



## ALLSTATE CORPORATE RESPONSIBILITY REPORT 2015 WORKFORCE DATA

### EMPLOYEE DIVERSITY — TOTAL WORKFORCE

	2009	2010	2011	2012	2013	2014	2015
<b>Minority</b>	31.1%	32.8%	31.7%	31.6%	31.8%	32.9%	<b>33.9%</b>
<b>Female</b>	58.2%	58%	58.6%	57.4%	56.8%	56.2%	<b>56.2%</b>
<b>African American</b>	16.2%	15.6%	16.0%	16.2%	15.5%	15.8%	<b>16.4%</b>
<b>Hispanic</b>	8.3%	9.0%	9.3%	9.2%	9.7%	10.2%	<b>10.5%</b>
<b>Asian/Pacific Islander</b>	4.8%	4.5%	4.5%	4.5%	4.7%	4.9%	<b>4.9%</b>
<b>Native American</b>	0.5%	0.4%	0.2%	0.4%	0.4%	0.3%	<b>0.3%</b>
<b>Two or More Races</b>	1.3%	1.3%	1.4%	1.4%	1.5%	1.7%	<b>1.8%</b>
<b>TOTAL</b>	33,804	32,219	30,507	32,538	30,737	31,795	<b>32,967</b>

1 U.S. employee count only; excludes Exclusive Agencies, Personal Financial Representatives and Independent Agents.

2 Workgroup segmentation based on EEO-1 job classification guidelines in effect as of December 31, 2014; 2008 to 2012 statistics based on EEO-1 data reported to Federal government.

3 NA – Not tracked prior to 2009.

### EMPLOYEE DIVERSITY — TOTAL PROFESSIONALS

	2009	2010	2011	2012	2013	2014	2015
<b>Minority</b>	27.4%	26.6%	28.2%	26.7%	26.0%	27.3%	<b>28.3%</b>
<b>Female</b>	51.1%	51.5%	53.3%	52.0%	46.6%	48.4%	<b>48.6%</b>
<b>African American</b>	12.5%	11.8%	13.1%	12.2%	11.4%	12.5%	<b>12.9%</b>
<b>Hispanic</b>	6.1%	6.1%	6.6%	6.5%	6.9%	6.8%	<b>7.2%</b>
<b>Asian/Pacific Islander</b>	7.0%	7.0%	6.7%	6.4%	6.1%	6.1%	<b>6.4%</b>
<b>Native American</b>	0.4%	0.4%	0.4%	0.3%	0.3%	0.3%	<b>0.3%</b>
<b>Two or More Races</b>	1.3%	1.2%	1.3%	1.3%	1.3%	1.5%	<b>1.6%</b>
<b>TOTAL</b>	13,257	11,931	11,095	11,432	12,687	15,165	<b>15,491</b>

1 U.S. employee count only; excludes Exclusive Agencies, Personal Financial Representatives and Independent Agents.

2 Workgroup segmentation based on EEO-1 job classification guidelines in effect as of December 31, 2013; 2008 to 2012 statistics based on EEO-1 data reported to Federal government.

3 NA – Not tracked prior to 2009.



## ALLSTATE CORPORATE RESPONSIBILITY REPORT 2015 WORKFORCE DATA

### EMPLOYEE DIVERSITY — OFFICERS AND MANAGERS

	2009	2010	2011	2012	2013	2014	2015
<b>Minority</b>	21.1%	21.8%	22.9%	23.7%	25.5%	22.1%	<b>23.1%</b>
<b>Female</b>	41.0%	40.3%	48.4%	41.2%	47.1%	42.3%	<b>47.8%</b>
<b>African American</b>	8.6%	9.0%	9.4%	10.4%	11.0%	9.3%	<b>10.0%</b>
<b>Hispanic</b>	7.1%	7.2%	7.6%	7.4%	7.7%	6.6%	<b>7.0%</b>
<b>Asian/Pacific Islander</b>	3.6%	3.9%	4.2%	4.2%	5.1%	4.8%	<b>4.6%</b>
<b>Native American</b>	0.5%	0.5%	0.4%	0.4%	0.4%	0.3%	<b>0.2%</b>
<b>Two or More Races</b>	1.3%	1.2%	1.2%	1.3%	1.3%	1.2%	<b>1.2%</b>
<b>TOTAL</b>	8,179	7,582	8,446	9,568	7,346	4,918	<b>5,356</b>

1 U.S. employee count only; excludes Exclusive Agencies, Personal Financial Representatives and Independent Agents.

2 Workgroup segmentation based on EEO-1 job classification guidelines in effect as of December 31, 2014; 2008 to 2012 statistics based on EEO-1 data reported to Federal government.

