

# Our Impact

CSAA Insurance Group 2025 Impact Report



CSAA Insurance Group,  
a AAA Insurer



At CSAA Insurance Group, we exist to help AAA members and communities prevent, prepare for and recover from life's uncertainties with care and compassion. Our enduring purpose guides how we serve our members and partners, and how we operate as a company.

This year's Impact Report provides a focused view of our progress across Planet, People and Practice. It includes

key metrics, highlights from the past year, shifts in our priorities and context that connects this work to our long-term strategy. For more detailed program information and historical data, please refer to our [2024 Impact Report](#).

As an insurer, we see firsthand how climate risk, economic shifts and evolving member expectations are reshaping our industry. We have a responsibility to respond with focus and discipline. That means embedding sustainability into our operations, investing in our people and communities, and maintaining strong governance and risk management.

In 2025, we advanced toward our 2030 emissions goals, including reductions in building energy use and paper consumption. We strengthened the employee experience and increased engagement across our workforce. We expanded our community impact through affordable housing investments, volunteerism and inclusive sourcing. We enhanced governance, cybersecurity and responsible AI practices that protect our members and the company.

Building climate resilience supports our members and communities. Investing in our people drives better service and innovation. Strong governance and cybersecurity

safeguard the trust placed in us. Together, they strengthen our ability to deliver sustainable value over the long term.

I am proud of the progress reflected in this report and grateful to the employees and partners who advance this work every day.

Thanks for taking the time to review our 2025 Impact Report and for the trust you place in CSAA Insurance Group.

**Mike Zukerman**  
President and CEO  
CSAA Insurance Group

# Planet

We build resilience into every aspect of our organization to address the impacts of climate change on our business, members and partners, and communities. We are committed to embedding sustainability in support of CSAA's broader mission and ensuring long-term relevancy, reliability and responsibility.

Our Planet strategy is grounded in our 5Cs Framework: **Carbon Footprint, Culture, Community, Consumer, and Communication**, which guides how we integrate sustainability across the organization.

Following are the key updates in each of these areas for 2025.





## Carbon Footprint

Reducing our greenhouse gas (GHG) emissions remains a core responsibility and best practice across our operations. We actively measure, report, and set ambitious reduction targets to ensure continuous improvement. In 2025, we established new goals that guide our path to 2030.

Our emissions inventory uses a 2016 baseline and includes Scopes 1 (fleet emissions), 2 (building energy emissions), and 3 (business travel, employee commute, work-from-home

(WFH) energy, and paper use). We calculate emissions using the GHG Protocol (GHG accounting standards for companies used worldwide), and our inventory is independently third-party audited each year.

Aligned with science-based targets, **our 2030 goals** are to:

1. Reduce Scope 1 and 2 emissions by 85%
2. Reduce currently measured Scope 3 emissions by 35%

### Paper reduction achievements

Paper use was our biggest emissions-reduction win in 2025. Beyond eliminating marketing paper, significant reductions were achieved through a cross-divisional effort to advance paperless adoption.

Increased awareness, internal and external education, and policy updates drove decreases across all paper categories—supporting both our carbon-reduction goals and generating millions in cost savings. These efforts will continue in 2026.

**276**  
Assets refurbished  
for reuse



**430**  
Assets recycled  
for material recovery



**70.20**  
Tons of CO2 equivalent  
emissions avoided



In 2025, CSAA recycled and refurbished e-waste, avoiding 70 tons of CO2 emissions—the equivalent of removing 15 passenger vehicles from the road for a year, growing 1,170 tree seedlings for 10 years, or powering nine households for a year.

