

COMMIT-  
MENT

& MUTUA-  
LISM

We are here to help  
as many people as  
possible build their lives  
with confidence



INSURING TOMORROW WITH CONFIDENCE

## CONTENTS

In 2020, the health crisis radically altered our assumptions and tested the capacity of businesses to stay the course, cope with unfamiliar situations, and react and adjust to the new and serious challenges ahead.

We demonstrated the stability and **COMMITMENT** of our **MUTUAL** model, guided by our humanist values which, for more than a century, have underpinned our identity and role as a responsible insurer [PAGES 3 TO 12](#).

Inspired by our purpose, we have redoubled our efforts to support and listen to our employees, customers and members, and meet their needs as closely as possible.

We are determined to provide local, everyday support with **SOLIDARITY** and **REALISM**, especially in these difficult and challenging times for everyone [PAGES 13 TO 24](#).

Because we aim to achieve our ambitions over the long-term, we look to the future with **OPTIMISM** and create solutions to help as many people as possible build their lives with **CONFIDENCE** [PAGES 25 TO 35](#).

## CONVERSATION



## WHEN MUTUALIST COMMITMENT MAKES A DIFFERENCE

INTERVIEW WITH **JEAN-YVES DAGÈS**, CHAIRMAN  
AND **THIERRY MARTEL**, CHIEF EXECUTIVE OFFICER

### WHAT DID YOU TAKE AWAY FROM 2020?

**Jean-Yves Dagès:** As we all know, the world was hit by an unprecedented health and economic crisis in 2020. Throughout this crisis, Groupama demonstrated its extraordinary energy and capacity to adapt. Despite the health restrictions, during and after the lockdowns, Groupama showed its solidarity and support for the local economic environment, through hundreds of actions taken with our 31,500 elected members. Despite the exceptional circumstances, we also worked extremely hard to assure everyone whose health has been affected by the epidemic of our unfailing support. Since spring 2020, for example, we have made over one million calls to our members, simply to catch up and stay in touch. This ability to maintain strong ties with

our customers and members highlights the relevance of our local model. Our group remained active on all fronts, both in connection with the Covid-19 emergency and our routine work.

**Thierry Martel:** Although no major sector of the French economy escaped the impact of the health crisis, the insurance sector made the biggest contribution to national solidarity and economic recovery. Groupama lived up to its reputation as a major mutual insurer by contributing more than €250 million to solidarity initiatives in aid of its customers and making a significant contribution to assistance and support funds set up by the government. As early as the first lockdown, we ensured service continuity by switching 97 percent of our employees to remote working in record time, without resorting to short-time working.

## CONVERSATION

We maintained strong local ties with members by speeding up the deployment of digital tools implemented over the past few years and working closely with our elected members and employees on the front line.

### UNDER THESE DIFFICULT CIRCUMSTANCES, HOW WELL DID GROUPAMA PERFORM AND WHAT ARE THE GROUP'S RESULTS?

**J.-Y. D.:** The lockdowns have accelerated existing transformations, such as remote working for part of the population and remote operations. We need to constantly reshape our business and reinvent ourselves in order to closely reflect the current and future needs of French people. This means driving major transformations such as digital technology by developing new services and ways to access health or mobility, while maintaining a strong connection with people, which is part of our DNA. Climate change is now clearly having an impact and we continue to pursue our responsible investment policy.

**T.M.:** The challenges posed by the pandemic provided us with an opportunity to confirm our reputation as a sound and efficient operator of essential services. Reflecting the geographic diversification of our operations and our varied activities, our premium income was up 1.7% from 2019 to €14.4 billion at 31 December 2020, and the group's overall net income was €177 million at the same period.

The group reported solid results with IFRS shareholders' equity up to €10.7 billion and a solvency ratio with transitional measure of 244%. Moreover, last September, the credit ratings agency Fitch Ratings affirmed Groupama's IFS rating at "A" and its outlook as "Stable".

### HAS THE CRISIS CHANGED YOUR OUTLOOK ON THE FUTURE?

**T.M.:** If there's one lesson to draw from 2020, and the crisis isn't over yet so it's quite difficult, it would be that many risks have been identified across the planet – the risk of pandemics, cyber risks and climate risks, which are now part of daily life.



**“Throughout this crisis, Groupama demonstrated its extraordinary energy and capacity to adapt.”**

● JEAN-YVES DAGÈS

## CONVERSATION

**“My take from this last year would be that we know the risks and we need to prepare for them. The challenges still lie ahead of us.”**

● THIERRY MARTEL



Pandemics rank very high in the global risk rankings. Until now, we've focused on health risks. But in reality, when we come to count the global cost of the pandemic, it will be 90% economic and 10% health. Cyber risks, which existed before the crisis, have evolved rapidly. The currently limited solutions are steadily gathering pace. In terms of climate risks, based on an example we know well, crop insurance, the damage and destruction caused to crops by the climate has increased year after year. My take from this last year would be that we know the risks and we need to prepare for them. The challenges still lie ahead of us.

### HOW IS THE MUTUAL MODEL A STRENGTH?

**J.-Y. D.:** As a responsible mutual insurer, we must rise to every challenge, including those related to Covid-19, of course, as well as social or environmental issues. By its very nature, the mutual model goes beyond commercial considerations by giving priority to the social dimension. This is why our group acts in solidarity with the regions.

We are particularly committed to helping farmers rise to the challenges that fall within our scope. In this regard, we are working with the Ministry of Agriculture and the farming community on a farming risk management model to reconcile economic stability with farm protection. This means being a driving force for ideas and actions to address future issues. And continuing to build the momentum of our mutual model through communities of mutual assistance, our local roots, and dedicated digital tools in order to pursue our central purpose of helping as many people as possible build their lives with confidence.

A  
M

OUR ORGANISATION

## THE MUTUALIST ORIENTATION COUNCIL

The 49 members of the Mutualist Orientation Council include 5 representatives for each of the 9 regional mutuals in metropolitan areas, and 1 representative for each of the 2 overseas mutuals and 2 specialist mutuals. Its mission is to define the group's general guidelines and ensure that they are implemented.

**CHAIRMEN'S COMMITTEE**



**BOARD MEMBERS**



**MEMBERS**



OUR ORGANISATION

From top to bottom and from left to right:

**CHAIRMEN'S COMMITTEE**

**Jean-Yves Dagès**, Chairman, Groupama d'Oc • **François Schmitt**, Chairman, Groupama Grand Est • **Daniel Colloy**, Vice-Chairman, Groupama Paris Val de Loire • **Jean-Pierre Constant**, Vice-Chairman, Groupama Méditerranée • **Walter Guintard**, Vice-Chairman, Groupama Centre-Atlantique • **Sylvie Le Dilly**, Vice-Chairman, Groupama Centre Manche • **Jérôme Moy**, Vice-Chairman, Groupama Loire Bretagne • **Jean-Louis Pivard**, Vice-Chairman, Groupama Rhône-Alpes Auvergne • **Laurent Poupart**, Vice-Chairman, Groupama Nord-Est.

**BOARD MEMBERS**

**André Daziano**, Groupama Méditerranée • **Jean-Louis Laffrat**, Groupama Nord-Est • **Joël Lafontaine**, Groupama Centre Manche • **Didier Laluet**, Groupama d'Oc • **Patrick Laot**, Groupama Rhône-Alpes Auvergne • **Jean-Yves Le Diouron**, Groupama Loire Bretagne • **Rémy Lossier**, Groupama Grand Est • **Jean-Christophe Mandard**, Groupama Paris Val de Loire • **Denis Roumégous**, Groupama Centre-Atlantique.