3 NA – Not tracked prior to 2009.

### EMPLOYEE DIVERSITY — SALES ASSOCIATES

	2009	2010	2011	2012	2013	2014	2015
<b>Minority</b>	35.1%	43.9%	52.3%	47.9%	44.7%	43.1%	<b>23.5%</b>
<b>Female</b>	44.5%	49.1%	56.8%	55.5%	52.3%	44.4%	<b>47.0%</b>
<b>African American</b>	22.3%	31.4%	19.9%	22.9%	15.3%	11.6%	<b>10.0%</b>
<b>Hispanic</b>	6.8%	7.9%	29.2%	21.1%	24.8%	27.2%	<b>9.5%</b>
<b>Asian/Pacific Islander</b>	4.0%	3.3%	1.5%	1.6%	2.6%	3.1%	<b>2.5%</b>
<b>Native American</b>	0.4%	0.2%	0.2%	0.5%	0.4%	0.3%	<b>0.0%</b>
<b>Two or More Races</b>	1.5%	1.1%	1.2%	1.8%	1.5%	0.9%	<b>1.5%</b>
<b>TOTAL</b>	676	914	407	607	456	320	<b>200</b>

1 U.S. employee count only; excludes Exclusive Agencies, Personal Financial Representatives and Independent Agents.

2 Workgroup segmentation based on EEO-1 job classification guidelines in effect as of December 31, 2014; 2008 to 2012 statistics based on EEO-1 data reported to Federal government.

3 NA – Not tracked prior to 2009.



## ALLSTATE CORPORATE RESPONSIBILITY REPORT 2015 WORKFORCE DATA

### EMPLOYEE DIVERSITY — OFFICE ASSOCIATES

	2009	2010	2011	2012	2013	2014	2015
<b>Minority</b>	42.0%	41.1%	41.7%	42.7%	42.8%	44.8%	<b>46.3%</b>
<b>Female</b>	79.6%	79.5%	78.6%	77.6%	77.1%	70.9%	<b>70.1%</b>
<b>African American</b>	25.4%	25.1%	24.6%	25.2%	23.8%	23.2%	<b>24.0%</b>
<b>Hispanic</b>	11.5%	11.0%	12.7%	12.8%	13.9%	15.6%	<b>16.4%</b>
<b>Asian/Pacific Islander</b>	3.3%	3.2%	2.5%	2.8%	3.0%	3.4%	<b>3.1%</b>
<b>Native American</b>	0.4%	0.4%	0.1%	0.4%	0.4%	0.4%	<b>0.5%</b>
<b>Two or More Races</b>	1.3%	1.5%	1.5%	1.5%	1.7%	2.2%	<b>2.3%</b>
<b>TOTAL</b>	11,611	10,113	10,435	10,844	10,169	11,339	<b>11,920</b>

<sup>1</sup> U.S. employee count only; excludes Exclusive Agencies, Personal Financial Representatives and Independent Agents.

<sup>2</sup> Workgroup segmentation based on EEO-1 job classification guidelines in effect as of December 31, 2014; 2008 to 2012 statistics based on EEO-1 data reported to Federal government.

<sup>3</sup> NA – Not tracked prior to 2009.



## ALLSTATE CORPORATE RESPONSIBILITY REPORT 2015 WORKFORCE DATA

### DIVERSITY — AGENCY FORCE

	2009	2010	2011	2012	2013	2014	2015
<b>Minority</b>	19.3%	18.0%	19.3%	19.4%	19.8%	20.4%	<b>21.2%</b>
<b>Female</b>	23.0%	21.6%	23.4%	23.6%	24.2%	24.6%	<b>25.0%</b>
<b>African American</b>	8.6%	7.2%	7.6%	7.2%	7.2%	7.2%	<b>7.4%</b>
<b>Hispanic</b>	6.6%	6.0%	6.2%	6.4%	6.7%	7.2%	<b>7.5%</b>
<b>Asian/Pacific Islander</b>	4.7%	4.3%	5.0%	5.2%	5.2%	5.3%	<b>5.5%</b>
<b>Native American</b>	0.4%	0.4%	0.5%	0.6%	0.6%	0.7%	<b>0.6%</b>
<b>Two or More Races</b>				0.0%	0.0%	0.1%	<b>0.2%</b>
<b>Undeclared</b>					10.7%	11.7%	<b>10.9%</b>

1 U.S. Exclusive agency primary owner count only; excludes employees, Personal Financial Representatives and Independent agency owners.