**15**  
Passenger vehicles  
driven for one year



**1,170**  
Tree seedlings  
grown for 10 years

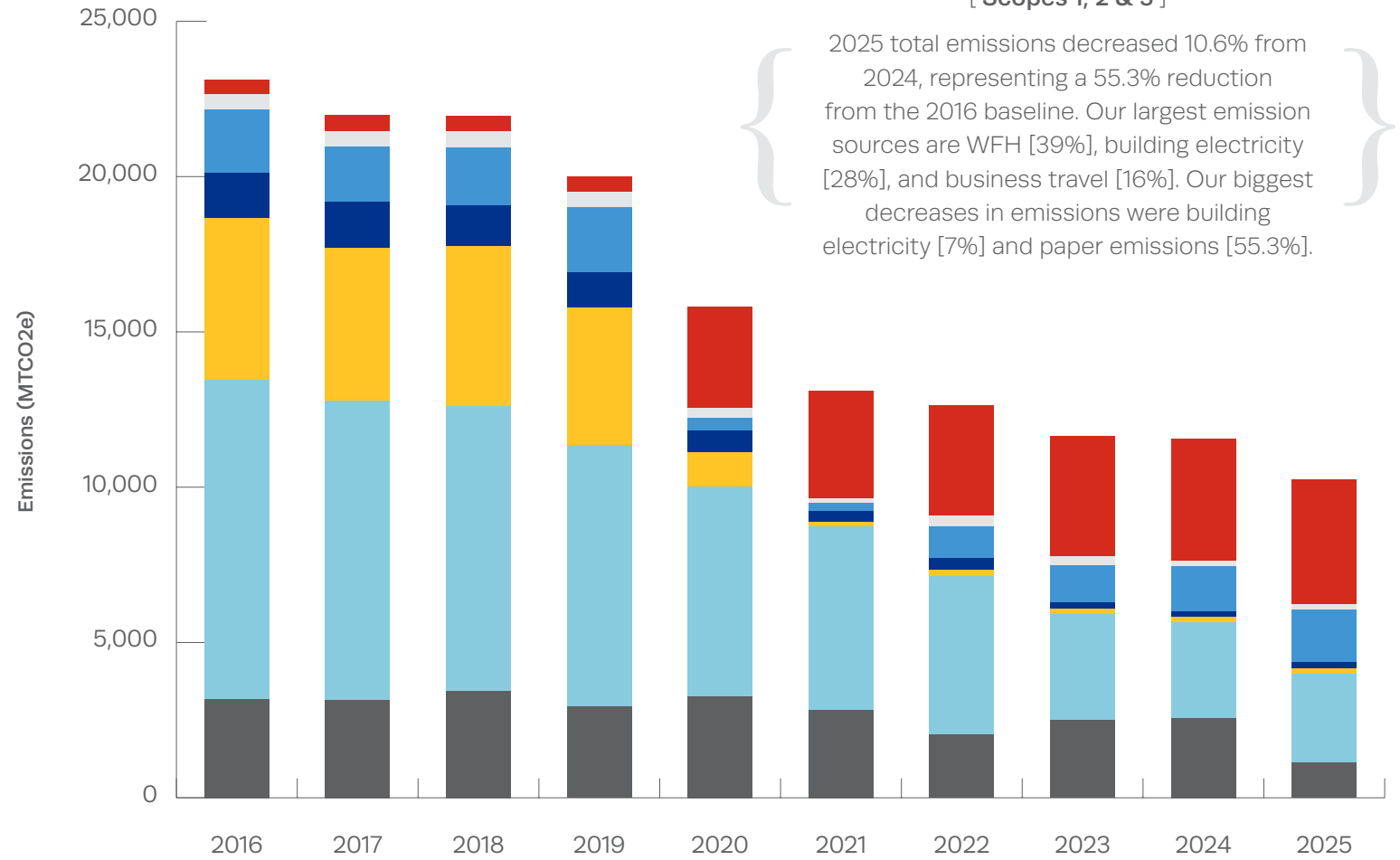


**9**  
Households' energy  
use for one year



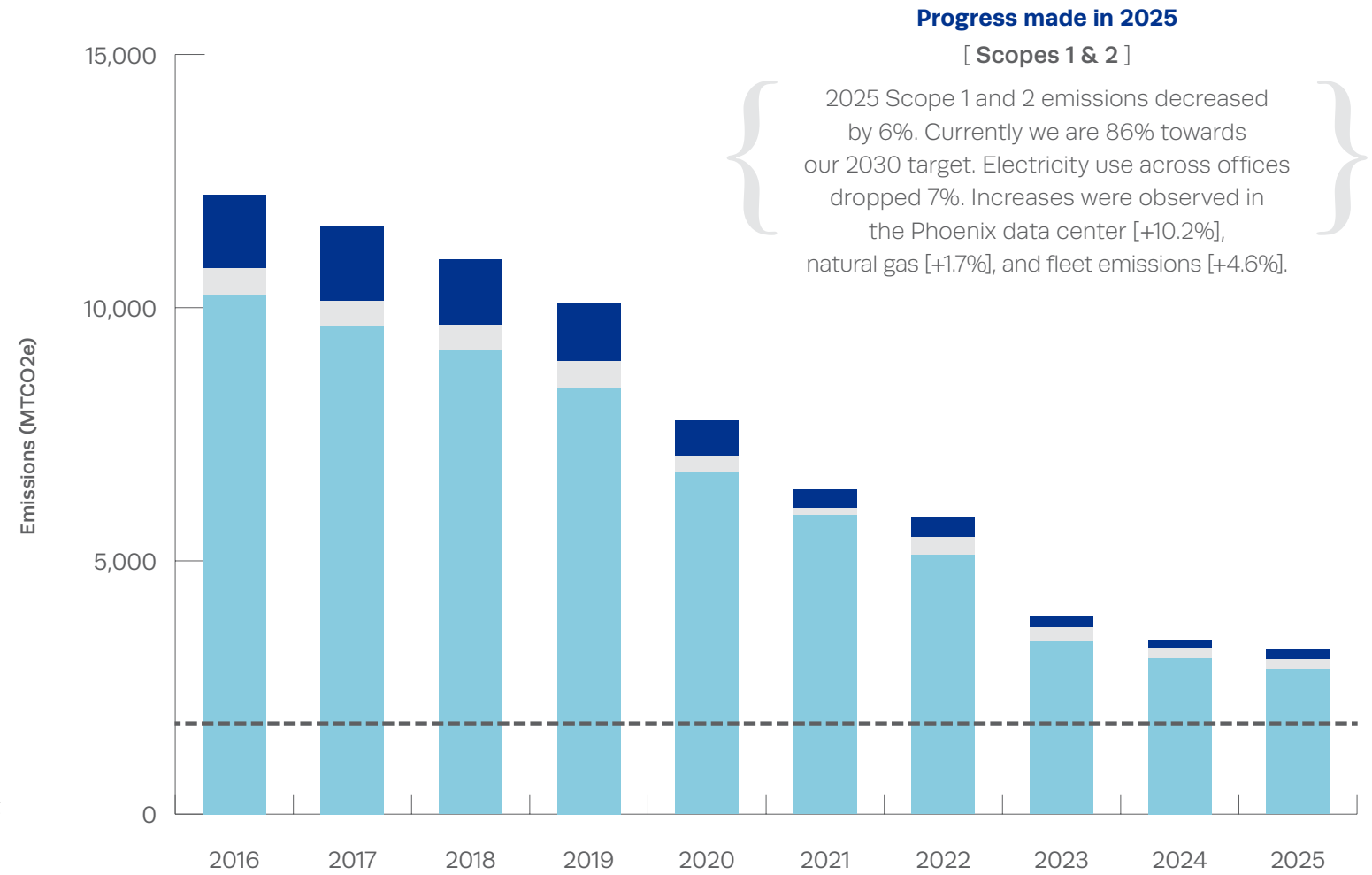


## Carbon Footprint





## Carbon Footprint



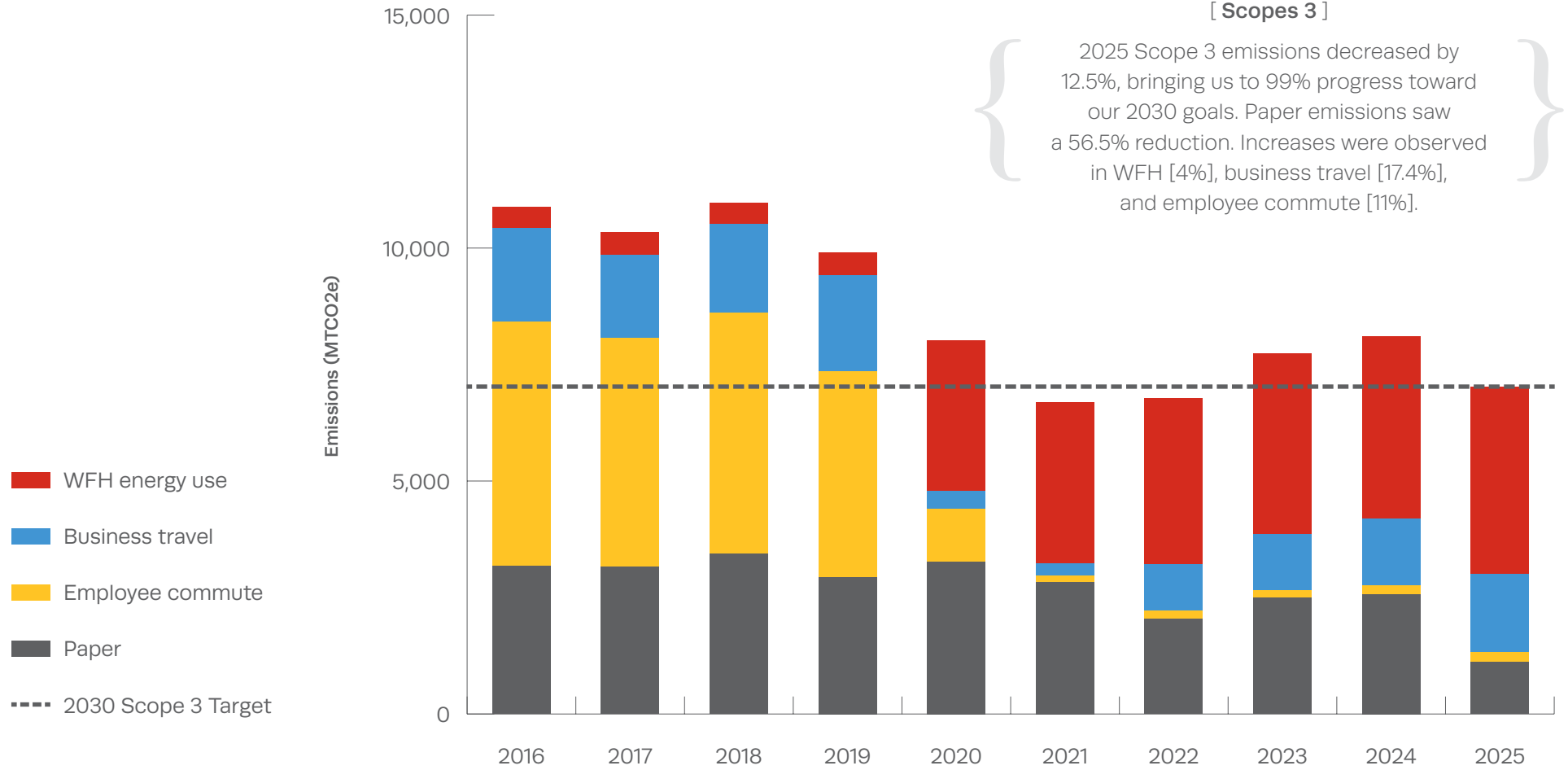


## Carbon Footprint

### Progress made in 2025

[ Scopes 3 ]

2025 Scope 3 emissions decreased by 12.5%, bringing us to 99% progress toward our 2030 goals. Paper emissions saw a 56.5% reduction. Increases were observed in WFH [4%], business travel [17.4%], and employee commute [11%].





## Culture

CSAA is deeply committed to our climate journey and to embedding sustainability values and behaviors across our workforce. A cornerstone of this effort is the **Go Green Benefit**, our employee decarbonization program that provides financial incentives to help employees reduce

the environmental impact of their home offices. Eligible actions include installing solar panels, enrolling in green energy programs, choosing a low-carbon commute, using LED or natural lighting, adopting smart thermostats, or pursuing other approved green solutions.

