

# Corporate responsibility highlights 2014



# Corporate responsibility highlights 2014

---

Corporate responsibility (CR) is integrated into Zurich's strategy. We aim to create sustainable value for all our stakeholders, in line with our values as set out in Zurich Basics, our code of conduct, and the Zurich Commitment, our statement of purpose.

## Contents

CR management framework	2
External commitments and indices	2
Enhancing community flood resilience	3
Investing our Group assets responsibly	4
CR in business transactions	5
Investing in our local communities	6
Environmental performance, health & safety in our office buildings	6
Responsible sourcing & procurement	7
Independent assurance report	8

## About Zurich

Zurich is a leading multi-line insurer that serves its customers in global and local markets. With about 55,000 employees, we provide a wide range of general insurance and life insurance products and services. We serve individuals, small businesses, and mid-sized and large companies, including multinational corporations, in more than 170 countries.

To read about how CR fits into our Group Strategy, please refer to our 2014 Annual Report.



2014 Annual Report

### Our cover

Zurich works with its customers to ensure responsible and sustainable business practices, and to protect reputations.

### Further information

Please visit [www.zurich.com](http://www.zurich.com)

# Corporate responsibility highlights 2014

The following are Zurich's 2014 CR highlights. To read more about our approach to CR and related activities, please refer to our CR pages on [www.zurich.com](http://www.zurich.com)

## CR management framework

To ensure that we achieve our corporate responsibility objectives, our Group Executive Committee (GEC) formed a CR Working Group to advise it on the approach to take, as well as our priorities and objectives, and how best to achieve our goals. The Working Group comprises senior representatives from General Insurance, Global Life, Group Operations, Investment Management, Group Finance and our Chief Human Resources Officer. It is chaired by Michael Kerner, CEO General Insurance, a member of the Group Executive Committee. Agenda items for the CR Working Group during 2014 included a review of progress relative to our goals, achievement of a carbon-neutral status, CR in business transactions, Zurich's position on climate change, responsible sourcing and procurement, diversity and inclusion and discussion with the Dow Jones Sustainability Index insurance analyst.

A key aim is to embed corporate responsibility in the business. To ensure accountability, each of our corporate responsibility focus areas is assigned to the relevant member of the GEC.

Responsibility for these focus areas lies with the relevant business segments and Group functions. The business segments and functions determine the approach and method for delivering the agreed-upon objectives.

Corporate responsibility is included in the personal objectives of every member of the GEC and the CR Working Group, and in the objectives of those responsible for delivering each focus area.

## External commitments and indices

Zurich became a signatory of the United Nations Global Compact in July 2011 and a signatory of the Principles for Responsible Investment (PRI) in July 2012. We published Zurich's response to the Principles for Responsible Investment for the 2013-2014 reporting cycle in 2014.

Zurich has been a constituent of the FTSE4Good Index Series since its inception. In 2014, Zurich significantly improved its performance in the Dow Jones Sustainability Index (DJSI). Our score rose from 73 to 79, with a percentile ranking of 91 percent. Zurich is a member of DJSI World and DJSI Europe Indices. Zurich also received the Bronze Class distinction, placing it among the top nine companies in its industry assessed in terms of their CR performance.

Zurich joined 186 other leading companies in the CDP Climate Performance Leadership Index (CPLI) 2014 and also joined the Climate Disclosure Leadership Index (CDLI) 2014 for the DACH region (Germany, Austria and Switzerland). Our 2014 score was 95A. Zurich was presented with an award for earning a position on the Climate Performance Leadership Index (CPLI) 2014 at the CDP DACH 2014 Climate Leadership Award Ceremony & Conference.

## CR Working Group attendance

Participant	Meetings Attended (4)
Michael Kerner (chair)	4/4
Chief Human Resources Officer/delegate	3/4
General Insurance	4/4
Global Life	4/4
Group Operations	4/4
Investment Management	3/4
Group Finance	3/4
Group CR	4/4

## Corporate responsibility highlights 2014 *continued*

---

### Enhancing community flood resilience

Flood resilience is a complicated issue and tackling it demands a multi-stakeholder approach. Zurich's flood resilience program has brought together an alliance of community, academic and private sector partners. In 2014, the secretariat of the UN's Framework Convention on Climate Change (UNFCCC) recognized the Zurich flood resilience program as a 'Momentum for Change Lighthouse Activity,' acknowledging it as an outstanding example of efforts to address climate change and its impacts.

