

The title "Corporate Responsibility report 2019" is positioned in the bottom left area. It is written in a bold, red, sans-serif font. The background of the entire page is a blurred photograph of a park or street scene with green trees and people walking.

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Tryg at a glance



Tryg



Moderna



Tryg

Purpose

As the world changes, we make it easier to be tryg^{a)}.

Great diversity of products

We offer a broad range of insurance products for private individuals as well as businesses.

Attractive dividend policy

We aim to distribute steadily increasing dividends in nominal terms and to pay out 60-90% of our profit.

TryghedsGruppen

Owns 60% of Tryg and annually contributes around DKK 600m to projects that create peace of mind via TrygFonden.

4 million customers

Our 4,151 employees provide peace of mind for 4 million customers and handle approximately 1 million claims on a yearly basis.

a) 'Tryg' means feeling protected and cared for.

Business areas

Tryg is one of the largest non-life insurance companies in the Nordic region. We are the largest player in Denmark and the fourth-largest in Norway. In Sweden, we are the fifth-largest insurance company in the market.

Private

Private provides insurance products to private customers in Denmark and Norway. Private offers a range of insurance products including car, contents, house, accident, travel, motorcycle, pet and health.

Commercial

Commercial provides insurance products including motor, property, liability, workers' compensation, travel and health to small and medium-sized businesses in Denmark and Norway.

Corporate

Corporate provides insurance products including property, liability, workers' compensation, transport and group life to corporate customers.

Sweden

Sweden provides insurance products to private individuals within car, house, pet, child, boat and accident insurance.

Portfolio



Employees



Growing a sustainable business

As a non-life insurance company, our core business is ensuring peace of mind for our customers in their everyday lives, which is embedded in our purpose: as the world changes, we make it easier to be 'tryg'^{a)}. We create value for society by enabling people and businesses to protect themselves from risks – both prior, during and after an event through claims prevention. As the world is transforming and risks are becoming increasingly complex due to globalisation, climate change, urbanisation and technological development, we want to make insurance simple.

Highlights 2019

Claims prevention is key to our purpose – moving from a passive peace-of-mind provider to an active peace-of-mind creator – and to our corporate strategy initiative 'new products and services' contributing to realising our target of DKK 1bn in premiums in 2020+. In 2019, we launched a product for our commercial segment called 'Mobile blocker'. Studies show a 12 times higher risk of crashing your car when you use your mobile phone to text or read while driving. Mobile blocker prevents drivers from using their mobile phone while driving to ensure their safety and provides employers with a tool to ensure the health and safety of their employees and other road users.

Working with diversity and inclusion is an important parameter for a successful company. Personally, I am very engaged in the diversity agenda through my involvement in the Danish Diversity Council, and I believe that establishing targets for women in management and having rotation agreements are important actions that we have put into practice in Tryg. However, I believe that we can do more than only focus on gender; we can focus on becoming a more diversified company. In 2019, we have focused on the underlying barriers to being more diversified, such as unconscious bias in our recruitment processes. This is the first step towards building knowledge. In 2019, the share of women in management positions was 35% compared to 33% in 2018. This is progress, but there is still work to be done if we are to reach our target of 41% in 2020. We have established several initiatives for a focused effort on this.

We remain committed to the Nightravens and Lifebuoys initiatives in Norway. Statistics show that there is a continued need for these preventive initiatives, as we have seen an increase in drowning accidents in Norway. As a result, we increased our contribution from 2,000 lifebuoys to 2,500 in 2019.

Anchoring Corporate Responsibility successfully requires management attention. The Executive Board has established a Corporate Responsibility Board chaired by our Group CFO, Barbara Plucnar Jensen. I am closely following the progress and dialogue from the meetings.

COP report

This Communication on Progress (COP) report underlines Tryg's continuous commitment to the UN Global Compact's Ten Principles on human rights, labour rights, environment and anti-corruption.



Morten Hybbe
Group CEO

^{a)}Tryg means feeling protected and cared for.