**MEMBERS**

**Nicolas Assémat**, Groupama Méditerranée • **Jean-Louis Barthod**, Groupama Grand Est • **Ingrid Bernier**, Groupama Loire Bretagne • **Sophie Boillin**, Groupama Grand Est • **Marilyn Brossat**, Groupama Rhône-Alpes Auvergne • **Christophe Buisset**, Groupama Paris Val de Loire • **Denis Calipel**, Groupama Centre Manche • **Brigitte Castellucci**, Groupama Méditerranée • **Chantal Cettier**, Groupama Méditerranée • **Luc Chevalier**, Groupama Rhône-Alpes Auvergne • **Isabelle Chopin**, Groupama Rhône-Alpes Auvergne • **Jacques-Charles Christophe**, Groupama Antilles-Guyane • **Valérie Detappe**, Groupama Paris Val de Loire • **Stephano Dijoux**, Groupama Océan Indien • **Frédéric Duboscq**, Groupama Forêts Assurances • **Patricia Dutoit**, Groupama Nord-Est • **Mélanie Gosselin**, Groupama Centre Manche • **Françoise Guillard**, Groupama Loire Bretagne • **Nathalie Hauchard**, Groupama Nord-Est • **Patrick Henry**, Groupama Nord-Est • **Alain Huet**, Groupama Centre Manche • **Guy Lavigne**, Groupama d'Oc • **Pierre Martin**, Groupama d'Oc • **Florence Massias**, Groupama Centre-Atlantique • **Daniel Mérigot**, Groupama Producteurs de Tabac • **Alain Puech**, Groupama d'Oc • **Claude Robert**, Groupama Loire Bretagne • **Richard Salles**, Groupama Centre-Atlantique • **Karine Touraine**, Groupama Centre-Atlantique • **Benoît Vauxion**, Groupama Paris Val de Loire.  
**One member to be appointed by Groupama Grand Est.**



## THE BOARD OF DIRECTORS

The Groupama Assurances Mutuelles Board of Directors has 15 members. It sets out the guidelines for the group's activities in accordance with those set by the Mutualist Orientation Council, and supervises their implementation.



## THE GROUP EXECUTIVE COMMITTEE

Led by Chief Executive Officer Thierry Martel, the Group Executive Committee has 20 members, and brings together the directors of the regional mutuals and the main Managing Directors of Groupama Assurances Mutuelles. Its members take part in the design and deployment of the strategy, and also carry out the operational coordination of all the group's activities.



**FROM TOP TO BOTTOM AND FROM LEFT TO RIGHT:**

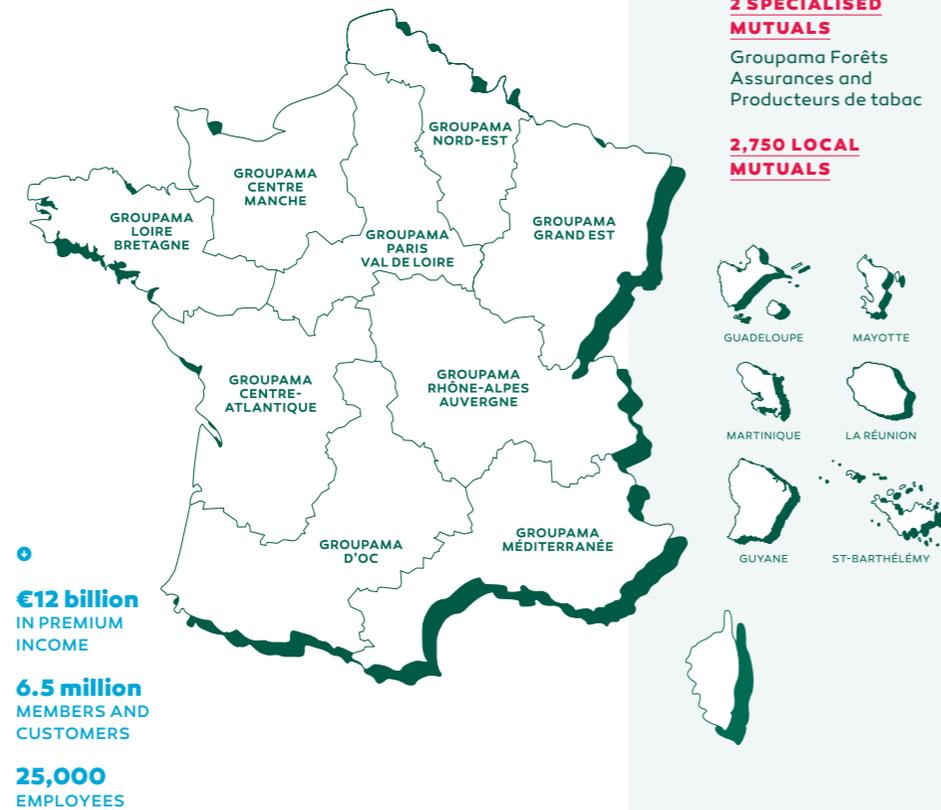
**Thierry Martel**, Chief Executive Officer Groupama Assurances Mutuelles • **Philippe Bellorini**, Managing Director Groupama Supports & Services • **Sylvain Burel**, Group Director of Communication • **Christian Cochenec**, Deputy Chief Executive Officer in charge of non life insurance in France and IT • **Bénédicte Crété-Dambicourt**, Group Human Resources Director • **Cécile Daubignard**, General Secretary • **Jean-Francois Garin**, Deputy Chief Executive Officer, Managing Director Life activities • **Eric Gelpe**, Managing Director Groupama Paris Val de Loire • **Didier Guillaume**, Managing Director Groupama Grand Est • **Olivier Larcher**, Managing Director Groupama d'Oc • **Patricia Lavocat Gonzales**, Managing Director Groupama Nord-Est • **Pascal Loiseau**, Managing Director Groupama Centre Manche • **Rémi Lorenzelli**, Deputy Chief Executive Officer, Group Director of Strategy and Partnerships • **Sylvain Merlus**, Managing Director Groupama Centre-Atlantique • **Michel Penet**, Managing Director Groupama Méditerranée • **Olivier Péqueux**, Deputy Chief Executive Officer, Director of International Subsidiaries • **Cyril Roux**, Deputy Chief Executive Officer, Group Chief Financial Officer • **Francis Thomine**, Managing Director Groupama Rhône-Alpes Auvergne • **Bernard Veber**, Managing Director Groupama Loire Bretagne • **Pascal Viné**, Director of Institutional Relations.



OUR PRESENCE

## DEEP REGIONAL ROOTS

Our extremely dense network coverage of France and our deep local roots bring us as close as possible to all our customers and members.



OUR PRESENCE

## A STRONG INTERNATIONAL PRESENCE

The group occupies strong market positions outside of France, that generate 16% of its revenues.



<b>1st</b> LOCAL AUTHORITY INSURER	<b>1st</b> AGRICULTURAL INSURER	<b>1st</b> INDIVIDUAL HEALTH INSURER*	<b>2nd</b> HOME INSURER	<b>3rd</b> INDIVIDUAL PROTECTION INSURER	<b>4th</b> MOTOR INSURER
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<b>1st</b> AGRICULTURAL INSURER IN ROMANIA	<b>2nd</b> HOME INSURER IN HUNGARY	<b>6th</b> FOREIGN NON-LIFE INSURER IN CHINA	<b>7th</b> MOTOR INSURER IN TURKEY	<b>9th</b> NON-LIFE INSURER IN ITALY
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\* Excl. Mutuelles 45.