#### Members of our flood resilience alliance

Community members:

- The International Federation of Red Cross and Red Crescent Societies (IFRC)
- Practical Action, UK

Academic members:

- The Wharton School, University of Pennsylvania
- The International Institute of Applied Systems Analysis (IIASA), Vienna

Zurich works within this alliance to ensure that the knowledge and ideas it generates fit the needs of local communities, and that they can be put into practice.

#### Action at a community level

Our five-year alliance with the IFRC began its work in 2013 and continued its efforts in 2014 in communities in both Mexico and Indonesia. In Mexico, the focus is on flood-vulnerable clusters of communities in Tabasco, where standing flood waters affect areas for months at a time. Communities were selected using processes that benefited from Zurich Mexico's risk expertise, and their vulnerabilities and capacities were analyzed. To encourage communities to take ownership and commit to finding solutions, 446 people were selected from four communities to attend flood awareness workshops and receive first-aid training. We are now at a stage where we can effectively identify meaningful ways to build resilience in these communities.

In Indonesia we are following a similar process. Here the focus is on how upstream behavior affects downstream communities in West Java.

Working with our alliance members, we have developed a flood resilience measurement tool based on the widely-accepted principles expressed in the 'sustainable livelihoods framework,' which assesses a community's ability to deal with floods based on how well it can use the so-called 'five capitals:' human, social, natural, physical and financial. This tool has been tested with baseline data from the Tabasco communities. It has also been presented to a range of external experts, and was well received by them.

Work in Nepal and Peru is being carried out through our five-year alliance with Practical Action. In Nepal, initial measures include strengthening critical infrastructure (such as evacuation routes and shelters) and improving livelihoods of people in communities to make them better able to withstand the threats posed by floods. Work includes assessing early warning systems' effectiveness in order to make improvements to these systems. In Peru the initial work has focused on raising awareness of the impact of floods among members of communities and local government officials. 'Baselining' and community selection principles are supporting the processes being implemented by Practical Action.

#### Generating knowledge to build scale

Our partnership with Wharton and IIASA delivered key research insights in 2014. A first issue brief produced through our cooperation examined the nature of flood resilience and proposed a framework to address the complexities in understanding and dealing with it. This brief provided a basis for ways to best measure the effectiveness of resilience efforts, findings that are being put to the test using baseline data collected in Mexico and Peru. A second issue brief reviewed ways to evaluate costs and benefits of risk reduction intervention. These findings will make it easier to identify options for our community programs.

## Corporate responsibility highlights 2014 *continued*

In 2014 Zurich also published three post-event review studies of specific flood events: a detailed study of central European floods in 2013; an in-depth look at the impact and implications of the 'Xaver' storm in the UK in 2013; and a review of major floods in the Swiss Emmenthal region in 2014. These studies document how different communities dealt with the problems and issues arising from situations they faced, how they coped with major flooding, and what lessons the outcomes might provide for the future. The studies also promoted further dialogue. For example, following our review of the central European floods, we began exchanging expertise and insights with German government agencies, and have provided them with information to underpin their efforts to develop a national flood policy.

### Engaging Zurich's people

Zurich's approach to building the alliance goes beyond providing financial contributions. We also aim to engage the skills of Zurich employees. In 2014, eight people worked on projects with our community partners. In terms of their involvement, contributions ranged from providing a couple of hours a week over six months, to input for six consecutive weeks. Project support from Zurich volunteers in Mexico and Indonesia added about another 320 days contributed in 2014.

