



Sustainability Report

WE ARE THE
GOOD HANDS®



BUILDING A BETTER FUTURE

We are the Good Hands®. We help customers realize their hopes and dreams by providing the best products and services to protect them from life's uncertainties and prepare them for the future.

LEADERSHIP MESSAGE 4

BUSINESS MODEL 5

MATERIALITY & STAKEHOLDER
ENGAGEMENT 9

INNOVATION 11

OUR SHARED PURPOSE

Our journey begins in 2007, with the launch of Our Shared Vision and a renewed commitment to become a more customer-centric company. In the years that followed, that vision became a purpose — a shared purpose.

Our Shared Purpose is the culmination of our commitment to the customer and community, the behaviors we need to stay competitive, the values that have guided us over 88 years and the strategy that will guide our overall business transformation and talent footprint.

This is not business as usual. To stay competitive for talent, ideas and customers, we need a culture that's ahead of evolving business needs. With rapidly changing technology and shifting consumer expectations, we're no longer competing just in the insurance space. Data, analytics and emerging technologies will transform our business and deliver more value and a better customer experience. The ability to innovate and be nimble in the way we approach our work is table stakes, as is a customer-centric, agile culture and the willingness to lead from any seat.

Our Leadership Principles

Innovation and agility don't exist in a vacuum. We need to empower employees to rise up, lead from their seats and drive results. The Leadership Principles represent the behaviors that will keep us at the ready, no matter the challenge. We developed the principles with input from Allstaters of various levels across the organization. They are:

- + We're here to serve.
 - + We're transparent.
 - + We win together.
 - + We continuously get better.
 - + We drive results.
 - + We develop each other.
-

Our Values

Our commitment to our values is foundational to our culture. They are non-negotiable. Without them, we risk losing the respect and admiration earned from an 88-year legacy of doing the right thing. These values guide our every action:

- + Honesty, caring and integrity
 - + Engagement
 - + Inclusive diversity
 - + Accountability
 - + Superior performance
-

Our Operating Principles

Without our customers, Allstate would not exist. Our customer value propositions define our brands and how we differentiate ourselves from competitors. They guide practices, processes and products to deliver an outstanding customer experience. Every Allstater is a leader in winning and keeping customers.

These principles guide our day-to-day operations:

- + Put the customer at the center of all our actions.
 - + Use consumer insights, data, technology and people to better serve customers and generate growth.
 - + Execute well-considered decisions with precision and speed.
 - + Focus relentlessly on those few things that provide the greatest impact.
 - + Be a learning organization that leverages successes, learns from failures and continuously improves.
 - + Provide employees, agency owners, financial specialists and licensed sales professionals fulfilling opportunities, personal growth and performance-based rewards.
 - + Take an enterprise view of our people and processes, and work as a single team to advance Allstate rather than our individual interests.
-

Our Priorities

Every day, we look for ways we can become an even more integral part of our customers' lives so they can experience the good life. We don't wait for bad to happen to do good. Our priorities ensure we focus on the things that drive the success of our business:

- + Customer focus
- + Sustainable growth
- + Operational excellence
- + Capital management
- + Enterprise risk and return

LEADERSHIP MESSAGE

Allstate is building a better future.

The role of business is to create prosperity by serving customers, making a profit, creating jobs and improving communities. This Prosperity Report demonstrates how Allstate measures up to this role. It begins with Our Shared Purpose, which articulates our strategic vision, values, principles and priorities.

Allstate's business strategy is to increase market share in our traditional auto, home and life insurance products and newer offerings such as electronic device and identity protection. Translating this strategy into daily activity requires a system of "strategic middleware," including customer value propositions, competitively differentiated business models and annual operating priorities. We are the only company to offer four distinct customer value propositions for property-liability insurance. Acquiring SquareTrade and InfoArmor positions us in high growth protection categories with superior business models.

In 2018, Allstate made excellent progress in executing this strategy while delivering on annual operating priorities. Revenues reached almost \$40 billion with premiums increasing 6.9% from the prior year. Policies in force grew by 38% to over 113 million reflecting outstanding organic growth from SquareTrade and a 2.9% increase in property-liability policies. Profitability was strong with adjusted net income* of \$3.13 billion and return on equity* of 10%.

Reinventing protection requires us to innovate, take risks and create change, not just react to trends. Technology investments ensure customers get good value for their hard earned money. For example, auto insurance claims are now settled in hours instead of days by using digital images which requires fewer employees and lowers costs. At the same time new jobs were created by investing in telematics for auto insurance and expanding product offerings and distribution. The Allstate family has grown to 88,000 members over the past five years, an increase of 14,400.

Allstate's culture is based on integrity, inclusive diversity and empowering people. We were once again named among the World's Most Ethical Companies by Ethisphere. Employee engagement is high because helping customers navigate unexpected and unwanted events is rewarding. In addition, over 32,000 Allstaters have clarified their personal purpose through Energy for Life which links their objectives to Allstate's.

Empowering others helps fulfill our responsibility to build stronger communities. Allstate's philanthropy has enabled over six million youth to volunteer in their communities and helped victims of domestic violence free themselves from abuse.

All of us at Allstate are thankful for the opportunity to make a difference in society!



Tom Wilson, Chair, President and Chief Executive Officer

BUSINESS MODEL

Value Creation and Protection

Founded in 1931, Allstate became a publicly traded company in 1993 and fully independent in 1995, when it was spun off from Sears Holdings Corp. Today, we are one of the largest publicly held personal lines property and casualty insurers in America. We are listed on the New York Stock Exchange under the trading symbol ALL and are widely known through the “You’re in good hands with Allstate®” slogan.

Allstate is focused on long-term value creation and protection. Financial capital is core to our business — we responsibly manage our financial input and output to serve stakeholders and enable the company to thrive. Human capital is one of our most important assets — our people are fundamental to how we do business and how we build resilient communities. Intellectual capital, specifically our data analytics and specialized insights, sets us apart from other companies in evaluating risk and serving customers. We have also made acquisitions designed for the total protection of our customers, including their data and personal identities. Social capital enables us to be a pillar in the communities we serve, both by protecting customers and by giving back to community members. Manufactured capital, such as the buildings we occupy and the technology assets we leverage to conduct business, makes the everyday functionality of our world possible. Natural capital considerations help us determine risk and our impact on the environment.



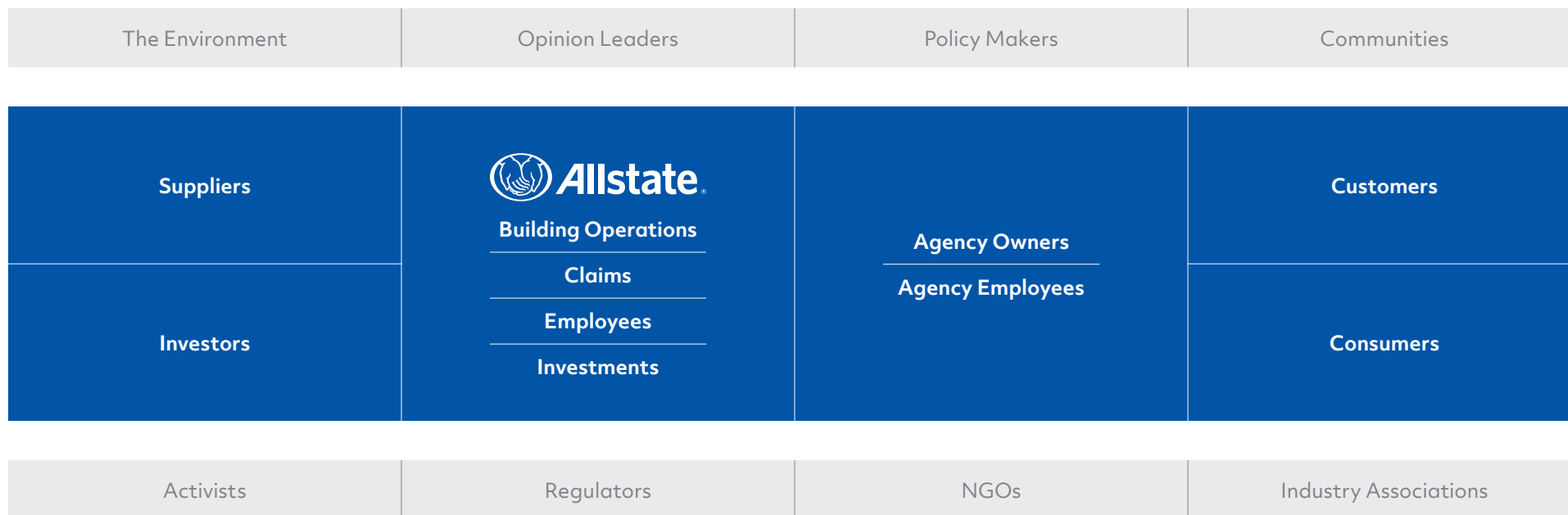
Collectively, we use these capitals — financial, human, intellectual, social, manufactured and natural — to serve customers and enhance communities. These capitals are our framework for value creation and protection.

Allstate is more than an insurance company. We’re a growing network of small businesses with a team of trusted advisors in communities across the country. We provide total household solutions and deliver a best-in-class customer experience. Allstate’s 88,000 employees and members of the agency force strive to make communities stronger, lives safer and futures brighter.

Allstate helps families protect the things that are most important to them. Our business aims to help build resilient communities, not only through our products and services, but also through our commitment to corporate responsibility.

Allstate's Value Chain

The value chain map illustrates the full scope of Allstate's impacts and operations, as well as all potential stakeholder groups. We have also identified the six capital inputs and outputs that are essential for value creation and protection.





Markets Served

Allstate is always refining product offerings, marketing outreach and customer service based on careful research. Consumers have more choices than ever when purchasing insurance or any other product or service. We serve four distinct consumer segments with differentiated preferences (local advice and assistance versus self-service) and brand recognition (brand-neutral versus brand-sensitive). While we primarily serve U.S. and Canadian markets, our global operational presence extends with our subsidiaries, Allstate Northern Ireland and Allstate Solutions Private Limited in India. These global entities are critical to developing innovative technologies and business solutions for The Allstate Corporation. Each of our subsidiaries tailors its corporate responsibility approach to its unique needs and regional issues within our larger platform of Allstate priorities, strategic vision and Global Code of Business Conduct.

The Allstate Family of Companies

- + **The Allstate Corporation** is one of the largest publicly held personal lines insurers in the United States. Allstate conducts business in the United States and Canada through Allstate Insurance Company and other subsidiaries.
- + **Allstate** brand auto, homeowners and other personal lines insurance products are sold primarily through Allstate exclusive agencies, serving brand-sensitive customers who prefer local personalized advice and service.
- + **Allstate Northern Ireland Limited** is a technology company that provides core IT competencies, programming, operations support, integration services and risk analytics to Allstate and its subsidiaries.
- + **Allstate Canada** offers Allstate brand products through employee producers and differently branded products through brokers working in five provinces (Ontario, Quebec, Alberta, New Brunswick and Nova Scotia).
- + **Encompass** brand auto, homeowners, umbrella and other insurance products are distributed through independent agencies that serve consumers who prefer personal advice and assistance from an independent advisor and are brand neutral.
- + **Answer Financial** serves self-directed, brand-neutral consumers who want a choice between insurance carriers, offering comparison quotes for auto and homeowners insurance from approximately 25 insurance companies through its website and over the phone.
- + **Esurance** sells auto, homeowners and other personal lines insurance products to self-directed, brand-sensitive consumers primarily online and through contact centers.
- + **Allstate Solutions Private Limited** provides software development, software testing, business process offshoring and management, technology support, analytics and other IT-enabled services to Allstate and its subsidiaries.
- + **Arity** is a technology company that uses data science and predictive analytics to transform massive amounts of data into actionable insights. From data collection to risk scoring, Arity offers solutions to help keep drivers and customers safe, secure and on the road.
- + **SquareTrade** is a highly rated protection plan provider trusted by millions of customers for its fast and efficient service. SquareTrade protects mobile devices, laptops, tablets and other consumer electronics and appliances from malfunctions, accidental damage and life's frequent mishaps.
- + **InfoArmor** is a leading provider of employee identity protection coverage. InfoArmor serves more than 1 million employees and family members at over 1,400 firms, including more than 100 of the nation's Fortune 500 companies.

Awards and Recognition

Allstate is recognized as an employer of choice and as a corporate champion for leadership in ethics, diversity, innovation and corporate responsibility. You can find an updated list of Allstate's accolades in the [Allstate Newsroom](#).

MATERIALITY & STAKEHOLDER ENGAGEMENT

Stakeholder Engagement

We continually seek stakeholder input to make sure we focus on what matters most.

Stakeholder inclusiveness is a core principle of Global Reporting Initiative (GRI) sustainability reports, and we do our best to identify all of Allstate's stakeholders and respond to their expectations and interests. We regularly engage the following groups: agency owners, financial specialists, customers and consumers, employees, investors, nongovernmental organizations (NGOs), opinion leaders, policymakers and suppliers. We identify stakeholder groups through senior leaders, our Sustainability Council, feedback from employees and by mapping the full scope of our impacts, from suppliers to consumers. We select stakeholders according to their knowledge and understanding of our company as a whole, orientation relative to or within the financial services industry and the extent to which they can impact or be impacted by Allstate. For our 2015 sustainability materiality assessment, we engaged our stakeholders through interviews, surveys and industry research.

We have many other ongoing engagement efforts. Our quarterly reputation study surveys customers, consumers, investors, agency owners, employees, policymakers and opinion leaders. In partnership with the Reputation Institute, we collect feedback from 8,000 individuals across these seven stakeholder

groups, identify key topics and develop strategies to address gaps. There are also stakeholder-specific avenues for engagement. We go into further detail about these within the topic sections for community, employees and suppliers.

Materiality Assessment Process

Allstate commits to regularly assessing our landscape of material issues. Our last materiality assessment, conducted in 2015, is due for a refresh. This project is a priority for 2020.

Our 2015 sustainability materiality assessment followed GRI guidelines. It begins with topic identification, followed by a prioritization of the resulting topics and concludes with an internal validation session.

Topic Identification

Because our industry is rapidly evolving, Allstate is committed to refreshing our materiality assessment every few years. Our most recent assessment began with an exploration of potentially relevant topics to Allstate and our stakeholders. We collected the topics by compiling sector-specific and public lists provided by transparency-focused sustainability organizations, including GRI and the Sustainability Accounting Standards Board (SASB). We also reviewed peers, industry research and other publicly available resources.

Topic Prioritization

After collecting a preliminary list of sustainability topics relating to the insurance industry, we engaged our internal and external stakeholders. Then we assessed evidence of each stakeholder’s concern for a given topic. We ultimately translated this information into the matrix found here.

Topic Validation

After finalizing the critical topics identified by our stakeholders, we hosted a validation session. During this session and after multiple one-on-one conversations, the Allstate Sustainability Council reviewed the results of the prioritization, offered comments and confirmed the findings.



Key Findings from Materiality Assessment

This assessment gave us valuable feedback about what matters most to Allstate and our stakeholders.

It resulted in the following matrix, which maps critical topics in order of their relative priority to Allstate and to external stakeholders. We monitor, manage and report on each one of these topics.

ALLSTATE MATERIALITY: RELATIVE PRIORITY OF TOPICS



INNOVATION

We protect customers from life's uncertainties, which requires Allstate to innovate to meet the accelerated pace of change. Innovation is critical to ensuring that our business successfully maneuvers global shifts in mobility, severe weather, urbanization, technology and security. Through acquisition and organic development, Allstate offers new products and services for the protection needs of today's consumers.

Transforming for the Modern World

To serve the full range of customer protection needs emerging in the market and stay ahead of the changing mobility landscape, Allstate leverages our 88-year legacy as a trusted provider. Our brand, customer base, proprietary data and expertise position our business to grow and expand our offerings.

Allstate's has innovation-focused teams in all critical business functions, plus an enterprise-wide innovation program to identify new opportunity areas. For instance, our Claims organization has a sizable innovation team that pioneered QuickFoto Claim® and today is exploring the use of technologies such as drones to reduce claims settlement costs and improve customer service.

Our enterprise-wide innovation team partners with internal and external organizations to create new businesses to better serve our customers and examines opportunities for existing businesses to reinvent themselves. Recent examples of these efforts are Allstate's entry into device protection plans from SquareTrade and identity protection with our acquisition of InfoArmor. We also developed a peer-to-peer car-sharing service to drive mobility transformation. Our innovation program takes an expansive view of opportunities beyond automotive or property and casualty insurance.

We identify opportunities starting with our deep expertise in serving customers and agency owners. We look at the risks facing households and small businesses across the country using secondary research that tracks social and cultural megatrends and consumer attitudes. Allstate has collaborations with leading academic institutions and is a member of the [Center for Automotive Research at Stanford \(CARS\)](#) and the [Stanford Center for AI Safety's](#) industry affiliate program. We also tap into our Innovation Hubs in Menlo Park and downtown Chicago, where our teams advance telematics and analytics capabilities. Similar efforts are taking root in Allstate offices in India and Northern Ireland. We increasingly harness the creativity of Allstate employees across the company through various new business competitions, hackathons and more.

Our continued emphasis on innovation and development aligns with our goal to create strategic platforms for growth. We focus on expanding our business and offerings and on fostering a healthy environment for sustained innovation.

Claims Digitalization

When something unexpected interrupts customers' lives, we leverage technology, data and analytics capabilities to restore normalcy as quickly as possible by delivering compassionate service that is fast, fair and easy.

Our customers increasingly expect quick, seamless digital interactions, so we are setting a new standard for faster and easier claims handling while maintaining quality and accuracy. We take advantage of emerging technologies and advanced data analytics capabilities to better meet the needs of customers and make our claims process more efficient. Digital advances in financial services now make it possible for customers to receive payments within seconds — instead of the previously standard seven to nine days with paper checks.

Allstate is committed to creating a truly differentiated claims experience by leading our industry in digital transformation. We organize around an operating model that follows a Design, Perform, Measure structure. We design digital capabilities to achieve our customer experience goals, perform consistently across all locations and measure our outcomes to adjust where needed.



Digital Claim File

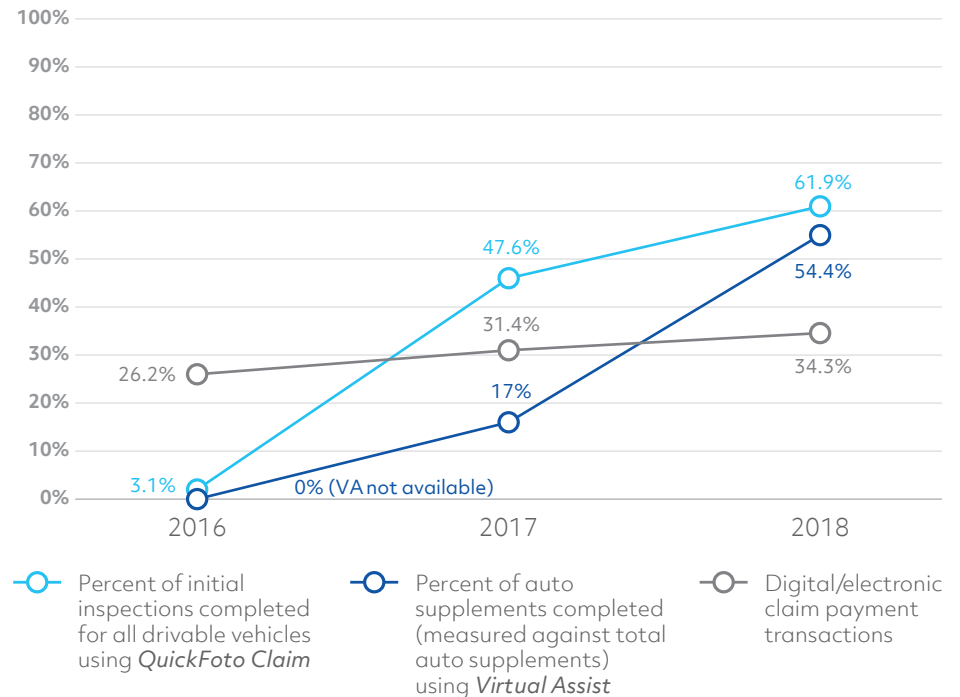
Streamlining our internal claims process was critical to our paper reduction initiatives, but also to our customer and employee experiences. In early 2019, we completed the transition to a digital claim file system, so claim agents and adjusters have electronic access to everything they need. In the new system, users can share files and images, and separate, reorder and annotate digital documents, just as they would with a paper file. In doing so, we eliminated mail to the claim offices and improved our speed and accuracy. After only a few months of rollout, our claims team feels the improvement. The new file tool is more consistent and simple, and it reduces the real estate footprint of archived paper files.

QuickFoto Claim®

The QuickFoto Claim tool is revolutionizing our claims model for vehicles that have damage but are still drivable. The free, user-friendly app allows a customer to take photos of a car's damage and submit them directly to our team of highly trained auto technicians who can remotely calculate the estimated damage. The customer doesn't have to schedule an appointment or take the car in for a physical inspection. They typically get an estimate in hours, compared to five days with our traditional process.

Since its launch in 2016, we have seen a significant increase in the amount of vehicle damage assessed with the QuickFoto Claim tool.

CLAIMS AND PRODUCT INNOVATION



Virtual Assist®

We are broadening our offerings for assessing claims using photos and real-time video consultations, creating an increasingly on-demand service experience for customers and service partners. Our live video feature — available in the free, user-friendly Virtual Assist app — automatically routes customers to the right Allstate technician. The Virtual Assist app advances service experiences industrywide by making virtual estimating technology available to anyone. Our use of live video interactions continued to grow in 2018 beyond supplemental auto damage to initial auto inspections and property wind and hail claims.

Aerial Imaging

Allstate has been a leader in aerial imaging research. We use images taken by drones, piloted airplanes or satellites to better meet the needs of our customers and make our employees safer. For example, an adjuster can look at high-resolution photos taken by drones and zoom in on the damage, rather than climbing on a customer's roof, to deliver a safer, faster claims experience. In 2017, we used aerial imaging to quickly evaluate and identify covered damage to homes and cars after hurricanes Harvey and Irma and after the numerous wildfires in the Western United States. In some cases, we notified homeowners before they were even aware of the damage.

Digital Payments

Allstate provides customers and small businesses, such as auto body shops, with faster access to claim payment funds.

Quick Card Pay

Allstate now offers one of the fastest payment methods in the industry. Quick Card Pay provides a nearly instantaneous payment to customers and claimants anytime, anywhere in the United States. Instead of waiting up to a week for a paper check, customers can get a claims payment from Allstate in real time.

Digital Self-Service

Allstate offers customers and small businesses, such as auto body shops, more control over the claims experience.

MyClaim

Customers have 24/7 access to claims information from any device through MyClaim Center, a new interface within MyAccount and the Allstate mobile app. Using MyClaim, customers can report a claim, check their claim status, get details about or schedule inspections and access information about coverage, deductibles and rental reservations, as well as select their payment preference, and more.

These advances improve our digital experience — giving Allstate a strategic advantage in the industry by offering our customers a seamless, helpful and personal interaction with the company, especially during some of the most uncertain times in their lives.



Product Innovation

Drivewise®

Telematics is the science of collecting data through sensors in the vehicle, which enables us to redefine the experience of insurance. Drivewise uses telematics to personalize the auto experience and provide consumers insights into their behaviors to promote and reward safe driving. Drivewise is available in 49 states and the District of Columbia. Allstate was the first major U.S. insurer to bring to market a mobile app to collect data for a telematics-driven insurance program.

“At Allstate, innovation isn’t simply a way of doing things. It’s been at the heart of our company since its creation 88 years ago.”

– Don Civgin, President, Service Businesses

Milewise®

Pay-per-mile coverage is a new kind of auto insurance based primarily on the miles a customer drives. Consumers today are accustomed to personalized products or services that give them more control over cost and usage, and we’re staying on top of this trend. Milewise, Allstate’s pay-per-mile auto insurance, is available in 12 states plus the District of Columbia and will expand into more states in the coming year. Milewise gives customers more control over their auto insurance costs with the same great coverage and claim service from Allstate.



Ride for Hire® and HostAdvantage®

With the rapid growth of consumers using personal cars and homes to participate in the sharing economy, Allstate moved quickly to provide coverage options that address their needs:

- + Ride for Hire provides Allstate customers driving for transportation network companies, like Uber and Lyft, an optional endorsement to help fill the gap between their personal auto policy coverage and what’s provided by the transportation network company’s commercial policy.
- + HostAdvantage provides Allstate customers renting out their homes on sites like Airbnb and HomeAway coverage options to help with their personal property protection gaps.

OPERATING WITH EXCELLENCE

| | |
|--------------------------------|----|
| CORPORATE GOVERNANCE | 17 |
| PRIVACY & INFORMATION SECURITY | 21 |
| ETHICS & INTEGRITY | 26 |
| RESPONSIBLE INVESTMENT | 33 |
| CLIMATE CHANGE | 36 |
| ENERGY, EMISSIONS & WASTE | 41 |
| SUSTAINABLE PROCUREMENT | 45 |

At the heart of how we do business and serve our customers are the principles of dialogue, transparency and responsiveness and our long-standing commitment to exemplary ethics and integrity. Our adherence to our values cultivates exceptional corporate governance, advances our reputation among consumers, drives strong business relationships and creates shared value.

For our own best interests and those of the world at large, we are reducing our environmental footprint, mitigating the effects of severe weather on our customers, and protecting our customer's personal information. Allstate continues to grow upon our legacy of honesty, caring and integrity, inclusive diversity, engagement, accountability and superior performance.

CORPORATE GOVERNANCE

We bring out the good by cultivating exceptional corporate governance through our long-standing commitment to exemplary ethics, integrity and transparency. Allstate's three cornerstones of corporate governance — dialogue, transparency and responsiveness — drive Allstate's success, define our expectations for employees and inform the actions of our Board of Directors.

Corporate Governance Structure

The primary role and responsibility of the Board is to oversee the company's affairs for the benefit of stockholders.