OUR DNA

## A COMMITTED GROUP THAT SUPPORTS ITS CUSTOMERS AND MEMBERS

Groupama has once again demonstrated its stability in difficult and unparalleled circumstances.

This stability, tried and tested every day on the front line, enables the group to continuously improve the satisfaction of its customers and employees.

Without stability, we would not be able to establish the relationship of confidence, fostered and strengthened by these unique and deep local roots, at the heart of our regions, and which brings us as close as possible to people and their needs.

**11.5 million**  
MEMBERS AND CUSTOMERS  
IN FRANCE AND ABROAD

**31,000**  
EMPLOYEES IN FRANCE  
AND ABROAD

**31,500**  
ELECTED MEMBERS

A powerful corporate group whose growth and development are based on the energy and performance of its two brands:



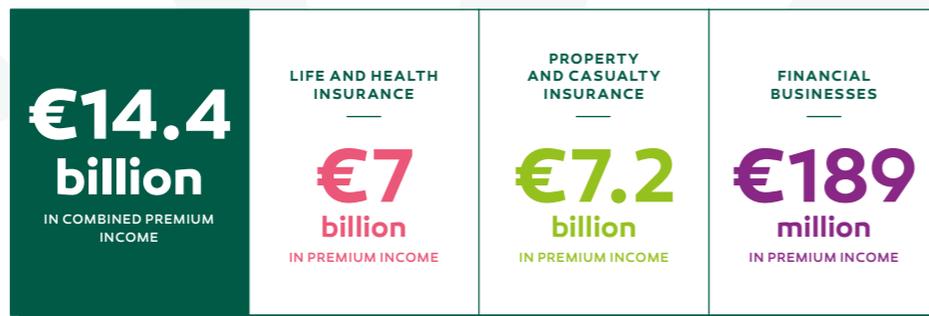
**Groupama, the insurer of the real world**, is the group's general insurer and local brand. It is delivered in France by the network of 2,750 local mutuals, and outside France by international subsidiaries.

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



**The go-to insurer for entrepreneurs, SMEs and professionals**, the Gan brand is delivered through a local network of 870 general insurance agents, 600 partner brokers and 340 representatives throughout France.

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



# SOLIDARITY & REALISM

We are here to help as many people as possible build their lives with confidence



INSURING TOMORROW WITH CONFIDENCE

**A LOCAL PRESENCE, A LISTENING EAR AND PERSONAL INTERACTION** as close as possible to our customers and members to drive our positive innovation momentum.

# TAKING ACTION FOR OUR CUSTOMERS & MEMBERS



## Farmers central to the Groupama campaign

Producing food, creating jobs, supplying green energy... Farmers are one of the pillars of our community. The group decided to put the spotlight on these talented men and women in its **“Agriculteurs. Indispensables au monde”** campaign. It’s a way to pay tribute to the profession and the origins of the brand for which the agricultural sector was the founding force more than a century ago.



## FARMERS

Some 120 years ago, a group of farmers joined together for mutual support. This marked the start of the Groupama adventure and today we are France’s leading agricultural insurer. Committed to meeting the most pressing needs of all farmers, from cereal growers to livestock farmers, wine growers, market gardeners and arboriculturists, we also support the changes necessary to meet emerging challenges over the long term.



### #SUPPORT

#### NEW GUARANTEE FOR RENT ARREARS

Protecting lessors and supporting leaders of agricultural initiatives are the aims of a new scheme launched by Groupama in partnership with Safer organisations, which promote land development and rural settlements on a not-for-profit basis, to support energetic rural communities. Safer organisations select tenants based on the quality of their initiatives and the contribution they make to building vibrant local economies. At the same time, Groupama provides security for people investing in land through its new **rent arrears guarantee**.

### #MONITORING

#### AI LIVESTOCK MONITORING

AI-assisted video surveillance can help farmers restock herds depleted by African swine fever. This provided the starting point for the **Smart Breeding** platform developed by Groupama-AVIC in China. Farmers can use this real-time monitoring system to count heads and get instant alerts in the event of a problem. The initiative won the POCAIMON challenge organised to foster artificial intelligence innovation within the group.

### #CYBER SECURITY

#### CYBER RISK COVERAGE FOR FARMERS

From malicious attacks to viruses and IT system breakdowns, the agricultural sector is not immune to cyber risks. Groupama was one of the first to extend its guarantees to protect its customers. Since 2019, all agricultural multi-risk policies include a **Cyber Security base level of cover** so farmers can claim if their IT system is attacked or if a claim is made against them by a third party for cyber liability.

6

out of 10 French farmers are insured by Groupama

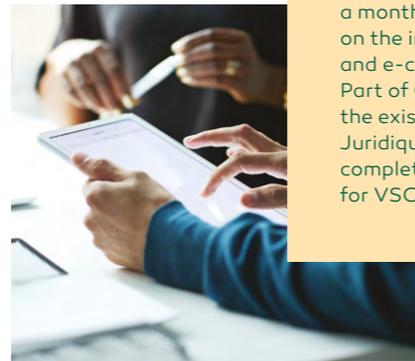
## PROFESSIONALS

During the health crisis, more than ever before professionals need a little extra help. Groupama has worked in solidarity with micro-enterprises, VSEs, SMEs, artisans, retailers and independent professionals to offer a responsive service. Our actions have been guided by one overriding priority: to help people keep their businesses afloat. We have also continued to invent new services to meet their specific protection needs as closely as possible.

### #INSURANCE

#### NEW PROTECTIONS FOR GREEK BUSINESSES

Groupama Asfaltiki has expanded its offering for businesses in Greece. The new **Cyber cover** provides them with coverage in the event of a data leak from their IT system. Under European data protection regulations, they are considered liable for the disclosure of personal data. We have also overhauled our **Xcess** product to offer affordable and complete health coverage to businesses with group policies.



#### New product for motor professionals

New sector-specific covers with a fluid subscription process and simplified and automated policy management are just some of the advantages of our **new multi-risk offering** for motor professionals available since 2019 for regional mutuals and over the course of 2021 for Gan Assurances.

### #ADAPTED OFFERING

#### TOWARDS LEGAL PROTECTION FROM A TO Z

Groupama acquired **Juritravail** in early 2021 to consolidate its position in this fast-growing market. Juritravail.fr is the leading French provider of online legal services, with three million visitors a month, legal content available on the internet or by telephone, and e-consultations with lawyers. Part of Groupama, it completes the existing Groupama Protection Juridique offering to provide a complete suite of legal services for VSCs, SMCs and individuals.

## IN BRIEF

#### New group insurance services

→ **Analysing absenteeism**  
The new **QuickMS** service from Gan Eurocourtage is an accurate absenteeism analysis tool for companies. It identifies the worst-affected professions and age ranges, for example, average length of leave, and potential abuses.

#### → Supporting employees caring for a family member

The **Prev & Care** service supports company employees coping with the loss of independence of a family member at every stage, from situation assessments to the provision and follow-up of assistance.

# 1,700

subscriptions issued under the new group health offering launched in late July 2020



### #CONNECTED

#### TOOL TO SUPPORT PROFESSIONALS

What government assistance am I entitled to? Which sanitary measures do I need to take? Where can I find expert legal advice? These are just some of questions to which companies have sometimes struggled to find answers during the health crisis. From May 2020, Groupama regional mutuals and Gan Prévoyance advisors rapidly set up a digital platform **Pro'Ximité Services**, to provide professional customers with a bespoke service.