Overview

The table illustrates governance, targets and performance^{a)}

	Human rights and workplace responsibility	Climate and environmental sustainability	Business ethics
The UN Global Compact	Principles 1-6 (cross-cutting all principles)	Principles 7-9	Principle 10
The UN Sustainable Development Goals (SDGs)			
Targets	41% women in management positions in 2020	2% carbon emission reduction in 2020	
Results 2019	35%	1% reduction	
Highlights 2019	<ul style="list-style-type: none"> • New improved due diligence procedure for suppliers established • Training procurement personnel and auditors in sustainability audits 	<ul style="list-style-type: none"> • Tryg's head office in Denmark renovated using recycled material • Transport survey launched • Co-driving app launched • Environmental app for our appraisers launched • Tryg days in Norway focusing on SDG 12 	<ul style="list-style-type: none"> • One high-risk supplier audit conducted • All new employees completed mandatory e-learning on GDPR • GDPR Board established • Corporate Responsibility Board established with CFO as chair • Launch of new process for ethical screening of investments • New ethical screening provider • Active Source Management process for external managers established
Policies and action plans	<ul style="list-style-type: none"> • Corporate Responsibility policy • Competency and diversity policy • General action plan for diversity including women in management • Outsourcing policy • Code of Conduct 	<ul style="list-style-type: none"> • Corporate Responsibility policy • Environmental report/Eco-light-house report for Norway 	<ul style="list-style-type: none"> • Corporate Responsibility policy • Responsible investment policy • Policy for execution of active ownership • Process for ethical screening • Personal data policy • Code of Conduct including anti-corruption • Tax policy • Remuneration policy • Statutory corporate governance report • Investor Relations policy
Systems and due diligence processes	<ul style="list-style-type: none"> • Employee satisfaction survey • Risk assessment and materiality assessment 	<ul style="list-style-type: none"> • Eco-lighthouse certification 	<ul style="list-style-type: none"> • Whistleblower hotline • GDPR risk assessment and monitoring • Vendor management system and internal audits
Organisational anchoring	HR Procurement/sourcing	Facilities Procurement/sourcing	Group Legal/Compliance Investments Investor Relations
Corporate Responsibility team			

^{a)} Please view extensive Environmental, Social and Governance (ESG) data on pages 20-21 for specific data.

Corporate Responsibility strategy

Tryg's Corporate Responsibility strategy focuses on four elements: actively creating peace of mind, climate & environment, responsible workplace and business ethics.



Actively creating peace of mind

Activities which create peace of mind in society such as Lifebuoys and Nightravens in Norway or claims prevention products that create peace of mind such as Tryg Drive or rat blocker.



Climate & environment

Tryg's climate and environmental impact and our efforts to reduce our impact through a carbon emission reduction target of 2% in 2020, as well as working with waste management and responsible consumption. In Norway, eight sites are Eco-lighthouse-certified.



Responsible workplace

Tryg's commitment to managing a responsible company through responsible investing and taking care of our employees and customers through our focus on diversity and good customer relations. Tryg has a target of 41% women in management positions in 2020.



Business ethics

Tryg's regulatory obligations and underlying actions to ensure compliance such as action plans, policies, management systems or responsible supply chain management.

Next step

For the coming 2023 strategy period, we are looking into areas in which Tryg as a company and through its business can have an impact, for example in our claims handling processes and in our efforts to make the company more sustainable both internally and towards our suppliers and our customers.

Tryg's business model

Tryg is a non-life insurance company. Tryg makes it easier to be 'tryg'^{a)} for its customers by offering them insurance against risks, efficient claims handling, and advice and services to prevent claims from arising in the first place. Making it easier for our customers to feel protected and cared for benefits all Tryg's stakeholders – our customers, our employees and our shareholders.

Tryg's Corporate Responsibility efforts are closely linked to our business model and core business. While providing a safety net across the Nordic countries for our customers as insurance providers in case of a claim, we also offer prevention initiatives to reduce and limit claims. We thereby provide safety before, during and after a claim.

^{a)} Tryg means feeling protected and cared for.



Tryg's majority shareholder

Tryg's majority shareholder, TryghedsGruppen, holds 60% of the shares in Tryg and annually contributes around DKK 600m to projects that create peace of mind in Danish society via TrygFonden. A substantial share of TryghedsGruppen's profit derives from the dividend paid out by Tryg to its shareholders. Part of the profit contributes to financing TrygFonden's activities.

In 2019, Tryg paid out around DKK 1,223m in dividend to TryghedsGruppen. For the fourth year running, TryghedsGruppen paid out a member bonus to Tryg's customers in Denmark corresponding to 8% of the annual premiums paid for 2018.