As part of the program, employees complete a brief survey that allows an accurate calculation of the carbon footprint associated with energy use from home-office work.

Participation in the Go Green Benefit increased from 6% to 30%. While

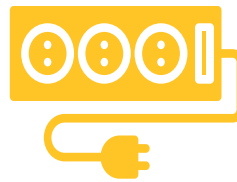
overall work-from-home emissions increased and remain our largest measured emissions category, we are seeing a decoupling of emissions per employee—driven by cleaner electricity sources and employees taking proactive steps to green their home offices.

### Suggested go green activities:



#### Invest in LED lightbulbs

LED lightbulbs cost around \$5 and can save approximately \$20 a year, while reducing carbon emissions.



#### Use a smart power strip

Smart power strips can reduce your energy usage 20%–40%, saving around \$200 a year.



#### Unplug devices not in use

Leaving devices plugged in wastes \$100 to \$200 annually. Unplugging devices when not in use will save you money and prevent the “phantom” power draw.



#### Cultivate green space

Add some plants to your space to filter toxins and increase oxygen levels.



## Community

CSAA remains committed to taking meaningful climate action beyond our own operations, strengthening resilience and preparedness in the communities we serve. We continue to leverage the collective power of public-private partnerships, active employee volunteerism, strategic evaluation of sustainable investment opportunities, and the integration of sustainability standards into supplier relationships.

To support ongoing recovery in the community near Paradise, California, CSAA Insurance Group donated \$10,000 to the Rebuild



Paradise Foundation's Gravel Grant Program, which helps homeowners access essential materials to create noncombustible home-ignition zones around their properties.



As a sponsor of the Wildfire Interdisciplinary Research Center (WIRC) at San José State University, CSAA supports high-impact wildfire research. WIRC conducts advanced analysis to forecast wildfire behavior and smoke impacts, including the influence of weather and climate change. The center's work aims to develop higher-resolution prediction

and risk models—tools that are increasingly vital for insurers as large wildfires and related smoke-damage claims continue to rise.

Our employees participated in several sustainability-focused volunteer events. Employees assembled solar lamps for unhoused community members, created DIY guides to help people upcycle everyday materials, and participated in a highly popular virtual Zooniverse project—contributing



127,000 scientific classifications across 166 research efforts and advancing

work in reforestation, biodiversity, and human development.

CSAA administered an annual supplier impact survey to its top 100 suppliers to gain insight into sustainability practices, climate-related information, and areas of risk and opportunity across the supply base.



## Consumer

CSAA is committed to helping our members and communities prevent, prepare for and recover from life's uncertainties with care and compassion. We continually challenge ourselves to find innovative and improved ways to serve those who rely on us.

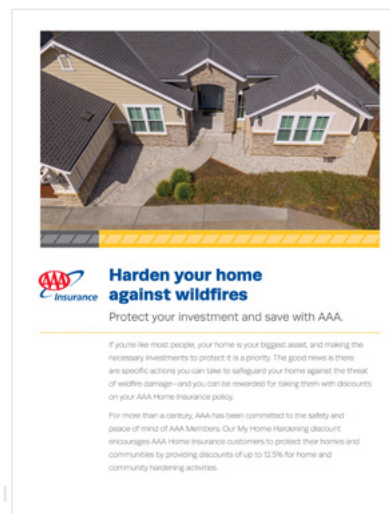
CSAA sponsored SBP's Climate Corps Program, which supports wildfire preparation and prevention efforts. The program aims to raise \$5 million to strengthen fire prevention, response, recovery and long-term resilience initiatives.

CSAA sponsored Marin County's Ember Stomp in 2025 and awarded five \$1,000 grants to help homeowners implement home hardening improvements. Our sponsorship helps expand visibility for this Northern California event that attracts thousands and encourages community fire safety action.