## SAVERS, CURRENT AND FUTURE RETIREES

In France, the growth in life expectancy and the economic uncertainty have pushed savings and retirement to the front of everyone's minds. Groupama is helping them prepare for the future and put their plans in place. But investments are more than a source of profit: they can also be a driver for meaningful actions.



### #PARTICIPATION

#### NEW FUND TO DRIVE ECONOMY RECOVERY

In response to the health crisis and the weaknesses it has revealed in Europe, in October Groupama launched a new diversified fund awarded the "France Relance" label. The **G Fund New Deal Europe** targets stocks of European companies seeking to remedy production and relocation issues, the prevention and treatment of disease, and current social and economic changes. It marks another milestone in the development of innovative investment solutions by Groupama Asset Management and Groupama Gan Vie.



# 250,000

visits recorded in 2020 to the [manouvellevie.groupama.fr](https://manouvellevie.groupama.fr) website

### #RETIREMENT

#### ONLINE AREA TO PREPARE FOR RETIREMENT

**Ma retraite, mon rythme** is a non-commercial online customer area where each Groupama customer can plan ahead for life after retirement. It features testimonies by young retirees who are putting their life plans into action, from sail-boating to humanitarian work and opening a holiday cottage. You can also calculate the amount you can expect to receive on retirement using the simulation tool developed with retirement expert Sapiendo.



#### Supporting startups, partner of DAF For Good

Groupama Épargne Salariale helped boost the growth of startups by supporting the **DAF for Good** programme. This bold scheme to support startups was created by the leading French network of financial executives, DFCG, and the Raise Sherpas endowment fund. Every year, selected startups benefit from regular advice from volunteer teams of two financial and management experts from participating companies.

TAKING ACTION FOR OUR CUSTOMERS AND MEMBERS

## ➔ INDIVIDUAL CUSTOMERS

From health to motor or home insurance, our offerings are designed to provide solutions that meet the needs of our customers and members as closely as possible. By actively observing real practices and expectations on the front line, we continuously create new products to ensure that our services are always better adapted, smarter and more accessible.



#HEALTH

### GAN SANTÉ APP: MORE SERVICES, LESS HASSLE

The days of paying the mutual contribution when you forget your third-party card are over! Using the new **Gan Santé app** launched in 2020, policyholders can display their card directly on their smartphone at pharmacies or health-provider premises. Health insurance policyholders of Gan Assurances and Gan Prévoyance can track their refunds free of charge, geolocate a health professional and submit a request for hospital care.

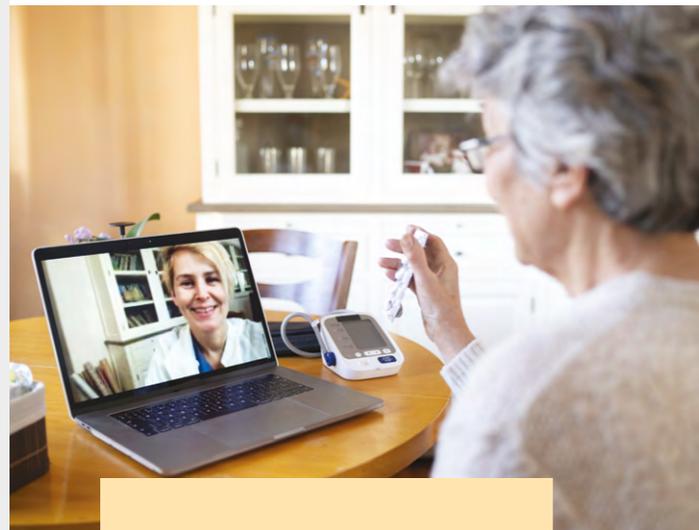
**371,500**

alternative medicine treatments covered by regional mutuals for individual health policies

#HEALTH

“We live in a medical desert and our GP has left. My daughter fell ill, but because of Covid-19, I didn’t want to take her to A&E. Thanks to the medical remote consultation service, she was able to get treatment.”

➔ Beneficiary member of the **Groupama Santé Active** mutual medical remote consultation service



#HEALTH

### GROUPAMA SANTÉ ACTIVE: SOLUTIONS CLOSE TO THE NEEDS OF CUSTOMERS

To improve coverage of alternative medicines for our members, all Groupama policies, including existing policies, include **enhanced coverage** from September 2020. Another policy highlight, the medical remote consultation service, used intensely during the health crisis, has been rated highly satisfactory by members.

TAKING ACTION FOR OUR CUSTOMERS AND MEMBERS



### Groupama Assicurazioni motor insurance wins award

For the second year running, the Group’s Italian subsidiary won the **German Quality & Finance Institute award** for its motor offering. It was recognised for its very high level of customer satisfaction and excellent value for money.

#AUTO

### GOLD FOR MUTUAIDE’S DIGITAL AUTO APPLICATION

The **DIGital Auto** app from the Mutuaide assistance service was awarded the Trophée Or in the Innovation and Customer Relations category. After the initial incident-report call, the app takes over and allows geolocated customers to track the response in real time.

#INTERNATIONAL

### REMOTE INSPECTION SERVICE SET UP IN BULGARIA, ROMANIA AND HUNGARY

The **smartphone-based remote inspection service** offered by Groupama Zhivotozastrahovane and Zastrahovane, Groupama Asigurari and Groupama Biztosító was extended to motor claims in 2020. As it reduces on-site inspections and guarantees policyholders access to their rights, the service is increasingly popular. Some 56% of home and 13% of motor claims are now handled remotely by experts in Hungary, and more than 20% and 40% of claims in Romania and Bulgaria respectively, along with the vast majority of subscriptions.

**5,000**

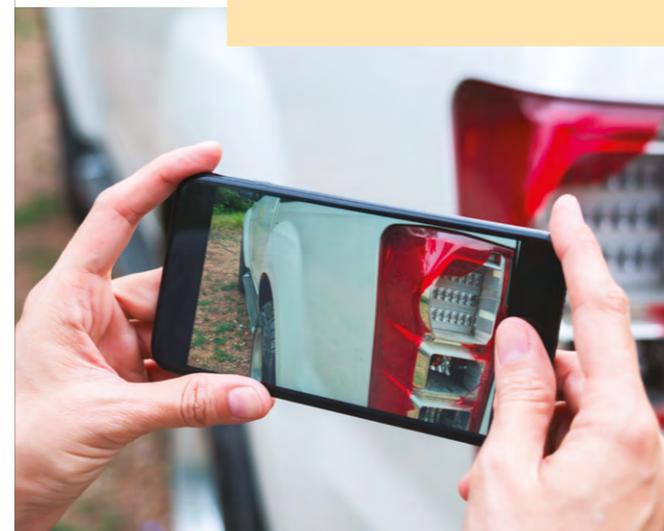
new multi-risk home insurance policies issued by Groupama Biztosító in Hungary



#HOME

### GLOBAL REMOTE MONITORING AND HOME INSURANCE SOLUTION

**La Box**, the property remote monitoring product from the Connected and Secure Home branch, can now be combined with the multi-risk home insurance offering. Groupama is also working to improve and install the product prior to the deployment of a new version scheduled for the second quarter of 2021.



