



Relationship with our Stakeholders

Eagle Star recognises that apart from Shareholders, our Stakeholders can be defined as customers, business partners, suppliers, employees, the environment and the community in which we operate.

Eagle Star continually strives to meet and understand the needs of its Stakeholders. Integrating socially responsible business practices includes having specific policies in place with regard to all our Stakeholders and continually evaluating and improving those relationships.

Customers and Business Partners

We want our customers to protect their present and plan for their future. To achieve this we focus on our strength and expertise in pensions, financial protection and investment. 80% of our business is carried out through a distribution channel that offers customers independent advice and choice between our products and those of other providers. Our customers and business partners want products and services that suit their needs and to conduct business with a company who behaves responsibly.

According to a Consumer Attitude Survey towards Corporate Responsibility published in early 2006 by Business in the Community, Ireland, 8 in 10 Irish consumers say a company's commitment to social responsibility is important when buying a product or service, an increase of 10% on 2003. Customer service, being open and honest and product quality continue to be factors considered most important when a judgement is being made about a company.

Customer Dialogue

We communicate directly with our customers through regular correspondence about the products they have purchased, promotional literature, our website and interaction with our staff. This is how customers form an opinion of the company they deal with. In order to improve in terms of what our customers expect from us, we partake in industry opinion surveys e.g. the Life

Insurance Market Research Association (LIMRA) International Broker Survey, the IBA Service Excellence Survey and the Professional Insurance Brokers Association PIBA Broker Survey.

Recently, in line with the Marketplace objectives contained in this report, we have become more pro-active in obtaining customer views, in order to improve our service standards.

Some of the comments we received when asking the question " **What could we do to make our service even better?**" on a customer service experience survey in 2006 were as follows:

“ *I am happy so far with the service I have received from Eagle Star and consider you a "can do" company. ”*

“ *Very little. ”*

Eagle Star encourages ongoing dialogue with broker representative bodies and encourages feedback through our team of broker consultants as part of our general customer communications in order to ensure the highest standard of customer satisfaction.

The Irish Brokers Association (IBA) and the Professional Insurance Brokers Association (PIBA) are representative bodies for insurance brokers in Ireland. IBA and PIBA represent members' interests to the Financial Regulator, the Government, legislators, the insurance industry and the media.

The findings of the IBA and PIBA surveys which are summarised in the Marketplace section of this report are a very good benchmark against which insurers' service to customers and the broker market can be measured.

LIMRA International is a member-owned organisation that provides marketing, research and information facilities for over 850 financial service organisations around the world, including Eagle Star Life in Ireland. Being a member company, which contributes to LIMRA's research activities, gives us access to valuable information on the various

drivers of our industry and the views of important Stakeholders like consumers and insurance intermediaries.

Eagle Star also surveys the general public directly about Eagle Star's brand awareness and brand image.

Continuous Relationship Building

We also continue to build relationships with other stakeholders such as our employees, suppliers and the community and environment in which we operate.

“ *Although Corporate Social Responsibility may look to the unconverted like just an additional burden, it is, paradoxically, a key element in business success and sustainability, in employee satisfaction, loyalty and retention, in trust-building between management and other staff and in overall team motivation. ”*

Mary McAleese

President of Ireland and Patron of Business in the Community Ireland, in her keynote address at the BITC Ireland Exchanging for the Better Conference 2006.

We want to attract and retain the best people. Corporate Responsibility matters because:

- Suppliers like to deal with a company who has integrity and honours terms and conditions of payment. Our commitment to the IBEC code of practice on 'Prompt Payments' ensures that we meet high internal standards and pay suppliers promptly.
- We have endeavoured as a company to have a positive impact on the community in which we live and work. This report continues to document our community activity. We plan to develop this further by linking community needs to our business objectives and thereby benefit both.
- Eagle Star continues to work toward improving our capability to contribute

in this area, in balance with long-term business development, particularly in providing environmental benefits through the area of internet technology, where Eagle Star is a market leader. We remain constant in our goal of finding ways to integrate environmental awareness.

Now we will examine how we currently act responsibly under four key headings:

- **Marketplace**
- **Workplace**
- **Community**
- **Environment**