CSAA is a proud member of the Insurance Institute for Business & Home Safety (IBHS), which conducts scientific research to strengthen homes and communities against natural disasters. The IBHS Wildfire Prepared Home™ program certifies homeowners who take proven, science-based actions to reduce wildfire risk. CSAA supports this work by offering discounts to eligible customers and by committing to preserve insurance policies for those

who achieve and maintain the Wildfire Prepared Home designation.

CSAA developed the wildfire segmentation that is an industry-leading effort to examine wildfire-area homeowners as a distinct population with their own motivations, barriers and beliefs. It uses behavioral science to encourage and guide action through insight and design.



## Communication

We continue to prioritize transparency and accountability on our climate journey. To engage external audiences, we publish this annual report and share regular updates through social media and LinkedIn articles.

### In 2025, our communication efforts included:

Visibility and participation at major climate and sustainability events, including:

- San Francisco Climate Week
- The United Nations Climate Change Conference (COP25)
- GreenBiz 2025
- Sustainability Live
- Global Sustainable Insurance Summit

In addition, we disclose through a global reporting framework, the Task Force on Climate-related Financial Disclosures (TCFD).

# People

At CSAA, our people are our greatest asset. We strive to attract and retain top talent by fostering an inclusive and engaged workforce—because when employees feel supported and heard, they deliver exceptional service to our members and partners. We strengthen our culture by refining our processes to prioritize high impact, inclusivity, user experience and sustainability. We also deepened partnerships with suppliers who share our commitment to delivering the highest quality service to our members, partners and communities.





In 2025, we expanded our People work with new initiatives and enhancements across three key areas that deepen how we support and empower our workforce and those we serve:

## Workforce

New efforts to strengthen employee experience, engagement, and inclusion through updated programs, tools, and culture-building initiatives.

## Workplace

Fresh approaches to well-being and flexibility, including improvements to how and where we work.

## Communities & marketplace

Expanded partnerships and community-focused programs that elevate our impact beyond the organization.





## Workforce

We deployed a redesigned interview and selection process in the beginning of 2025 to enhance efficiency, effectiveness and fairness. The first phase of enhancements was focused on creating consistency in hiring manager and interview practices. A net promoter score (NPS) for Interview Fairness of 83, which surpasses the North American benchmark (63), demonstrates our strength and commitment to a fair,

transparent and respectful process for our candidates.

In addition, CSAA ranked #26 among North American employers in the global candidate experience benchmark research program. Candidate loyalty remains high with applicants highly likely to apply again. Surveys showed that 99% of hiring leaders were satisfied or highly satisfied with the recruiting and hiring

process. We continue to strive to bring delight to the user experiences of both candidates and managers throughout the hiring process.

CSAA continues to pursue fair employment practices that drive inclusion across the organization. Results from the Inclusion Index indicate that employees consistently experience CSAA as a place where they can be themselves and feel

a strong sense of belonging. Employees also report clear opportunities for growth and advancement, and they continue to see senior leaders' actions as reflecting a strong commitment to inclusion. With an Inclusion Index score of 85%, CSAA exceeds the top-company benchmark of 82%, positioning CSAA above top-performing companies in fostering an inclusive employee experience.







### Culture groups

In 2025, we strengthened culture building by expanding recognition for our 14 culture groups and improving access to community programs. We launched a new financial recognition program to honor employees who lead culture groups and drive community impact initiatives. We also introduced a centralized, employee-facing tool that makes it easier to join, navigate, and manage culture group memberships.

#### Culture group highlights include:



#### FLEX

Professional Development  
Employee Group

Career  
development  
sessions  
focused on  
internal mobility



#### MERG

Mindful Employee  
Resource Group

Regular  
mindfulness  
sessions  
promoting  
resilience



#### Somos Unidos

Latin American Group

Listening  
sessions  
supporting  
Hispanic  
communities

### Health & Well-being

We strengthened maternal and women's health pathways, expanded access to preventive care, and advanced efforts to reduce health disparities. We also created a new health plan option to improve affordability through no deductibles and predictable copays. In addition, we broadened our fertility, family-forming, and caregiver support benefits to better meet the evolving needs of employees and their families.