Board Composition

Our Board selects nominees based on their diverse skills and experience and believes each Director should be well-versed in certain core competencies including strategic oversight, stockholder advocacy, corporate governance and leadership. This diversity of experience and expertise facilitates robust and thoughtful decision-making on Allstate's Board. The Board screens all potential candidates for conflicts of interest, and all Directors are independent, except the CEO. The Board believes that a mix of long- and short-tenured Directors ensures an appropriate balance of views and insights and allows the Board as a whole to benefit from the historical and institutional knowledge that longer-tenured Directors possess and the fresh perspectives contributed by newer Directors. Allstate's Board has 10 members, seven of whom joined the Board in the past five years.

Thomas Wilson serves as the company's Chairman of the Board and Allstate's CEO and President. Mr. Wilson has been Chairman since May 2008 and CEO since January 2007. Judith A. Spriester has been our Independent Lead Director since May 2015. Among many responsibilities, the Independent Lead Director is the liaison between the Chairman and the independent Directors, chairs executive sessions of the independent Directors, shapes agendas and information provided to the Board, and presides at all Board meetings at which the Chairman is not present.

Board Effectiveness

The primary role and responsibility of the Board is to oversee the affairs of the company for the benefit of the stockholders. As the highest authority within the company, they are responsible for selecting executive leadership that manage and operate Allstate effectively and responsibly. The Board provides counsel and direction to the executive leadership of the company and monitors their performance. Their responsibilities include, but are not limited to, oversight of the company's strategy, business performance, compensation programs and shareholder advocacy. The Board also regularly reviews the company's significant risk exposures and how those exposures are managed. The Board houses five sub-committees: audit, compensation and succession, nominating and governance, risk and return, and executive. For a more detailed description of the duties and responsibilities of each individual committee, please see pages 26–27 of Allstate's [2018 Proxy Statement](#).

Enterprise Risk and Return Management (ERRM)

The Risk and Return Committee (RRC) of the Board oversees our Enterprise Risk and Return Management (ERRM) framework as well as management's design and implementation of ERRM, including integration with strategy and operations. The framework is further supported by strong organizational commitment at the senior management level which includes an executive management committee structure, an enterprise Chief Risk Officer (CRO) and business unit CROs.

Allstate uses a principle-based approach to ERRM focusing on measurement, transparency and dialogue. We regularly measure, monitor and report on the major categories of

enterprise risk: insurance, financial, investment, operational and strategic. Our risk-return principles define how we operate and guide decision-making around risk and return. These principles state that our priority is to protect solvency, comply with laws, maintain a supportive political and regulatory environment, and act with integrity, and protect information assets and technology. Building upon this foundation, we strive to build strategic value and optimize risk and return.

Diversity

The Board believes that Directors should act on behalf of all stockholders, should not represent the interests of particular constituents and should reflect a diversity of background, expertise and perspective arising from gender, age, experience, ethnicity, skills and viewpoints. As of year-end 2017, Allstate had five non-executive Directors who brought gender or ethnic diversity to the Board.

Accountability

With input from the Lead Director, the Nominating and Governance Committee annually reviews, and recommends for approval by the Board, the criteria and processes to be used to evaluate the performance of the Board as a whole, and each committee. The contributions and performance of each individual Director are evaluated annually by the Lead Director, the Chair and the chair of the Nominating and Governance Committee. We utilize an ongoing Board and committee self-evaluation process, including at the end of each regularly scheduled in-person meeting. Please see page 17 of the [2018 Proxy Statement](#) for more information.

Executive Compensation

Executive compensation programs are designed with assistance from an independent consultant, to be aligned with our strategy, key performance metrics and total shareholder returns. The executive compensation programs deliver pay in accordance with corporate, business unit and individual performance. A large percentage of total target compensation is at risk through long-term equity awards and annual cash incentive awards. These awards are linked to performance measures that correlate with long-term stockholder value creation. These programs have consistently received high stockholder support, as reflected by the stockholder advisory vote with 93% or greater support for each of the last three years.

Shareholder Engagement

Allstate has a proactive practice of discussing corporate governance issues with significant stockholders throughout the year. Such discussions are held before the annual meeting, during stockholder voting and after the annual meeting, and they include our Lead Director, chair of the Nominating and Governance Committee, Chair of the Board and other committee chairs or Directors as necessary. Each Board committee reviews relevant feedback and determines if additional discussion or actions are necessary by the respective committee or full Board. During 2017, Allstate reached out to stockholders representing approximately 38% of outstanding shares.



Succession Planning

Allstate's Board discusses management succession at least four times a year. Discussions cover the CEO and other senior executive roles and include a broader discussion on organizational health. The Board has regular and direct exposure to senior leadership and high potential officers through informal meetings held throughout the year.

Long-Term Strategy

Since the pace of economic change continues to accelerate, a diligent Board must simultaneously focus on current performance and long-term strategy. As part of strategic planning, the Board reviews Allstate's relative competitive positioning and alternatives to maximize profitable growth. In 2017, the Board devoted significant time to Allstate's strategy and how to effectively capture opportunities presented by changes in the automobile industry, including autonomous vehicle technology and ride-sharing. Long-term growth was enhanced through existing businesses and the creation of new businesses.

For more information on Allstate's corporate governance, visit our [Investor Hub](#).

Governance of Sustainability

Our commitment to transparency gives Allstate the opportunity to demonstrate our governance and management of the topics our internal and external stakeholders deem most material.

Click [here](#) to learn more about our 2015 sustainability materiality assessment. Because of the assessment, Allstate is focused on four topics significant to both Allstate and our stakeholders — Community, Workforce and Diversity (Human Capital), Risk and Climate and Privacy and Information Security. In response, our report now focuses on these four topics with detailed information designed to answer the questions of all interested stakeholder groups.

While the Board of Directors is responsible for the overall performance of Allstate, the following three bodies of leadership directly guide Allstate's corporate responsibility and sustainability efforts:

Our CEO and Select Executive Leaders

These individuals provide counsel, strategic oversight and direction to the groups below.

The Corporate Responsibility and Sustainability Team

Residing in Allstate's Corporate Relations department, the corporate responsibility and sustainability team — in partnership with The Allstate Foundation and corporate citizenship team — manages sustainability, environmental reporting, strategic philanthropy, corporate sponsorships

and grants, employee engagement and companywide volunteer service. They regularly report to our senior executives on sustainability trends and initiatives. In addition, the corporate responsibility and sustainability team briefs the Board of Directors on the status of Allstate's corporate responsibility efforts.

The Allstate Sustainability Council

Allstate has maintained a Sustainability Council since 2007. The council, which meets up to three times annually, represents each of the following departments within Allstate:

- + Allstate Brand Operations
- + Accounting Services
- + Administration and Real Estate
- + Agency Operations
- + Allstate Technology and Strategic Ventures
- + Claims
- + Corporate Relations
- + Enterprise Risk and Return Management (ERRM)
- + Human Resources
- + Investments
- + Marketing
- + Product
- + Sourcing and Procurement

This cross-functional council reviews opportunities regarding operational efficiency, climate change and employee-focused sustainability initiatives. Allstate's senior vice president of corporate responsibility leads the council and updates senior executives on its activity annually.

PRIVACY & INFORMATION SECURITY

In today's world of hyper connectivity and big data, customer privacy and data security have been thrust into the collective conscience. We recognize that the quality of Allstate's security program affects our reputation and customers' trust in us. We sell a promise to help customers live a good life even in times of uncertainty, which includes protecting their personal information. By carefully and responsibly handling their data, we can advance our reputation among consumers, drive strong business relationships and create shared value.

Allstate Privacy and Security Programs

We have robust teams and programs to manage our privacy and information security risks. Information security covers all information, including personal and nonpersonal information such as trade secrets and material nonpublic information, while privacy is focused on the personal information of individuals. Privacy and information security are governed separately within Allstate although the two teams work closely together.



Information Security

Allstate's information security program, including our policies and standards, is developed, monitored, managed and updated by the Allstate Information Security team under the direction of the Allstate Chief Information Security Officer and the Information Security Council (ISC).

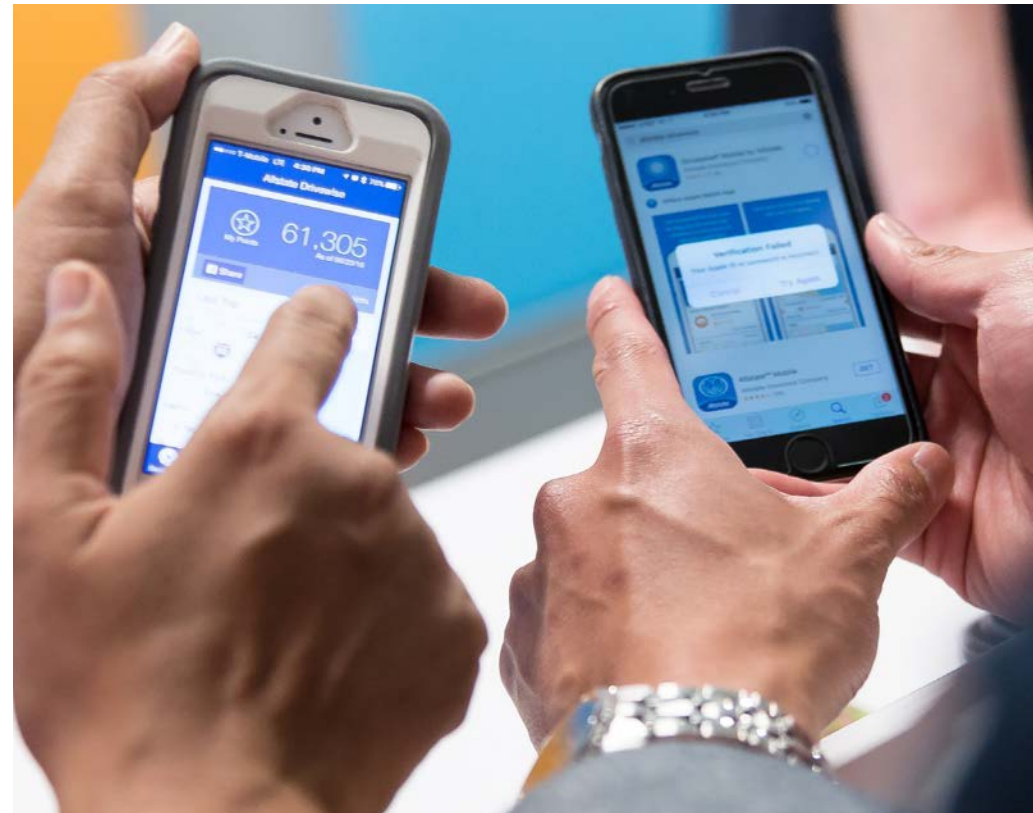
The ISC is led by the Chief Information Security Officer, who is also the Senior Vice President of Information Security. The ISC consists of cross-functional, high-level leaders from across Allstate, including the Chief Privacy Officer. The ISC is charged with monitoring, making mitigation decisions and escalating information security risk as part of Allstate's formal governance structure. The ISC actively monitors information security risk and, as a decision-based forum, has the authority to direct mitigation activities or escalate risks that are outside established tolerances.

We have robust teams and programs to manage our privacy and information security risks.

The Operating Committee directed that the ISC will have delegated authority from the Enterprise Risk and Return Council for information security risk oversight. Allstate's information security strategy and the National Institute of Standards and Technology's (NIST) cybersecurity framework guide the decisions and actions of the ISC.

Allstate uses a risk-based approach to establish our information security program, which maps to both the NIST cybersecurity framework as well as ISO 27001, with support from other standards and best practices. ISO 27001 is an information security standard developed by the International Organization for Standardization; the most recent version was released in 2013.

Our information security practices have been and continue to be subject to both internal and external audits — another way we ensure our cybersecurity program is effective. We conduct multiple vulnerability analyses across the enterprise on a daily basis using an automated process. We also do tests and exercises to identify and resolve exploitable vulnerabilities.





Privacy at Allstate

Privacy is an area of operational risk and falls under the oversight of the Operational Risk Council. The Operational Risk Council is overseen by the Enterprise Risk and Return Council. The Allstate privacy team, along with its policies and programs, is managed by the Chief Privacy Officer, who is also the Chief Ethics and Compliance Officer. The privacy team works with liaisons and experts across the enterprise to communicate with and educate employees on our privacy practices, and act as our front line for privacy protection.

In 2017, Allstate updated its internal privacy policy to better align with the standards and supporting documents from the Allstate Information Security department. In early 2019, we updated our internal privacy standards to align with the NIST guidelines and Privacy by Design, a design approach that builds trust and minimizes risk to personal information during the development phase of a technological tool or process.

The privacy team also works to ensure that third-party risk assessments are done for entities or applications that store or capture personal information and that privacy impacts of proposed process changes are evaluated. Our expectations for privacy protection are outlined in our Vendor Code of Ethics.

If Allstate suspects that personal identifiable information may have been compromised, the privacy team is responsible for incident response: the investigation, notification, response and corrective action. If necessary, the incident and response may be escalated up to the Operational Risk Council and the Board of Directors. The privacy team and other leaders help make sure that Allstate remains in compliance with the growing body of regulation that applies to the personal information for which Allstate is responsible.

Policies

Employees are trained on Allstate policies, and our external privacy statements are transparent and accessible by stakeholders. Allstate has implemented an annual compliance confirmation process, which requires every employee to complete three annual mandatory training courses and agree to follow appropriate company policies. One such course is the Information Security & Privacy Refresher, which educates employees on security and privacy policies, standards and processes. All employees must agree to comply with the following:

- + Our updated Global Code of Business Conduct, which contains specific sections and examples of protecting restricted or confidential information, including personal information.
- + Our Enterprise Information Security Policy, Information Technology Usage Policy, applicable standards contained within or the appropriate subsidiary information security policies and standards. These documents govern our operations and help ensure company data is not shared or altered inappropriately.

Because Allstate agency owners and their staff are not Allstate employees, they are not covered in the annual compliance confirmation process. We provide specific cybersecurity training for new agency staff as well as key cybersecurity responsibilities for all agency users annually. Agency owners are also required to maintain a written information security policy for each agency.

- + Allstate has clear customer privacy requirements as detailed in our Privacy Policy Statement (for Allstate insurance companies):
- + We do not sell our customers' personal or medical information to anyone.
- + We do not share our customers' information with nonaffiliate companies that could use it to contact our customers about their own products and services, unless permitted pursuant to a joint marketing agreement.
- + We require persons or organizations that represent or assist us in servicing our customers' policies and claims to keep their information confidential.

We require our employees to protect our customers' personal information and keep it confidential. Please see our Privacy Policy Statement for more on how Allstate protects customers' personal information.

By carefully and responsibly handling their data, we can advance our reputation among consumers, drive strong business relationships and create shared value.



Training

Training employees to maximize the value of these controls is a critical and complementary part of our cybersecurity management. Investing in a strong Integrated Digital Enterprise system with appropriate security controls is just one way we protect Allstate data. We understand that our policies can only be effective when we communicate these controls throughout our team. Our annual compliance confirmation process provides foundational education for all employees regarding their responsibilities and basic policies: 100% of our global employees complete mandatory compliance confirmation and the associated training annually. The training also provides further detail about risks identified over the last 12 months as specifically relevant to the company or worldwide. We use a personal approach to engage employees.

Our dedicated security marketing communications and security education teams collaborate on a year-round internal campaign to convey messages about strong security practices such as password security and traveling safely. Our dedicated security education team also operates phishing simulations with real-time feedback and training for employees who fall for the attempt. It also notifies leadership when an employee fails the test multiple times.

Additionally, we provide on-demand and topic-specific training, allowing us to customize programs around current issues. We offer more advanced and specialized training to employees in higher-risk roles. For example, users who may access

HIPAA-protected health information or developers working with payment card information receive additional training on secure practices.

We evaluate our training results using four levels:

- + Tracking metrics across survey responses
- + Test and assessment results
- + Performance trends
- + Impact on the business or return on investment

If employees have a privacy or security incident to bring to the attention of senior leadership, they can alert members of the Information Security team via the new CyberSOC hotline and email addresses. Additionally, there are phone numbers and email addresses in the Global Code of Business Conduct that can be used to report an incident.

Security in Our Supply Chain

Our security and privacy requirements extend to suppliers who have access to, store or use Allstate data. Allstate emphasizes the importance of customer privacy and data security with suppliers through our procurement standards, practices and contracts. We have established a security assessment program for our suppliers, which could involve on-site assessments for critical suppliers. We also require all contingent workers who have access to our network to take a training course on Allstate's security policies.

ETHICS & INTEGRITY

Integrity is central to our business, and we're proud that Ethisphere has listed Allstate among the World's Most Ethical Companies® each of the last five years, recognizing our high ethical standards in business practices and values-based leadership. We have built this legacy on the sturdy foundation of our core values: honesty, caring and integrity, inclusive diversity, engagement, accountability and superior performance.



Global Code of Business Conduct

Allstate's [Global Code of Business Conduct](#), published in English and French-Canadian, outlines the values that are core to who we are and what we do. They define our culture and beliefs, and set forth expectations for how we conduct our work. The Global Code was updated in 2017.

In addition to our Global Code of Business Conduct, we have policies for:

- + Anti-corruption/bribery
- + Antitrust/competition
- + Confidential information
- + Conflicts of interest
- + Data privacy (employees, customers, consumers)
- + Diversity/discrimination/equal employment opportunity
- + Fair dealing (fair business practices)
- + Gifts and entertainment
- + Information security
- + Insider trading
- + Intellectual property
- + Misconduct investigations
- + Non-retaliation
- + Political contributions, activities and lobbying
- + Procurement integrity/dealing with suppliers/supply chain oversight
- + Protecting company assets
- + Records management and retention
- + Social media
- + Workplace harassment
- + Workplace health and safety

Training and Communication

Ethical behavior begins with our most senior leaders and cascades down the organization through annual training, which is a condition of employment.

Board of Directors

Our Board of Directors receives specialized ethics and decision-making education. In addition, we provide them with education on topics such as insider trading, cybersecurity, conflicts of interest and regulatory developments.

Managers

All managers undergo training in ethics and compliance. Allstate launched an ethics training course for new leaders in 2017 as part of the New Leader Development Studio (NLDS). Additionally, an Ethical Leadership Toolkit is available on the company intranet site, including our Ethical Dilemma Spotlight series, which features a new ethical dilemma every month in the Leadership at Allstate newsletter. Each scenario is accompanied by a guide that facilitates ethical discussions within teams. Topics cover a variety of ethical issues, including accepting gifts, reporting inaccurate numbers, sexual harassment and retaliation.

We focus manager training on creating an environment where employees feel comfortable handling reports, preventing retaliation and speaking up when they observe unethical behavior.

To measure the impact of our training, we:

- + Document manager feedback
- + Track misconduct
- + Survey employees annually to measure Allstate's ethical culture

Our Integrity Index survey is one of the primary drivers of feedback within our ethics and compliance initiatives. The Chief Ethics and Compliance Officer (CECO) presents results to each senior leader in face-to-face meetings. At this meeting, we identify areas of strength and opportunity, and many of our business areas develop their own customized solutions to address them.





Employees

We distribute the Global Code of Business Conduct to all employees and subsidiaries with accompanying training. We conduct ethics and compliance training as a standard part of onboarding and on an annual basis, and we monitor its effectiveness through internal measures. In 2018, 100% of our employees completed ethics and compliance training on our Global Code of Business Conduct — a condition of employment at Allstate — through the annual compliance confirmation process. For the first time in 2018, we used an upfront assessment that allowed tenured employees to demonstrate their knowledge of the content and pass related lessons. We continued this approach to annual compliance confirmation in 2019.

In addition to Global Code of Business Conduct training, select employees undergo risk-specific training that addresses topics such as anti-corruption, conflicts of interest, data privacy, equal opportunity, insider trading, procurement, social media, workplace harassment and money laundering.

Suppliers

All suppliers doing business with Allstate must adhere to our Supplier Code of Conduct, which outlines our expectations for human rights, environmental stewardship, diversity and inclusion, child labor and more. We comply with the UK Modern Slavery Act and post our Slavery and Human Trafficking Statement on the Allstate Northern Ireland and Allstate external websites. We do background checks on our largest suppliers and any supplier handling Allstate data.

Integrity Index Survey

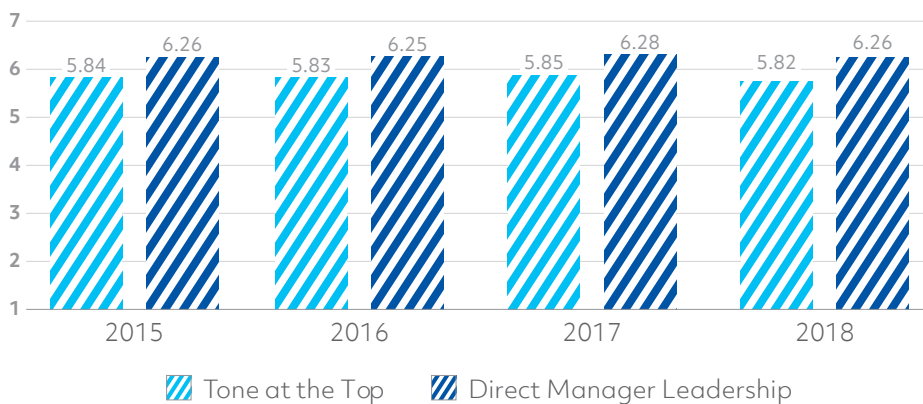
The Integrity Index Survey, conducted by the Gartner Compliance and Ethics Leadership Council, gives employees a chance to provide feedback that influences company strategy as well as to address important cultural issues. Gartner administers the annual survey to roughly 16,000 randomly selected employees. The survey is anonymous and confidential, and results are used to compare the year-over-year effectiveness of Allstate’s ethics and compliance program.

The survey evaluates employee perceptions of the honesty, integrity and ethical actions of both senior leadership (“Tone at the Top”) and direct managers (“Direct Manager Leadership”) on a seven point scale.

Inspire Survey Results

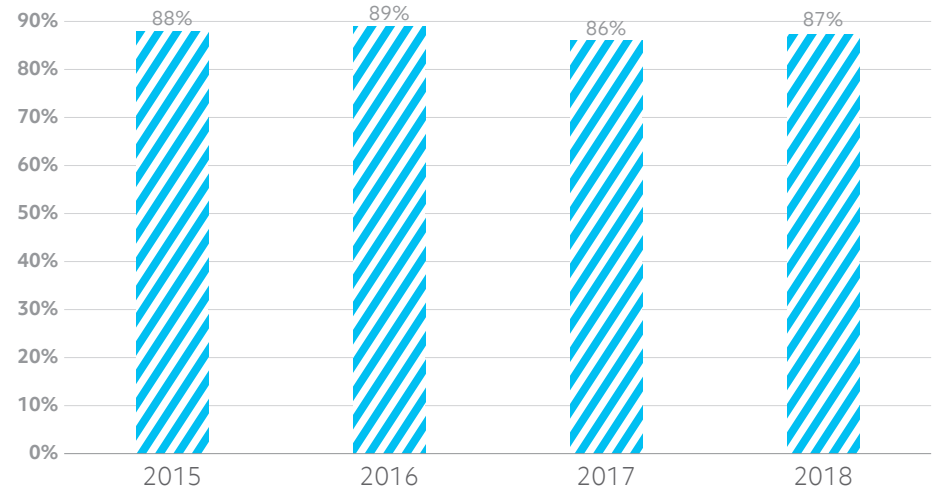
Allstate’s environment of trust is a significant driver of engagement, retention and satisfaction; that’s why we conduct the annual Inspire employee engagement survey measuring whether employees feel that their immediate managers create an environment of trust.

EMPLOYEE PERCEPTION OF SENIOR LEADER AND DIRECT MANAGER ETHICS*



*Data based on a 7-point scale

EMPLOYEE PERCEPTION OF ENVIRONMENT OF TRUST



Percent favorable response to: “My immediate manager actively creates an environment of trust”

Reporting Concerns

The Allstate Speak Up Process strongly encourages employees to report any activity that causes concern.

Anyone may report any illegal, unethical conduct or regulatory compliance concerns by:

- + Contacting their manager, another manager or a Human Resources representative
- + Calling the Allstate i-Report Line: 800-706-9855, a 24/7 toll-free number
- + Using the Allstate i-Report website: www.allstatei-report.alertline.com

If an employee needs to report concerns that someone's personal information may have been breached, misused, accessed or disclosed without proper authorization, they can email privacyincidentmanagement@allstate.com, or contact AIS-CSIRT@allstate.com to report Allstate information security concerns. An email address for the Board's Audit Committee is provided on the Allstate [Investors Relations website](#).

When reporting concerns, employees can choose to remain anonymous when the law permits. In 2018, approximately 40% of employees who filed reports through the hotline did so anonymously. Our Speak Up Process details what's expected of managers at Allstate if they receive a report from an employee. These expectations include encouraging employees to speak up, responding to allegations promptly and thanking employees for bringing the concern to their attention.

Allstate policy and the Global Code of Business Conduct prohibit any form of retaliation for reporting a workplace or ethical concern.

In 2018, we launched an anti-retaliation campaign across the company to help employees think about what workplace retaliation might look like and affirm our zero-tolerance stance on any form of retaliation. This campaign included posters with four scenarios asking employees, "Is this retaliation or something else?" We also dealt with the issue of workplace retaliation through articles on Allstate NOW, Allstate's internal newspaper, and leadership messaging.

Allstate investigates all reports to determine whether an allegation is substantiated. If necessary, Human Resources and local leadership will determine the appropriate action or discipline. Reports regarding matters of integrity are immediately escalated to our investigative team and are included in reports to the Board of Directors.

Under company policy, Allstate does not discuss cases or disciplinary actions with anyone other than the disciplined employee. A Human Resources representative follows up with the reporting person to confirm that the case has been investigated, handled and closed. We track employee-submitted reports in our case management system, which records and logs reports and related investigations. The Board of Directors is made aware of substantiated concerns.

In 2018, we implemented a new case management tool that offers better metrics and stronger evaluation of trends. Over the next two years, we will work across the Allstate family of companies to bring this tool to all our locations.

Governance

Allstate has a robust management structure and oversight for our ethics and regulatory compliance teams. We have over 400 Allstaters across the enterprise who are involved in ethics, regulatory and compliance initiatives, with the Chief Ethics and Compliance Officer (CECO) overseeing the program. The CECO is responsible for the company's code of conduct, ensuring appropriate ethics and compliance budgeting and integrity investigations. The CECO meets with the full Board of Directors or the Audit Committee twice a year and reports on the company's performance and initiatives. The CECO is also involved in procurement oversight.