Corporate Responsibility Board

As a step towards strategically driven Corporate Responsibility efforts in Tryg, we have established a Corporate Responsibility Board on which our Executive Board is represented by Group CFO Barbara Plucnar Jensen, as chair, as well as Vice Presidents from key areas representing Tryg across the Nordic countries. When necessary, key business areas are requested to allocate one person.

The Corporate Responsibility Board plays an advisory role in supervising the company's strategic direction and initiatives, as well as recommending actions which are reported to the Executive Board. Furthermore, the Corporate Responsibility Board approves the Corporate Responsibility report before final approval by the Executive Board. Moreover, it oversees and monitors performance of KPIs, Tryg's strategic direction and follows up or initiates initiatives for Tryg.

The Corporate Responsibility Board discusses Corporate Responsibility risks, opportunities and recommends actions for further improvements. The Corporate Responsibility Board meets four times a year.

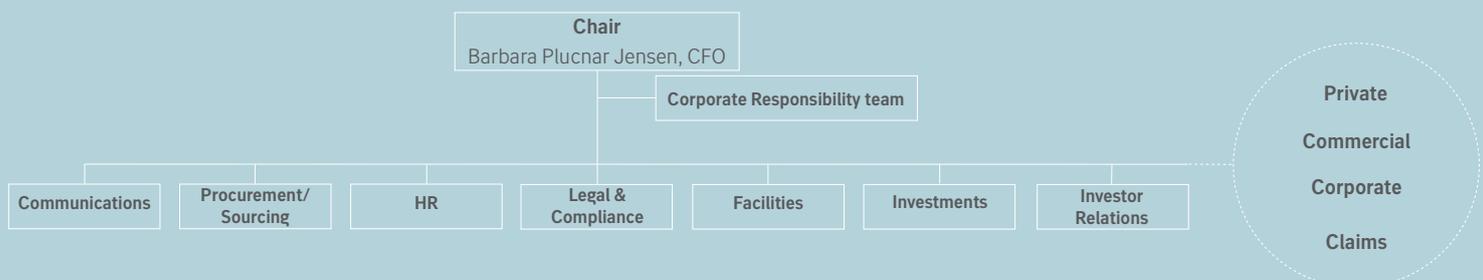
"More companies are attaching importance to ESG criteria, and our job is to implement them at a corporate level. In all our initiatives, we have to ask: How can we affect the agenda? For example, by setting standards for our suppliers. Or by developing insurance products with a preventive element such as Tryg Drive or Mobile blocker, which both promote responsible and safe driving. In that way, we ensure that ESG becomes a driver for innovation that can contribute to transitioning us from being a traditional insurance company into an active peace-of-mind creator in society."

Barbara Plucnar Jensen, Group CFO



What is ESG – Environmental, Social and Governance?
ESG data are non-financial data and a supplement to Tryg's financial data. ESG data are used by investors and analysts to benchmark companies. See pages 20-21 for ESG data.

Corporate Responsibility Board



Actively creating peace of mind

Actively creating peace of mind is one of the strategic elements of our Corporate Responsibility strategy through which Tryg can contribute to society as well as offering relevant products with a preventive element to our customers. On the following pages, we highlight four themes through which Tryg is committed to actively creating peace of mind: Safety, traffic, health and at home.

Safety

The Nightravens and Lifebuoys are two examples of preventive initiatives forming part of our Corporate Responsibility efforts. If we prevent crimes from happening by being present or making people feel safer in the nightlife or along the coastline, near lakes and harbours, we benefit our customers, our business and society.

Nightravens

The Nightravens are local groups of volunteers who walk the streets at night to create a safe environment, offering help and preventing unwanted incidents. The main target group is young people, and the mission of the Nightravens is to be present where young people hang out in the streets or local squares.

There are more than 300 Nightravens groups in Norway made up of a diverse mix of volunteers in terms of their nationality, gender and age, which have the additional effect of working as a social community network for the volunteers.

The national Nightravens Conference 2019

Since the early 1990s, Tryg has been the Nightravens' main partner. In addition to the service provided by the Nightravens Secretariat and our close cooperation with the Nightravens Board, Tryg plans and hosts the national Nightravens Conference in Bergen, Norway, every other year.