### Investing our Group assets responsibly

Responsible investment can mean different things to different people. Zurich has chosen to pursue it primarily in three ways:

- ESG integration – in addition to examining financial performance, when analyzing individual investments and investment managers, we also assess their environmental, social and governance (ESG) 'performance.' These assessments are included in our decisions to buy or sell assets.
- Impact investing – we fund institutions or projects that, while generating a safe, adequate return, also have a targeted and measurable positive impact on the environment or society.
- Advancing together – responsible investing is a story that is still being written. We are helping to write it, together with a broad group of stakeholders.

### Responsible investment KPIs

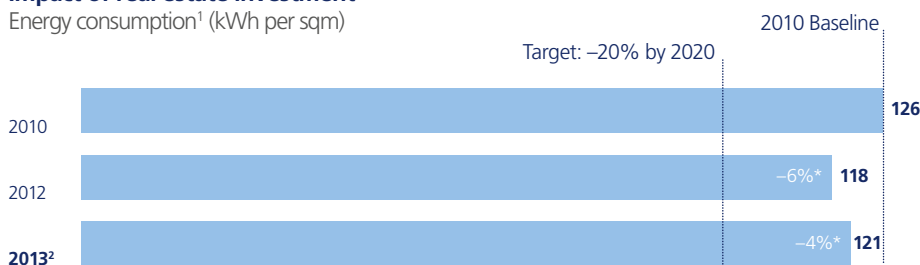
	2014	2013	Change
External asset managers who are signatories to PRI (%)	<b>67.9%</b>	58.3%	9.6 pts
Group assets managed by PRI signatories (%) <sup>1</sup>	<b>98.8%</b>	95.1%	3.6 pts
Total amount of impact investments (USD millions) <sup>2</sup>	<b>667</b>	236	182%
Total Group investments (USD millions)	<b>204,860</b>	207,280	(1%)

<sup>1</sup> Including assets managed by Zurich.

<sup>2</sup> 2014 impact investments consisted of: green bonds (USD 589 million); investments committed to private equity funds (USD 45 million, thereof 16 percent drawn down); and other investments (USD 33 million).

### Impact of real estate investment

Energy consumption<sup>1</sup> (kWh per sqm)



\*Total change vs baseline

<sup>1</sup> Scope includes real estate investments in Switzerland (61% of global direct real estate investment value). Buildings in the real estate investment portfolio are largely not used by Zurich. The environmental footprint of Zurich's own-use real estate is reported in Zurich's environmental section. The data are not adjusted for heating degree days.

<sup>2</sup> Impact of real estate investment data 2014 will be available in Q2 2015.

# Corporate responsibility highlights 2014 *continued*

Over the course of 2014 we made further progress in putting our approach into practice.

### Highlights include:

- We provided tools and minimum standards for ESG integration to all in-house managers of equity and fixed-income portfolios. This will help portfolio managers to take ESG factors into account when making investment decisions.
- We increased our commitment to invest in green bonds to up to USD 2 billion, of which well over USD 500 million are already invested. Through our green bond investments we expect to help mitigate climate change and other environmental risks.
- We broadened our approach from green bonds to make our first investments in impact private equity, supporting inclusive finance in Africa and Asia, and environmental technologies in Europe.
- In collaboration with PSI, a large global health organization, we developed a unique framework to facilitate use of investor capital as a source of flexible and scalable funding for non-governmental organizations (NGOs). Through this work, we can showcase innovative approaches to impact investing and outline how private capital could help NGOs to maximize their impact.