We also have a cross-functional Internal Controls and Compliance Committee made up of executives. The committee convenes quarterly to discuss management topics related to audits, ethics, privacy and regulatory compliance, including performance, education, risk and culture.

In 2018, Ethisphere evaluated our Ethics and Compliance Program, which helped us determine the scope of compliance activities throughout the organization, the effectiveness of our compliance program and whether the company's culture is conducive to compliance activities.



Risk Assessments

Allstate assesses regulatory compliance risk at the enterprise, business and area of responsibility level. We map more than 60 potential risks across 30 business units and levels to understand inherent and residual risk, document requirements and controls, create action plans, and complete monitoring and testing to ensure ongoing compliance.

The regulatory compliance areas we assess include:

- + Corporate
- + Human resources
- + Investments and disclosures
- + Marketing and sales
- + Product and pricing

These areas cover categories such as fair labor and payroll laws, sexual harassment, bribery and corruption, environmental and workplace safety, tax, false advertising, whistleblower protection, product terms and services, and many others.

“Our values represent who we are and how we conduct ourselves. They define our culture and what it means to be an Allstater.”

– Tom Wilson

The CECO and their staff partner with business units to ensure they have appropriate resources and support to fulfill their ethics and compliance requirements and complete any role-specific needs.

Recognition

In 2019, for the fifth consecutive year, Allstate was named one of the World’s Most Ethical Companies® by Ethisphere, a global leader in defining and advancing the standards of ethical business practices.

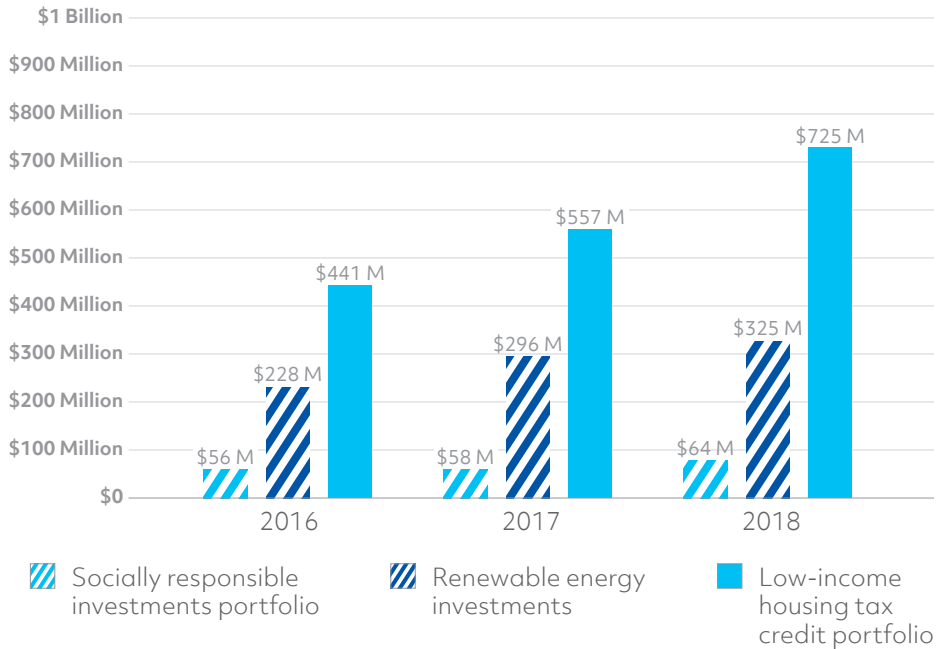
The [World’s Most Ethical Companies](#) designation recognizes organizations that significantly influence the way business is conducted by fostering a culture of ethics and transparency at every level. Companies are scored in five categories: ethics and compliance, corporate citizenship and responsibility, a culture of ethics, governance and leadership, and innovation and reputation.



RESPONSIBLE INVESTMENT

Allstate’s investment decisions represent a critical part of our corporate responsibility footprint, affecting employees, customers and investors. We provide the best value for shareholders by taking a competitive and holistic approach with our \$86.5 billion investment portfolio. As a steward of this portfolio, Allstate understands that environmental, social and corporate governance issues influence investment performance. Allstate’s analysis and decision-making process consider these issues along with our values.

SOCIALLY RESPONSIBLE INVESTMENTS



What Responsible Investment Means to Allstate

We create long-term value through active portfolio management in a broad array of asset classes and geographies to ensure we can deliver on our promises to policyholders and stakeholders. Allstate factors environmental, social and governance considerations into the investment process to help ensure our long-term health and stability.

Climate Risk

When evaluating our investment portfolio, we are mindful of climate change risks. We purposefully evaluate and manage exposure to certain catastrophe risks in our commercial real estate portfolio, like those that may be impacted by climate change. When considering new investments in physical assets, including commercial real estate, we evaluate whether the risk profile is consistent with our risk appetite as determined by senior leadership.

We provide the best value for shareholders by taking a competitive and holistic approach with our \$86.5 billion investment portfolio.

Restricted Securities

Environmental, social and corporate governance issues can influence investment performance.

Allstate Investments' compliance department maintains a restricted list that defines prohibited types of investments, which are typically entities whose activities are fundamentally inconsistent with Allstate's values or are likely to result in reputational or other significant risks. These restrictions include investments in companies that predominantly conduct business in the civilian firearms industry, or majority ownership interest or control of a company that operates a coal or other mine (either directly or through a subsidiary) or provides services to those mines. Our Investment Management Guidelines state that investment managers' analysis and decision-making consider environmental, social and governance issues alongside Allstate's values and reputation. Investment managers are expected to act in accordance with the letter and the spirit of the guidelines. If an entity is not listed on the restricted list but the portfolio manager or asset manager believes it could potentially be considered for inclusion, the portfolio manager or asset manager must obtain approval from the Risk Committee and Investment Compliance before entering into the transaction.

Socially Responsible Investment

Allstate's investment portfolio focuses on generating competitive returns while keeping risks at appropriate levels. The company is proud to weave corporate responsibility into its overall approach.

Our portfolio includes support of environmentally friendly and socially responsible investments with attractive risk/reward trade-offs. In 2018, our investments included a socially responsible investment portfolio of \$64 million and a renewable energy portfolio of \$325 million. Included in the renewable portfolio are debt and equity investments in wind, hydro and solar power, as well as geothermal projects. Additionally, we have a low-income-housing tax credit portfolio of \$725 million. Allstate's low-income-housing tax credit portfolio supports low- to moderate-income families by providing access to nearly 70,000 affordable rental housing units.

Almost half of our \$9.2 billion municipal bond portfolio has a socially responsible focus. Municipal bonds are issued by states, cities, counties and other government entities to fund construction projects such as schools, highways or sewer systems. Municipal bonds help balance risk and provide good long-term returns and strong after-tax benefits for Allstate, but they also support projects that benefit communities.

Diverse Talent and Management

Research shows that while diverse investing teams consistently outperform less diverse ones, women and minorities are still underrepresented in the private equity and real estate private equity investment sectors. To ensure our investment team demonstrates superior performance while addressing underrepresentation, Allstate created the Diversity Emerging Managers program.

The goal of the program is to identify the next generation of women and minority investment managers, with comparable, top-quartile risk-adjusted return expectations. We collaborate with GCM Grosvenor to select firms that are at least 33% owned or controlled by women and/or minorities and at least 50% of the firm's profit is paid to women and/or minority staff. Allstate committed \$96.5 million of the \$100 million allocated to the program toward participating firms. We carefully assess the returns on the funds we commit for investment.

In addition to our financial commitment, the participating firms also receive development training from GCM Grosvenor that covers a wide range of topics such as asset firm management, finance and marketing.

CLIMATE CHANGE

In 2018, the Allstate family of companies and those we serve felt the impact of severe weather. Although our business withstood the effects of elevated natural catastrophes, we understand the need to continue to build adaptability and resiliency to climate change into our business activities.

The increased frequency and severity of weather events and natural catastrophes affect the cost and number of claims submitted by our customers. Associated rate increases can also impact the Allstate customer experience and our reputation. Our success depends, in part, on our ability to properly model, price and manage climate-related risks, as well as develop products and services to address climate change.



Climate Change Modeling

A changing climate means we must identify risks and opportunities associated with extreme weather patterns, policy shifts and new technology.

Allstate works to understand climate risks that directly affect our insurance products and assets. Allstate's Catastrophe Modeling and Analytics Team and pricing groups monitor climate change information and update product leadership. The team uses information from the Intergovernmental Panel on Climate Change (IPCC), the U.S. Global Change Research Program (USGCRP) and the Actuaries Climate Index (ACI). The IPCC and USGCRP evaluate research by climate scientists around the world and conduct robust reviews to provide balanced information to decision-makers. The ACI provides an objective measure of extreme weather and sea levels over time and is updated quarterly.

Typically, Allstate's rate-making evaluations rely on a 20- to 25-year historical retrospective view and project one to three years into the future, depending on whether the product is auto- or property-based, which aligns with Allstate's three-year strategic planning cycle. Our analysis focuses on predicting business continuity, resiliency and solvency through a variety of catastrophe scenarios. The Catastrophe Modeling and Analytics Team also partners with our Investments group to model mortgage and real estate portfolios under consideration.

Governance

We manage climate risks within our integrated Enterprise Risk and Return Management (ERRM) framework, which applies risk-return principles, governance, modeling and analytics and transparent management dialogue. These principles are based on three key operating components: maintaining our strong foundation of stakeholder trust and financial strength, building strategic value, and optimizing return per unit of risk.

The ERRM framework provides a comprehensive view of risks and opportunities, Senior leaders and business managers use it to provide risk and return insights and drive strategic and business decisions. Allstate's risk management strategies adapt to changes in business and market environments and seek to optimize returns.

The Enterprise Risk and Return Council (ERRC) is Allstate's senior risk management committee that directs ERRM by establishing risk and return targets, determining economic capital levels and directing integrated strategies and actions from an enterprise perspective. The ERRC consists of Allstate's chief executive officer, vice chair, area of responsibility (AOR) presidents, chief investment officer, enterprise and AOR risk and financial officers, general counsel and treasurer. Oversight of ERRM is the responsibility of the Board of Directors and the Risk and Return and Audit Committees. The ERRC provides ERRM oversight by reviewing enterprise principles, guidelines and limits for Allstate's significant risks, and by monitoring the strategies and actions management has taken to control these risks.

We design Allstate's overall executive compensation program based on performance and do not reward excessive risk-taking. There are short- and long-term incentive components. Monetary incentives for achieving corporate and performance goals include risk and return management, including managing risks affected by climate.

We manage climate risks within our integrated Enterprise Risk and Return Management (ERRM) framework, which applies risk-return principles, governance, modeling and analytics and transparent management dialogue.

As a member of the corporate executive team, Allstate's chief procurement officer (CPO) incorporates sustainability initiatives into Allstate's purchasing practices. Accordingly, the CPO has spearheaded a sustainability program within Sourcing & Procurement Solutions that will assess the environmental risks and opportunities within Allstate's supply chain and purchasing operations, including the potential to reduce emissions for Allstate's purchasing operations. One component of the monetary incentive compensation for the CPO and program development team is based on the successful implementation of this program within the department.

Material risks are regularly identified, measured, managed, monitored and reported to senior management and the Board. These risks include catastrophes and severe weather events, auto and property insurance underwriting, business continuity, disaster recovery and investment concentration and insured exposure concentration. Regulatory changes, customer behavior trends and Allstate's reputation are also considered.

The greatest areas of potential catastrophe losses due to hurricanes are major metropolitan centers along the East and Gulf coasts of the United States. We have addressed our risk of hurricane loss through actions that include:

- + Purchasing reinsurance for specific states and countrywide for our personal lines auto and property insurance in areas most exposed to hurricanes.
- + Limiting personal homeowners insurance new business writings in coastal areas in Southern and Eastern states.
- + Implementing tropical cyclone and/or wind and hail deductibles or exclusions, using facultative reinsurance where appropriate and continuing to not insure flood risk.

To further promote the accountability of Allstate's material topics, including climate change, Allstate formed a Sustainability Council in 2007 that is composed of senior leaders representing every area of the company. Council members bring their perspectives and knowledge of the company's operations and customers to identify key risks and opportunities related to sustainable business practices. The Sustainability Council meets three times annually to review existing and emerging environmental and social issues,



identify opportunities and strategies to address these issues, and encourage and enable employee engagement with the company's sustainability strategy. The council is led by Allstate's vice president in Corporate Relations.

The Board of Directors receives special director education sessions on different topics and types of risk every year. In 2017, the Board requested a special director education session on severe weather and climate risk. Accordingly, we addressed climate risk with both the Board and executive-level leaders through conversations with the ERRC. We have not experienced meaningful changes to our climate change risk since the 2017 presentation.

Products and Services

Allstate continuously evaluates products to ensure our prices adequately reflect risks, including those related to climate change. We believe our management practices give us a strategic advantage in the marketplace.

Based on what we now know about climate change, particularly its slow rate of change from year to year, our current pricing methodologies would not result in more than a negligible amount of bias or error. To be as responsive to changing conditions as possible, we monitor state-specific risks and scientific consensus on climate change impacts, as well as competitor trends and competitor pricing methods. We also continually evaluate our pricing methodology to identify better ways to estimate future expected loss.

To help customers decrease their household carbon footprint, we provide the Homeowners Policy Green Improvement Reimbursement Endorsement, which allows a customer to replace damaged or destroyed appliances or equipment with more energy-efficient items and be reimbursed the additional cost to replace them.

The additional reimbursement applies to certain categories of Energy Star®-rated products — such as washers and refrigerators; computers and electronics; heating and cooling equipment; and certain plumbing and building equipment. These products generally save electricity or water, reducing a home's environmental impact while lowering homeowners' utility bills. Allstate offers the Homeowners Policy Green Improvement Reimbursement Endorsement in most states.



Public Advocacy

We use our industry expertise to formulate public policy solutions that address weather-related risks and reduce their impact.

Allstate understands that climate change will likely exacerbate the frequency and severity of natural catastrophes. Consequently, we partner with national and local organizations to better prepare and protect communities, strengthen the country's financial infrastructure to deal with major events, promote better loss prevention and mitigation through stronger building codes and sensible land use policies, and develop programs to strengthen first responders' ability to help communities recover from catastrophe.

Allstate maintains critical partnerships aimed at building resilient communities. The Allstate Foundation partners with agency owners and their local nonprofits to prepare communities for disasters by providing emergency kits and other tools. These collaborative efforts increase awareness of weather-related risks and help people better protect themselves and loved ones.

Allstate is an active member and financial supporter of the Insurance Institute for Business & Home Safety (IBHS). The IBHS mission is to conduct objective scientific research to identify and promote effective actions that strengthen homes, businesses and communities against natural catastrophes and other causes of loss. Allstate partners with IBHS to promote more durable homes and commercial buildings through better building practices and stronger codes. By working to increase resiliency, Allstate saves lives and reduces the cost of severe weather and natural disasters.



ENERGY, EMISSIONS & WASTE

Today, stakeholders expect companies to cut their energy use and reduce waste on an ongoing basis. Beyond that, insurers like Allstate face extensive risk from climate change, which has produced more extreme weather events. As a socially and environmentally responsible company, Allstate believes reducing its environmental footprint is in its own best interest as well as that of the world at large.

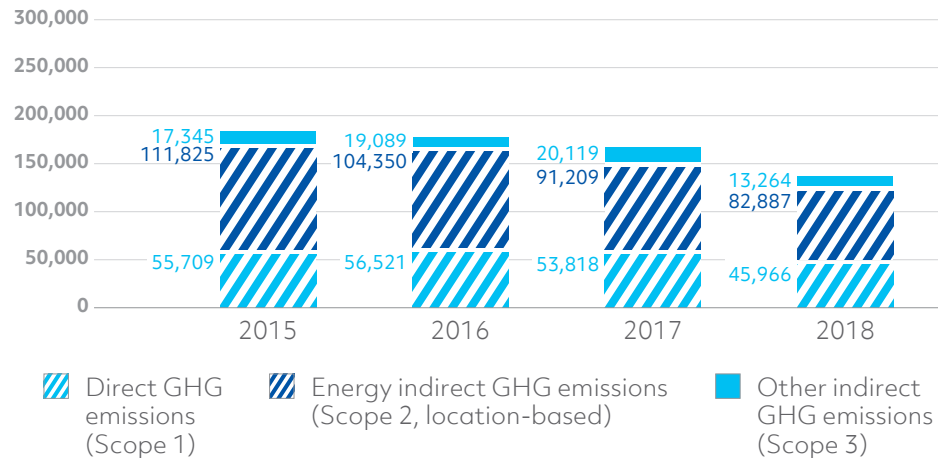
Energy and Emissions

In 2010, Allstate set a goal to achieve a 20% absolute energy-use reduction within our owned portfolio (approximately 39% of all locations at the time) against our 2007 baseline by 2020. Thanks to efforts across the enterprise, we surpassed that 2020 goal in 2014.

Building on our history of energy and emissions reductions, we are still looking for the right approach to long-term energy management. Allstate is evaluating a next-generation target, but to establish a proper baseline, we first need to complete some facility transformations.

Allstate believes reducing its environmental footprint is in its own best interest as well as that of the world at large.

GHG EMISSIONS



In the meantime, we're reducing consumption by consolidating office space, recapturing heat energy as a byproduct of Allstate's data center operations and optimizing the use of energy-efficient equipment and systems. Examples of this include HVAC equipment and controls, reduced-lighting power density designs and daylight harvesting in Allstate's offices.

The trend toward consolidating office space into fewer, larger locations continued in 2018, creating more efficient utilization of space across our owned and leased building portfolios. We now lease or own more than 362,250 square feet of LEED-certified office space.

Allstate's Vehicle Fleet

Allstate operates a fleet of about 3,000 sedans and SUVs to support the business travel requirements of the Claims, Distribution and Service Businesses teams. In 2017, we started to use more hybrid vehicles to improve our fuel economy and reduce CO₂ output. We incentivized employees to choose the hybrid sedan by lowering the associated personal use fee. We saw 34% of employees choose the hybrid vehicle option on our last ordering cycle.

Allstate's fleet is now 25% hybrid, and we expect that number to increase to around 50% by the end of 2019. A new hybrid small SUV recently came on the market and we plan to add it to our fleet.

We also focused on moving to more digital work environments and using technology to decrease our total vehicle footprint and business miles driven. Overall, we have decreased travel by 13.5 million miles from 2017 to 2018, and the trend is continuing through 2019. We have also decreased our total vehicle count from about 3,800 at the peak in Q1 2017 to just under 3,000 vehicles today.

In early 2019, we invested in two fully electric buses to support our Northbrook, Illinois, campus shuttle program. These buses replaced four gas-powered shuttles that previously transported employees around campus.

Waste

Because paper is Allstate's largest source of potential waste, we have implemented numerous reduction initiatives. In addition to Allstate's recycling program, we maintain water filling stations to decrease the use of disposable plastic bottles. We also reduce our waste footprint through cafeteria waste dehydration and pulping, paperless business solutions, and secure shredding.



Paper Reduction

We make every effort to keep documents electronic. Allstate has a Print Optimization and Paperless Task Force made up of business unit leaders from across the company. It monitors and tracks employee and customer printing and paper use and works with Corporate Relations to make employees aware of the operational and ecological costs of printing.

For necessary paper documents, Allstate maintains a secure program so these can be shredded and recycled. Through a third-party vendor, Allstate employees recycled 1,727,593 pounds of paper in 2018. This helped save 14,700 trees from being used for new paper production.

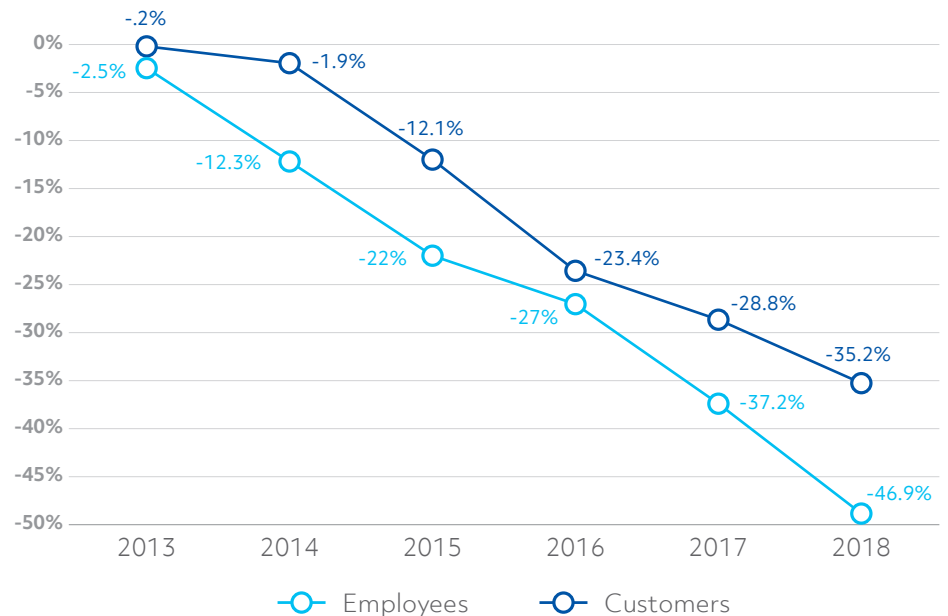
In 2018, we implemented a “Follow Me Print” program that links all print jobs to employee badges. To have documents printed, the employee scans their badge at the printer. If a print job is not retrieved within 72 hours, it disappears from the system. In 2018, the number of abandoned and deleted print jobs equated to about 435,400 sheets, which stacks higher than a 14-story building.

We also encourage electronic customer communications to help cut costs and reduce our footprint and our customers’. Allstate has three paperless initiatives for customers: eSignature, ePolicy and eBill. They can sign up for these free services through MyAccount, our online customer self-service hub. Between 2015 and 2020,

Allstate is investing \$3.5 million toward more paperless options in MyAccount and a redesign of our documents so they require fewer pages. Over 42% of customer policies are enrolled in ePolicy, and nearly 38% of customer policies are enrolled in eBill.

When compared to 2017, our additional progress in paper reduction for employees and customers throughout 2018 saved enough paper that when stacked it would be taller than Mount Kilimanjaro. This has positive impacts on our waste footprint, as well as deforestation and the carbon savings associated with the sequestration effect of trees, which absorb and store carbon dioxide, preventing it from entering the atmosphere.

TOTAL PERCENTAGE REDUCTION IN PAPER USAGE FROM 2012 BASELINE



Reducing Employee Cafeteria Waste

In the United States, up to 40% of our food goes to waste. Because food requires substantial resources to produce, discarding it wastes not only the food itself, but the resources that contributed to its production. Additionally, once food reaches the landfill, it begins to decompose and produce methane, a greenhouse gas that has an impact on the climate 25 times greater than CO₂.

In early 2018, we began working with a new third-party vendor, Parkhurst Dining, for our employee cafes in Northbrook, Illinois, and Hudson, Ohio. Parkhurst offers composting services, in addition to increasing the amount of locally sourced ingredients and healthy food options.

In Irving, Texas, our second-largest location, our cafe partner, American Dining Creations, also offers composting, inventory management systems and low-carbon menu options, such as “Meatless Mondays,” to help employees become more aware of the environmental footprint of their food choices.

Small Electronics Recycling

Allstate replaces about 3,000 small electronic items each month. Of these, approximately 1,000 items are in condition to be salvaged or recycled. To address this source of electronic waste, Allstate partnered with Clover Wireless to begin salvaging small electronics; Allstate sends small electronic items to Clover Wireless using their prepaid shipping label, at no cost to Allstate.



If there is no salvage value to the item or the data cannot be removed, the item will be recycled. More than 800 types of small electronic items qualify to be salvaged. Clover recycles all items or parts that cannot be salvaged, reducing the number of small electronics we dispose of in landfills.

Water Fountains and Filling Stations

To reduce the use of disposable water bottles, we launched an enterprise-wide filling station program. Employees fill their bottles with filtered tap water rather than buying disposable bottles. Allstate maintains 230 filling stations across our facilities. In 2018, those stations saved the equivalent of 1.7 million plastic water bottles.

In 2018, Allstate installed sparkling water stations in its Northbrook and Chicago locations that further encouraged people to bring their own containers. As of June 2019, the six Bevi stations saved the equivalent of more than 336,000 12-ounce bottles and cans. Stations are being installed throughout Allstate's other facilities.

SUSTAINABLE PROCUREMENT

The magnitude of our global purchasing activity means our procurement practices have far-ranging effects because we can positively influence the businesses from which we source products and services. By understanding how suppliers manage emissions, waste, regulatory compliance and cybersecurity, we can better articulate Allstate's expectations. By actively managing these risks, we enhance our reputation and align procurement decisions with environmental and social responsibility, which increases the confidence of stakeholders who depend on Allstate's performance.

Supplier Impacts

We manage environmental and social impacts in our supply chain through agreements, surveys, scorecards, resource reduction programs and policies.

As stated in the [Supplier Code of Ethics](#), all suppliers doing business with Allstate must adhere to our requirements regarding [human rights](#), environmental stewardship, diversity and inclusion, child labor and more.

The Allstate Sustainable Procurement Program aims to enhance Allstate's reputation, mitigate corporate risks and align purchasing decisions with environmental and social sustainability. Our Sourcing & Procurement Solutions department focuses our responsible purchasing program

on our key commodity areas: computer equipment, furniture, leased properties, paper products, professional services, software, utilities and our corporate vehicle fleet.

The main elements of the responsible purchasing program include:

- + Sustainable procurement road maps: Category-specific procurement guidance with a phased process, timelines and key considerations for using our supplier evaluation tools.
- + Sustainability questionnaires: Category-specific surveys containing KPIs (key performance indicators) to benchmark suppliers on the most relevant sustainability risks for eight commodity areas.
- + Sustainable procurement playbooks: Procurement category-specific guidance providing detailed rationale behind assessing material impacts and how suppliers should respond to the KPIs.