The conference was held in 2019 and gathered 180 Nightravens representatives from all over Norway. Nightravens from Denmark, Sweden and the Faroe Islands also attended the conference, alongside representatives of the public health and social services for young people and the police.



Tryg's commitment to running the Nightravens secretariat contributes to SDG 16 'Peace and Justice', specifically indicator 16.1.4 | Proportion of population that feel safe walking alone around the area they live.

We were there when it didn't happen

Interview with Monika Tofte Hanssen, Chairman of the Nightravens Board.

Why did you become a Nightraven?

I wanted to engage with in my local community and with the young people living in the local community.

Why do you think it is important to be a Nightraven?

I think it's important to be a Nightraven because you can be there for the young people and for people who need help and guidance. Nightravens make a difference.

How are you contributing to making a difference?

The Nightravens have a saying: We were there when it didn't happen. The feedback we get from people working with young people and from the police is that when the Nightravens are out walking the streets, they have a calming effect on unrest and vandalism. The young people feel safer when the Nightravens are walking the streets.

Is there an event which has made a special impression on you?

Yes, a long time ago, it was winter and very cold. We were out walking quite late at night. In a ditch, we came across a young guy who lay sleeping in the cold, which potentially could be dangerous.

Because I had been a Nightraven for a long time and I knew the boy, who lived in the area, I knew who he was and where he lived. We walked him home that night and delivered him to his parents. If we had not walked by, I don't know what would have happened to him.



Lifebuys

Since 1952, Tryg's iconic lifebuys have created safety along the coastline, lakes and rivers in Norway. The lifebuoy is a vitally important rescue tool, and for decades, Tryg has provided lifebuys to Norwegian society. Tryg's more than 47,000 lifebuys are located from Lindesnes at the very south of Norway to Svalbard, the Norwegian archipelago in the Arctic Ocean.

Honorary award for saving a life

The Norwegian Lifesaving Society (NLS) hands out an honorary award to a person who has saved a person from drowning. Tryg contacts the NLS nomination committee if a Tryg lifebuoy has been used to let them know of the person we think should be nominated. In 2019, the award was presented to Håkon Olsen at a ceremony hosted by Tryg in Bergen. The Norwegian Lifesaving Society is a nationwide humanitarian association founded in 1906, which works to promote lifesaving skills and arrange swimming courses and lifeguards all over Norway.

Safe in water

Tryg has worked for a long time with the Norwegian Society for Sea Rescue, Region West, to offer the course 'Safe in water'. The 'Safe in water' course is aimed at 12 to 14-year-old schoolchildren. The courses are run eight times a year in autumn and winter and give the children a chance to experience being in the cold water, while being supervised by skilled instructors, wearing wet-suits and life jackets. Participating schools receive a full day of education in understanding the risks associated with water, practising first aid and learning the key principles of self-rescue and lifesaving. Learning to throw Tryg lifebuys is also an important part of the course. Around 200 schoolchildren received training in 2019. The Norwegian Society for Sea Rescue is a nationwide humanitarian association whose purpose is to save lives, salvage assets and protect the coastal environment of Norwegian waters.

The National Drowning Prevention Council

Tryg is working with the National Drowning Prevention Council to increase safety along the coastlines and harbours in Norway. In 2019, the council sent out a message to all municipalities on how to increase safety along shores and coastlines, offering advice on suggested safety measures.



Tryg's commitment to preventing drownings through the lifebuys contributes to SDG 16 'Peace and Justice', specifically indicator 16.1.4 | Proportion of population that feel safe walking alone around the area they live.

Håkon saved a young man from drowning

One night in September 2019, Håkon Olsen heard the sound of yelling and cries for help outside his window. "Normally, the noise is from young people coming home from a night out," he says.

He went outside and shouted to see if there was anybody there: "I couldn't see a thing, so I shouted and heard somebody crying 'help, help'". The cry for help came from somewhere in the cold and dark water.

Håkon Olsen trained as a lifeguard, so the automatic control kicked in: "I grabbed the lifebuoy which is placed just outside my apartment, and threw it out on the water". It was very dark so Håkon had to go by the sound. It took three attempts: "Finally, the young man caught hold of the lifebuoy," he says.

"I couldn't haul him up because it was too far down from the quay to the water. I pulled him towards a small platform and jumped down to get him onto solid ground: "It was last minute".