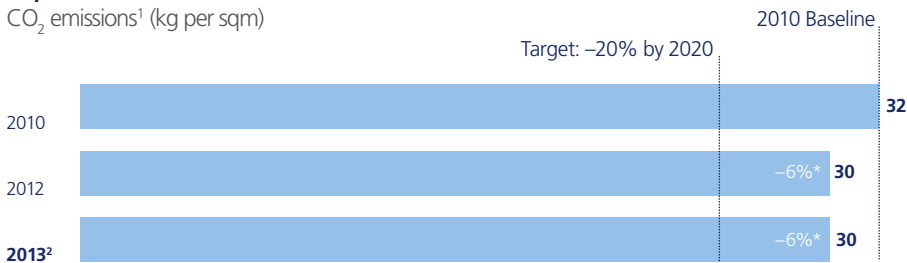
## CR in business transactions

### Highlights in 2014:

- Zurich uses a three-step approach that systematically detects, assesses, and mitigates major environmental, social and ethical risks inherent in specific business transactions. In 2014, we trained over 900 General Insurance employees to use our responsible approach to corporate business.
- We implemented a system to track CR-related issues in business transactions as part of the General Insurance strategic priorities.
- We introduced a process to better understand the implications that the UN Guiding Principles on Business and Human Rights ('Guiding Principles') have for the Group. Zurich led the process to develop the Chief Risk Officer Forum's 2014 discussion paper, which seeks to raise awareness about the relevance of human rights issues in the insurance industry. This contributed to a better understanding of how insurance companies can manage human rights risks when dealing with other corporations. It aims to help the industry to address changing expectations about its role in ensuring human rights are respected, while promoting best practice.

### Impact of real estate investment

CO<sub>2</sub> emissions<sup>1</sup> (kg per sqm)



\*Total change vs baseline

<sup>1</sup> Scope includes real estate investments in Switzerland (61% of global direct real estate investment value). Buildings in the real estate investment portfolio are largely not used by Zurich. The environmental footprint of Zurich's own-use real estate is reported in Zurich's environmental section. The data are not adjusted for heating degree days.

<sup>2</sup> Impact of real estate investment data 2014 will be available in Q2 2015.

# Corporate responsibility highlights 2014 *continued*

## Investing in our local communities

### Highlights in 2014:

- The Z Zurich Foundation supported activities to increase road safety and to mitigate and adapt to climate change in Switzerland; in the U.S. it supported disaster resilience and recovery; in Sweden it supported a program engaging disadvantaged youths.
- Zurich provided support to communities through its third Global Community Week in June 2014. Global Community Week celebrates Zurich's community investment activities around the world. It inspires employees to get involved in their local communities, and provides a platform

to raise awareness about Zurich's role in society. With this year's focus on skills-based volunteering, employees contributed 33,210 business hours across 43 countries, building on community relations established in previous years. Supported by a local grants program offered by the Z Zurich Foundation, Zurich offices are now looking at ways to further enhance these activities and form long-term alliances with local communities to provide positive benefits throughout the year.

Zurich made total cash contributions of USD 22.7 million in 2014 (up 33 percent from contributions in 2013) to enhance the lives and livelihoods of thousands of people across the world and support them in becoming more resilient to the risks they face.

### Global Community Week KPIs<sup>1</sup>

	2014	2013	Change
Contributions (cash in USD millions)	<b>0.8</b>	0.8	11%
of which contribution from employees (USD millions)	<b>0.3</b>	0.4	(30%)
of which contribution from Zurich and Z Zurich Foundation matching (USD millions)	<b>0.6</b>	0.4	56%
Total time volunteered from workforce (business hours)	<b>33,210</b>	28,000	19%
Workforce actively volunteering (% of total headcount)	<b>27.0%</b>	24.0%	3.0 pts
Countries involved	<b>43</b>	43	n.m.

<sup>1</sup> All amounts are rounded to the nearest USD 100,000 with the consequence that the rounded amounts may not add up to the rounded totals in all cases.

### Total community investment<sup>1</sup>

(full year cash contributions in USD millions)



## Environmental performance, health & safety in our office buildings

### Highlights in 2014:

- We implemented a Group-wide environmental management system that allows us to accurately measure and improve our environmental footprint across all countries in which we operate. This system helps us to reduce our global carbon footprint and address other types of environmental impact from our offices, such as paper use, waste generation and water consumption. A global network of environmental managers is managing initiatives across the world to actively reduce Zurich's environmental footprint and aid progress toward achieving our environmental targets.
- We are developing highly energy-efficient office buildings and installing technology to produce energy for our company's own use. SkyKey in Zurich, our new headquarters for the Swiss market, was completed in 2014 and provides sustainable workplaces for around 2,500 employees and external staff. It aims to receive the highest 'platinum' ranking under the Leadership in Energy & Environmental Design (LEED) certification system. The building was constructed using up to 75-percent recycled materials and only Forest Stewardship Council-approved wood. This modern and attractive workplace includes a pool of electric cars for employee use.