In late 2018, the Allstate Sourcing & Procurement Solutions organization hired a sustainability sourcing lead to spearhead the development and implementation of ESG-specific practices in our supply chain. The sustainability sourcing lead began developing best practices for product and service categories prioritized by the needs of the business. In the future, we hope to better understand our business's footprint by increasing visibility and transparency in the supply chain and tracking, managing and reporting on sustainability KPIs for our suppliers.

Sustainability Questionnaires

The sustainability questionnaire contains KPIs to assess a supplier against the most material impacts related to that resource. Each KPI has a dedicated subsection. In 2019, we hope to tailor the questionnaires by specific product and service category.

- + **Rationale and best practices:** Provides the commodity manager with the context for asking suppliers to respond to the specific KPI. Where relevant, best practices to describe how suppliers should address the KPI are also provided.
- + **Supporting documentation:** Lists optional documentation for commodity managers to request from suppliers to verify responses to the KPI.
- + **Case study:** Provides either a demonstration of the rationale behind asking the question or an example of how a company addresses the material impact. The intent is to give commodity managers real-world context.
- + **Additional resources:** Provides links for commodity managers to access additional research or guidance, should the manager receive questions from suppliers that are not addressed in the playbook. Managers can also share these directly with suppliers.

Sustainability Playbooks

Sustainable procurement playbooks provide a detailed rationale behind assessing material impacts and how suppliers should respond to the KPIs. We distribute the playbooks to Allstate's commodity managers in each spending category, who then use the tools to help suppliers provide required information for each KPI. We continue to mature our process to accurately and consistently track supplier KPIs, as well as evaluate emerging product and service categories where we may need to develop and issue new playbooks.

Cybersecurity

As organizations' reliance on information technology has increased, so has the importance of customer privacy and data security. To mitigate the potential risks of an information security breach arising from a supplier relationship, we provide vendor-specific training on Allstate's security standards. We train suppliers to recognize behaviors that increase risk, familiarize them with Allstate's corporate values and evaluate security protocols of every supplier with access to sensitive data. Allstate requires all vendors to complete this course.

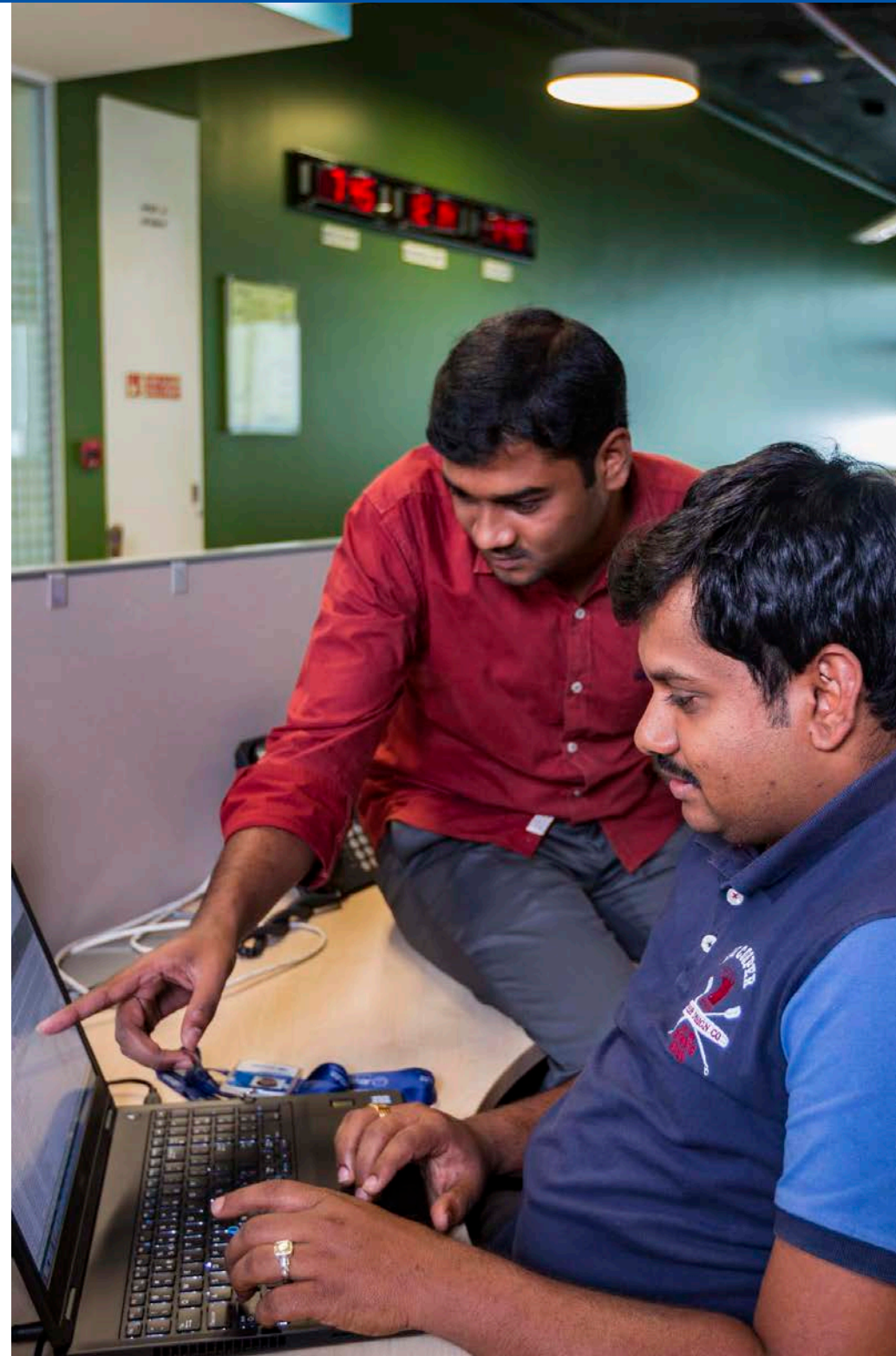


Supplier Diversity

We spent \$308 million with minority-, woman-, veteran-, LGBTQ- and disabled-owned businesses in 2018, representing 7.1% of our total supplier spending. We attribute the decrease from 2017 to the acquisition of two of our largest diverse suppliers, which meant they no longer qualified for certification and decreased overall supplier spending.

To be eligible for our Supplier Diversity Program, a company must provide certification as a minority-, woman-, veteran-, LGBTQ- or disabled-owned business by one of the following councils:

- + National LGBT Chamber of Commerce
- + National Minority Supplier Development Council
- + U.S. Pan Asian American Chamber of Commerce
- + Women's Business Enterprise National Council
- + Department of Veterans Affairs Center for Veterans Enterprise Vendor Information
- + Disability: IN (formerly known as U.S. Business Leadership Network)



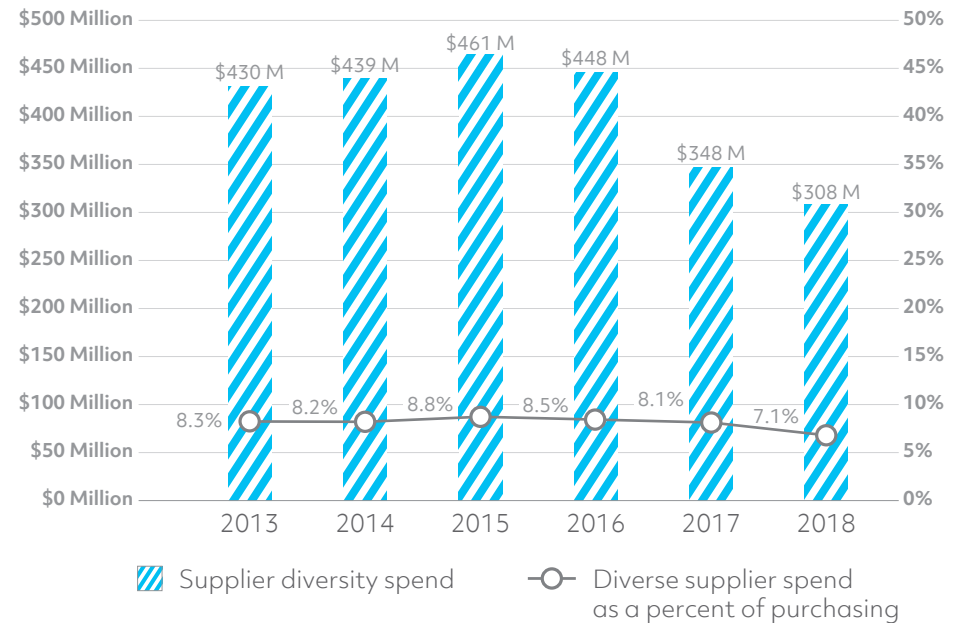
We evaluate progress by measuring our targeted spending in the first five categories listed below. We also measure our inclusive spending in all 13 categories identified by the Small Business Administration as diverse and of special interest in meeting statutory obligations. These include:

- + Minority/woman-owned business enterprises
- + Minority-owned business enterprises
- + Woman-owned business enterprises
- + Lesbian-, gay-, bisexual-, transgender-, questioning-owned business enterprises
- + Disabled business enterprises
- + Disabled veterans business enterprises
- + Disadvantaged business enterprises
- + Historically black colleges and universities
- + Historically underutilized business zone
- + Small Business Administration 8(a) program
- + Small disadvantaged business enterprises
- + Veteran-owned business enterprises
- + Small-business enterprises

The magnitude of our global purchasing activity means our procurement practices have far-ranging effects because we can positively influence the businesses from which we source products and services.



DIVERSE SUPPLIER SPEND



Building Ties with Diverse Groups Through Memberships

Allstate works with select organizations to conduct national benchmarking, connect with diverse suppliers and identify successful practices in supplier diversity. Allstate is a member of the following organizations:

- + National Minority Supplier Development Council
- + Women's Business Enterprise National Council
- + National Veteran-Owned Business Association
- + National LGBT Chamber of Commerce
- + United States Hispanic Chamber of Commerce
- + United States Pan Asian Chamber of Commerce
- + Financial Services Roundtable for Supplier Diversity

Industry Recognition

Supplier diversity performance is an important factor in many awards, lists and indexes for inclusion and diversity. Our 2018 recognition:

- + Diversity Best Practices Inclusion Index — Diversity Best Practices
- + 50 Top Companies for Supplier Diversity 2017 — Black Enterprise Magazine
- + Top 50 Companies for Diversity 2018 — DiversityInc Magazine (13-time award winner)
- + 2017–2018 “Best-of-the-Best” Corporation for Inclusion — National LGBT Chamber of Commerce

Training the Next Generation of Diverse Suppliers

Allstate is committed to helping develop diverse suppliers through our supplier diversity initiatives. Every year, we host the Allstate Supplier Diversity Exchange, which gives diverse suppliers and startups the opportunity to network with key Allstate decision-makers and our major suppliers and strategic partners. The program is mutually beneficial: Allstate helps support businesses in underserved areas, and participating companies become better positioned to compete for contracts.

While attendance at this event does not guarantee business, since its inception, more than 100 participants have had the opportunity to compete for Allstate's business, with over 50% having been awarded contracts. Allstate has spent over \$850 million with diverse suppliers that have participated in the event. In 2018, 60 businesses attended the Exchange. We are still in the decision-making process of potentially awarding contracts to 2018 participants.

Allstate Mentoring Program

The Allstate Mentoring Program is designed to help diverse business owners strengthen and grow their companies. Participants are matched with Allstate executives whose expertise is aligned with the developmental need of the business owner. This 12-month program involves a series of live sessions and webinars focused on leadership and employee development, financial management, sales and marketing, and technology enhancement.

ADVANCING HUMAN CAPITAL

TALENT ATTRACTION
& RETENTION **51**

CAREER & LEADERSHIP
DEVELOPMENT **55**

INCLUSIVE DIVERSITY **61**

EMPLOYEE WELL BEING & SAFETY **68**

Allstate's business strategy, culture and ability to achieve its goals depend on our people. Their skill, dedication and care define Allstate and bring out the good for our customers. We develop each other, looking for ways to challenge ourselves and coach others, so all employees can reach their potential.

Because Allstate is a large employer, we understand employee engagement has a significant influence on our communities and economies. We take this responsibility seriously and want the legacy of our dynamic workforce to continue.

TALENT ATTRACTION & RETENTION

Our surveys consistently show that providing employees with exciting career paths and educational opportunities improves morale and engagement.

Employee Engagement

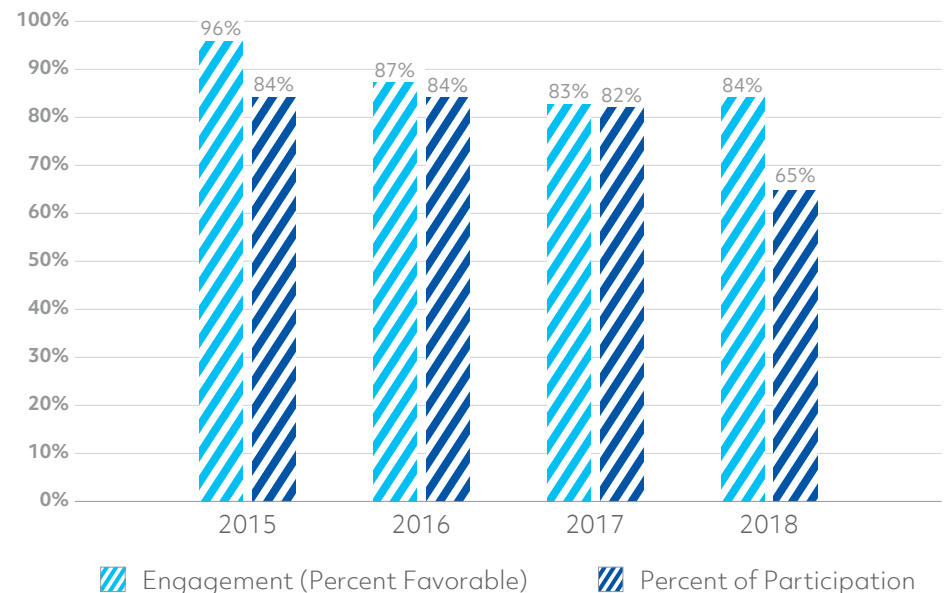
Over the past two years, Allstate replaced our annual employee engagement survey with a continuous listening approach to gathering feedback about employee engagement and its drivers in shorter but more frequent surveys. Due to increased frequency of surveys, our response rate fell in 2018; 65% of all employees responded. Results have been more than 83% favorable for Engagement for the last several years.

We now provide leadership with feedback about the health of our culture once per year and manager effectiveness twice per year through the Inspire survey.

We slice the data by race/ethnicity, gender and tenure to ensure that all employees have similar favorable responses and to identify opportunities to provide support for specific groups. We incorporate metrics from the Inspire survey throughout our report, including this section, as evidence of strong employee engagement and effective talent management.



EMPLOYEE ENGAGEMENT



Work Flexibility

Our flexible work policy consists of compressed and part-time work schedules, telecommuting, home-based work, job sharing and flexible starting times. All exempt and nonexempt employees are eligible for flexible work, based on factors such as business need, work performance and job characteristics. In 2019, 47% of Allstate employees utilized flexible work arrangements, and our employee survey found those participating in these arrangements generally reported higher levels of well-being than the overall employee population. Flexible work arrangements were also the most frequently cited strength when employees were asked, “In what area is Allstate exceeding your expectations?” Internal data shows that those in flexible work arrangements receive the same rate of pay increases and promotions as those in nonflexible arrangements.

In addition to formal flexible work arrangements, Allstate encourages managers to foster a flexible work environment where employees can integrate work and life to meet the needs of the team. Being open and sympathetic brings about a culture of transparency and leads to stronger working relationships and positive feelings toward work-life balance.

Employee Life Cycle Survey Program

Our Employee Life Cycle Surveys gauge the attitudes, beliefs and behaviors of our employees so we can determine which initiatives and efforts are most important for morale. The program includes both a 90-day retention survey to assess new hires’ integration into Allstate and an exit survey process.

When employees decide to leave Allstate, this process helps us understand what they found most compelling about Allstate’s Employee Value Proposition, why they are leaving and what they plan to do.

Strategic Workforce Planning

As we look to the future of Allstate, we are proactively planning for workers’ shifting roles to address the current and future needs of our business. Our Strategic Workforce Planning team, within our Human Resources organization, is evaluating the skills, quantity and location of workers we need to drive success.

Throughout our work, we are aligning our talent strategy with our business strategy. Our team reviews the areas of the business that have the most potential disruption and works with employees to ensure the function can adapt. We are creating a skill-based taxonomy for employees in their roles today to identify those at risk and understand what skills may be needed to meet the future needs of the business.

Our initiatives include reskilling workers who have responsibilities that may no longer be needed in the future and upskilling workers who can advance beyond their current skills. Internal partnerships are essential to our strategy. In 2018, we completed several initiatives with different areas of responsibility, including Claims, Product, Brand Operations, and Human Resources. In 2019, we’re aggregating findings and insights to create an enterprise view.

We're assessing the location of employees and expected labor market trends across our talent center locations as part of the Enterprise Resource Strategy. We forecast where we will need employees and make plans to adapt our hiring/internal placement to meet those needs.

Our approach to workforce planning will ensure the long-term value of our business for employees and all stakeholders.

Workforce Insights

Retaining high-quality candidates is critical to sustaining an efficient and skilled workforce. Allstate recognizes the strategic link between what prospective and existing employees value and what we offer in exchange for their work. Improving employees' retention and engagement improves the organization's ability to serve customers, agents and communities — and each other.

Turnover is a useful barometer for the health of our workforce culture, and we monitor it carefully for insights into employee uncertainty or dissatisfaction. Turnover also affects Allstate's financial performance, through short-term impacts to productivity and the cost of recruitment, as well as long-term effects on intellectual and human capital. Estimates to replace an employee range from 50% to 150% of the employee's salary, including hidden costs such as loss of productivity while the position remains open. In 2018, the non-retirement voluntary turnover of employees who were performing at or above expectations cost Allstate as much as \$410 million.

Using our Predictive Attrition model, Workforce Insights (WFI) identifies employees who are at the greatest risk of leaving Allstate and gives their managers the chance to inspire them to stay. WFI launched two pilot studies in Allstate Brand Distribution and Allstate Technology & Strategic Ventures. In these studies, WFI provided managers with the name(s) of direct reports identified as high-risk. Using a conversation guide, we asked the manager to have a "stay conversation" with the high-risk employee. Stay conversations may cover career development, work duties and interpersonal relationships.

WFI also provides managers with two brief surveys: one to capture concerns that arose from the stay conversation and another to capture how the manager addressed the employee's concerns. These surveys provide a wealth of information to combat attrition by identifying systemic issues and the actions best suited to address them. The aim is to improve the working experience for our valued employees while reducing the costs associated with attrition.

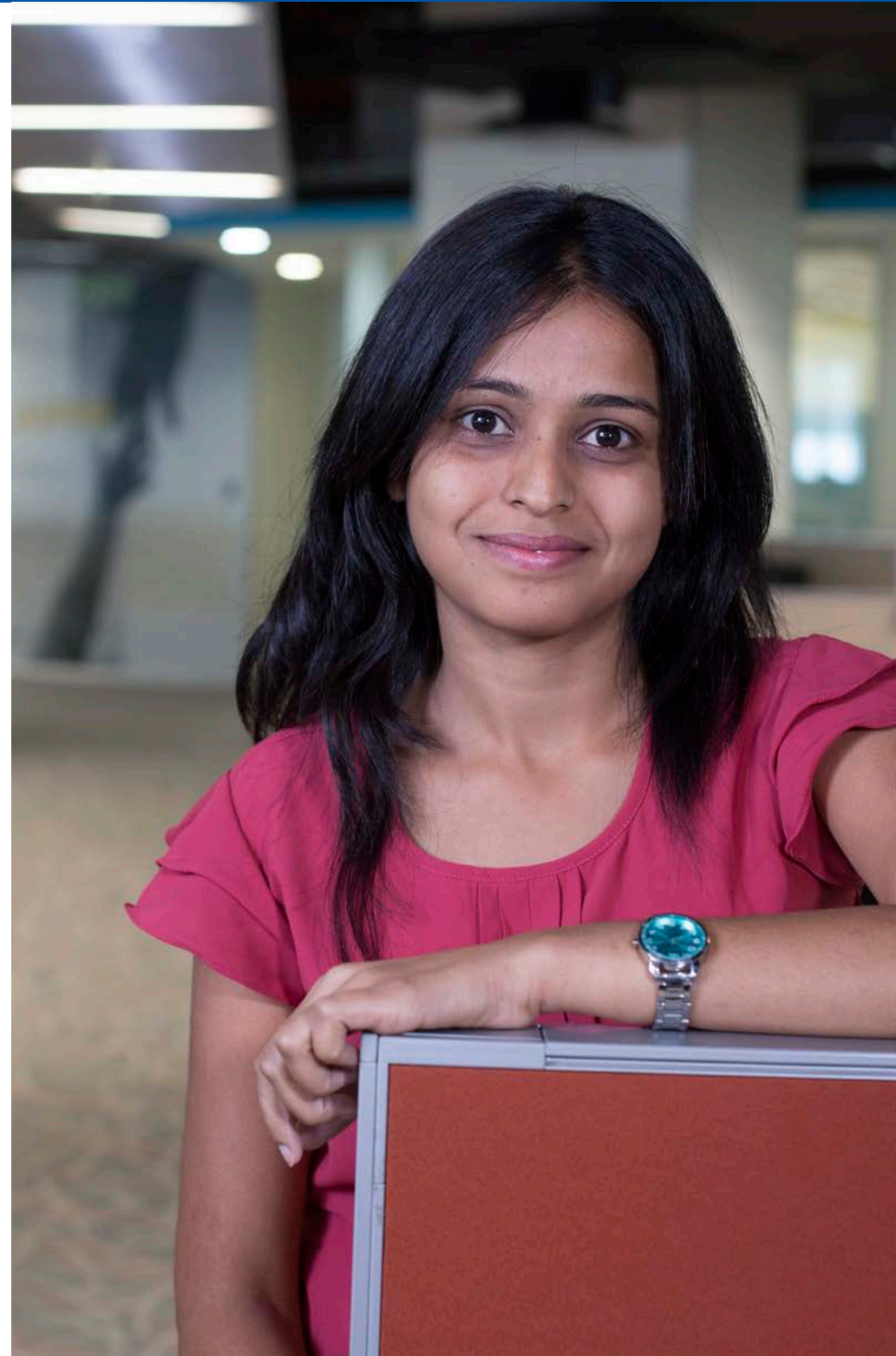
Overall, Allstate's metrics for the past several years closely track the Saratoga Institute benchmark of 13% overall turnover and 10% voluntary. In 2017, we saw a slight increase in both of those indicators as our Claims organization went through a transformation. This organizational change is also reflected in the gender gaps for 2017 — the related turnover was concentrated among more heavily male employee departments.

Talent Review and Succession Planning

The Board of Directors reviews Allstate's leadership succession continuously throughout the year, with rotating areas of focus each quarter.

ALLSTATE'S LEADERSHIP SUCCESSION PLANNING

| | Topic | Focus |
|--------------|------------------------------|---|
| Apr. | CEO Succession Planning | Internal succession alternatives across multiple time periods — immediate, less than 2 years, 3–5 years, and long-term under different operating scenarios |
| Jul. | Talent Development Systems | Organizational health and pay fairness analyses — how the organization recruits, develops and retains people, including its inclusive diversity commitments |
| Sept. | Senior Leadership Succession | Key leader development and retention |
| Nov. | "What If?" Scenario Planning | CEO and senior leadership succession — Board dialogue in advance of unexpected succession issues |



CAREER & LEADERSHIP DEVELOPMENT

At Allstate, we expect all employees to be leaders. Our six Leadership Principles apply to every employee and form the basis for all performance and development conversations.

We believe all employees have the potential for growth; we dedicate extensive resources to developing leaders at all levels. These development programs are evaluated using key reporting measures looking at behaviors, skills and mindsets, and impact on the business. Some programs are available to all employees, while others are for select audiences. Regardless of their role, all employees have a wealth of resources at their disposal.

Career Development

Performance Management

Each employee receives an annual performance review, and performance conversations take place throughout the year. During quarterly “snapshots,” the employee and manager discuss goals, long-term career development and share two-way feedback. Weekly check-ins are designed to guide employees on a more day-to-day basis and discuss how the employee is working to advance in their performance goals.

Continued Learning

Allstate invests in training opportunities for our employees so they can be successful throughout their careers. Allstate’s integrated talent management system contains modules for:

- + Attracting and hiring new employees
- + Promoting internal advancement of current employees
- + Registering for learning opportunities such as webinars, seminars and classroom training
- + Receiving comprehensive feedback from managers, peers and teams

In addition to the modules related to career development, we offer a portal with tools and resources to help employees set career goals. It helps them identify their strengths and opportunities, grow their networks, develop their résumés, and initiate career-related conversations with managers and peers across the company.

We also offer enterprise-wide access to Pluralsight technical skills training, via an online course library and online books. This training opportunity covers topics such as Agile, Scrum, Java, VMware, Mobile Web and ITIL practices.

In the fall of 2018, Allstate held the first Skill Builders series for leadership and Global Learning Day for employees. These sessions support Allstate Enterprise Learning’s mission to partner with the AORs and Allstate Business Learning teams to create consistent, scalable learning programs and platforms that empower employees to learn anywhere, anytime. The sessions covered three critical skills for our employees’ futures, improving employability inside and outside of Allstate.

More than 1,000 leaders attended Skill Builders, and more than 5,000 participated in Global Learning Day.

We received positive feedback from participants. 68% of leaders planned to use more than half of their learning from the Skill Builders sessions on the job. 76% of Global Learning Day participants told us they gained new knowledge or skills that would help them be more successful. Based on feedback, in 2019 we will expand to host a Global Learning Week and quarterly Skill Builders sessions for leaders.

CONTINUED LEARNING OPPORTUNITIES

| METRIC | 2015 | 2016 | 2017 | 2018 |
|------------------------------------|---------|---------|---------|---------|
| Number of Completed Courses | 272,581 | 326,439 | 279,843 | 367,837 |
| Number of Unique Learners | 39,327 | 40,956 | 41,934 | 44,268 |
| Number of Hours of Learning | 622,031 | 436,993 | 348,370 | 465,749 |

In addition to our integrated talent management system, we are working with our Strategic Workforce Planning team to provide employability and upskilling resources for employees based upon the future needs of our business and the marketplace.