The 20-year-old man was very cold and completely exhausted. "I just sat there with him. He was in a complete state of shock."

"Normally I'm not awake at that hour. If I hadn't heard him, I'm not sure he would have survived," Håkon Olsen finished.





Traffic

Mobile blocker

Motor insurance is one of Tryg's largest premium income classes accounting for 30% of premiums, and the safety of our customers and lowering the risk of accidents are high priorities for Tryg. Through our claims prevention initiatives, we offer products which help and increase traffic safety. Examples of prevention initiatives are Tryg Drive, Sidekick in Norway and Smart car in Sweden, which help to minimise unnecessary unease and reward and promote responsible driving for all customer groups.

Studies show that the risk of crashing your car is twelve times higher when you text, type a number or read on your mobile while driving. Results from the Netherlands show that a device preventing mobile usage while driving can reduce the number of traffic accidents.

As part of our strategic focus on prevention, we have launched a product called 'Mobile blocker' for our commercial segment to help prevent traffic accidents. Mobile blocker is a simple solution whereby a small device is placed on the windscreen in the car. The device communicates with an app, and when the car is in motion, the mobile screen is automatically blocked for hand-held usage – for the benefit of drivers, our commercial segment, road users and Tryg.



Health

Tryg Online Psychologist

Commercial Norway launched Tryg Online Psychologist to proactively prevent psychological problems escalating and to safeguard employee well-being. The service is available via video or by phone to deal with problems such as anxiety, mild depression, sleep issues, conflicts at work and family problems.

Tryg Online Psychologist covers five online consultations with a psychologist and five online classes on stress management with a guarantee of help within 72 hours.

Personal insurance

For some people, going to dentist is not just about toothaches. They worry about the bill and the cost of possible fillings or root canals. Tryg's personal insurance offers a safety net in case of unexpected bills – and thereby prevents dental problems and claims from escalating due to customers' financial worries.

The personal insurance comes in three different variants: treatment in connection with regular dental appointments, treatment in case of accidents, and chew incidents.



At home

Alarm and rat blocker

Tryg offers a wide range of insurance products with a preventive element such as our home alarm.

In 2018, Tryg included a rat blocker with its house insurance 'super' package in Denmark, to help customers prevent damage caused by rats, such as damage to sewers, plug wires or pipes. 55% of our customers choosing the super package include a rat blocker.

The rat blocker prevents rats from entering the main sewers and sewage pipes and gaining access to homes. A follow-up survey among our customers showed a significant increase in peace of mind with 87.7% claiming to feel more secure in their homes after installing the rat blocker.

Advice on protecting homes from climate-related risks

On our Danish and Norwegian customer websites, we offer advice for customers who are exposed to climate-related risks on how to minimise the effect of storms, cloudbursts and flooding.

3 GOOD HEALTH AND WELL-BEING



Products such as **Tryg Drive, Sidekick, Smartcar and Mobile blocker** contribute to realising SDG 3, 'Good health and well-being', specifically target 3.6 | By 2020, halve the number of global deaths and injuries from road traffic accidents.

Making a lifebuoy

Norway has 100,000 kilometres of coastline and the world's second-longest coastline. Since 1952, Tryg's iconic lifebuoys have contributed to safety along the coastline, lakes and rivers in Norway. Every year they contribute to saving lives. However, Tryg is not doing it all by itself - all lifebuoys need a 'sponsor' who has agreed to maintain and look after the lifebuoy.



The lifebuoy 'sponsor' is responsible for putting up the lifebuoy and maintain it to ensure that it is ready to use in life-or-death situations. Lifebuoy 'sponsors' can be municipalities, harbours, boat associations or private persons.



Casting the lifebuoy parts

The iconic red and white colours are cast individually and are cooled before being packed and sent where they are to be assembled.



Expanding powers

Small pockets of air expand to provide the unique life-saving ability.



Casting and assembling the lifebuoy

The parts are assembled according to the iconic red and white colour combination, and a special machine imprints a Tryg logo.



Mounting reflectors on the lifebuoys

The reflectors are mounted on the lifebuoys by a company called 'Vekst Ålesund'. The company employs people who are unable to get a regular job with carefully scheduled assignments.