<sup>1</sup> Charitable contributions include corporate cash donations only. Contributions cover 100% of our Group's business units and the Z Zurich Foundation. Contributions of the Z Zurich Foundation are valued on a cash-out basis. Excluded are the Farmers Exchanges, which are owned by their policyholders and managed by Farmers Group Inc a wholly owned subsidiary of Zurich Insurance Group Ltd, and contributions made by Zurich employees.

# Corporate responsibility highlights 2014 *continued*

- We have set new Group-wide targets that include decreasing carbon emissions from our office buildings and business travel. As part of our efforts, we aim to reduce emissions per employee by 50 percent by 2020 compared with a 2007 baseline.
- Zurich became carbon neutral at the end of 2014.<sup>1</sup> This was a result of its ambitious internal carbon emissions reduction efforts and due to our offsetting remaining emissions. Wherever possible, Zurich's focus is primarily on decreasing carbon emissions. Those that cannot be eliminated will be offset. We follow a three-step approach to achieve our aims:
  - Improving operational efficiency (space efficiency, energy efficiency, reducing business travel, etc.).
  - Increasing the percentage of renewable energy purchased (hydro, solar, wind, etc.).
  - Offsetting remaining carbon emissions by supporting a forestry project in Indonesia. This project complements our flood resilience program, which helps communities adapt to the increased frequency and severity of floods.
- Leasing guidelines have been developed to enable an informed decision when selecting property rentals. Sustainable project management guidelines include environmentally-sustainable initiatives for all real estate and facilities projects.
- Local health and safety managers have been accredited according to a globally-recognized safety qualification from a UK institution (The National Examination Board in Occupational Safety and Health [NEBOSH] International General Certificate) and a program of workplace inspections implemented. We continued the phased roll-out of a global health and safety incident management system, and our global health and safety induction training module is available in eleven languages for wider global deployment.

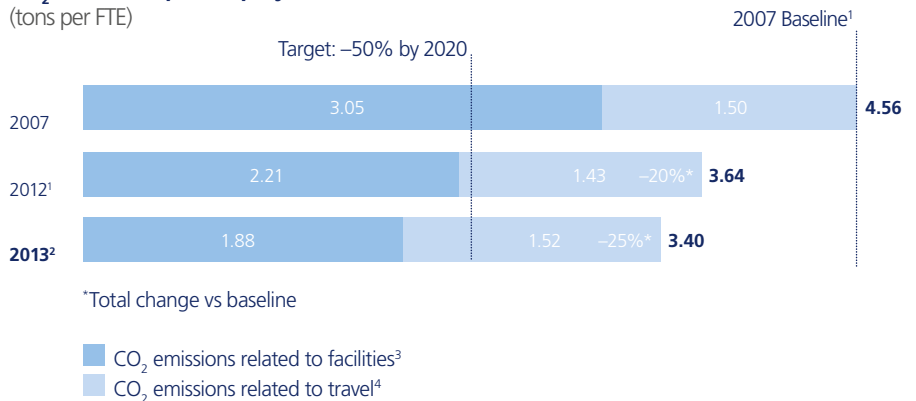
## Responsible sourcing & procurement

In 2014, Zurich expanded its supplier compliance assurance framework to include an additional nine business units. This process ensures that corporate responsibility clauses reflecting the criteria described in the UN Global Compact are included in major contracts. It also means that throughout the life of the contract, suppliers meet these obligations, subject to regular assessments that are part of the process of managing supplier relationships.

### Links to the relevant page on our website

-  CR management framework
-  External commitments and indices
-  Enhancing community flood resilience
-  Investing in our Group assets responsibly
-  CR in business transactions
-  Investing in our local communities
-  Environmental performance
-  Health & safety in our office buildings
-  Responsible sourcing & procurement

## CO<sub>2</sub> emissions per employee (tons per FTE)



<sup>1</sup> Restated following change in calculation methodology, based on both the Greenhouse Gas Protocol (Revised Edition) and the DEFRA Voluntary Reporting Guidelines.