2 More than 3,200 Allstate agency owners speak languages other than English for a total of at least 62 different languages.

3 Due to the independent contractor status of Allstate Exclusive agency owners, response to the demographic survey is strictly voluntary.

4 Proportions are based on total active headcount.

### DIVERSITY — EXCLUSIVE FINANCIAL SPECIALISTS

	2009	2010	2011	2012	2013	2014	2015
<b>Minority</b>			13.6%	15.2%	14.6%	15.5%	<b>15.4%</b>
<b>Female</b>			10.8%	11.4%	11.5%	13.4%	<b>12.4%</b>
<b>African American</b>			4.6%	5.3%	5.4%	5.1%	<b>4.6%</b>
<b>Hispanic</b>			6.2%	6.7%	5.6%	6.3%	<b>6.5%</b>
<b>Asian/Pacific Islander</b>			2.5%	2.8%	2.7%	3.0%	<b>3.2%</b>
<b>Native American</b>			0.0%	0.0%	0.3%	0.2%	<b>0.3%</b>
<b>Two or More Races</b>				0.4%	0.5%	0.7%	<b>0.7%</b>
<b>Undeclared</b>					14.9%	13.7%	<b>13.3%</b>

1 U.S. financial specialist counts only; excludes multi-line Exclusive Agents, Independent Agents, Allstate employees and independent contractors with the exception of New York financial specialists who are employees of Allstate.

2 Due to the independent contractor status of Allstate Financial Specialists, response to the demographic survey is strictly voluntary.

3 Proportions are based on total active headcount.



## ALLSTATE CORPORATE RESPONSIBILITY REPORT 2015 WORKFORCE DATA

### BOARD DIVERSITY

	2009	2010	2011	2012	2013	2014	<b>2015</b>
<b>Minority</b>	1	1	1	2	1	2	<b>2</b>
<b>Female</b>	3	3	3	3	3	3	<b>3</b>
<b>African American</b>	1	1	1	2	1	1	<b>1</b>
<b>Hispanic</b>	0	0	0	0	0	0	<b>0</b>
<b>Asian/Pacific Islander</b>	0	0	0	0	0	1	<b>1</b>
<b>Native American</b>	0	0	0	0	0	0	<b>0</b>
<b>Two or More Races<sup>3</sup></b>	0	0	0	0	0	0	<b>0</b>
<b>White</b>	9	10	10	11	11	8	<b>9</b>
<b>TOTAL</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>12</b>	<b>10</b>	<b>11</b>

1 Expenditures sourced by an Allstate employee, including expenditures with Supplier Networks which are offered (as a choice/option) to customers and claimants.

2 Allstate spend with 12 categories of diverse suppliers. These 12 categories are the inclusive group of suppliers identified by the Small Business Administration as diverse and of special interest. It includes Small Business Concerns, a highly represented category in Allstate spend.

3 Allstate spend with: Minority Women-Owned Enterprises, Minority-Owned Enterprises and Women-Owned Enterprises. These three categories are among 12 identified by the Small Business Administration as diverse and of special interest.

### EMPLOYEE TRAINING AND EDUCATION INVESTMENT

	2009	2010	2011	2012	2013	2014	<b>2015</b>
<b>Professional Education — Tuition Reimbursement (in millions)</b>	\$6.0	\$5.7	\$4.8	\$4.2	\$4.0	\$3.9	
<b>Investment in Learning Technology</b>	\$2.8	\$2.1	\$1.6	\$1.1	\$1.5	\$1.0	



EMPLOYEE TRAINING AND EDUCATION PARTICIPATION

	2009	2010	2011	2012	2013	2014	2015
<b>Number of Learning Activities Available (ANI &amp; India Included)</b>	4,336	4,065	2,910	2,992	1,646	TBD	
<b>Number of Courses Completed (ANI &amp; India Included)</b>	218,156	526,405	271,226	275,311	351,753	TBD	
<b>Hours of Learning (ANI &amp; India Included)</b>	308,760	945,257	476,563	435,753	71,685	TBD	
<b>Leadership Development Program (LDP)</b> (Note: there may be some attrition over time)			61 in first cohort, first rotation	(61 in first cohort, second rotation 46 in second cohort, first rotation)	107 (61 in first cohort, second rotation 46 in second cohort, first rotation)	158 (61 in first cohort, final rotation 46 in second cohort, second rotation 51 in third cohort, first rotation)	118 (33 in second cohort, final rotation 41 in third cohort, second rotation 44 in fourth cohort, first rotation)
<b>Impact Leadership Development Program for Leading Leaders</b> (Prior to 2014 called Impact Leadership Development Program for Directors)				25	0	29	
<b>Impact Leadership Development Program for Leading Others</b>						29	
<b>Impact Leadership Development Program for Emerging Leaders</b>				N/A	26	29	
<b>Talent Share</b> (Prior to 2014 called Enterprise TDY)				14	13	47	