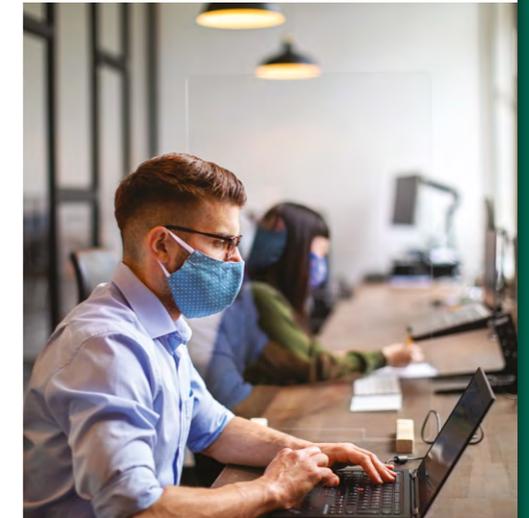
**A COMMITMENT TO CORPORATE SPONSORSHIP AND SUPPORT FOR CYCLING** combined this year with a special contribution to the joint effort made in response to the Covid-19 crisis.

# ACTIVE ON THE FRONT LINE

## COVID-19 SOLIDARITY

### GROUPAMA MORE COMMITTED THAN EVER DURING THE CRISIS

Since the start of the Covid-19 crisis, our mutualist values have naturally inspired us to bold actions. Working on the front line in support of the medical sector, farmers, businesses, individuals, customers and members, and our employees, we have played an active role in the national effort to support the economic recovery and businesses by investing more than €250 million.



#### IN BRIEF

##### Photo campaign to support remote working

In Greece, to help people stay in touch during the first lockdown, the **Work from home** campaign from Groupama Asfalistiki encouraged employees to share photos of them working from home. The photos were then used to produce videos.

##### Covid-19 test assistance

In Romania, Groupama Asigurari assisted an organisation providing **Covid-19 tests** for frontline workers.



## HUMAN RESOURCES

**Our internal activities have been guided by three priorities: protecting the health of our employees, maintaining team cohesion and ensuring business continuity.**

As early as the first weeks of the lockdown in April, 97% of employees worked remotely. We also extended remote working to all group entities, regional mutuals and French and international subsidiaries.

We did this without compromising the richness of corporate life. All events that drive the momentum of the group and its subsidiaries – meetings, seminars, general meetings of regional and local mutuals – were held on digital platforms. They included internal challenges and awards ceremonies, such as the TOP Succès Groupama 2020.

Human Resources also used digital technology to pursue its training and hiring activities. Group entities set up dedicated services including online school assistance for the children of employees and shared access to the “Welcom’Back” app to support employees at the end of each lockdown.

# 97%

of Groupama employees worked remotely from April during the first confinement

ACTIVE ON THE FRONT LINE

## COVID-19 SOLIDARITY



### CUSTOMER SERVICES AND SUPPORT



We spared no effort to maintain close ties with our customers and members, providing them with adapted services and more flexible payment deadlines.

Our teams worked hard to stay in touch with customers and members, including by making more than one million catch-up calls.

Our advisors used our Pro'Ximité Services digital platform to help professional customers manage each new stage in the health crisis. We also offered assistance to people personally affected by the virus. We provided mayors with support implementing sanitary measures as part of our partnership with expertise and forecasting company Predict Services.

For individual policyholders, the group made it easier to access the remote medical consultation service included in health insurance policies. Aware of the economic impact on households, we made it possible for members to defer payment or switch to a more affordable policy. We froze or rescheduled premium payments for the worse-hit farmers and businesses in France and abroad.

### IN BRIEF

#### One-month motor insurance premium refund

Since drivers in Hungary used their vehicles less during lockdown, Groupama Biztosító were offered a one-month refund of their motor insurance premiums. They could either deduce the amount from future premiums or donate to the ambulance service.

**1 million**  
catch-up calls made to individual members



### SOLIDARITY ACTIONS

Our subsidiaries and regional mutuals went the extra mile to support those on the frontline of the epidemic.

Groupama Rhône-Alpes Auvergne supplied equipment, including artificial respirators, to the Hospices Civils de Lyon, Groupama Centre-Atlantique donated to the cancer department of University Hospital of Limoges, and Groupama d'Oc provided financial assistance to more than 620 facilities. Groupama Centre Manche supplied masks to a retirement home and a facility for people with disabilities, and our Chinese subsidiary, Groupama-AVIC, donated 50,000 surgical masks, 3,000 pairs of gloves and protective glasses to the Hôpital privé de l'Ouest Parisien.

Also keen to support local retailers, several regional mutuals, including Groupama Paris Val de Loire, gave out vouchers to customers and prospects, while departmental federations provided financial support.

The group also demonstrated its solidarity with non-profit organisations and the French people: Groupama Grand Est gave out Covid-19 "goodies" to members while Groupama Loire Bretagne helped non-profit Vaincre La Muco purchase masks. Groupama Nord-Est provided assistance to Secours Populaire and Groupama Méditerranée donated 1 million masks to the children of its members.

### IN BRIEF

#### Personal remote assistance campaign

In Haute-Savoie, **personal remote assistance**, which makes it possible to care for an older person even when it's difficult to visit them, was given a boost by Groupama Rhône-Alpes Auvergne. Implemented and supported by 37 local mutuals, this scheme helped reduce the cost of installation and the first yearly subscription.

**€250**

million invested in solidarity actions in aid of our customers

ACTIVE ON THE FRONT LINE

## SOLIDARITY AND SPONSORSHIP ACTIONS

Building on our commitment to put people at the centre of our actions, we support sponsorship and solidarity initiatives in France and worldwide. Through the Groupama Foundation for Health, the Gan Foundation for Cinema, and the involvement of all group employees, we work on multiple fronts from illness and childhood to the promotion of culture.



### #SOLIDARITY

#### INITIATIVES IN AID OF CHILDREN IN BULGARIA AND GREECE

In Bulgaria, for the last three years Groupama Zhivotozastrahovane and Zastrahovane have partnered with **Opération Teddy Bear** to help orphans develop their abilities in singing, sport, IT and other subjects. Our subsidiary organised a fundraising "Christmas bazaar" where employees volunteered to sell their artistic and culinary creations.

In Greece, Groupama Asfalistiki organised several solidarity initiatives including a food collection in December in aid of **SOS Children's Villages**.



**30**  
local projects for Action Solidarité Madagascar

**€330,000**

raised by Balades solidaires, solidarity general meetings and donations from local mutuals



### #SUPPORT FOR THE CREATIVE ARTS

#### FREE FILMS DURING LOCKDOWN FROM THE GAN FOUNDATION IN FRANCE

In April 2020, in the depths of the Covid-19 lockdown, the **Gan Foundation for Cinema** made five award-winning films available to watch for free over two days. The initiative was conveyed by media outlets including Le Monde, Télérama, Allociné and CNews, along with a free access code for VOD platform UniversCiné. From Delicatessen to White Fang, all the feature films were among those labelled by the Foundation. More than 10,000 people benefited from the initiative in France.

### #HEALTH

#### PARTNERSHIP WITH UNIVERSITY HOSPITAL OF REIMS

Is there a better way to identify the genetic causes of cleft lip and/or palate? University Hospital of Reims can rely on the help of the **Groupama Foundation** and Groupama Nord-Est to help find the answer after they agreed to invest €50,000 over three years to fund its multigenic analysis-based research. After its initial partnership with University Hospital of Lille, this latest initiative with University Hospital of Reims once again underlines the commitment of Groupama Nord-Est to treating rare diseases and research.