<sup>2</sup> 2014 data will be available in Q2 2015. 2013 data is covered by the assurance report of PwC from May 27, 2014 which is available on [www.zurich.com](http://www.zurich.com).

<sup>3</sup> Includes emissions from own-use real estate (electricity and heat).

<sup>4</sup> Includes emissions from air travel and cars (rental cars and car fleet).

<sup>1</sup> Carbon neutrality reached in 2014 by acquiring carbon credits ('voluntary emissions reduction certificates' supporting a forestry project in Indonesia), calculated on the basis of CO<sub>2</sub> emissions reported in 2013, which were taken as the estimate for 2014.



# Independent assurance report

To the Executive Committee of Zurich Insurance Group AG, Zurich ('ZIG').

We have been engaged to perform assurance procedures to provide limited assurance on selected consolidated 2014 Corporate Responsibility (CR) data of ZIG.

## Scope and Subject matter

Our limited assurance engagement focused on the following data and information as disclosed in the CR highlights report of ZIG and its consolidated subsidiaries, for the financial year ended December 31, 2014:

- The selected consolidated 2014 CR data on responsible investment on page 4, impact of real estate investment on energy consumption on page 4, impact of real estate investment on CO<sub>2</sub> emissions on page 5, global community week on page 6 and on total community investment on page 6;
- The management of reporting processes with respect to the selected consolidated 2014 CR data as well as the control environment in relation to the data aggregation of these CR data.

## Criteria

The reporting criteria used by ZIG are described in ZIG's internal CR reporting guidelines and define those procedures, by which the CR data are internally gathered, collated and aggregated. The accuracy and completeness of the CR data are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. Our assurance report should therefore be read in connection with ZIG's guidelines, definitions and procedures on the reporting of its CR data.

## Responsibility and Methodology

The ZIG Executive Committee is responsible for both the preparation and the presentation of the selected subject matter in accordance with the reporting criteria. Our responsibility is to form an independent opinion, based on our limited assurance procedures, on whether anything has come to our attention to indicate that the subject matter is not stated, in all material respects, in accordance with the reporting criteria.

We planned and performed our procedures in accordance with the International Standard on Assurance Engagements (ISAE 3000) 'Assurance engagements other than audits or reviews of historical financial information'. This standard requires that we comply with ethical requirements and plan and perform the assurance engagement to obtain limited assurance on the identified CR data.

For the subject matter for which we provide limited assurance, the nature, timing and extent of procedures for gathering sufficient appropriate evidence are deliberately limited relative to a reasonable assurance engagement.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

During 2014 we have not performed any tasks or services for ZIG that would conflict with our independence, nor have we been responsible for the preparation of any part of the CR data reporting; and therefore qualify as independent as defined by Code of Ethics and applicable legal and regulatory requirements.

## Main Assurance Procedures

Our assurance procedures included the following work:

- **Evaluation of the CR reporting**  
Reviewing the application of the ZIG internal CR reporting guidelines
- **Interviews and management inquiry**  
Interviewing key contacts responsible for internal CR reporting and data collection at ZIG to determine the understanding and application of ZIG internal CR reporting guidelines.
- **Assessment of the key figures**  
Performing tests on a sample basis of evidence supporting the selected CR data on responsible investment, impact of real estate investment (on CO<sub>2</sub> emissions and on energy consumption), global community week and on total community investments concerning completeness, accuracy, adequacy and consistency.

- **Review of the documentation**

Reviewing the relevant documentation on a sample basis, including ZIG CR reporting policies, management of reporting structures and documentation.

- **Assessment of the processes and data consolidation**

Reviewing the appropriateness of the management and reporting processes for CR data; and assessing the consolidation process of the CR data at ZIG group level.