## ALLSTATE CORPORATE RESPONSIBILITY REPORT 2015 WORKFORCE DATA

### EMPLOYEE SATISFACTION

	2009	2010	2011	2012	2013	2014	2015
<b>Response Rate</b>	61%	58%	63%	68%	78%	80%	<b>83%</b>
<b>Satisfaction Rate</b>	85%	80%	78%	82%	80%	81%	<b>80%</b>

<sup>1</sup> The VOICE Survey measures the effectiveness of leadership and the work environment at Allstate, and includes a question regarding overall satisfaction. The satisfaction rate represents the percentage of employees who are either "completely satisfied" or "satisfied" with working for Allstate. This voluntary and confidential survey is offered annually to all Allstate employees.

### EMPLOYEE COMPENSATION

	2009	2010	2011	2012	2012 (NI & Canada)	2013	2013 (NI & Canada)	2014	2014 (NI & Canada)	2015
<b>Non-agent Employee Compensation, Payroll Taxes and Benefits (in billions)</b>	\$3.1	\$3.2	\$3.2	\$3.5	\$3.7	\$3.8	\$4.0	\$3.2	\$3.4	<b>\$3.6</b>
<b>Company Contribution to the Allstate 401(k) Savings Plan, Consisting Primarily of Allstate Stock (in millions)</b>	\$75.0	\$35.5	\$35.6	\$67.0		\$52.8		\$75.6		<b>\$79.6</b>
<b>Percentage of Eligible Employees Participating in the Allstate 401(k) Savings Plan</b>	77.2%	80.5%	81.2%	85.7%		86.9%		88.2%		<b>88.10%</b>
<b>Average Annual Salaries at Allstate in 2012 by Employee Category (Table)</b>										
Full-time exempt employee	\$81,253	\$82,405	\$82,736	\$83,669		\$82,613		\$83,446		<b>\$84,704</b>
Part-time exempt employee	\$58,041	\$60,102	\$61,023	\$58,727		\$59,704		\$61,801		<b>\$66,105</b>
Full-time non-exempt employee	\$21,398	\$42,775	\$43,166	\$43,741		\$39,547		\$40,361		<b>\$40,616</b>
Part-time non-exempt employee	\$19	\$26,193	\$27,789	\$26,621		\$26,604		\$27,067		<b>\$26,733</b>



## ALLSTATE CORPORATE RESPONSIBILITY REPORT 2015 WORKFORCE DATA

### AGENCY RELATIONSHIP SURVEY — EXCLUSIVE AGENCY OWNERS

	2009	2010	2011	2012	2013	2014	2015
<b>Response Rate</b>	77%	70%	67%	71%	77%	74%	<b>70%</b>
<b>Satisfaction Rate</b>	60%	60%	49%	55%	75%	78%	<b>72%</b>

<sup>1</sup> The Agency Relationship Survey measures the business relationship exclusive agency owners, financial professionals and independent agency owners have with Allstate. The satisfaction rate represents the percentage of exclusive agency owners who are “very satisfied” or “satisfied” with their business relationship with Allstate. The survey is anonymous and confidential, and is offered annually to 100 percent of the agency force.

### AGENCY RELATIONSHIP SURVEY — PERSONAL FINANCIAL REPRESENTATIVES

	2009	2010	2011	2012	2013	2014	2015
<b>Response Rate</b>	80%	65%	62%	61%	76%	68%	<b>62%</b>
<b>Satisfaction Rate</b>	60%	65%	61%	72%	74%	70%	<b>66%</b>

<sup>1</sup> The Agency Relationship Survey measures the business relationship exclusive agency owners, financial professionals and independent agency owners have with Allstate. The satisfaction rate represents the percentage of exclusive agency owners who are “very satisfied” or “satisfied” with their business relationship with Allstate. The survey is anonymous and confidential, and is offered annually to 100 percent of the agency force.

