded at [www.eureko.net/Discover Eureko/CSR](http://www.eureko.net/Discover_Eureko/CSR). A printed version of the Dutch summary report can be requested by calling +31(0)30 693 70 00 or by mailing [holding@achmea.nl](mailto:holding@achmea.nl).

Achmea is part of Eureko. The 2008 Eureko annual report is available at [www.achmea.nl](http://www.achmea.nl).

The Eureko Achmea Foundation publishes its own annual report. It can be requested from the address below, or downloaded at [www.eurekoachmeafoundation.nl](http://www.eurekoachmeafoundation.nl).

Achmea welcomes responses to its annual report(s). We can be reached at the following address.

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### Benne van Popta

Director of finances and internal affairs, SME Netherlands

As a financial services provider, Achmea can contribute significantly to society. In this respect, greater involvement in knowledge transfer and training institutions can be very valuable for Achmea. By making a solid and practical contribution to the government-corporate-academic trinity, Achmea shows it is serious about social responsibility. This can also generate positive 'pay-back' for Achmea as (future) employer. Employees are looking for companies of good reputation, both as businesses and socially.



### Peter Gortzak

Vice-chairman/general secretary of the FNV

There is no clear measure for what CSR means. We have to zoom in on what is relevant for each individual business sector. Achmea enters into dialogue with the companies it invests in on how they manage their social responsibility. If you adopt that course, then you have to lead by example. As a good employer, but also by taking very seriously the environmental aspects of your own activities, such as CO<sub>2</sub> emissions, purchasing and motor fleet. Environmental and social issues must be integrated.



### Ahmet Azdural

Director, Consultation body, Turks in the Netherlands (IOT)

A million newcomers live in the Netherlands. The number of areas with a majority newcomer population is increasing. These changes in demographics should be visible in Achmea's products and services. You could consider care in country of origin. In addition, Achmea can contribute to attracting people, including newcomers, to work in care services. Unemployment among Turkish nationals in the Netherlands is high and care services really need people. Do the math.



### Atie Schipaanboord

Deputy-director, NPCF (Dutch Patient Consumer Federation)

The relationship between Achmea and patient organisations has improved a lot. Achmea is investing in care and is initiating interesting innovations. In the prevention context, I will be interested to see how Achmea handles electronic patient files. Using these files, physicians can directly target people at risk and offer help, for example, to stop smoking or deal with being over-weight. What I would also like to see reported is how Achmea gains insight into the quality of care, and how customers are informed on that quality. Transparency on choices and the benefits for customers – that is CSR for me.



### Bouwe Taverne

Head of sustainable development at Rabobank Netherlands' CSR division

CSR cannot be an 'add-on' to an organisation's strategy. It must be integrated, embedded. At Rabobank, we have accepted it is a long process. However, this has its own advantages. By taking the time needed, embedding is deeper and stronger. This is demonstrated by sound customer service and innovative products, by how risk is managed and mitigated, by the positive impact on people and planet, and by durable relationships with stakeholders. The long-term nature of CSR requires strong commitment from the top. In addition, you need an enduring team of specialists who, from their staff positions, are able to help 'the line' to give CSR an integral place in all commercial activities and business operations. It is all about benefiting customers, the business and society - now and into the future.