ACTIVE ON THE FRONT LINE

## ➔ “PAR PASSION DU VÉLO”

Benefiting from the loyal support of Groupama, which has renewed its sponsorship until 2024, the Groupama-FDJ Cycling Team has won some terrific competition victories as well as the hearts of the French public. Groupama is now a leading actor in professional cycling. Its “Par passion du vélo” programme is targeted at all cyclists, from professionals to amateurs, and aims to promote this popular sport that unites millions of French people – a sport that also shares the mutualist values of close relationships, local roots and innovative forward thinking.



105

clubs were given free customised cycling strips by Groupama as part of the “Ton Club, Ton Maillot” initiative in support of amateur cycling clubs

Ton Club, Ton Maillot



#PARTNERSHIP

### GROUPAMA-FDJ CYCLING TEAM PROVIDED WITH FARM-FRESH FRUIT AND VEGETABLES

Groupama farmers member supplied the Groupama-FDJ Cycling Team and its head chef with fresh fruit and vegetables along the route of the Paris-Nice and Tour de France races. By launching the #MusetteGroupama initiative, named after the small canvas bags of provisions given to cyclists, Groupama wanted to bring together its deep roots in the world of agriculture with its commitment to cycling. It’s an educational way to underline the importance of a balanced diet to stay in shape and good health based on a short supply chain!

#SUPPORT

### CYCLING STRIPS GIVEN TO 100 AMATEUR CLUBS

Groupama gave 105 road-cycling clubs thirty free jerseys and shorts, customised in their colours and logos. They were selected in 2020 as part of the **Ton Club, Ton Maillot** initiative.

Groupama has underlined its continued support for these organisations which foster a love of cycling and nurture future champions. This assistance saves each club €5,000 on average. The initiative was a major success with some 1,000 clubs applying and will be repeated in 2021.

21

victories for the Groupama-FDJ cycling team in 2020



# CONFIDENCE & OPTIMISM

We are here to help as many people as possible build their lives with confidence



INSURING TOMORROW WITH CONFIDENCE

## ➔ INNOVATION

Increasing speed and efficiency, reinvigorating our commercial approach, improving the customer experience and ensuring continuity of service despite health restrictions are among the goals of the innovation process to which we're committed. We aim to achieve them through digital technology, the automation of selected processes and the use of artificial intelligence. Although many emerging initiatives remain at the experimental stage, others are already in day-to-day use.



### #FACILITATION

#### A CHATBOT THAT TALKS LIKE A HUMAN

An AI-powered chatbot was integrated into Groupama's Greek website allowing visitors to interact as if they're talking to an advisor. Groupama Asfalistiki expects **Gupi** – the name of the smart chatbot – to reduce waiting times and shift resources away from call centres to more added-value activities and allow structured reporting of the customer relationship.



### #HEALTH

“The automated processing of dental quotations using artificial intelligence has released managers to perform tasks that add more value. Faster processing allows Groupama to meet its commitment to respond within 48 hours.”

👤 **QUENTIN AZOULAI**, IT modernisation projects manager at Groupama, talking about the **dental quotation robot** developed by Groupama d'Oc and deployed to other regional mutuels.

## IN BRIEF

### RPA in Tunisia

In Tunisia, Star Assurances currently uses **RPA** (Robotic Process Automation) to industrialise some repetitive management tasks of its Motor branch on a large scale.

### Hackathons in Turkey

**Two mini-hackathons** in Turkey involving 50 employees of Groupama Sigorta developed 13 RPA initiatives such as the e-billing of health claims and automatic premium payment entry. These initiatives are in the process of delivery.

### Delegating tasks to robots in Italy

In Italy, Groupama Assicurazioni is looking to automate and optimise some manual **back-office processes** using software and robots.

**35**

teams implementing artificial intelligence-based initiatives have competed in the **POCAIMON** challenge since it was created in 2018



## ➔ PREVENTION

Prevention limits losses and their impact, both in number and intensity, and can save lives. For decades, we have made prevention a priority, from climate events to fires, accidents and theft. To achieve this, we draw on our front-line knowledge, deep regional roots, our links with local actors, and close relationships with policyholders.

## IN BRIEF

### A driving academy in Turkey

Since the end of 2020, Groupama Sigorta motor policyholders have been invited to take part in one-day training sessions at a new driving academy set up in partnership with **Intercity**, an advanced driving centre at the Istanbul Park racing circuit. Building on the experience of the group and Centaure centres in France, Groupama Sigorta is positioning itself as a motor accident prevention actor in Turkey.

### New driving assistance service for two-wheelers

Groupama now offers drivers of two- and three-wheelers a revised insurance policy integrating smartphone-based driving assistance in partnership with the startup **Liberty Rider**. The service includes GPS, dangerous bend warnings, fall detection and an emergency call function.

**975,000**

people have taken a road safety course with Centaure in 35 years in France

### #CLIMATE EMERGENCY

#### GROUPAMA-PREDICT ISSUES ALERTS DURING STORM ALEX

During the devastating storm Alex which hit the countryside behind Nice in October 2021, Groupama implemented a major prevention exercise in partnership with **Predict Services**, a subsidiary of Météo France and a specialist in climate event forecasting. The partners set up an alert and support service to inform some 6,500 local authority policyholders of the risks and invited 1,200 of them to activate their district safety plans and sent 580,000 messages to insured individuals, professionals and farmers. This prevention initiative helped limit damage and saved lives.

### #FIRE

#### FIRE PREVENTION SUPPORT FOR FARMERS

In the run-up to the hot summer of 2020, the Eure-et-Loir departmental federation, **Groupama Centre Manche**, offered financial support to farmer members to equip combine harvesters with a fire prevention system. This system prevents irregular ground contact during harvesting to reduce the risk of ignition.



### #ON THE ROAD

“One of the rules of the road when you're cycling, including at daybreak and nightfall, is to be visible.”

👤 **ARNAUD DÉMARE**, a racing cyclist on the **Groupama-FDJ Cycling Team** speaking in a road safety awareness video



### #PEACE OF MIND

#### LOCKERS TO SECURE THE BELONGINGS OF BEACHGOERS

The **Safety Box** bearing the Groupama Asfalistiki name were a common sight on beaches in Greece last summer. Holidaymakers used these lockable storage units to secure their personal belongings – wallet, telephone, key etc. Once the door was locked, they wore the key on a silicon bracelet and enjoyed the beach without worrying about their personal possessions.

## ➤ RESPONSIBLE INVESTMENTS

As a mutual insurer and responsible investor, we believe in taking a combined approach to financial, environmental and social challenges. Our aim is two-fold: to maximise the resilience and performance of the assets entrusted to us and help build a more sustainable society by financing a circular economy.

Three years ago, for example, we announced more than one billion euros in new investments to finance the energy transition, of which more than 80% has now been allocated.



### #COAL EXCLUSION POLICY

#### MOVING TOWARDS A ZERO-COAL PORTFOLIO

In 2020, Groupama stepped up its actions in line with the Paris Agreement and committed to a **zero-thermal-coal investment portfolio** by 2030 for companies operating in EU and OECD countries, and by 2040 in the rest of the world.

5

funds managed by Groupama Asset Management were awarded the official government ISR (responsible social investment) label: G. Equity Convictions ISR (actions), G. Fund Credit Euro ISR (Private debt), G. Etats Euros ISR (Sovereign debt), G. Convertibles and G. Fund Future for Generations

### #AWARD

#### GROUPAMA ASSET MANAGEMENT NAMED BEST ASSET MANAGEMENT COMPANY

The Groupama Asset Management fund range was awarded a **European Funds Trophy 2020** for the quality of its funds management. Groupama Asset Management was recognised as the best asset management company in France in the category of 41 to 70 rated funds, and the best asset management company in Europe in the category of 41 to 70 rated funds.