“Everyone is a leader at Allstate. Leaders continuously grow and learn, both personally and professionally. We challenge and stretch ourselves.”

– Elizabeth Brady, Executive Vice President, Chief Marketing, Innovation and Corporate Relations Officer

Tuition Reimbursement

Allstate offers tuition reimbursement to employees for a college degree, an advanced degree or an additional degree. All employees are eligible for the program, whether the degree enhances their knowledge, is job-specific or works toward a change in career. We offer up to \$5,250 per employee per year.

TUITION REIMBURSEMENT

| METRIC | 2015 | 2016 | 2017 | 2018 |
|---|--------|--------|--------|--------|
| Number of Participating Employees | 957 | 1,181 | 1,064 | 937 |
| Dollars Tuition Reimbursement Paid | \$3.3M | \$3.5M | \$3.7M | \$3.6M |

Enterprise Talent Market and Talent Share

With 45,140 full-time and 560 part-time global employees at Allstate, there is no better place to begin the hiring process than with our own people. Our Enterprise Talent Market philosophy and Talent Share programs support employees' internal advancement. When a position opens in any department across the company, Allstate employees can apply for the position.

INTERNAL PLACEMENT RATE

| METRIC | 2015 | 2016 | 2017 | 2018 |
|---------------------------------|------|------|------|------|
| Percent Internal Placement Rate | 43% | 33% | 43% | 43% |



Department-Specific Development

While companywide training is important to creating a unified culture and promoting general expertise, we also promote department-specific expertise. Here are a few examples:

- + Our Life and Retirement Distribution offers development workshops that include activities such as peer networking, compensation transparency, a book club focused on leadership, and workshops that increase awareness and understanding of other business units.
- + Distribution Strategy & Program Development uses a simulation tool to onboard new agency owners. The simulator provides the opportunity to practice hiring staff, determine compensation, and attempt varying marketing strategies, etc., in a risk-free environment, before opening for business.
- + Allstate's Claims department uses a state-of-the-art Learning Lab to help new Claims employees gain interactive experience and make sure they are equipped for the job. Our custom simulation trains employees in the 10 most common auto and property inquiries. This multi-step program culminates in a live interactive role-play in which the learner will listen, respond and type while working through a customer scenario. Since this is cloud-based, the simulation can occur anywhere across Allstate's geographic footprint.

We believe all employees have the potential for growth; we dedicate extensive resources to developing leaders at all levels.

Live and On-Demand Seminars

In addition to formal training, Allstate provides employees with a variety of in-house learning and development — live and streaming — throughout the year.

- + The Good Work Series celebrates the Good Work pillar of our Employee Value Proposition and focuses on nurturing an inspiring workplace culture.
- + Good Work Week is an annual themed event that renews our commitment to the Good Work Series. Internal and external speakers help employees connect their work to the company’s purpose and business results. In 2017, our Employee Resource Groups partnered to co-sponsor Good Work Week events.
- + Leaders as Teachers provides internal perspectives from Allstate executives on leadership and other topics pertinent to our business strategy.
- + Thought Leader Forum introduces an external point of view on business and leadership to accelerate development.
- + Quarterly Skill Builders series help provide leaders with tools and resources to continuously develop their teams on crucial skills for the future of work.
- + Global Learning Week promotes a culture of learning and empowers employees to learn new skills with perspectives from industry experts, Allstate leaders and their peers.

We are proactively planning for workers’ shifting roles to address the current and future needs of our business.

Effective Conversations

The Effective Conversations course is open to all employees. It takes participants through a three-step model for performance, career development and engagement conversations, enabling employees to have more effective conversations with peers, direct reports and managers.

INSPIRE SURVEY

| METRIC | 2015 | 2016 | 2017 | 2018 |
|--|------|------|------|------|
| Inspire survey results: “At Allstate, I have the resources that I need to develop my professional skills and actively manage my career” | 78% | 79% | 80% | 80% |
| Inspire survey results: “I am empowered to pursue development opportunities” | N/A | N/A | 79% | 81% |

Targeted Leadership Development

Top Talent

Employees we identify as being part of top talent within the company are offered additional support to ensure successful transitions as their responsibilities increase, often as they are newly promoted into management roles. Top talent programs include Power of MInD, external mentoring programs, Impact Leading Others and Impact Leading Leaders.

The Power of Mentoring for Inclusive Diversity (MInD) — In 2019, we relaunched our Power of Five program as MInD. This program is designed to continue developing high-potential and high-performing diverse talent and foster sponsorship relationships between senior leaders and participants through a structured mentoring program. Participants will take part in 1:1s and mentoring circles, a program conference, and potential job shadowing capstone experience for selected participants. We also integrated the program with existing development conversations and opportunities such as Skill Builders, Employee Resource Groups and Global Learning Week.

Some programs are available to all employees, while others are for select audiences. Regardless of their role, all employees have a wealth of resources at their disposal.

With the rebranding in 2019, we added:

- + Cohorts for minority men
- + Updated guides for mentors, mentees and leaders of mentees
- + Resource library of planning activities, monthly toolkits and focus on skills needed for future success
- + Capstone job shadowing experience for nominated mentees

External Mentoring Programs

- + **Women Unlimited/IMpower:** A six-month management development program for women. IMpower includes monthly workshops, group mentoring, ongoing peer coaching and exposure to leading experts in a variety of corporate specialties. The program is intended for new managers — of people, of projects and/or of processes. It's aimed at developing critical management competencies, including performance management, business acumen, and key networks and alliances.
- + **Women Unlimited/LEAD:** A 12-month leadership development program that includes: eight in-person workshops; three virtual sessions; on-the-job assignments; one-on-one and team mentoring by leading corporate executives; individual development planning; and networking and team-building exercises. The program is intended for midlevel female managers on the leadership track. Geared toward developing stronger strategic skills in emotional intelligence, leadership presence, influence and the priorities of leaders vs. managers.
- + **Menttium/Momentum:** A 12-month program consisting of one-on-one mentoring; access to business, professional and leadership education; and peer networking opportunities for professionals of color with at least three years of experience. Topics include: problem-solving, goal-setting, mentoring and perspective on corporate life and its universal opportunities and challenges, etc.

- + **Everwise Talent:** A 12-month professional development program that includes a six-month, one-on-one formal mentoring partnership; in-person networking events and skill-building workshops; access to their software learning engine (providing content that is relevant to individual professional goals and needs); and a personal “career concierge” to help navigate the available development options.
- + **Everwise Women:** A 12-month professional development program that includes a six-month, one-on-one formal mentoring partnership; in-person networking events and skill-building workshops; facilitated peer groups; access to their software platform providing resources curated to individual goals and needs; and a personal “career concierge” to help navigate the development experience.
- + **Impact Emerging Leaders:** Designed to prepare employees for their first managerial role.
- + **Impact Leading Others:** Designed to prepare managers for future senior leader roles.

Employee Development

- + **Strategic Workforce Planning:** This team within our Human Resources organization is evaluating the skills, quantity and location of workers we need to drive success. Our initiatives include reskilling workers who have responsibilities that may not be needed in the future and upskilling workers who can advance beyond their current skills.
- + **Leader Effectiveness-First Level:** Designed to develop newly promoted or newly hired leaders, Allstate’s LE-FL program follows a tiered approach to provide additional training to new leaders as they acclimate to their roles. In the first 90

days, Tier One presents foundational training through video, eLearning, microlearning and job aids. Over the rest of the employee’s first year in leadership, Tier Two incorporates the New Leader Development Studio, described below, as well as the half-day and in-person Leveraging Inclusive Diversity program and other topics delivered through eLearning. In the future, Allstate hopes to launch Tier Three, focused on gaining business and financial acumen and building high-performing teams. The Leader Effectiveness-Mid Level program was launched in 2018.

- + **New Leader Development Studio (NLDS):** NLDS targets new leaders who are assuming direct reporting responsibilities for the first time at Allstate. Apart from covering the administrative functions associated with leading a team, NLDS focuses on developing the self-awareness crucial to effective and inspiring leadership, paying special attention to the ability of new leaders to drive results.

Talent Pipeline Programs

- + **Executive Development Program (EDP):** A three-year rotational leadership development program that recruits, selects and develops experienced and diverse general management MBA candidates and helps equip them for success and to potentially become future executives of Allstate. In 2018, EDP had 27 participants.
- + **Leadership Development Program:** Committed to continuously identifying and developing future leaders. We select recent college graduates with high potential and help equip them for successful futures as leaders at Allstate. In 2018, there were 125 active participants in LDP, in three cohorts.

INCLUSIVE DIVERSITY

Our collective differences, backgrounds, educations and cultures create an inclusive environment where diverse perspectives are encouraged and embraced. We work harder, meet customer needs more effectively and are accepted for who we are. We strive for a workforce that mirrors the diversity of the customers and communities we serve.

We're committed to being a force for positive change. We've made inclusive diversity a priority at every level of Allstate. Research repeatedly demonstrates that inclusive diversity contributes to the satisfaction, creativity, innovation, problem-solving ability, engagement and community involvement of employees. We are stronger because of our individual capabilities, ideas and perspectives.



Guiding Principles

Inclusive diversity is fundamental to our success and guides the way we approach our work as well as the world around us. There are five key tenets that form our guiding principles around inclusion and diversity.

- + **It's broadly defined.** At Allstate, inclusive diversity is about going beyond traditional measures of race and gender; it's extending ourselves in a broader and bigger way by integrating and celebrating our individual differences. We actively seek out individuals with varying characteristics (age, gender, race, sexual orientation, disabilities), values and beliefs (religion, attitude, lifestyles, political views), and backgrounds and experiences (personal, educational, functional).
- + **It's proactive and intentional.** Inclusive diversity is intentionally integrated into Our Shared Purpose, as well as our operating and governance practices.
- + **It's the responsibility of every Allstater.** At Allstate, employees are not just empowered to help shape our future, they're expected to lead the way.
- + **It takes precedence.** Inclusive diversity is a priority at all levels of the corporation.
- + **It's about more than us.** At Allstate we're committed to being a positive force for change in the diverse communities we serve. Our employees and customers care deeply about how we contribute to society, which means we need to deliver goods and services, employment opportunities and business results.

Governance Structure

Our corporate policies and practices related to inclusive diversity guide our leaders. Our Shared Purpose — which outlines Allstate's vision, corporate goals, values, priorities, and operating and leadership principles — highlights inclusive diversity as one of our five core values. Our employees understand the power of collectively living Our Shared Purpose and use it to guide our business pursuits. Inclusive diversity cascades through all levels of the company and is reinforced in our Global Code of Business Conduct.

Allstate leverages an Enterprise Diversity Leadership Council (EDLC), Employee Resource Groups (ERGs) and Agency Owner Advisory Groups to improve the attraction, retention, development and advancement of diverse talent. 17% of Allstate officers are engaged either as EDLC members or ERG sponsors.

Enterprise Diversity Leadership Council

The Enterprise Diversity Leadership Council (EDLC) is made up of senior leaders throughout the enterprise focused on advancing inclusive diversity at Allstate. The EDLC is representative of all lines of the business, provides updates to the CEO and helps drive targeted results for inclusive diversity across the company by:

- + **Identifying and prioritizing actions:** The EDLC was a catalyst for the creation of market-facing businesses/areas of responsibility (AOR) inclusive diversity commitments to increase visible leadership commitment and accountability.
- + **Taking accountability for achieving target results:** The EDLC ensures our inclusive diversity commitments are integrated into business objectives.
- + **Ensuring clarity and understanding of the business relevance of inclusive diversity:** Many best practices have emerged, including integrating communication of commitments with other business priorities; assigning officer sponsors to individual commitments; incorporating commitments into AOR goals; and ensuring ERGs are integrated and applied in the context of business priorities. The EDLC is integral to the implementation of inclusive diversity commitments across the enterprise. These commitments continue to evolve year-over-year under the guidance of the EDLC.

In recent years, with guidance from the EDLC, Allstate stepped up diversity efforts. In 2016, all business units were required to make inclusive diversity commitments based on their unique diversity needs. In 2019, we revised these commitments to reflect an enterprise-wide strategy. Across the business, we are united in our dedication to continuous improvement of gender and racial/ethnic diversity.



Employee Resource Groups

Employee Resource Groups (ERGs) provide an open forum where employees with a shared interest connect, develop and collaborate. Allstate supports and funds 11 ERGs, each with unique value propositions and goals. In 2018, Allstate allocated 47% of our total inclusive diversity budget to ERGs, proof that Allstate financially supports and sees a positive business impact of ERGs and their members.

EMPLOYEE RESOURCE GROUPS



In 2018, 9,494 Allstater participants participated in at least one ERG, where employees can develop themselves professionally and share life experiences inside and outside Allstate. As we increased our focus on the regional distribution of ERGs, we are proud that 56 offices now have at least one active ERG, and 69% of ERG participants are employees who work outside our Northbrook, Illinois, headquarters. In fact, ERG participation in Charlotte, North Carolina, grew 262% in 2018.

ERGs are aligned to the goals of inclusive diversity at Allstate, providing opportunities to support recruitment, retention, development and advancement of diverse talent. ERGs provide specific opportunities as well as partner and collaborate with each other to offer professional development workshops, recruiting events, volunteer projects and mentoring, all open to members and to the Allstate community at large. As a result, ERG participants are more likely to stay with Allstate and be promoted.

Four key elements are vital to ERG success:

- + Careers:** Help members enhance their careers through strong professional development and serve as a talent engine for the organization
- + Commerce:** Help drive business results
- + Culture:** Have a positive impact on members by enhancing their sense of pride and knowledge
- + Community:** Focus externally and have an impact on their communities

Agency Owner Advisory Groups

To better serve our diverse customer base, we rely on a variety of perspectives from the Agency Executive Council (AEC), National Advisory Board (NAB) and Market Operating Committees (MOC).

- + **Agency Executive Council:** Includes 14 agency owners with diverse backgrounds who work with and provide thought leadership directly to Allstate's senior leadership team
- + **National Advisory Board:** Consists of 73 agency owners and 11 Exclusive Financial Specialists who represent the voice of the agency force and advise on national operational issues
- + **Market Operating Committees:** 14 MOCs govern regional geographies, each of which has an Agency Advisory Council

Operating Practices

We live into Our Shared Purpose every day; our inclusive culture and value for diversity are strengthened through day-to-day activities and standard practices that encourage us to keep the focus on our values.

Talent Planning Practices

Allstate embeds members of our Inclusive Diversity team into our talent and succession planning sessions to ensure we combat potential unconscious bias in key decision-making. In early 2019, we invited Inclusive Diversity team members to join our CEO and executive succession planning session. Read more about our talent planning practices in our Workforce section.

Inclusive Hiring

By analyzing workforce demographics, we determine the greatest opportunities to bring more diverse talent into the organization and then build recruiting and outreach strategies to target, identify and recruit qualified diverse candidates.

Inclusive diversity is fundamental to our success and guides the way we approach our work as well as the world around us.

As a key element of our strategy to increase attraction of diverse candidates, Allstate focuses on inclusive hiring practices.

Allstate builds relationships with numerous external organizations to enhance our diverse hiring pipeline:

- + Association of Latino Professionals for America
- + National Association of Black Accountants
- + National Sales Network
- + National Society of Black Engineers
- + Society of Hispanic Professional Engineers
- + AnitaB.org
- + National Black MBA Association
- + Society of Women Engineers
- + Queen City Bytes
- + National Association of Hispanic Real Estate Professionals
- + RecruitMilitary.com
- + MBA Veterans
- + Hire Purpose
- + Military.com



To ensure Allstate can successfully recruit and hire diverse candidates into the future, we work with programs like Junior Achievement and One Million Degrees that encourage youth empowerment through education (including career programming and mentorship for longer-term pipeline development). We also partner with our Employee Resource Groups to encourage a more diverse referral pipeline for entry-level through executive positions. 2019 saw the launch of the first cohort for a Military Mentorship Program, which ran from May until September.

The Talent Acquisition team has partnered with exclusive agency owner, Exclusive Financial Specialist and licensed sales professional recruiting teams for events held by the National Sales Network and National Black MBA Association. Allstate is also supporting select historically black colleges and universities to attract talent to our sales and entrepreneur career opportunities.

Performance and Pay Practices Review

Allstate takes a thorough approach to ensure fairness in our performance and compensation programs, and the Board reviews Allstate's pay fairness analyses annually.

Allstate has a comprehensive process for ensuring pay equality. The Equal Pay Analysis Process compares the base salary of men and women, nonminorities and minorities within similar jobs and geographic area. It identifies situations where a statistically significant difference in salary or a 5% difference in salary exists. If pay discrepancies are identified, adjustments are made. In the 2018 analysis, we reviewed approximately 34,000 salaries across 3,768 roles. Based on the 2018 analysis, Allstate has no evidence of systemic gender or racial pay discrimination.

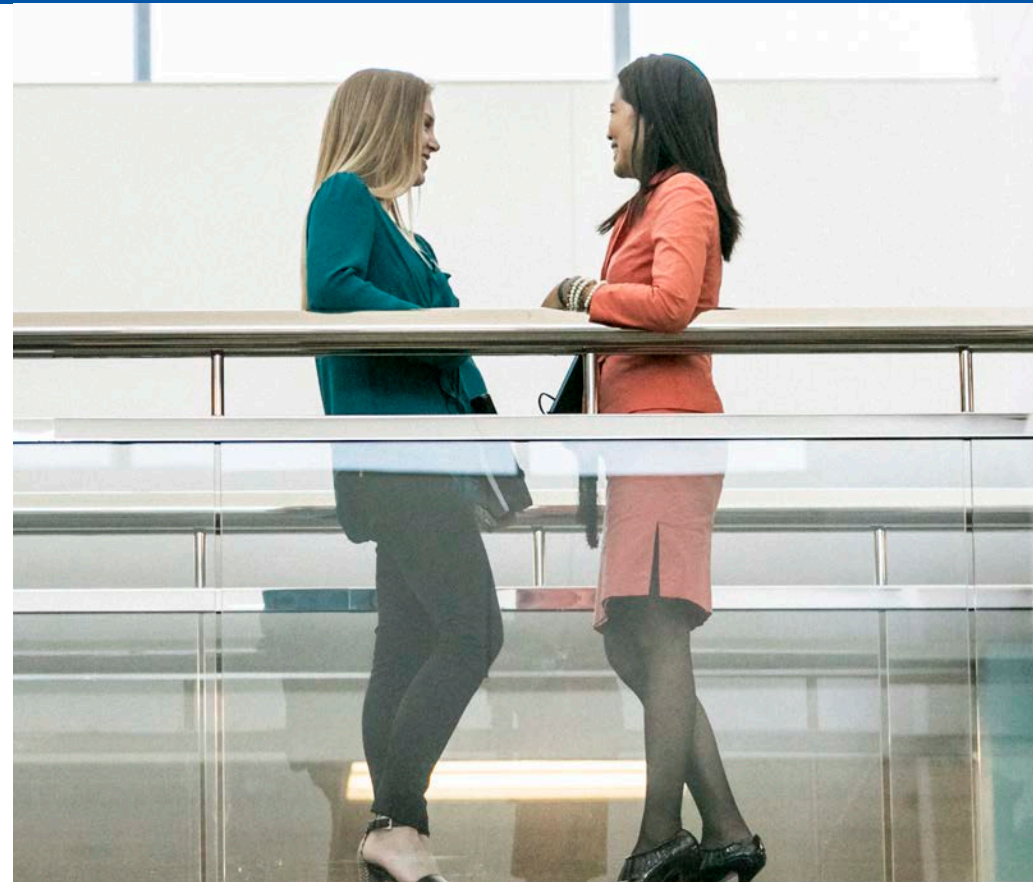
Inclusive Diversity Training

We require all new employees to complete inclusive diversity training. We educate our recruiters, managers and hiring managers to foster inclusive hiring and value diversity in the workplace. Training covers a variety of topics, including self-awareness regarding cultural identity and unconscious bias, and provides tools to help employees create a more inclusive environment. Participants complete self-assessments on their level of cross-cultural competency.

In 2018, Allstate launched a new course, *Disrupting the Unconscious Bias of Cultural Fit*, designed to target ways we may unconsciously label diverse candidates as not “the right fit” for a role. The course presents new ways to evaluate how everyone can add to the organization and create impact. Multiple business units have included this course offering in their leadership training, and more than 800 employees have participated.

In 2018, the inclusive diversity team also launched quarterly Inclusive Conversation events. In the first year, 1,159 Allstaters attended. These conversations help Allstaters build inclusive diversity capabilities, foster more meaningful relationships with their peers, and discuss current, relevant topics like privilege and unconscious bias.

With Inclusive Diversity as one of our core values, Allstaters will continue to feel empowered to live their purpose, take bold action, and innovate using as many different voices and perspectives as possible.



We host diversity programs on critical topics such as gender identity and transitions, religion in the workplace and generational differences. Many of these topics, particularly unconscious bias and leveraging inclusive diversity, are embedded into other management development training and programs throughout the enterprise. To date, nearly 30,000 Allstate employees have participated in inclusive diversity training. In 2018, 9,238 Allstaters participated in inclusive diversity training. Specifically, in 2018, 886 new Claims employees participated in a tailored inclusive diversity training session, and 100% of Allstate Technology & Strategic Ventures directors and investment leaders completed ID training.

EMPLOYEE WELL BEING & SAFETY

Allstaters are the heart of our business, and as part of our ongoing mission to be an employer of choice, we take seriously our responsibility to care for their well-being, devoting resources to employee health and safety. We offer healthy environments and an array of benefits and programs to help support Allstaters' physical health, financial security and work-life integration. Allstate also has robust safety practices, training and tools to prevent injuries.

Employee Wellness

At Allstate, we believe knowing their purpose and having a sense of well-being helps employees be their best selves.

Choice Dollars Program

In 2019, Allstate launched a new, flexible approach to employee benefits. Our Choice Dollars program empowers Allstaters to elect how they allocate their corporate benefits, based on their needs and circumstances. For example, some Allstaters under 26 still have medical coverage with their families, so they might use their Choice Dollars to pay down student loan debt instead of offsetting the cost of health benefits.

With help from an interactive guide, Allstaters select from a menu of benefits options, including:

- + Medical plan
- + Dental plan
- + Vision plan
- + Contributions toward health savings account (HSA), flexible spending account (FSA) or a 401(k) plan
- + Identity protection
- + Student loan repayment program
- + Buying additional paid time off (PTO)
- + Life insurance
- + Accidental death and dismemberment (AD&D)
- + Long-term disability
- + Group hospital insurance
- + Group critical illness insurance
- + Group accident indemnity insurance
- + Group legal

Choice Dollars are applied each paycheck toward the cost of the employee's benefits. If the benefits selected cost more than the offered Choice Dollars, the employee pays the additional cost through payroll deduction. If the benefits selected are less than the offered Choice Dollars, any remaining Choice Dollars are paid to the employee in cash via payroll.

Allstate offers the following benefits at no cost to employees:

- + Pension (Allstate employees only)
- + 401(k) match
- + Paid time off (PTO)
- + Holiday pay
- + Short-term disability
- + Workers' compensation
- + LifeWorks employee assistance program
- + Well-being programs

Allstate Good Life®

Through our Good Life® well-being programs, we have learned that people are more likely to make positive choices like exercising, eating right and getting checkups when they are influenced by their peers. We have a network of more than 300 Wellbeing Champions throughout our organization who are empowered to help create a culture of well-being in more than 100 Allstate offices.

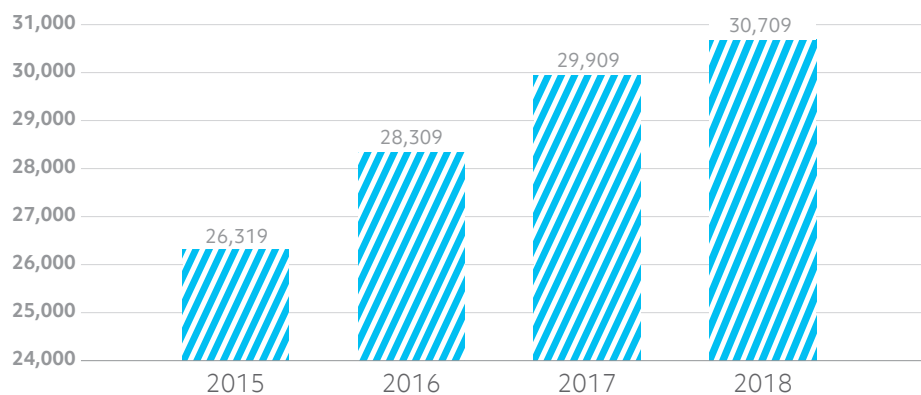
Since 2010, we have conducted well-being assessments to help determine which services, programming and benefits to offer our workforce, in addition to helping Allstaters make health and wellness decisions that are right for them. The assessment asks about physical, emotional, mental and financial well-being. In the past, we added offerings like nutritional guidance in our cafeterias and financial fitness week as a result of assessment findings. Participation in the assessment lowers the cost of benefits for Allstate employees. In 2018, 88% of eligible employees took part in the assessment process.

In the 2018 Inspire survey, 85% of Allstate employees responded favorably to the statement, “At work, I am encouraged to pursue healthy habits that will improve my overall well-being.”

Energy for Life

Our Energy for Life (EFL) workshops are a central piece of the employee wellness curriculum. EFL is designed to increase employee focus and purpose, and to help employees embrace new challenges with ease. The program helps employees define

ALLSTATERS WHO COMPLETED THE ONLINE HEALTH RISK ASSESSMENT



and live into their purpose and enable us all to achieve more together. EFL is based on principles learned from more than 30 years of research on human energy by the Human Performance Institute.

As part of our Employee Value Proposition, Allstate invests in the opportunity for every employee to experience Energy for Life either in person or virtually. The flagship in-person workshop is offered at home office in Northbrook, Illinois, and in the field. The virtual option is taken over four weeks and combines online coursework with virtual group discussions.

We recently achieved the milestone of 32,000 Allstaters completing EFL over the last nine years, including 40% of active employees and 52% of managers.