We have not carried out any work in respect of projections and targets nor such outside of the agreed scope and therefore restrict our conclusion to the 2014 CR reporting of ZIG as defined in the scope and subject matter section.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our assurance conclusions.

## Conclusions

Based on our work described in this report:

- Nothing has come to our attention causing us to believe that the ZIG internal CR reporting guidelines are not applied in all material respects, in accordance with the reporting criteria.
- Nothing has come to our attention causing us to believe that the selected consolidated CR data mentioned in the subject matter and disclosed in the CR highlights 2014 report of ZIG is not stated, in all material respects, in accordance with the reporting criteria.

Zurich, March 4, 2015

PricewaterhouseCoopers AG

Peter Eberli

Raphael Rutishauser

## Disclaimer and cautionary statement

Certain statements in this document are forward-looking statements, including, but not limited to, statements that are predicated on or indicate future events, trends, plans or objectives of Zurich Insurance Group Ltd or the Zurich Insurance Group (the Group). Forward-looking statements include statements regarding the Group's targeted profit, return on equity targets, expenses, pricing conditions, dividend policy and underwriting and claims results, as well as statements regarding the Group's understanding of general economic, financial and insurance market conditions and expected developments. Undue reliance should not be placed on such statements because, by their nature, they are subject to known and unknown risks and uncertainties and can be affected by other factors that could cause actual results and plans and objectives of Zurich Insurance Group Ltd or the Group to differ materially from those expressed or implied in the forward-looking statements (or from past results). Factors such as (i) general economic conditions and competitive factors, particularly in key markets; (ii) the risk of a global economic downturn; (iii) performance of financial markets; (iv) levels of interest rates and currency exchange rates; (v) frequency, severity and development of insured claims events; (vi) mortality and morbidity experience; (vii) policy renewal and lapse rates; and (viii) changes in laws and regulations and in the policies of regulators may have a direct bearing on the results of operations of Zurich Insurance Group Ltd and its Group and on whether the targets will be achieved. Zurich Insurance Group Ltd undertakes no obligation to publicly update or revise any of these forward-looking statements, whether to reflect new information, future events or circumstances or otherwise.

All references to 'Farmers Exchanges' mean Farmers Insurance Exchange, Fire Insurance Exchange, Truck Insurance Exchange and their subsidiaries and affiliates. The three Exchanges are California domiciled interinsurance exchanges owned by their policyholders with governance oversight by their Boards of Governors. Farmers Group, Inc. and its subsidiaries are appointed as the attorneys-in-fact for the Farmers Exchanges and in that capacity provide certain non-claims administrative and management services to the Farmers Exchanges. Neither Farmers Group, Inc., nor its parent companies, Zurich Insurance Company Ltd and Zurich Insurance Group Ltd, have any ownership interest in the Farmers Exchanges. Financial information about the Farmers Exchanges is proprietary to the Farmers Exchanges, but is provided to support an understanding of the performance of Farmers Group, Inc. and Farmers Reinsurance Company.

It should be noted that past performance is not a guide to future performance.

Persons requiring advice should consult an independent adviser. This communication does not constitute an offer or an invitation for the sale or purchase of securities in any jurisdiction.

THIS COMMUNICATION DOES NOT CONTAIN AN OFFER OF SECURITIES FOR SALE IN THE UNITED STATES; SECURITIES MAY NOT BE OFFERED OR SOLD IN THE UNITED STATES ABSENT REGISTRATION OR EXEMPTION FROM REGISTRATION, AND ANY PUBLIC OFFERING OF SECURITIES TO BE MADE IN THE UNITED STATES WILL BE MADE BY MEANS OF A PROSPECTUS THAT MAY BE OBTAINED FROM THE ISSUER AND THAT WILL CONTAIN DETAILED INFORMATION ABOUT THE COMPANY AND MANAGEMENT, AS WELL AS FINANCIAL STATEMENTS.



**ZURICH**<sup>®</sup>

Zurich Insurance Company Ltd

Mythenquai 2  
8002 Zurich, Switzerland  
Phone +41 (0) 44 625 25 25  
[www.zurich.com](http://www.zurich.com)