### #PHILANTHROPY

“Our partnership with the AlphaOmega Foundation, through our investment in the Alpha Diamant IV fund, adds a social dimension to our financial commitments. We are happy and proud to support the Foundation in its actions to combat underachievement in schools and provide young people from disadvantaged areas of France with training, an approach made all the more important by the current health crisis.”

• MIKAËL COHEN, Director of investments at Groupama

### #CIRCULAR ECONOMY

#### HUB TO REUSE CONSTRUCTION MATERIALS

The **Booster du Réemploi** (Reuse Boster) now makes it possible to increase the share of reused renovation and demolition materials. Most waste, even in good condition, is currently dumped, and in France the building sector produces more than 40 million tonnes of waste per year. The digital platform developed by Groupama Immobilier connects the supply and demand of project owners for reusable materials. This initiative forms part of the Techstars startup accelerator sponsored by Groupama and is fully in line with the Group's CSR approach.

## SUPPORTING PEOPLE AND THE PLANET TO HELP EVERYONE BUILD THEIR LIVES WITH CONFIDENCE.

Our CSR strategy reflects these values and our mutualist DNA which give practical effect to our purpose.

## ➤ GROUPAMA: RESPONSIBLE ACTOR OF THE ENVIRONMENTAL TRANSITION

The group is committed to reducing its paper, water and energy consumption and cutting its CO<sub>2</sub> emissions and waste to further reduce the direct and indirect environmental footprint of its activities.

- We encourage our stakeholders to adopt environmentally responsible practices through education and innovation solutions.
- We are expanding the social and environmental dimensions of our role as a responsible investor.
- We are helping drive the circular economy to reduce our direct environmental footprint.



### #CSR

#### AGI'RSE CHALLENGE TO REDUCE OUR DIGITAL FOOTPRINT

Everyone's top priority must be to reduce their digital footprint. But sometimes it's difficult to stay the course without a helping hand. To encourage people to adopt best practices, we came up with the **Agi'RSE challenge**. In June, the Human Resources and CSR departments asked employees to integrate energy-saving challenges into their daily lives. More than 1,000 employees committed to reducing their digital impact and, thanks to their efforts, six women were trained in digital professions with the aim of increasing gender parity in the sector.



CARBON

17.4%

lower CO<sub>2</sub> emissions than in 2019

10.5 million

tonnes of CO<sub>2</sub> captured and stored in forests owned by Groupama



PAPER

22.6%

less paper used than in 2019



ENERGY

11.6%

reduction in energy consumed (electricity, gas, fuel oil etc.) since 2019

## GROUPAMA: RESPONSIBLE AND CARING EMPLOYER COMMITTED TO COLLECTIVE SUCCESS

Drawing on its values, the group pursues social policies and implements multiple meaningful actions on various HR aspects of CSR, including workplace equality, work/life balance, awareness and training on discrimination, recruitment, particularly of young people, the employment of older people and workers with disabilities.

• **We foster** employee commitment by enhancing their employability in a modern work environment.

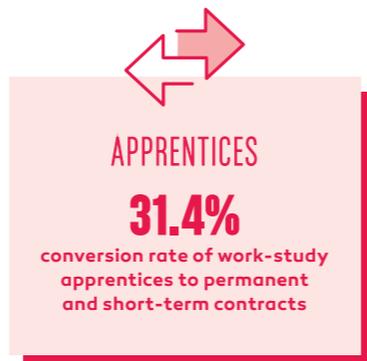
• **We engage** with employees as part of a collaborative approach by taking their opinions into account.

• **We promote** ethics and diversity by hiring, including and supporting employees in line with the rest of society.

### #TRAINING

#### OUTSTANDING TRAINING SCHEME

Groupama Paris Val de Loire has introduced an innovative new e-training system for its sales representatives: the **Beedeez@GPVL**, mobile app. Users develop new learning strategies and consolidate their knowledge in a fast, original way, anytime and anywhere, through fun and varied content. Two initial training sessions “Les Pros de l’auto” and “La Prev Academy” received extremely positive feedback from users.



### IN BRIEF

#### 2020: an award-winning year for Groupama

- “Coopération” Programme: - ESSEC Transformation Trophy
- Entreprises Nouvelles Générations Award

- **Top Employer 2020:** Groupama Assurances Mutuelles, Groupama Assicurazioni (Italy) and Groupama Asigurari (Romania).

## GROUPAMA: ACTOR OF LOCAL SOCIAL AND ECONOMIC VITALITY

Building on its mutualist DNA and local roots, Groupama centres its actions and priorities on people by integrating social and environmental factors into its businesses and solutions.

• **We create** global solutions integrating more prevention and services and develop initiatives with a positive regional impact.

• **We develop** sponsorship actions in conjunction with elected members and employees to drive fundraising and boost support.

• **We are** an innovative inter-generational solidarity and social protection actor.



### #PARTNERSHIP

#### OUR COMMITMENT TO FOOD SOVEREIGNTY

Groupama has joined six other major agricultural organisations in calling for the “**reestablishment of our food sovereignty**”. This pact of confidence with the French people is based on a commitment by the agriculture and food sectors and the regions to help fight climate change, develop biodiversity and relocate some production, and foster the growth of short supply chains.

# TOMORROW BEGINS TODAY

Charting the right course when every reference is shifting.

Climate, environmental and societal changes are all resonating more strongly than ever today, as we become increasingly aware of the challenges we all face, and as Covid-19 continues to reshuffle and redefine our private and working lives.

**N**evertheless, we should not allow the recent economic turbulence triggered by the pandemic to mask the even more profound structural changes that have been at work for many decades, which are now shaping our near-term future and materialising new imperatives for insurance professionals like Groupama.

New aspirations, new commitments, new fears, new paradoxes... all these factors are transforming our relationship with the world at large, our relationships with others, and our relationships with the brands and institutions we interact with on a daily basis. The key issues here are protecting our environment, resisting the increasingly serious fractures in our society, and – perhaps most importantly – the quest for meaning that is driving us to question our business models and redefine the concept of growth in ways that address environmental and societal issues more actively. So it is the responsibility of everyone as individuals, and all of us as communities, to create a future in which new technological, ecological and human realities are combined for the benefit of all.

The idea that tomorrow begins today is more true now than at any time in our past, so in this trend book we examine three major structural needs that illustrate all the reasons why we can look forward to this new tomorrow with confidence and optimism.

## THE NEED TO (re)discover peace of mind as we look to the future

IN A WORLD OF TURMOIL, OUR MISSION AS INSURER IS MORE ESSENTIAL THAN EVER, TO PREVENT, INSURE AND REASSURE.

### We all have a role to play in building our shared future

Every day, we have more information as we measure the reality of our impact, not only on the environment, of course, but also our economic and societal impacts. The choices we make as consumers implicitly validate one model or its alternative and one or other way of organising work.

This new reality is accompanied by new responsibilities for all of us. But it also gives us the opportunity to be part of the solution, beginning today. We must all deliver on our responsibilities as part of a wider community, because the solutions we seek are essentially to be found in collective action. The recent importance of everyone adopting and applying personal protective measures is an excellent example.



WITH THE TECHNOLOGICAL DEVELOPMENTS AVAILABLE TO US, PREVENTION IS NOW PLAYING AN ESSENTIAL ROLE IN LIMITING THE IMPACT OF RISKS.

Over and above the dramatic changes directly driven by the current health crisis, our protection needs are changing on an even wider stage. For example, climate-related risks are now part of our shared landscape to the point where 77% of the French population say that combatting global warming<sup>1</sup> is central to their concerns.