Resilience Resources

In 2018, as part of our partnership with Virgin Pulse, Allstate introduced the resilience and stress management tool Whil. Whil offers digital programs to improve employee well-being. The platform provides microlearning sessions supported by neuroscience, mindfulness, emotional intelligence and positive psychology. Allstate employees can access programs such as Mindfulness 101, Yoga 101 and Emotional Intelligence 101.

The offerings from Whil complement our new resources for practicing meditation. We offer meditation sessions at seven locations and a weekly session available via Skype to all employees.

Thrive Programs

Our Good Life offerings include Thrive programs for helping build positivity, optimism, resiliency and gratitude, and promoting employees' emotional and mental well-being. 7,107 employees participated in Thrive programming in 2018.

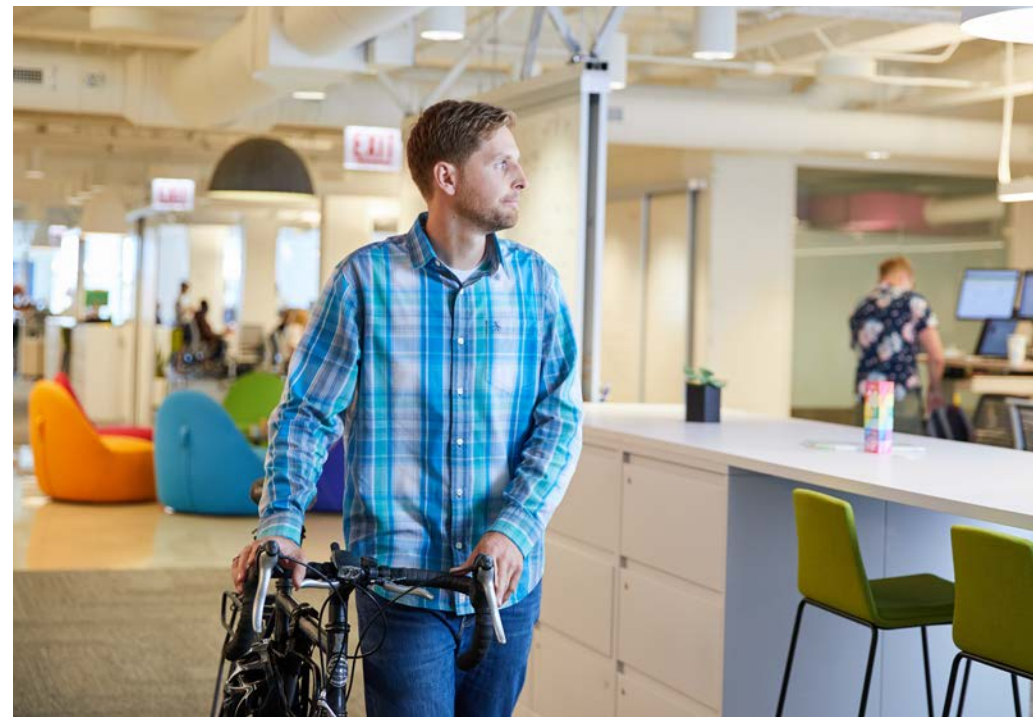
Thrive includes quarterly book clubs facilitated by our Wellbeing Champion group of over 300 employees, as well as virtual coaching, video libraries and tool kits. In 2018, we added suicide awareness and prevention to our Thrive program offerings. We launched a video in which Allstaters shared ways in which suicide had touched their lives or the lives of loved ones. Our 2018 ThriveTalk series also featured a story of a woman who lost a loved one to suicide.

Other 2018 ThriveTalk programs featured topics such as minimalism, mindfulness for competitive advantage and the science of well-being.

Work-Life Integration

Allstate supports positive work-life integration by making it easier for employees to care for their families and themselves. Little Hands Child Development Center helps meet parents' needs at our Northbrook, Illinois campus with infant through preschool care, full-day kindergarten, and summer and vacation programming. Allstate also provides employee discounts at leading child care facilities across the country.

Self-care and errand options, like massages, a hair salon, dry cleaning, a community farm share and auto services are available onsite in Northbrook, Illinois. Other resources, including our LifeWorks employee assistance program and financial support for parents considering adopting a child, are described on our [Good Life®](#) website.

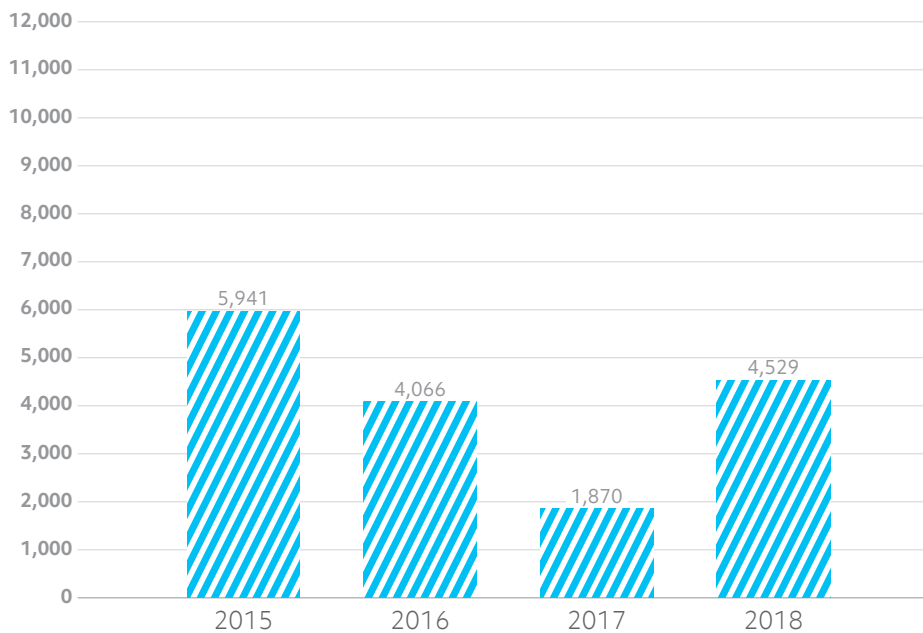


Financial Security

Financial well-being is just as important to supporting employees' ability to do their best work as physical well-being. Allstate provided financial well-being seminars during our sixth annual Financial Fitness Week (FFW). 4,529 employees attended and viewed sessions on personal finance, including everything from student loan repayment, retirement, "everyday millionaires" and more.

In 2017, Financial Fitness Week corresponded with a major natural catastrophe, which severely limited the participation of claims employees.

ATTENDANCE FOR PERSONAL FINANCE SESSIONS



Student Loan Repayment

We partnered with Commonbond, a provider of education products, to offer student loan services to our employees. For those with student loans, we offer flexible contributions toward their loan repayment through our Choice Dollars program. Commonbond also provides one-on-one student loan counseling, refinancing and consolidation opportunities for employees with existing loans and affordable loans to help cover the cost of education for Allstaters and their families.

Physical Health

In 2018, Allstate launched a new wellness vendor partnership with Virgin Pulse. It's designed to give more flexibility and choice to employees and their spouses for earning financial rewards. Participants earn points for taking small steps, like regularly monitoring activity, nutrition and sleep, that add up to meaningful changes; receive rewards when they reach certain point levels; and are rewarded faster and more frequently in exchange for engaging with the program more often. 70% of eligible employees enrolled in the program.

Employees at our Northbrook, Illinois, and Irving, Texas campuses (making up about 30% of our workforce) can visit the onsite Wellness Centers and pharmacy, which offer convenient access to treatment for minor illnesses, preventive care, physical therapy, laboratory services and ongoing condition management.

For employees who want more focus on specialized areas of health, such as fitness, weight management, pregnancy or tobacco cessation, Allstate's Good Life programming includes activities, online resources and discounts for additional support.

Healthy Building Environments

Each of us spends about 25% of our time each year at work and 90% of our time indoors. Small improvements in the overall quality of our built environments can have meaningful impacts on our health, cognitive function and well-being.

We lease or own more than 362,250 square feet of LEED-certified space. In other locations, we implement built environment guidelines to provide healthy workplaces for Allstate employees and guests. As Allstate builds new locations, we strive to align with certifications like Leadership in Energy and Environmental Design (LEED).

Allstate has an ongoing indoor air quality (IAQ) program. Every two to four years, we conduct IAQ surveys at each location to assure they are safe and meet Allstate's IAQ comfort guidelines. Allstate developed these guidelines to meet or exceed applicable Occupational Safety and Health Administration and American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) standards for indoor air quality. In 2018, we conducted 47 IAQ surveys, covering about a third of owned and leased locations larger than 5,000 square feet.

Other important components to indoor air quality include volatile organic compounds (VOCs) from paint, furniture, cleaning supplies and office equipment. VOCs are emitted as gases from some solids and liquids. Exposure to elevated levels of VOCs can cause headaches, fatigue and dizziness, among other symptoms. We require low-VOC paint and finishes in our interiors as well as low-emitting carpets.

The Administration and Real Estate department leads several other initiatives to ensure a safe environment for employees and protection of the natural environment. For example, each year the team leads asbestos awareness training and spill plan control and countermeasures training sessions to facility-related employees. The company uses an online portal to track which employees receive safety training, how often they receive it and how well they perform.

Employee and Contractor Safety

Employee safety is a moral imperative. We want all employees, contractors and visitors to return home safely every day.

Governance

The company's approach goes beyond compliance and focuses on exceeding federal requirements. Allstate's Enterprise Workforce Safety Committee, which includes representatives from Risk Management, Administration and Real Estate, Law & Regulation, Compliance and Corporate Relations, meets regularly to discuss how to mitigate safety issues.

If employees have concerns, they are encouraged to contact Safety and Environmental teams, or contact Human Resources through AskHR, a dedicated line to reach the team quickly by phone, email or chat, or Speak Up, Allstate's confidential process for reporting ethical concerns.

Safety Training and Education

Our safety training provides employees the specific education they need, based on their role. While Allstate is primarily an office environment, our communications center, service centers, record center and engineering employees require targeted training.

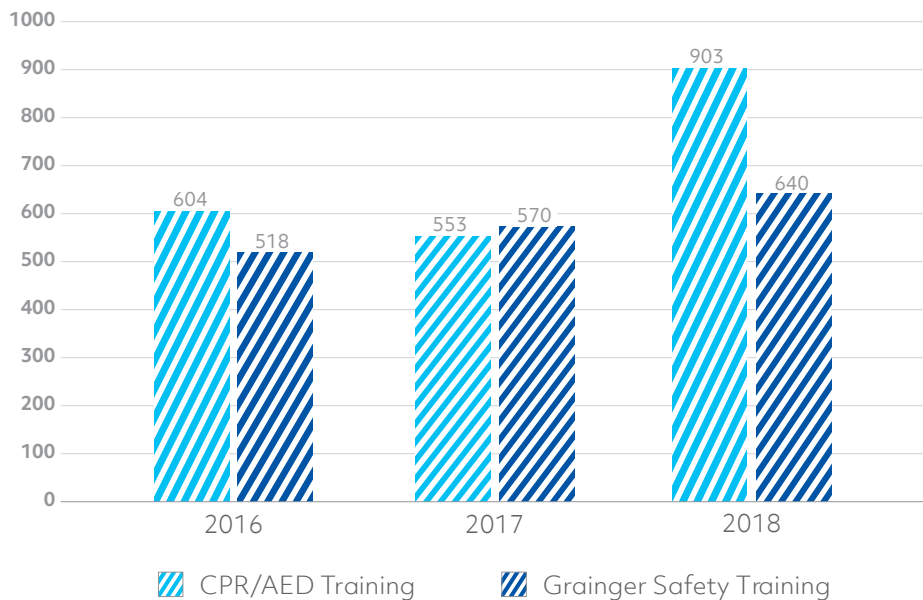
In 2018, Allstate provided targeted safety training to 1,543 active employees throughout the enterprise. This exceeds OSHA, National Fire Protection Association and U.S. Environmental Protection Agency standards. Where safety issues could have catastrophic results, Allstate annually trains employees, exceeding OSHA requirements.

Beyond training, Allstate sends out weekly blog articles — called Safety Food for Thought — with valuable safety information and tips. These articles are sent to employees in a safety-required role and made available to all employees.

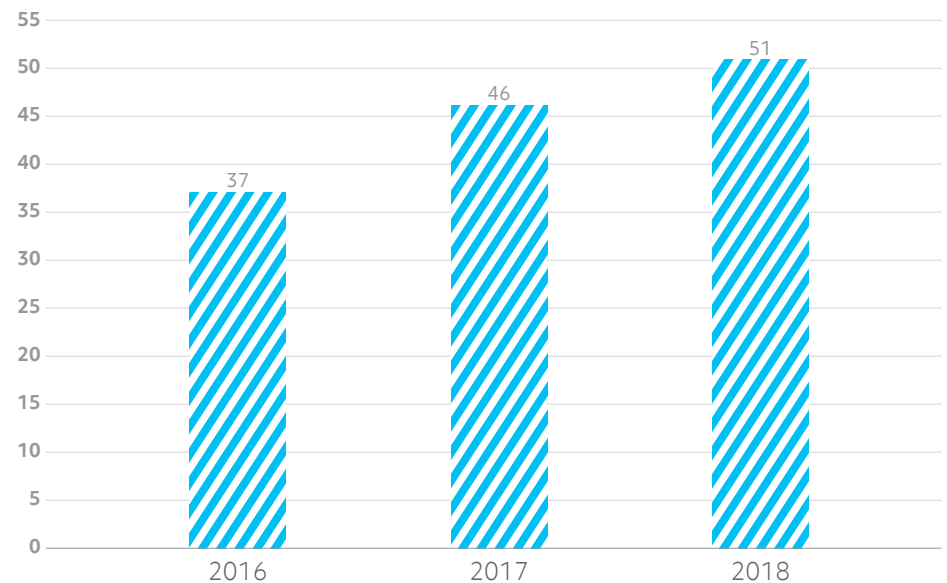
Monitoring and Audits

Our instructor-led online safety training ensures employees understand safe processes from beginning to end. Allstate performs and documents periodic safety observations of employees who work in high-hazard environments to ensure they correctly perform their tasks. In large locations owned and managed with a triple net lease — where Allstate handles all aspects of the facility — the company performs annual safety site audits based on OSHA general industry guidelines.

EMPLOYEES RECEIVING SAFETY TRAINING



SAFETY SITE AUDITS



Safety Equipment

Allstate provides personal protective equipment at no charge to employees. All locations have working fire extinguishers, and, in total, we have 344 automated external defibrillators across our locations. Portable extinguishers are evaluated annually, with additional monthly quick checks. We actively monitor the age of each piece of safety equipment and ensure that defibrillator replacement pads and batteries ship automatically before they expire. A new corporate program trains employees in CPR and how to use a defibrillator. These classes are held on request and are not required for most employees. In total, 7.5% of our workforce has received CPR training.

Contractor Safety

OSHA requires building owners to ensure safety compliance at their facilities. Accordingly, we expect all vendor partners to comply with OSHA 29CFR 1910 (construction), 1926 (general industry) and NFPA 70E (electrical safety) guidelines. These standards require protective measures to minimize risks of incidents like falls, chemical spills or fires. They also ensure safety precautions when working on ladders, stairs or in confined spaces. Compliance documentation is required from all our vendor partners as well as their associated subcontractors and is incorporated into our agreement.



MAKING A DIFFERENCE IN SOCIETY

| | |
|-------------------------------|----|
| FOUNDATION & CORPORATE GIVING | 76 |
| VOLUNTEERISM | 84 |
| AGENCY FORCE | 88 |
| FINANCIAL INCLUSION | 91 |
| PUBLIC POLICY | 92 |

At Allstate, the promise to help our customers live a good life every day starts with our network of trusted advisors in small businesses across the country. We bring good to people's lives in times of need and strengthen communities and the nonprofits that serve them.

Our employees, agency owners and agency staff strive to make communities stronger, lives safer and futures brighter. We provide protection against life's uncertainties, big and small, and give our time and resources to support causes we care about.

FOUNDATION & CORPORATE GIVING

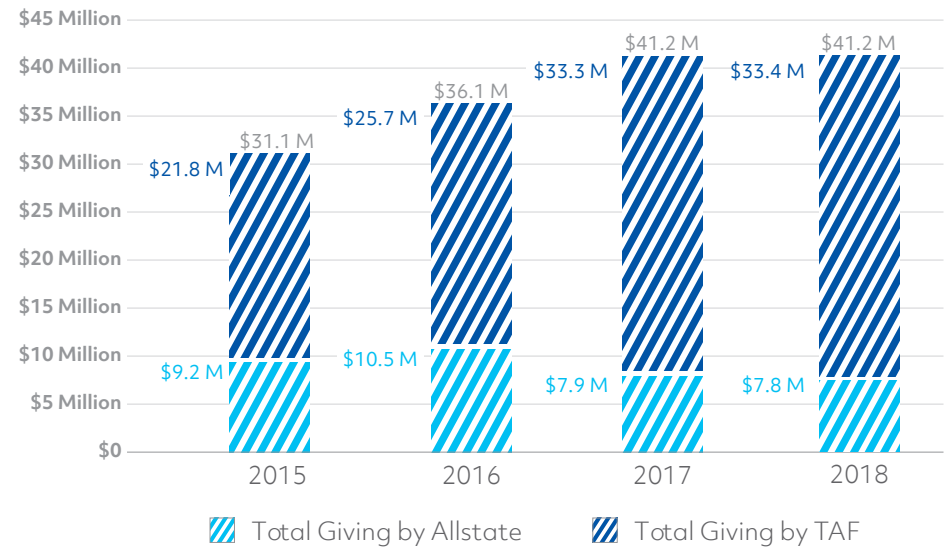
Corporate philanthropic support from Allstate, funds directed from The Allstate Foundation and donations from employees, agency owners and agency staff make a difference in communities around the country, including our hometown of Chicago.

In Partnership with The Allstate Foundation

In 2018, Allstate corporate support and foundation funding combined to contribute \$41.2 million to communities. While the majority of Allstate community contributions come from The Allstate Foundation, additional funds directed from the corporation pay for a significant part of the work Allstate supports in communities.

In partnership with the Foundation, Allstate’s corporate dollars support our hometown giving program, the Helping Hands employee volunteer program, the Allstate Officer Nonprofit Board Program, plus the Renewal Project and the Better Arguments Project.

GIVING BY ALLSTATE AND THE ALLSTATE FOUNDATION



The Renewal Project

Across the United States, individuals, entrepreneurs and organizations are finding creative solutions to the country’s most pressing social and economic challenges. Through the Renewal Awards and TheRenewalProject.com, Allstate showcases and chronicles this surge of civic innovation and grassroots action. We are determined to find and tell the stories of pragmatic problem-solvers wherever they are — local government, nonprofit groups, small businesses, neighborhoods or individuals. By doing so, we celebrate and inspire a renewed sense of community, resilience and ingenuity across America.



Better Arguments Project

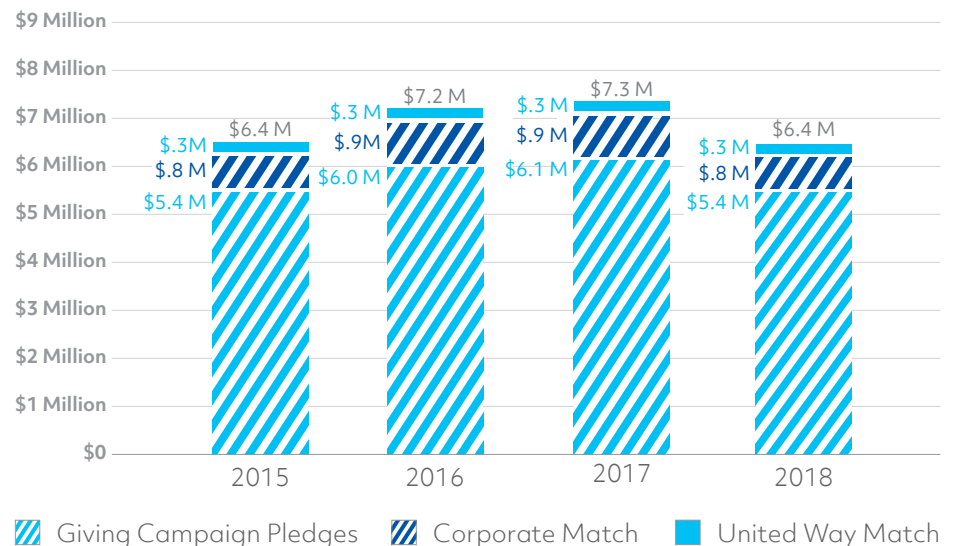
The Better Arguments Project is a new national civic initiative created to help bridge ideological divides by teaching Americans how to have better arguments. We believe the more we can equip communities to have arguments rooted both in history and in best practices of constructive communication, the healthier our country will be. The Better Arguments Project is a partnership among Allstate, the Aspen Institute and Facing History and Ourselves.

Annual Giving Campaign

Since 1997, the campaign has raised \$120 million for thousands of nonprofit organizations across the country. The Allstate Giving Campaign is a testament to Allstate's long-standing generosity with our community partners.

The 2018 Allstate Giving Campaign raised a total of \$6.4 million from Allstate employees, agency owners and staff. For every dollar donated by Allstate, the company provided a 15-cent match and contributed an additional 5 cents to local United Way organizations. In 2018, Giving Campaign donations were distributed to more than 8,700 nonprofit organizations across the country.

ANNUAL GIVING CAMPAIGN



The Allstate Foundation Programs

Through partnerships with nonprofit organizations across the country, The Allstate Foundation works to create prosperous communities where people are inspired and empowered to fulfill their hopes and dreams by empowering youth, ending domestic violence, strengthening nonprofit leaders and transforming communities.

Established in 1952, The Allstate Foundation is an independent charitable organization made possible by subsidiaries of The Allstate Corporation. The Allstate Foundation is fully funded by donations from Allstate. It invests both nationally and in the local communities where we live and work.

By forming strong relationships in the communities where we work and live, Allstate creates shared value for consumers and the company.

The Allstate Foundation is led by an independent Board of Trustees. They are responsible for setting the foundation's strategic direction, including determining desired outcomes, approving the annual budget and reviewing the results. Foundation programming and oversight of grants exceeding \$50,001 are the responsibility of the Grant Committee, made up of a cross-section of vice presidents and senior vice presidents from Allstate. Foundation staff supports day-to-day program activities and grant-making.

The Allstate Foundation focuses its support on key issues enabling us to drive social change:

- + **Good Starts Young:** Inspires young leaders to gain social and emotional skills and engage in service
- + **Purple Purse:** Breaks the cycle of domestic violence through financial education and empowerment
- + **Helping Hands Grants:** Support Allstate employees and agency force members who volunteer with local nonprofits through funding for the organizations
- + **Nonprofit Leadership Center:** Ensures nonprofits fulfill their vital missions by providing free leadership development training available to all nonprofit leaders

In previous years, we engaged a third party for internal and external stakeholder engagement, which identified Purple Purse and Good Starts Young as funding priorities for The Allstate Foundation. We asked diverse groups of consumers, agency owners and employees for their perspectives on the social benefits that Allstate is uniquely positioned to deliver and that would have the greatest impact. It is important that our social impact programs address true community needs and fit within Allstate's brand value proposition.

In 2019, we hope to drive awareness of The Allstate Foundation as a leading corporate foundation with additional focus on generating public awareness of its thought leadership. We consolidated our program social media handles into @AllstateFDN channels to leverage the full weight of our presence and promotion. We look forward to continuing our strategic partnerships with social impact organizations that enable us to show our leadership addressing important issues.

Good Starts Young: Youth Empowerment

The Allstate Foundation's focus on youth began with an aggressive effort to combat teen deaths in car crashes. For 10 years, we worked to protect teens through education programs, backing legislation and funding awareness campaigns. By 2015, the rate of teen deaths in car crashes fell 50%, and we shifted our priorities to address other emerging issues for young people in our communities.

Today, Good Starts Young is about preparing youth for the future. We empower systemic improvements, rather than short-term fixes. Research shows that social and emotional learning (SEL) skills are a better predictor of success than academic ability alone, and that increasing these skills results in both immediate and long-term improvements in academic achievement. We are dedicated to increasing access to programs that build SEL skills, especially for at-risk youth.

Based on recommendations from education experts, we will enable delivery of SEL programming to 14 million young people by 2022. We combine direct service support, thought leadership and public awareness tactics to reach our goals.

In 2018, we launched a five-year, \$45 million national campaign to raise awareness of the need for social and emotional learning. We reached 3.5 million viewers through the ABC TV network and online streaming of the "WE Day Special." The broadcast amplified CEO Tom Wilson's and the Foundation's youth empowerment message.

As part of our thought leadership strategy, we also commissioned a national report on social and emotional learning. "Respected: Perspectives of Youth on High School & Social and Emotional Learning" was released on Nov. 29, 2018, in conjunction with the Washington Post live event "Education in America," a multiplatform campaign targeting Washington policymakers, education administrators and parents.

Hometown Presence

We place a special focus on philanthropy to support youth empowerment in our hometown of Chicago. Our hometown giving plan helps improve the odds of a prosperous life for at-risk youth in our communities. Programs funded with Allstate's corporate philanthropic dollars also support Allstate's presence as a hometown leader and contribute to our strong brand legacy.

In 2019, for the fifth year, we focused primarily on programs and partnerships that empower youth by improving their social and emotional learning (SEL) skills. We seek to address both the causes and the effects of poor SEL skills and inequality by providing intellectual and human capital to build capacity and leadership rather than simply providing funding. For example, taking positions on the boards of the nonprofits we fund and supplying skilled volunteers to those organizations allows us to better understand and attempt to eliminate the structural causes of poor SEL skills among Chicago's at-risk and acutely at-risk youths.