### Our Flexible Workplace strategy

Our approach to work prioritizes **People over Places**, recognizing that meaningful work, collaboration, and belonging do not depend solely on physical proximity. In 2025, we refined our workplace model into two role types—**office** and **home-flex**—with the majority of employees in home-flex roles. In addition, we continue to refine our connection strategy, including monthly *Together Tuesdays*, the

CEO Connection Tour, hub events, and facilitated connection sessions. Our new program, the Let's Connect Hospitality Suite program, through ticketed, small group experiences, helps employees connect with one another and with our leaders in new, meaningful ways. We refreshed the milestone anniversary experience to honor employees with 25+ years of service with a curated behind-the-scenes afternoon at Dear San Francisco at Club Fugazi. This refreshed program brought 37 colleagues together representing **1,105 years of service**.

Through our enterprise-wide **Connection Strategy**, we foster both in-person and virtual interactions that build professional, social, developmental, and community networks. By aligning these efforts with our core beliefs and integrating programs, events, and resources, we continue to strengthen the employee experience, increase engagement, and advance a best-in-class Flexible Workplace.



## Communities & marketplace

We strengthened our impact in the communities and markets we serve by deepening partnerships with organizations that share our values and expanding initiatives that promote inclusion and economic opportunity. This year brought new momentum through increased volunteer engagement, growth in inclusive procurement, the creation of jobs and total compensation supported through inclusive sourcing, and enhanced community investments that maximize our social impact.

### Community investment

In 2025, we strengthened how our capital supports communities. Through our Community Investments Program (CIP), which directs 1% of investable capital toward social impact, we focused on expanding access to affordable housing, supporting underserved small businesses, advancing environmental sustainability, and partnering with diverse asset managers.

We also launched a new \$250 million Tax Credit Investment Program to fund affordable housing, renewable energy, and community development projects across the regions we serve.

CSAA celebrated the opening of **Valor Village in Pinole, California**, a 32-unit affordable housing development dedicated to veterans, including individuals previously experiencing homelessness.

CSAA took part in the AAA federation-wide Hunger Relief Campaign, hosting 12 meal-packing events, engaging more than 280 employee volunteers who contributed over 565 hours, and raising more than \$30,000 in employee donations plus a \$20,000 company donation to support local food banks. Together with the broader AAA federation, these efforts reflected CSAA's

commitment to families facing food insecurity and contributed to more than 4 million meals and 10,600 volunteer hours across our communities.

These investments represent more than financial decisions. They reflect CSAA's commitment to helping communities thrive while supporting long-term, responsible value creation.

2,255

Employees volunteered across our organization

20,070

Committed number of service hours

134

Hosted events for employee volunteerism

\$30,000

Employee donations, matching gifts and rewards



**2025 Community Impact highlights**

**Enterprise-wide volunteerism  
(56% participation rate)**

- 2,255 volunteers
- 20,070 service hours
- 134 events

**Skills-based and pro bono impact**

- 159 employees
- 2,651 hours donated
- \$20,511 in earned rewards
- \$150,000 estimated professional value to nonprofits

**CSAA'S Hunger Relief Campaign**

- 40,000 meals provided
- 10,600 volunteer hours contributed
- 565+ hours from CSAA employees across hubs nationwide
- 46 handcrafted items created and auctioned through IG's Got Heart (an employee-powered auction)
- \$10,564 raised for disaster recovery efforts

**Thurgood Marshall College Fund  
(TCMF) Innovation Challenge**

- 12 students from 10 Historically Black Colleges and Universities (HBCUs)
- Selected from 300+ applicants
- Winning concept: HBCU Protection Bundle (mobile-first subscription model)

**Donations**

- Matching gifts reached \$250K, supporting nonprofits across our footprint.
- Combined giving totaled \$694K in 2025 up from \$557K in 2024.
- Employee participation in the "High Five" well-being incentive generated \$10,000 in donations to HomeFront (community-based program that provides free critical home repairs to low-income homeowners)

**Inclusive and sustainable sourcing**

CSAA continued to make meaningful progress toward inclusive and sustainable sourcing by expanding how these practices are embedded in its existing sourcing processes.