These risks are inevitably accompanied by a new need to understand how to be properly insured against – and reassured about – the possibility of drought, flooding or any other climate event with the potential to cause damage to people and/or property.

Since 70% of the French population now believe that digital technology offers ways of making their daily lives easier<sup>2</sup>, it is fair to say that digital is now integral to all our lives. Our personal data have never been so widely distributed and shared, and our dependence on tech tools shows no sign of slowing. These are all emerging risks against which we must also protect ourselves by implementing strategies that will allow personal life, family life and company life to resume as normal, even after a digital disaster.

The original purpose of insurance is to enable everyone, from private individuals to companies, to face uncertainty with peace of mind. It is therefore responsibility of the insurance industry to invent the most effective ways of making our destinies more resistant to new potential problems. At Groupama, that is precisely our core mission.

It is by working together that we find the resources we need to approach our shared future with real peace of mind. In this context, the mutualist ethos appears more relevant than ever, since it holds out the prospect of responding to our new personal and collective challenges in ways that are simultaneously effective and socially supportive.

as a community. The consequences we faced highlight very effectively the diversity of the impacts against which we must now learn to protect ourselves: companies at a standstill, economic downturns, healthcare systems under extreme pressure, and the rapid increase in the vulnerability of certain groups in society.

### Working together to address new threats

In taking the entire world by surprise, the pandemic-driven crisis has had a profound impact on our relationship with security, and at the unprecedented cost of transforming our lifestyles and the way we live

The world now contains **More than 30 billion** connected objects

Source: Statistique Enjeux et Perspectives 2020

<sup>1</sup> Source: ADEME / Opinion Way  
<sup>2</sup> Source: Baromètre de la confiance des Français dans le numérique - ACSEL 2021

# THE NEED TO respond to our insatiable appetite for connectivity in an increasingly digital world

The ways in which we 'connect' with one another have changed profoundly as a result of digital technology and the effects of the COVID-19 pandemic

Initially holding out unlimited promises of new meeting spaces and fulfilling connections between everyone, digital technology has since demonstrated very clearly its paradoxical ability to isolate people, feed individualism and facilitate various forms of social withdrawal. But, as with any step change in the way we do things, there is inevitably a learning curve before new ways become domesticated and mature. As humans, we learn and adapt. The salutary need to monitor screen time, the impact of digital on young people, and the risks around addiction and loss of contact with reality are increasingly being recognised and acted upon. There can be little doubt

+5 POINTS

That's the increase in confidence expressed by the French population in digital technology across almost all its applications

Source: Baromètre de la confiance des Français dans le numérique - ACSEL 2021

WITH 70% OF THE WORLD'S POPULATION NOW CONNECTED, WE SHOULD NOT ALLOW THE PERVASIVE PRESENCE OF DIGITAL TECHNOLOGY TO OVSERHADOW THE NEED FOR PHYSICAL PRESENCE AND FACE-TO-FACE INTERACTION.

that we are now seeing the dawn of an era during which we will once again have full control of the tools at our disposal, and therefore the ability to extract the very best from them and use them in ways that benefit everyone. This trend is therefore one in which our communities have a central role to play.

The recent health crisis and its fallout have introduced new obstacles to seamless personal relationships. Teleworking, the need for social distancing, and the importance of shielding the most vulnerable in society are all different facets of the same reality that has led to the disintegration of many social relationships. But once again, digital technology has made it possible to discover and invent a number of compensatory new ways of doing things that allow us to function until life returns to 'normal'. The lockdown saw 41% of the French workforce working from home, compared with just 17% before the pandemic<sup>3</sup>.

The inexorable rise of digital technology and the risk of increasingly virtual interaction have paradoxically generated an increased need for direct and local relationships. This rediscovery by consumers has also presented an opportunity for service providers. So now, 16.3% of farms in France sell direct to the public<sup>4</sup>.

In the near future, a new 'phygital' world will successfully combine the physical and digital worlds without either being detrimental to the other. Over the longer term, this trend is a way forward that will allow us to benefit from the best of both worlds in which 24/7 services coexist with face-to-face contact to keep local interpersonal relationships alive; a virtuous combination that is likely to add value as digital technology helps us rediscover the true value of people. All the months of social distancing have provided the opportunity to refocus digital technology on its initial promise of being a powerful force for bringing people together. Sharing in the daily life of a loved one on the other side of the world is already a way of life for some, and will be the norm going forward. Getting together for a meeting is now just a click away, removing all barriers of distance and language. Today, 70% of Internet users access the online world from a mobile phone<sup>5</sup>. Digital technology has also shown its ability to focus collective energies and catalyse shared strengths in ways that give voice and visibility to important causes. Digital technology has enabled some people to break through the barrier of isolation to find the help and support they vitally need. The prevention and anticipation strategies made possible by connected objects are already having a positive impact on our health and our industries. And looking further to the future, the gradual smoothing of frictions, better risk anticipation and - perhaps most importantly - the ability to respond increasingly quickly will make it possible to minimise potential risks and their consequences very substantially.

<sup>3</sup> Source: Odoxa  
<sup>4</sup> Source: Conseil Économique, Social et Environnemental  
<sup>5</sup> Source: Médiamétrie et Médiamétrie//NetRatings - Audience Internet Global - France - Septembre 2020

# THE NEED TO find a partner in each brand or institution that we choose

Trust and alignment

In recent years, consumers have become increasingly well informed and therefore aware of corporate social and environmental responsibility issues, and have therefore become much more demanding of the companies they deal with. Little by little, these requirements have expanded and diversified, creating a certain level of consistency in terms of shared values and common culture. Society now expects to see a perceptible commitment by companies to the issues it finds important. Socially-aware consumers now track the slightest mismatch or contradiction between what companies say and what they do. These consumers are increasingly agreed on their opposition to programmed obsolescence and food waste, at the same time as focusing their attention more intensively on the need to save water and energy.

In the future, they will demand brands that are totally beyond criticism in terms of employment, societal and environmental issues. And since brands are now publicly scrutinised and rated by everyone, only those that really are beyond criticism will be accepted as such. A community focused on values, commitment and involvement in all our futures: the absolute standards we now seek and value will be what we demand of all businesses going forward.

62%

of French consumers say they now consider the values of a brand before buying its products or using its services

Source: Baromètre Forrester CX Index de l'expérience client

Accessibility, simplicity and local presence

Our relationship with brands and institutions has changed profoundly. In the age of chat, empathy and 'customer-focused vision', the expectations consumers have of brands are not very different from those they would have of a partner. Businesses are now expected to go beyond alignment to provide a perceptibly real level of empathy and goodwill. Availability, adaptability, attentiveness and reliability are what everyone wants. At the same time as consumer power has increased considerably, and for the better, so the nature of consumer demands and expectations has changed. Today, we look beyond simply the 'performance' of products and services we are offered, and expect businesses to pay attention and listen to us as part of a new trust-based relationship that will allow us to build a new way of 'living together'; this trend will only intensify in future.

The current situation is inexorably leading our companies to get back to basics, and return people and their environment to the centre of their focus through increasing reliance on collectivity, communities and collaborative ways of working. This new perspective reveals the extent to which the principal and practical implementation of the mutualist model is simultaneously relevant, appropriate and permanently sustainable. In a mutualist system, everyone is a stakeholder, every policyholder is an insurer, everyone has a voice, and every voice counts. It is with this mindset that Groupama intends to **be there to enable as many people as possible to build their lives with confidence.**





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