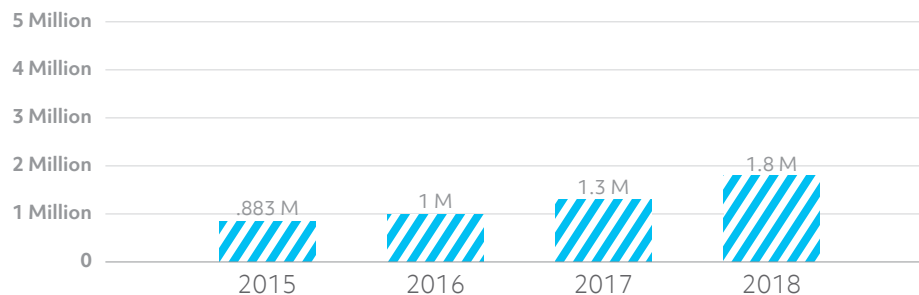
Our focus is on programs that help youth increase self-awareness, social awareness, relationship skills and responsible decision-making.

- + Our program is built on a deep commitment to building the qualities that turn at-risk youth into empowered youth, guided by the skills identified in the CASEL Report.
- + Our strong partnerships with Chicago’s most trusted institutions create reliable programming and direct access to youth who can benefit most from our support.
- + Our focus on measurable results serves our grantees and their youth clients; it also helps build on Allstate’s venerable reputation as a recognized leader driving change in our hometown.
- + Our nonprofit partners to date confirm that our portfolio of programs has yielded more engaged students and generated new opportunities for at-risk youth across the city.

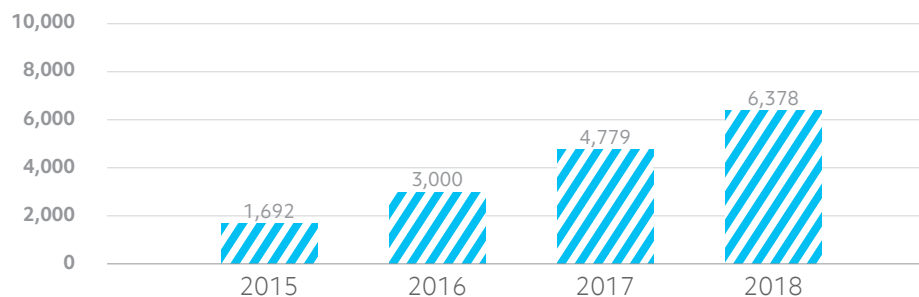
Our hometown giving has expanded to Allstate’s talent centers in Charlotte, North Carolina, and Irving, Texas, with plans to bring the program to Chandler, Arizona, soon. Expanding existing programs yields social good, achieves business goals, demonstrate our values and builds trust in these new communities.

Allstate’s innovative and strategic funding of 150 grants/ sponsorships to organizations serving Chicago, Charlotte and Dallas/Irving youth makes a positive difference in their lives. The outcomes reported by our nonprofit partners confirm that our portfolio of programs has laid the groundwork for more engaged students and generated new opportunities for at-risk youth across these cities.

YOUTH PARTICIPANTS



AGENCY OWNERS ENGAGED



MEDIA IMPRESSIONS

| Year | 2015 | 2016 | 2017 | 2018 |
|-------------------|-------|-------|------|-------|
| Media Impressions | 22.1M | 19.7M | 3.1B | 2.47B |

Purple Purse: Empowering Survivors of Domestic Violence

The Allstate Foundation's Purple Purse program is the longest-running national campaign focused on ending domestic violence through a proven solution: financial empowerment of survivors. We were one of the first major corporations to address domestic violence and to focus on the role of financial abuse. Our work brings financial abuse out of the shadows and uses financial empowerment to break the cycle of domestic violence. While most people think only of physical abuse when they consider domestic violence, financial abuse occurs in **99%** of all cases. It's an invisible weapon that keeps victims trapped in abusive relationships.



Since 2005, The Allstate Foundation has invested more than \$66 million toward ending domestic violence and financial abuse and helped empower more than 1.7 million survivors on the path to safety and security. Purple Purse incorporates all our domestic violence programs, including direct service support, thought leadership, and public awareness and engagement activities.

In 2018, we involved nearly 8.2 million people in our campaign, 24% more than the previous year. This increase reflects the compelling touchpoints of a new campaign that encouraged people to learn more about domestic violence, financial abuse and how they can help.

In October we reached a milestone, surpassing \$10 million raised for local domestic violence nonprofits across the country since the Purple Purse Challenge — our annual nonprofit fundraising competition — was launched in 2014. We also recruited nearly 300 nonprofits to participate in the 2018 Purple Purse Challenge. This 33% increase over 2017 enabled us to enlarge our network and provide resources to more communities.

Media coverage in 2018 generated more than 3 billion earned media impressions and delivered a message primarily about financial abuse, economic empowerment and The Allstate Foundation. We attribute the 50% growth over 2017 to our “Overshare the Invisible” mural campaign and partnership with Purple Purse ambassador Serena Williams.

The Allstate Foundation’s Purple Purse program is the longest-running national campaign focused on ending domestic violence through a proven solution: financial empowerment of survivors.

We also saw record participation rates for employee and agency owner sweepstakes, and the percent of agency owners and employees aware of Allstate’s involvement in domestic violence increased from 2017.

PURPLE PURSE CAMPAIGN RESULTS

| METRIC | 2015 | 2016 | 2017 | 2018 |
|-----------------------------|---------|---------|---------|---------|
| Survivors served (annually) | 197,000 | 216,000 | 370,000 | 473,000 |
| Funds raised | \$3.1M | \$4.1M | \$4.3M | \$4.7M |
| Community partners | 160 | 191 | 221 | 293 |
| Agency owners engaged | N/A | N/A | 1,510 | 1,570 |
| Media impressions | 1.1B | 1.57B | >2B | >3B |

Nonprofit Leadership

Nonprofits provide crucial, often lifesaving services that make our communities stronger, safer and more vibrant. The Allstate Foundation is committed to strategically strengthening the nonprofit sector to build more prosperous communities for all. We support nonprofits with two flagship initiatives: nonprofit leadership development and Allstate’s participation in the Impact Genome Project.

Since 2014, the Foundation has partnered with Northwestern University’s Kellogg Center for Nonprofit Management to improve the quality of nonprofit leadership. Every year, about 30 outstanding nonprofit leaders from throughout the nation come to Northwestern for three academic sessions, professional coaching, mentoring and other development opportunities. More than 3,000 leaders have developed their competencies through the program, formerly known as Greater Good. Surveys show participants continue to thrive in their positions, taking on new responsibilities and sharing their knowledge with co-workers and personal networks.

The Impact Genome Project (IGP) helps nonprofits by reducing the burden of filing unique outcomes reports for each funder while also collecting key data points to evaluate program effectiveness. Ultimately, IGP should help nonprofits and funders drive real, sustainable social change through investments in programs designed to deliver the most meaningful impact.



In 2018, the Greater Good program evolved into The Allstate Foundation Nonprofit Leadership Center, featuring the ongoing, in-person Executive Leadership Program along with new online courses. Our program now offers free world-class online learning open to every nonprofit in the nation.

We became an early adopter of the IGP’s efforts to standardize metrics and reporting in the nonprofit sector and required our 200 Allstate Foundation and AIC grant recipients to provide their 2018 year-end reports using IGP format. Preliminary results indicate our nonprofit partners report lower costs per outcomes than other industrywide grants evaluated through the IGP.

NONPROFIT LEADERSHIP RESULTS

| METRIC | 2018 |
|--|-------|
| Nonprofit Leadership Center participants | 2,063 |
| Percent of major grant recipients reporting with IGP | 99% |

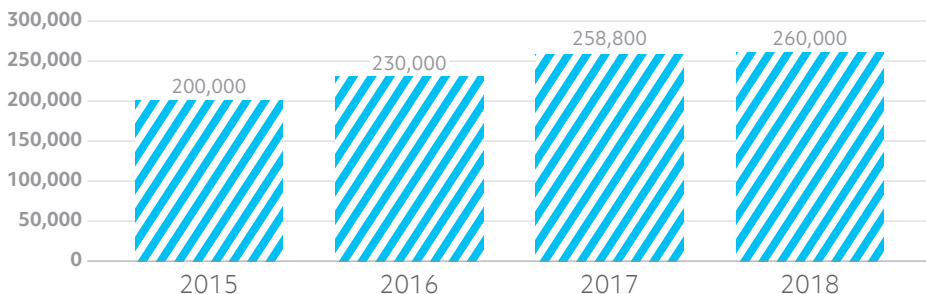
VOLUNTEERISM

Allstate’s employees and agency force bring out the good by contributing time and talent to a variety of organizations through our volunteer programs.

Since 1976, our Helping Hands volunteer program has empowered Allstate agency owners and employees across the country to give back and make a difference in their communities. Every day, this spirit of caring is embodied by an employee network of Helping Hands committees at our offices. These committees of local Allstate volunteer leaders collaborate with colleagues and community partners to find opportunities to give back in meaningful ways. The commitment and creativity of our Helping Hands committees powerfully connect us to local organizations and create grassroots change.

We want to help Allstaters discover and follow their passions, so we offer several ways to get involved. In 2018, employees and agency owners reported 260,000 hours of community service.

VOLUNTEER HOURS



Allstate Bring Out the Good® Month

Our passion for giving back shows year-round, but once a year we rally during Allstate’s annual monthlong community involvement campaign to make an incredible impact on our communities. Beginning with Give Back Day in 2009, expanding to Allstate Week of Service in 2012, and growing in 2015 to Allstate Bring Out the Good month, Allstaters volunteer in droves every April. Allstaters completed 1,013 volunteer projects in April 2018, and 896 Bring Out the Good month coordinators inspired their teams to give to and volunteer with our nonprofit partners. In total, a record 25,612 Allstate employees, agency owners and agency staff participated in our 2018 Bring Out the Good month, benefiting over 10,700 community organizations.





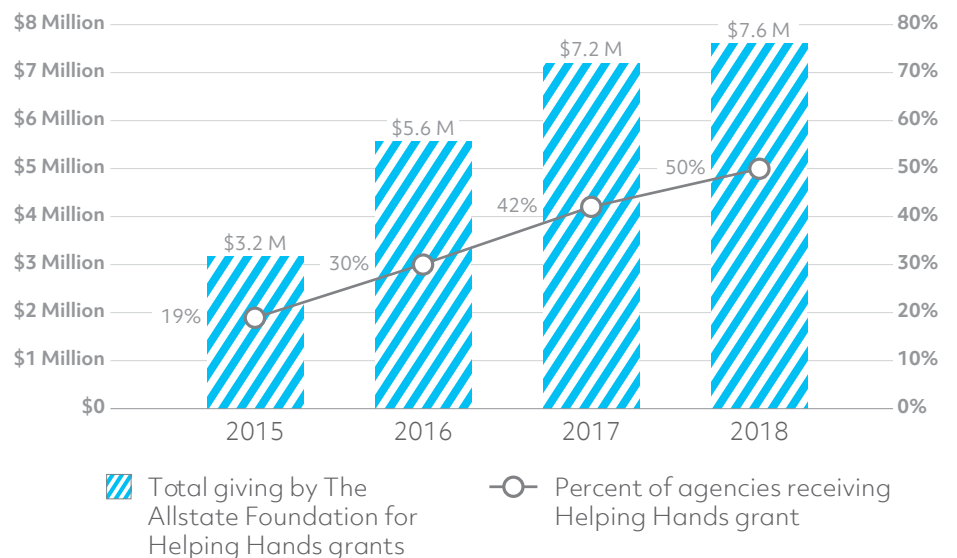
Allstate Foundation Helping Hands Grants

To celebrate and honor the involvement of our agency owners, financial specialists and employees, The Allstate Foundation provides Helping Hands Grants to nonprofit or municipal organizations where agency force members and employees volunteer. The Allstate Foundation adjusted its framework in 2018 to ensure broader and more equal access to funding opportunities. The total amount of funding was \$7.6 million, but agency owners and financial specialists now have two ways to earn grants. Individuals can earn up to two grants for an eligible organization of their choice by volunteering for a minimum of four hours. Additionally, agency owners can organize a group project, including any mix of agency staff, financial specialists or Allstate employees. After volunteering for a minimum of four hours, the group can choose an organization that becomes eligible for an award.

Helping Hands Grants play a critical role in building Allstate’s reputation in local communities and helping the agency force establish a local presence. Spreading our culture of caring throughout the network of agencies has increased community visibility for the agency force and generated unparalleled excitement about the Helping Hands Grants program. We increasingly see agency owners using Allstate programming to strengthen their communities and enhance their leadership.

In 2015, The Allstate Foundation set a goal having 50% of agencies earn Helping Hands Grants by year-end 2017. Initially, we fell just short of that target. The Allstate Foundation trustees increased funding for the program, and we reached the target in 2018. The number of Allstate employees who earned Helping Hands Grants increased 35% from 2017 to 2018.

HELPING HANDS GRANTS



Local Presence Community Engagement Programs

We help position agency owners as local leaders by providing programs and resources for issues that matter to them and their communities. These tool kits focus on engagement opportunities around empowering youth and financially empowering survivors of domestic violence, as well as volunteerism, safe driving and disaster preparedness. Beyond turnkey programming, we offer agency owners one-on-one consultations to help build community involvement into their annual business plans and connect them with the programming, resources and promotional support for causes that matter most to them and their communities.

In 2018, more than 5,000 agency owners volunteered to earn an Allstate Foundation Helping Hands Grant for a local nonprofit. Agency owners reported a 78% satisfaction rate with the effectiveness of the tools, resources and programs that Allstate and The Allstate Foundation offered them to build their local presence. Our 2018 reputation data collected in partnership with the Reputation Institute shows a significant increase in the number of agency owners who believe Allstate provides them tools to be visible in their communities.



Strengthening the Nonprofit Community

Allstate is committed to building resilient communities by supporting our nonprofit partners with funds and with our expertise and creativity. Giving our time and talent offers opportunities for employees to build deeper connections with their neighborhoods.

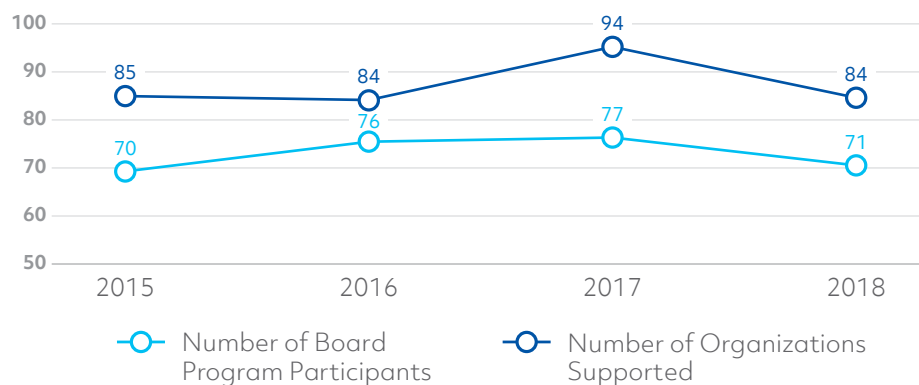
Allstate Officer Nonprofit Board Program

Allstater drive strong positive change by contributing their time and talent at every level of organizations in their communities. Through the Allstate Officer Nonprofit Board Program, we help officers join boards of nonprofits whose missions advance our strategic social impact areas. By participating in this program, Allstate leaders expand their networks, gain leadership experience and give back to the community.

Nonprofits provide crucial, often lifesaving services that make our communities stronger, safer and more vibrant.

In 2018, 71 Allstate officers served on the boards of 84 organizations. Of those, 83% had missions that aligned with Allstate’s priority areas of supporting survivors of domestic violence and empowering youth. Allstate officers personally support these organizations with their skills, expertise, time and charitable giving. In addition, Allstate gives a portion of our corporate philanthropic dollars to these organizations.

ALLSTATE OFFICER NONPROFIT BOARD PROGRAM



Allstate Fellows

Started in 2011, Allstate Fellows is a skills-based volunteer initiative investing in the professional development of our employees while also addressing critical needs of nonprofit organizations such as financial management skills and human resource expertise. By leveraging Allstate’s talent to address real-life challenges at nonprofits, we empower employees to lead the way and make an impact.

In 2018, 29 highly skilled Allstate employees helped 18 nonprofit organizations address critical challenges during three-month fellowships.

AGENCY FORCE

Local Presence

Our commitment to leadership in local communities is core to Allstate's business; it makes our business stronger and helps us deliver on the goal to create prosperity for all our stakeholders.

Allstate's involvement in local communities generates value for our neighbors. Allstate and The Allstate Foundation's charitable grants and philanthropic activities help foster a culture of caring and build on our 88-year legacy of helping people.

"As local Allstate agency owners, we see firsthand the opportunities and challenges facing the communities we live in and serve."

– Jack H., agency owner

Our community programs offer Allstate employees, agency owners and financial specialists fulfilling opportunities to give back, find their passion and get involved with organizations that address causes most important to them. In fact, our work to help communities is part of what attracts, develops and engages top talent. In turn, our dedicated and passionate workforce helps build our reputation in communities across the country. We empower agency owners by offering them a rewarding opportunity to own a small business and providing support to help them succeed as trusted neighborhood leaders.

Agency Owners and Small Business

Our presence in areas where we live and work is elevated through the efforts of more than 11,800 agency owners and financial specialists, plus a broad network of Allstate independent agents.

Our efforts to create and grow small businesses are central to the success of Allstate, and we are proud to offer entrepreneurs one of the most rewarding small-business opportunities in the country. Our agency owners and financial specialists are part of the fabric of their communities. Allstate agency owners are trusted advisors for their neighbors who seek out Allstate in times of need and uncertainty because of the local perspective, expertise and leadership that differentiate us from our competitors. Those who choose Allstate share a purpose: to help prepare and protect customers from life's uncertainties.

Allstate agency owners recognize the unique benefit Allstate offers: They own equity in their book of business and can sell their economic interest to an approved buyer. Allstate agency owners also have the backing and support of an 88-year-old company with one of the most recognized brands in the U.S. To help our agency owners thrive in today's market, we provide knowledge, skills, tools and a credible brand reputation.

- + **Staffing:** We offer agency owners a wide range of programs and resources to support them in attracting, retaining and developing employees. In 2017, we introduced an opportunity that will enable agency owners to offer their employees benefits. This option, in addition to effective agency staff recruiting materials and staff award and recognition programs, increases the appeal of working at an Allstate agency and makes recruiting employees easier for our agency owners.
- + **Field Sales Leaders:** Each agency owner and financial specialist receives one-on-one support from a local, dedicated consultant who can help them build a successful agency or financial practice.
- + **Dedicated teams:** The Allstate Customer Contact Centers serve as an extension of our agency locations and are available to provide customer assistance 24/7. Claims advocates are also available to agency owners so they can help customers through the process. Innovations in our claims process enhance an agency owner's ability to provide tailored, timely assistance to Allstate customers.
- + **Ongoing education:** Our best-in-class education tools and resources help agency owners and financial specialists understand the products and services they offer customers. We also support them as small-business owners through programs like virtual mentorships, best-practice sharing and interactive workshops. Over 90% of our education is done virtually, with satisfaction levels above 90%.

- + **Marketing/advertising:** Agency owners can count on the support of Allstate's multimillion-dollar national advertising campaigns to raise consumer awareness of the products and services Allstate provides. They also have access to customizable local marketing and advertising materials including brochures, mailers and emails, as well as a personalized web page and social media sites.
- + **Branding:** We offer a variety of ways to help agency owners establish their brand locally, from signs to furnishings to interior design experience. This enhances the customer experience and presents agencies in a professional manner.

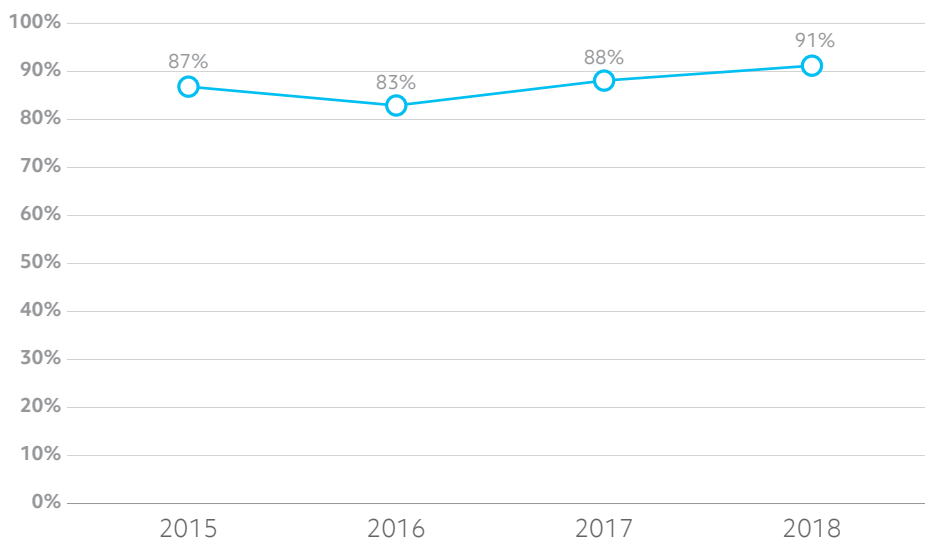


Agency Relationship Survey

Because agency owners are independent contractors who run their own businesses, they are not included in our annual employee engagement survey. Instead, we conduct an annual Agency Relationship Survey each fall that offers insight into the engagement, satisfaction, challenges and concerns of agency owners, financial specialists and independent agents. It identifies opportunities to build or amplify Allstate's relationship with its agency force.

In the 2018 Agency Relationship Survey, we found that 91% of agency owners are proud to represent Allstate (up from 88% in 2017).

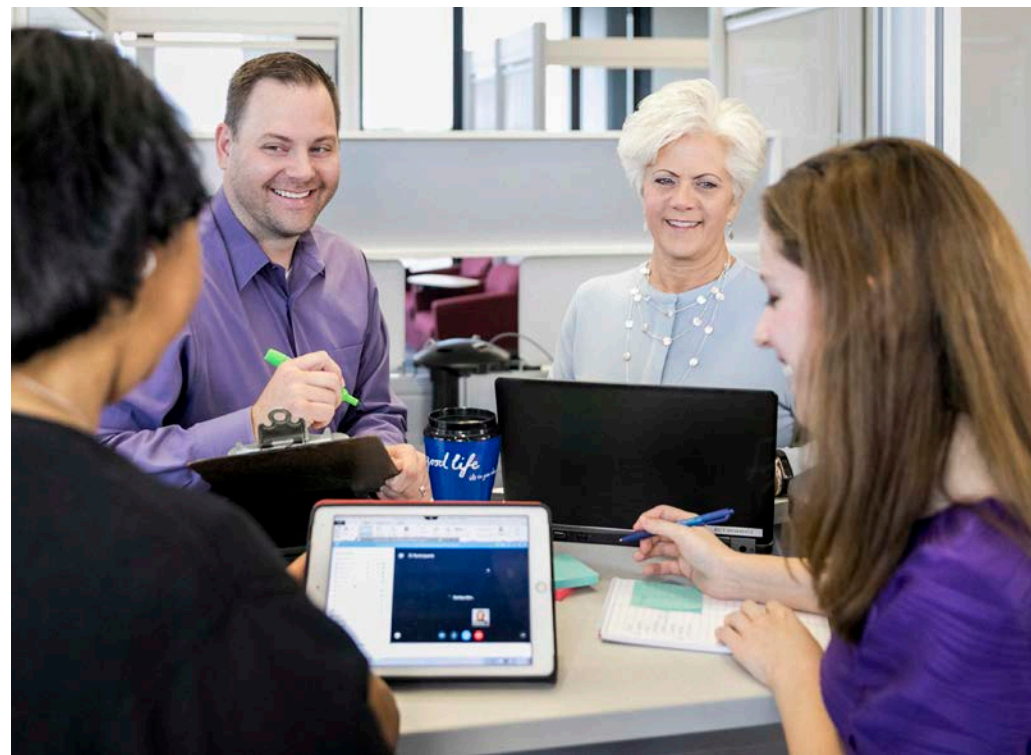
AGENCY RELATIONSHIP SURVEY:
PERCENT "PROUD TO REPRESENT ALLSTATE"



Small Businesses

We believe supporting small-business ownership boosts prosperity in our communities, and we look beyond our network of Allstate agency owners to aid other small businesses nationwide. This positions Allstate to better understand and support the needs of all small businesses.

Allstate is among six of the nation's most recognized brands that partnered to form [Small Business Connection](#), an open access web portal with valuable information and thought leadership to help small-business owners. It provides insurance, legal, financial, technology, employee benefits and online marketing advice in one place.



FINANCIAL INCLUSION

Financial Literacy Curriculum

The Allstate Foundation Purple Purse Moving Ahead Curriculum offers a range of information from basic money and financial management principles to advanced long-term financial planning.

Allstate addresses financial inclusion through our work with survivors of domestic violence. Many survivors don't have the financial literacy or the assets to escape their circumstances. As part of our [Purple Purse](#) program, we offer the [Moving Ahead](#) financial literacy curriculum free of charge to survivors and their advocates. When we give survivors tools and access to a healthy financial life, we empower them to participate in the economy.

The Allstate Foundation's Purple Purse program is the longest-running national campaign focused on ending domestic violence through a proven solution: financial empowerment of survivors.

A study by Rutgers University in 2014 found that the Allstate Foundation Purple Purse Moving Ahead curriculum helped survivors become more independent and feel safer, more hopeful and less financially strained. The study involved 457 survivors, selected based on their use of the Moving Ahead curriculum. Participants reported less hardship, less financial strain and a 10% increase in quality of life ratings.



Offering Competitive Prices

Advancements in data collection, computing power and technology have enhanced our ability to refine pricing models to ensure we have competitive prices. Allstate agency owners and staff build personal relationships with each customer. They look to offer the best insurance solutions at the right price for each customer, balancing risks and costs. For auto insurance, we use information such as driving records, location and vehicle type to provide customers with accurate and competitive prices. We base our homeowners insurance pricing on external factors such as the historical weather patterns for the area, the cost of labor and building materials, how old the home is, and homeowner policy preferences such as deductible amount size.

Allstate offers several ways to reduce customers' premiums, including discounts for insuring both their car and home with Allstate, safe driving, and using Drivewise to monitor safe driving practices. They also receive credit for installing safety features like smoke detectors and home security devices.