Painting Tryg letters by hand

The next step is painting the Tryg letters by hand. This is done by a company called 'Grønnevikken', which employs 190 people, who have fallen outside the regular job market. Irene has painted Tryg lifebuoys since 2007 and has painted 16,000 lifebuoys for Tryg.



The lifebuoys end up at Tryg

Ivar also works at Grønnevikken and is showing a finished lifebuoy. The lifebuoys are numbered and sent out to the lifebuoy sponsors, who put them up so they can save lives.



Climate and environment

Tryg has a direct impact on the climate and the environment through our operations and an indirect impact through our business activities. We have focused our efforts on our internal operations and initiatives to improve our footprint, while also reducing costs.

Although Tryg is not an energy-intensive company since our carbon emissions are mainly associated with heating and electricity use at our offices, car and air travel, we acknowledge that we are part of the solution when it comes to minimising carbon emissions.

In 2016, Tryg sold its head offices in Denmark and Norway and made lease-back agreements. We encourage our building owner to make resource and efficiency improvements to the buildings and invest in renovating the buildings to keep them energy-efficient.

Our materiality assessment showed that the climate and the environment continue to be material issues for Tryg and for our stakeholders. Extreme weather events such as flooding, cloud-bursts and storms present a risk to Tryg and are causing harm and concern to our customers and society since environmental and climate-related events can increase the frequency of climate-related claims. Therefore, we advise our customers on how to protect their homes.

Tryg's Corporate Responsibility policy further outlines our commitment to minimising our climate and environmental footprint.

[Download Corporate Responsibility policy](#)

Climate and environmental initiatives

Tryg has initiated a process which involves continuously installing more efficient and climate-friendly LED lighting at our offices, as well as installing more screens for Skype meetings to reduce air travel and making electric cars available for external meetings.

In Norway, four of our office areas were moved to save energy and resource consumption per employee in 2019. In Denmark, two offices were merged as well. In Norway, we removed our oil boiler, and our heating and cooling systems were connected to a heating pump system to further reduce our environmental impact. At our main office in Norway, a new ventilation system will be installed by 2020 with higher heating recovery than we have today.

In 2019, Tryg appointed a working group to look into potential improvements at our main office in Denmark. This resulted in a list of potential recommendations which were listed according to impact and feasibility. In the coming years, Tryg will initiate a process to implement the suggestions. In 2019, Tryg initiated a process of reusing taps and other building materials in connection with the renovation of our premises.

One of the areas in which Tryg has a potential adverse impact on the environment is waste production, which is why we are committed to reducing waste and consumption. We continuously work on minimising and sorting our waste at local waste stations to bring down waste volumes.

In 2019, Tryg outsourced the canteen operations at our head office in Denmark. The new supplier was elected on its high food quality standards and Corporate Responsibility efforts. The canteen caters for approximately 900 Tryg employees every day. This means that our food waste is managed and limited, and our waste is sorted. As the strain on our environmental resources continues, we want to ensure that we dispose of our waste, limit and manage it in the best possible way. Following the arrival of the new canteen provider, we have established a new sorting system in our canteen, which includes food waste and regular waste fractions. In collaboration with our canteen staff, we are working to establish a waste target.

In 2019, Tryg launched an app for our appraisers designed to make it easier for them to track and pick the fastest route on the day of inspection to save both time and fuel. With the app, our appraisers no longer have to print maps and case files, but can refer to everything in the app for a smoother and easier reporting and documentation process.