In 2025, CSAA invested \$143 million with 550 small business suppliers. Across its total managed procurement spend, 36% supported small enterprises, reflecting meaningful progress in expanding economic participation.

These investments strengthen local and regional economies by helping small businesses grow, supporting job creation, and fostering more resilient

community economic systems. By broadening access to procurement opportunities, CSAA enables businesses to scale, generate employment, and contribute to long-term community stability.

The economic impact of this work extends directly to employment. In 2025, CSAA's procurement investments supported over 4,000 jobs, underscoring the growing role of inclusive procurement in advancing shared economic outcomes across the communities where we live and do business.

**\$143M**

invested across  
550 small business  
suppliers in 2025

**36%**

of procurement  
managed spend  
supports  
small enterprises

**4,000+**

jobs supported  
through inclusive  
procurement  
participation

# Practice

Our Practice pillar reflects CSAA's commitment to strong governance, responsible data stewardship, ethical business conduct, and enterprise-wide risk management. This foundation ensures that our members, employees, partners and regulators can consistently rely on CSAA to operate with integrity, transparency and resilience. From cybersecurity and AI governance to compliance and board oversight, our Practice work strengthens trust and supports our long-term business sustainability.





In 2025, we advanced this work through several key enhancements that modernize our governance structure, deepen employee awareness, and strengthen protections across the organization.

**Consumer transparency and compliance**

We enhanced and streamlined our existing preference management process to give customers greater transparency and a clearer understanding of their consent choices. In addition, we expanded promotion and education around the **Speak Up Line, Code of Conduct, and Conflict of Interest** policies through town halls, interactive challenges, targeted articles, and new educational touchpoints.

**Governance and board engagement**

We continued to actively engage the Board with forward-looking education, including sessions with **external facilitators on AI and industry trends**. We also expanded director readiness through enhancements to the **Board Onboarding Program**, improving orientation to emerging risks,

regulatory expectations, and CSAA business priorities.

**Cybersecurity and data protection**

2025 was a significant **foundation-building year** as we modernized key components of our security architecture and aligned with industry best practices:

- Modernized cloud and application security
- Unified identity platforms
- Strengthened data protection in cloud and productivity environments
- Embedded security practices across IT and business teams
- Independent third-party assessments validated progress, confirming alignment with **NIST CSF Level 4 maturity** (highest level of cybersecurity), with notable gains in governance, detection, cloud security, and resilience.

**Responsible AI governance**

We continued to advance responsible AI use through a strengthened governance framework:

- Established a **new AI risk domain**
- Implemented advanced, tech-forward controls
- Built future-ready governance capabilities
- Strengthened oversight processes
- Conducted cross-functional AI risk exercises
- Expanded regulatory monitoring and compliance support

**Cybersecurity highlights:**

**54,000+**

phishing simulations

**349,000+**

email threats blocked

**170,000+**

application security scans

**86**

cybersecurity employees

**3.8M**

firewall blocks per month



**What's next:**

Building on a strong foundation, CSAA is focused on what comes next—scaling impact, strengthening trust, and advancing sustainable, inclusive growth across Planet, People and Practice in 2026 and beyond.

## Planet

- Reduce operational emissions by expanding low-emissions fleet solutions and plug-in hybrid adoption
- Accelerate GHG reductions through digital efficiency, employee-enabled sustainability, and paperless operations
- Continue to right-size our real estate footprint by relocating our Arizona operations to a significantly reduced space to meet our current needs

## People

- Continue to promote high levels of employee engagement
- Host an in-person bi-annual Inclusion Summit for the first time since COVID
- Scale responsible, human-centered innovation by integrating inclusive learning, bias-aware AI, and supplier inclusion

## Practice

- Institutionalize responsible AI governance through an enterprise AI Hub and division-led innovation ownership
- Strengthen ethical culture and trust through enterprise-wide measurement, insight, and action
- Proactively manage emerging AI, data, and compliance risks through risk-based assessment and Board-level regulatory oversight

**Our Impact** 2025



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