PUBLIC POLICY

Allstate is actively involved in public policy advocacy at the state and federal levels. Extensive state-based regulation of insurance, the importance of a fair court system to our customers, and the priority we place on personal safety and property protection combine to compel Allstate to seek to shape sound public policy. By participating in the development of good public policy and offering ideas and resources in this arena, we help our customers protect themselves from life’s uncertainties and prepare for the future.

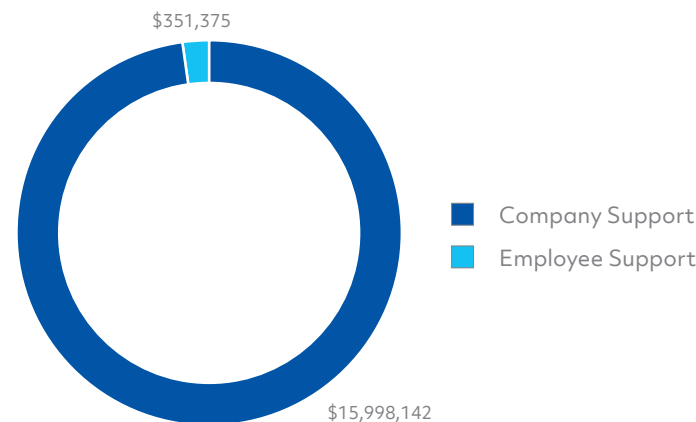
Board Oversight and Contribution Governance

Allstate maintains a rigorous oversight process for its advocacy efforts. Subject matter experts and government relations professionals in the company are responsible for working with organizations and associations that the company supports. Proposals related to the company’s financial involvement in public policy matters and individual candidate contributions are approved by senior leaders. The independent nominating and governance committee reviews Allstate’s priorities and expenditures semi-annually, in addition to an annual review by the Board.

Direct corporate political contributions are made as permitted under federal, state, and local laws to help elect candidates whose views and positions are consistent with Allstate’s advocacy priorities. Contributions are not based on the personal views of any individual member of management or the Board.

In 2018, Allstate’s chief risk officer conducted an annual risk and return assessment of Allstate’s political activities to ensure appropriate oversight and management of Allstate’s political activities. He concluded that the risk of not participating in the political process was greater than the risk of participating and could result in unfavorable policies and legislation adverse to business outcomes, which would negatively impact Allstate’s strategic position and business model. The chief risk officer concluded that Allstate’s control framework appropriately manages the risks in Allstate’s political activities and that sufficient governance and oversight processes exist to ensure activities are aligned with Allstate’s risk and return principles.

SUPPORT OF PUBLIC POLICY INITIATIVES



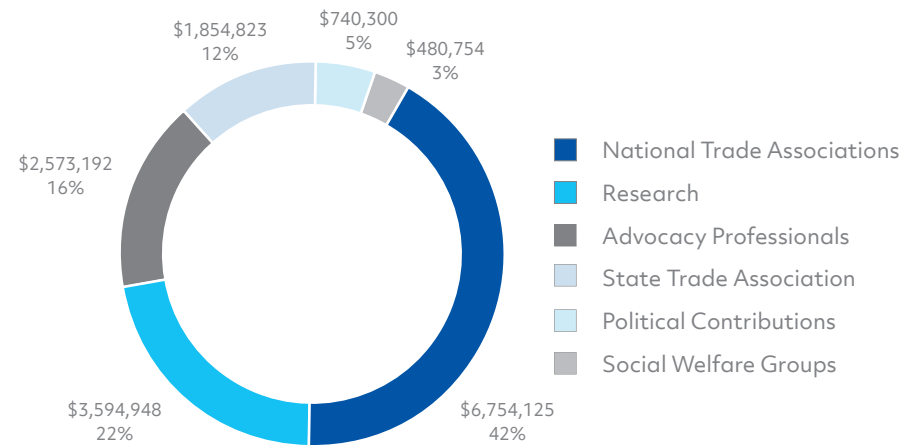
Overview of Expenditures

Allstate supports candidates for public office, research associations, social welfare groups, industry trade associations, nonprofit organizations, advocacy professionals, and other groups to advance key priorities. The priorities include topics such as ensuring a healthy regulatory system, promoting fiscal responsibility, fostering market innovation, and promoting safety and security (such as teen safe driving and natural catastrophe management). We may not agree with every position taken by a specific organization, candidate, or committee.

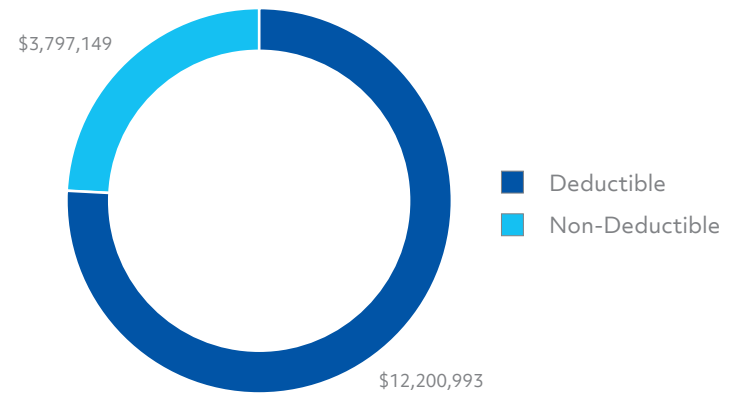
In 2018, the company's efforts in this arena utilized approximately \$16 million in corporate funds, which represents 0.04% of revenues. In addition, for the same period, our employee-funded political action committee contributed approximately \$351,375 to a wide variety of political organizations and candidates.

As part of our public policy efforts, the company supports various organizations, including those that may engage in lobbying activities, and contributes to candidates and political committees. Our resources are allocated among the following categories: research, social welfare groups, national trade associations, state trade associations, advocacy professionals, and corporate political contributions. This report describes each of the categories and the amount we spend in each category. We devote nearly 23% of these corporate resources toward research. Approximately 76% of the total company support was directed to tax deductible, non-lobbying endeavors.

2018 OVERVIEW OF EXPENDITURES



2018 DEDUCTIBLE EXPENSES AND NON-DEDUCTIBLE (LOBBYING /POLITICAL CONTRIBUTION) EXPENSES



Organizations and Initiatives We Support

Research

Allstate supports research groups and other organizations that provide information that is used to shape public policy debate and inform consumers and businesses about key issues affecting insurance consumers. Our support is largely focused on improving safety on roads and in homes and combatting insurance fraud. In 2018, Allstate provided nearly \$3.6 million to research organizations such as the Insurance Institute for Business and Home Safety, the Insurance Institute for Highway Safety, and the Insurance Research Council (see the list of major organizations that Allstate supported in 2018 within this report).

Social Welfare Groups

Allstate partners with advocacy organizations and other social welfare groups throughout the country to promote various public policy positions. In 2018, Allstate provided about \$481,000 to such organizations, with \$128,000 (27%) attributed to lobbying efforts.

Throughout our history, we have also endeavored to make roads safer. We were pioneers in the advocacy of mandatory seatbelts and airbags in cars. Today, many of our employees and agencies devote significant time every day to promote safer driving, working with community groups, parents, teen drivers, schools, and national organizations. Allstate provides significant human and financial resources to organizations that save lives, prevent injuries, and reduce losses caused by crashes on the nation's highways. For example, Allstate supports the Advocates for Highway and Auto Safety, a champion in the effort to save the lives of drivers and passengers.



National and State Trade Associations

Allstate contributes to groups that advocate meaningful change for insurance consumers, nationally and in individual states. In 2018, Allstate provided almost \$6.75 million to national trade associations, with approximately \$722,000 (11%) attributed to lobbying efforts and approximately \$1.85 million to state trade associations, with approximately \$475,000 (26%) attributed to lobbying efforts.

We are also working on building a better insurance regulatory system. The insurance industry currently operates under a different set of regulations in each of the 50 states and the District of Columbia. At the same time, the Federal Insurance Office and other federal agencies are becoming more actively involved in insurance regulatory matters. This patchwork system makes it difficult and expensive to develop innovative products for customers and for Allstate exclusive agencies to operate as efficiently as possible. We believe it is imperative to modernize and improve the regulatory system for insurance companies and consumers. The company therefore supports organizations working for reforms that will help ensure a healthy regulatory system with more uniformity and consistency.

Allstate also supports reforms to our civil justice system to keep pace with changes in technology and address lawsuit abuse. This advocacy includes changes for dealing with electronic document discovery, third party-financed litigation, and state-specific challenges. In addition, Allstate advocates for sound theories of civil recovery and supports a fair court system.

Advocacy Professionals

Allstate engages advocacy professionals to help promote public policy positions that affect our stakeholders and our ability to efficiently and effectively operate and compete in the marketplace. Allstate's government relations team works with these advocacy professionals, along with the trade associations and other organizations described above, to help ensure that policymakers understand the company's position on legislative and regulatory matters. Those matters cover a wide range of issues, including personal safety and security, property protection, civil justice reform, fraud prevention, and regulatory modernization.

In 2018, Allstate spent approximately \$2.6 million on external professionals to advocate on behalf of the insurance industry, the company, our agency owners, customers and the public.

The major organizations that Allstate supported in 2018 include:

- + **Advocates for Highway and Auto Safety:** Advocates for safe driving initiatives, including a common-sense approach to graduated driver licensing and ways to reduce distracted driving to protect those most important to us — our children.
- + **Association of National Advertisers:** Provides leadership that advances marketing excellence and shapes the future of the industry.
- + **CERES:** Advocates for sustainability leadership. Works towards accelerating and expanding the adoption of sustainable business practices and solutions to build a healthy global economy.
- + **Certified Automotive Parts Association:** Improves the marketplace for consumers through certification and advocacy of quality replacement auto parts.

- + **Civil Justice Reform Group:** Works to advance civil justice and legal reforms at the local, state and national levels.
- + **Coalition Against Insurance Fraud:** An alliance speaking for consumers, insurance companies, government agencies and others that provides information, research, data, services and insight.
- + **Florida Chamber of Commerce:** Encourages a business-friendly climate that allows job creators to do what they do best — create private-sector jobs and contribute to Florida's economy.
- + **Insurance Council of New Jersey:** A non-profit, insurance research, information and advocacy organization representing 19 New Jersey licensed property and casualty insurance companies.
- + **Insurance Information Institute:** Improves public understanding of insurance — what it does and how it works. Recognized by media, governments, regulatory organizations, universities, and the public as a primary source of information and analysis concerning insurance.
- + **Insurance Institute for Business & Home Safety:** Strives to reduce the social and economic effects of natural disasters, with a unique, state-of-the-art, multi-risk applied research and training facility.
- + **Insurance Institute for Highway Safety:** Aims to improve motor vehicle safety through its premier research facility.
- + **Insurance Research Council:** An independent, nonprofit research organization that examines important public policy matters that affect insurers, customers, and the general public.
- + **Medical Advocacy Recovery Coalition:** Supports commonsense reforms to enhance efficiencies in the current Medicare Secondary Payer policy.
- + **National Insurance Crime Bureau:** Leads a united effort by insurers, law enforcement agencies, and representatives of the public to prevent and combat insurance fraud and crime through data analytics, investigations, training, legislative advocacy, and public awareness.
- + **New York Insurance Association:** Promotes an insurance market that is viable and strong in order to better serve the insuring public. Serves as a resource for the property and casualty insurance industry, public policymakers, the media, and the public.
- + **Personal Insurance Federation of California:** Keeps personal insurance affordable and available for California consumers through state government advocacy and political action.
- + **Personal Insurance Federation of Florida:** Serves as a leading voice for the personal lines property and casualty insurance industry in Florida.
- + **Property Loss Research Bureau:** Promotes the interests of the property and casualty insurance industry, generally in matters related to claim adjusting; and provides research and analysis of claim coverage issues.
- + **Texas Coalition for Affordable Insurance Solutions:** Works towards a stable and competitive insurance marketplace to best serve the industry and the consumer.
- + **The Rand Corporation:** Conducts nonpartisan research dedicated to improving policy decision-making.
- + **U.S. Chamber of Commerce:** Represents the interests of more than three million businesses of all sizes, sectors, and regions, and advocates for pro-business policies that create jobs and grow our economy.

Contributions to Candidates and Committees

Corporate Contributions

Allstate contributed a little more than \$740,000, representing 4.6% of its total public policy expenditures of approximately \$16 million to state candidates for public office, political parties, political committees, and other entities organized and operating under 26 U.S.C. Section 527.

ALLPAC Contributions

The Allstate Insurance Company Political Action Committee (ALLPAC) is a voluntary, nonpartisan political action committee (PAC) comprising eligible individual employees. These personal contributions support candidates for federal and state office who support the competitive marketplace and understand and bring attention to the issues of importance to our industry generally and the Allstate group of companies specifically. In 2018, ALLPAC had 624 members, contributing a total of \$416,037, with an average contribution of approximately \$667 per participant.

ALLPAC contributions to candidates are governed by a board of directors composed of company employees. Candidates receiving PAC contributions must demonstrate one or all of the following: a commitment to free enterprise and a competitive marketplace, sound judgment on issues of concern to our industry, a supportive voting record, and viability as a candidate. During 2018, ALLPAC contributed a total of \$351,375 to state and federal candidates for public office as well as political committees.

Grassroots Lobbying

Allstate leverages an intranet-based system, called Advocate for Good, as a means to engage interested agency owners and employees through grassroots activism on important public policy initiatives. Through the company's grassroots platform, Allstate agency owners and employees can communicate directly with elected federal and state officials on public policy matters that are important to Allstate and our customers. Participation in Advocate for Good activism and relationship identification is completely voluntary.



GRI CONTENT INDEX/SDGs




GENERAL DISCLOSURES


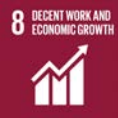

| GRI INDICATOR | DESCRIPTION | LOCATION/ANSWER |
|------------------------|--|---|
| STRATEGY AND ANALYSIS | | |
| 102-14 | CEO Letter | Leadership Message |
| ORGANIZATIONAL PROFILE | | |
| 102-1 | Organization name | The Allstate Corporation |
| 102-2 | Primary brands, products, and services | In this segment, we principally sell private passenger auto, homeowners and other property-liability insurance products, through agencies and directly through contact centers and the internet. These products are underwritten under the Allstate®, Esurance® and Encompass® brand names. |
| 102-3 | Headquarters location | Northbrook, IL |
| 102-4 | Where the organization operates | U.S., Canada, India, Northern Ireland |
| 102-5 | Nature of ownership and legal form | 10-K, pg. 1 |



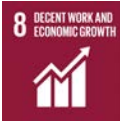
| GRI INDICATOR | DESCRIPTION | LOCATION/ANSWER |
|------------------------|---|--|
| 102-6 | Markets served | U.S., Canada, India, Northern Ireland |
| 102-7 | Scale of the organization | Business Model |
| 102-8 | Total number of employees by type | 45,140 full-time and 560 part-time global employees |
| 102-9 | Supply chain description | In 2018, the vast majority of Allstate's supply chain spend consists of professional services (such as advertising, contract programming and lead generation) and claims contractors. The total monetary value of payments made to suppliers is approximately. Professional services generally support the operations of the company, while claims contractors support periods that typically bring about claims staffing shortages (e.g., natural disasters). |
| 102-10 | Organizational changes during the reporting period | None |
| 102-12 | External charters, principles, or other initiatives | None |
| 102-13 | Membership associations | Public Policy |
| STAKEHOLDER ENGAGEMENT | | |
| 102-40 | Stakeholder groups | Materiality & Stakeholder Engagement |
| 102-41 | Collective bargaining agreements | Materiality & Stakeholder Engagement |
| 102-42 | How stakeholders were identified | Materiality & Stakeholder Engagement |
| 102-43 | Approach to stakeholder engagement | Materiality & Stakeholder Engagement |
| 102-44 | Topics raised during stakeholder engagements | Materiality & Stakeholder Engagement |






| GRI INDICATOR | DESCRIPTION | LOCATION/ANSWER |
|---------------------|--|--|
| REPORTING PRACTICES | | |
| 102-45 | Entities included in the consolidated financial statements | 10-K, pg. 1 |
| 102-46 | Defining report content and topic Boundaries | Materiality & Stakeholder Engagement |
| 102-47 | List of Material Topics | Materiality & Stakeholder Engagement |
| 102-48 | Restatements | None |
| 102-49 | Changes in Reporting | None |
| 102-50 | Reporting period | 2018 |
| 102-51 | Date of most recent report | October, 2018 |
| 102-52 | Reporting cycle | Annual |
| 102-53 | Report contact | Allstate Corporate Responsibility and Sustainability Team: sustainability@allstate.com |
| 102-54 | "In accordance" option, GRI Index and report assurance | This report was developed in accordance with the GRI Standards, and has not been externally assured. |
| 102-55 | GRI Content Index | — |



TOPIC-SPECIFIC DISCLOSURES



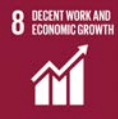



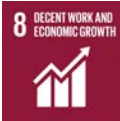

| GRI INDICATOR | DESCRIPTION | LOCATION/ANSWER | SDG ALIGNMENT |
|----------------------|--|----------------------------------|---|
| CORPORATE GOVERNANCE | | | |
| 102-18 | Governance structure of the organization | Corporate Governance |  |
| 102-20 | Executive-level responsibility for economic, environmental, and social topics | Corporate Governance | |
| 102-22 | Composition of the highest governance body and its committees | Allstate Investor Relations Page | |
| 102-24 | Nominating and selecting the highest governance body | 2019 Proxy Statement, pg. 16 | |
| 102-30 | Effectiveness of risk management processes | 10-K, pg. 124 | |
| 102-38 | Annual total compensation ratio | 2019 Proxy Statement, pg. 70 | |
| ENVIRONMENT | | | |
| CLIMATE CHANGE | | | |
| 103-1 | Explanation of the material topic and its boundary | Climate Change |   |
| 103-2 | The management approach and its components | Climate Change | |
| 103-3 | Evaluation of the management approach | Climate Change | |
| 201-2 | Financial implications and other risks and opportunities due to climate change | Climate Change | |

| GRI INDICATOR | DESCRIPTION | LOCATION/ANSWER | SDG ALIGNMENT | |
|-------------------------------|--|---------------------------|---|---|
| ENERGY, EMISSIONS & WASTE | | | | |
| 103-1 | Explanation of the material topic and its boundary | Energy, Emissions & Waste | | |
| 103-2 | The management approach and its components | Energy, Emissions & Waste | | |
| 103-3 | Evaluation of the management approach | Energy, Emissions & Waste | | |
| N/A | Energy consumption (Scope 1 + 2) | Energy, Emissions & Waste | | |
| 302-4 | Energy reductions | Energy, Emissions & Waste |  | |
| 305-1 | GHG emissions (Scope 1) | Energy, Emissions & Waste | | |
| 305-2 | GHG emissions (Scope 2) | Energy, Emissions & Waste | | |
| 305-3 | GHG emissions (Scope 3) | Energy, Emissions & Waste | | |
| 305-4 | GHG emissions intensity | Energy, Emissions & Waste | | |
| 305-5 | Reduction of GHG emissions | Energy, Emissions & Waste | | |
| N/A | Travel Emissions | Energy, Emissions & Waste | | |
| N/A | Paper Recycled | Energy, Emissions & Waste | | |
| N/A | Waste Recycled | Energy, Emissions & Waste | | |
| SOCIETY | | | | |
| TALENT ATTRACTION & RETENTION | | | |   |






| GRI INDICATOR | DESCRIPTION | LOCATION/ANSWER | SDG ALIGNMENT |
|---------------------------------|--|---------------------------------|---|
| 103-1 | Explanation of the material topic and its boundary | Talent Attraction & Retention |   |
| 103-2 | The management approach and its components | Talent Attraction & Retention | |
| 103-3 | Evaluation of the management approach | Talent Attraction & Retention | |
| 401-1 | New employee hires and employee turnover | Talent Attraction & Retention | |
| N/A | Employee engagement | Talent Attraction & Retention | |
| N/A | Inspire survey results | Talent Attraction & Retention | |
| N/A | Internal placement rate | Talent Attraction & Retention | |
| CAREER & LEADERSHIP DEVELOPMENT | | |  |
| 103-1 | Explanation of the material topic and its boundary | Career & Leadership Development | |
| 103-2 | The management approach and its components | Career & Leadership Development | |
| 103-3 | Evaluation of the management approach | Career & Leadership Development | |
| 404-3 | Percentage of employees receiving regular performance and career development reviews | Career & Leadership Development | |
| 404-1 | Average hours of training per year per employee | Career & Leadership Development | |
| N/A | Power of Five participation | Career & Leadership Development | |
| N/A | Tuition reimbursement | Career & Leadership Development | |

| GRI INDICATOR | DESCRIPTION | LOCATION/ANSWER | SDG ALIGNMENT |
|---------------------|--|---------------------|--|
| INCLUSIVE DIVERSITY | | | |
| 103-1 | Explanation of the material topic and its boundary | Inclusive Diversity |   |
| 103-2 | The management approach and its components | Inclusive Diversity | |
| 103-3 | Evaluation of the management approach | Inclusive Diversity | |
| 405-1 | Composition of governance bodies and employees | Inclusive Diversity | |
| ALLSTATE GIVING | | | |
| 103-1 | Explanation of the material topic and its boundary | Allstate Giving |    |
| 103-2 | The management approach and its components | Allstate Giving | |
| 103-3 | Evaluation of the management approach | Allstate Giving | |
| N/A | Nonprofit Board Program results | Allstate Giving | |
| N/A | Total raised by Allstate Giving Campaign | Allstate Giving | |
| N/A | Good Starts Young impacts | Allstate Giving | |
| N/A | Purple Purse impacts | Allstate Giving | |
| N/A | Helping Hand Grants | Allstate Giving | |
| N/A | Total Allstate giving | Allstate Giving | |

| GRI INDICATOR | DESCRIPTION | LOCATION/ANSWER | SDG ALIGNMENT |
|------------------------------|--|------------------------------|--|
| VOLUNTEERISM | | |  |
| 103-1 | Explanation of the material topic and its boundary | Volunteerism | |
| 103-2 | The management approach and its components | Volunteerism | |
| 103-3 | Evaluation of the management approach | Volunteerism | |
| N/A | Agency Relationship Survey results | Volunteerism | |
| N/A | Total volunteer hours | Volunteerism | |
| EMPLOYEE WELL BEING & SAFETY | | |  |
| 103-1 | Explanation of the material topic and its boundary | Employee Well Being & Safety | |
| 103-2 | The management approach and its components | Employee Well Being & Safety | |
| 103-3 | Evaluation of the management approach | Employee Well Being & Safety | |
| N/A | Allstater's completing wellness assessment | Employee Well Being & Safety | |
| N/A | Attendance for personal finance sessions | Employee Well Being & Safety | |
| N/A | Number of air quality surveys | Employee Well Being & Safety | |
| N/A | Number of employees receiving safety training | Employee Well Being & Safety | |
| N/A | Number of safety site audits | Employee Well Being & Safety | |

| GRI INDICATOR | DESCRIPTION | LOCATION/ANSWER | SDG ALIGNMENT |
|--------------------------------|---|--------------------------------|---|
| PUBLIC POLICY | | |   |
| 415-1 | Political contributions | Public Policy | |
| SUSTAINABLE PROCUREMENT | | |    |
| 103-1 | Explanation of the material topic and its boundary | Sustainable Procurement | |
| 103-2 | The management approach and its components | Sustainable Procurement | |
| 103-3 | Evaluation of the management approach | Sustainable Procurement | |
| N/A | Total Diverse Supplier Spend | Sustainable Procurement | |
| N/A | Diverse Supplier spend as a percentage of total spend | Sustainable Procurement | |
| FINANCIAL INCLUSION | | |   |
| 103-1 | Explanation of the material topic and its boundary | Financial Inclusion | |
| 103-2 | The management approach and its components | Financial Inclusion | |
| 103-3 | Evaluation of the management approach | Financial Inclusion | |
| BUSINESS PRACTICES | | |  |
| PRIVACY & INFORMATION SECURITY | | | |
| 103-1 | Explanation of the material topic and its boundary | Privacy & Information Security | |

| GRI INDICATOR | DESCRIPTION | LOCATION/ANSWER | SDG ALIGNMENT |
|--------------------|---|---|---|
| 103-2 | The management approach and its components | Privacy & Information Security |  |
| 103-3 | Evaluation of the management approach | Privacy & Information Security | |
| 418-1 | Total number of complaints regarding breaches of customer privacy and losses of customer data | Privacy & Information Security; We did not have any security breaches in which outside actors were able to obtain access to Allstate customer data; We choose not disclose the total number of substantiated complaints regarding breaches of customer privacy | |
| ETHICS & INTEGRITY | | | |
| 103-1 | Explanation of the material topic and its boundary | Ethics & Integrity |   |
| 103-2 | The management approach and its components | Ethics & Integrity | |
| 103-3 | Evaluation of the management approach | Ethics & Integrity | |
| 102-16 | Values, principles, standards, and norms of behavior | Ethics & Integrity | |
| 102-17 | Mechanisms for reporting concerns about unethical or unlawful behavior | Employees may report any illegal, unethical conduct or regulatory compliance concerns by: <ul style="list-style-type: none"> + Contacting their manager, another manager, or a Human Resources representative + Calling the Allstate i-Report Line: 1-800-706-9855 + Using the Allstate i-Report website: www.allstatei-report.alertline.com | |

| GRI INDICATOR | DESCRIPTION | LOCATION/ANSWER | SDG ALIGNMENT |
|------------------------|---|------------------------|--|
| RESPONSIBLE INVESTMENT | | | |
| 103-1 | Explanation of the material topic and its boundary | Responsible Investment |   |
| 103-2 | The management approach and its components | Responsible Investment | |
| 103-3 | Evaluation of the management approach | Responsible Investment | |
| N/A | Value of SRI portfolio | Responsible Investment | |
| INNOVATION | | | |
| 103-1 | Explanation of the material topic and its boundary | Innovation |    |
| 103-2 | The management approach and its components | Innovation | |
| 103-3 | Evaluation of the management approach | Innovation | |
| N/A | Digital/electronic claim payment transactions | Innovation | |
| N/A | Supplemental vehicle damage estimated using Arity's real-time streaming video, Virtual Assist | Innovation | |
| N/A | Drivable vehicle damage estimated using QuickFoto® Claim | Innovation | |