### AGENCY RELATIONSHIP SURVEY — INDEPENDENT AGENCY OWNERS

	2009	2010	2011	2012	2013	2014	2015
<b>Response Rate</b>	66%	30%	32%	32%	47%	47%	<b>44%</b>
<b>Satisfaction Rate</b>	65%	79%	77%	83%	86%	90%	<b>87%</b>

<sup>1</sup> The Agency Relationship Survey measures the business relationship exclusive agency owners, financial professionals and independent agency owners have with Allstate. The satisfaction rate represents the percentage of exclusive agency owners who are “very satisfied” or “satisfied” with their business relationship with Allstate. The survey is anonymous and confidential, and is offered annually to 100 percent of the agency force.





AGENCY RELATIONSHIP SURVEY — ENCOMPASS INDEPENDENT  
AGENCY OWNERS

	2009	2010	2011	2012	2013	2014	2015
<b>Response Rate</b>	54%	23%	26%	33%	–	21%	<b>11%</b>
<b>Satisfaction Rate</b>	59%	76%	89%	89%	–	87%	<b>74%</b>

*1 The Agency Relationship Survey measures the business relationship exclusive agency owners, financial professionals and independent agency owners have with Allstate. The satisfaction rate represents the percentage of exclusive agency owners who are “very satisfied” or “satisfied” with their business relationship with Allstate. The survey is anonymous and confidential, and is offered annually to 100 percent of the agency force.*

WORK/LIFE HIGHLIGHTS

	2009	2010	2011	2012	2013	2014	2015
<b>Healthcare (in millions)</b>	\$202	\$181	\$192	\$182	\$231	\$246	<b>\$262</b>
<b>Well-being Program (in thousands)</b>	\$314	\$350	\$4,711	\$7,180	\$7,933	\$7,815	<b>\$5,128</b>
<b>Daycare (in thousands)</b>	\$541	\$619	\$619	\$707	\$649	\$691	<b>\$552</b>



## ALLSTATE CORPORATE RESPONSIBILITY REPORT 2015 WORKFORCE DATA

### EMPLOYEE TOTAL WORKFORCE BY STATE

	2011	2012	2013	2014	2015
<b>Total Active FTE (U.S. Only)</b>	32,126	31,754	30,737	31,882	<b>32,745</b>
AK		14	15	14	<b>10</b>
AL		578	574	613	<b>641</b>
AR		33	34	33	<b>35</b>
AZ		647	615	684	<b>718</b>
CA		1,855	1,841	1,921	<b>1,952</b>
CO		318	279	328	<b>383</b>
CT		275	279	277	<b>281</b>
DC		4	6	4	<b>8</b>
DE		9	10	9	<b>8</b>
FL		2,214	2,257	2,362	<b>2,425</b>
GA		876	794	851	<b>900</b>
HI		14	14	12	<b>12</b>
IA		16	18	19	<b>22</b>
ID		227	435	560	<b>589</b>
IL		8,227	7,737	7,886	<b>7,754</b>
IN		431	414	438	<b>456</b>
KS		157	154	177	<b>199</b>
KY		146	136	145	<b>150</b>
LA		338	332	345	<b>367</b>
MA		119	97	123	<b>125</b>
MD		493	475	506	<b>517</b>
ME		12	13	11	<b>14</b>
MI		444	450	470	<b>496</b>
MN		113	128	140	<b>160</b>
MO		54	50	57	<b>58</b>
MS		63	60	61	<b>51</b>
MT		7	7	7	<b>9</b>
NC		1,703	1,612	1,670	<b>1,887</b>
ND		2	2	1	<b>3</b>
NE		774	669	614	<b>656</b>
NH		19	20	16	<b>20</b>
NJ		730	737	737	<b>740</b>
NM		227	247	267	<b>265</b>
NV		115	105	104	<b>108</b>
NY		1,649	1,571	1,644	<b>1,621</b>
OH		1,458	1,489	1,436	<b>1,541</b>
OK		117	116	134	<b>137</b>
OR		206	209	226	<b>236</b>
PA		1,114	1,101	1,149	<b>1,161</b>
RI		28	27	27	<b>29</b>
SC		221	216	225	<b>233</b>
SD		2	3	3	<b>3</b>
TN		375	364	385	<b>428</b>
TX		2,936	2,919	3,065	<b>3,209</b>
UT		116	116	187	<b>195</b>
VA		1,477	1,318	1,238	<b>1,249</b>
VT		6	7	7	<b>9</b>
WA		382	363	384	<b>393</b>
WI		180	60	60	<b>47</b>
WV		24	24	24	<b>24</b>
WY		209	218	226	<b>211</b>