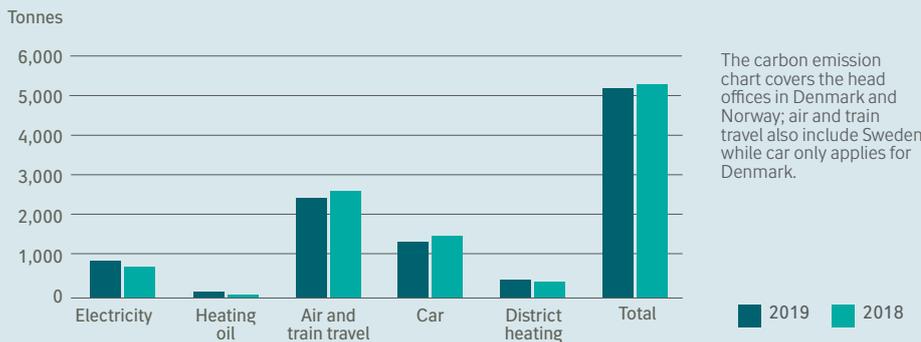


A recent transport survey in Denmark showed that 76% of Tryg's employees come to work by car every day, and more than 36,000 people in the region commute to Ballerup by car every day. Between 1981 and 2017, the average number of people in a car in Denmark dropped from 1.84 to 1.31 and is today down to 1.05 person per car. This increases the number of cars on the roads with a lot of empty seats. Additionally, the Danish government expects traffic around the four biggest cities in Denmark to increase by 149% in 2030. In 2019, Tryg co-launched a car-pooling app in Denmark called 'TaMed' together with seven other companies in the region, the aim being to encourage colleagues from other companies and from Tryg to co-drive as part of the sharing economy and to contribute to minimising the number of cars on the roads and reducing carbon emissions. Trips are booked via an app, which allows you to sign up to a trip or search for a trip. The saved carbon emissions are also shown in the app. The app comes with a cancellation insurance for a taxi if the driver does not show up, supplied by Tryg.

Tryg's carbon emissions

In 2019, Tryg's carbon emissions decreased by 1% compared to 2018. The decrease is mainly due to a new carbon emission calculation method. For further details, please see ESG data overview on page 20. Our target is to reduce our carbon emissions by 2% in 2020. The Corporate Responsibility Board is looking into the next strategy period and determining our new carbon emissions reduction target.

Carbon emissions



'Eco-lighthouse' in Norway

'Eco-lighthouse' is a climate and environmental certification scheme in Norway based on a comprehensive environmental management system. Eight of our Norwegian offices are certified under this scheme. We produce an annual Eco-lighthouse report to describe progress and document the policies and procedures in place to manage our impact on the climate and the environment.

At the beginning of next year, we will start work on the recertification of our offices.

Tryg days focusing on reducing food waste

In 2019, 'Tryg days' were arranged in Norway. One of the themes focused on raising awareness of the UN's Sustainable Development Goal (SDG) 12 in relation to our reduction of waste, especially food waste. In collaboration with our canteen, a vegetarian menu was served, and food waste was sorted and weighed over the period.



Tryg is focused on reducing our carbon emissions and is committed to SDG 13, Climate Action, specifically target 13.1 | Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries and target 13.3 | Improved education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.



Tryg's focus on waste reduction contributes to SDG 12, Responsible Consumption and Production, specifically target 12.5 | By 2030 substantially reduce waste generation through prevention, reduction, recycling and reuse.

Responsible workplace

Providing a healthy and safe working environment and securing the well-being of our employees is vital to Tryg. Our materiality assessment indicated that there is a risk that Tryg can have adverse impacts on its employees through, for example, dissatisfaction, discrimination, or the physical or psychosocial working environment. To mitigate this risk, we are continuously working to improve working conditions for our employees.

Tryg has collective bargaining agreements in the Scandinavian countries where more than 99% of our employees are based. The majority of our Scandinavian employees are covered by these agreements, and the rest are on individual contracts. All Tryg employees are covered by national standards and requirements.

Workplace responsibility

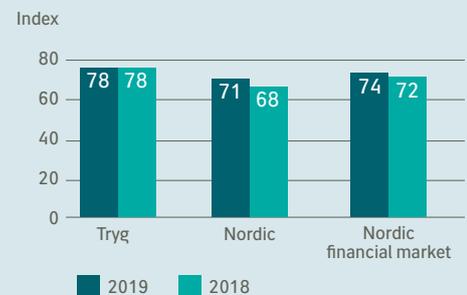
Being a diversified and inclusive workplace is an important priority to Tryg. We believe that a diverse representation of employees and, more importantly, diversity of thought are key to the future success of Tryg. We need a diverse pool of employees with different skills and competencies to match the changing needs in society and the changing needs of our customers. Focusing on diversity and inclusion requires looking behind the barriers and focusing on the underlying structures, HR processes and the culture within the organisation.

Employee satisfaction

The annual employee satisfaction survey is key to measuring employee satisfaction and provides us with a starting point for talking about well-being in the workplace as well as individual job satisfaction.

In 2019, the overall employee satisfaction score remained high at 78, which is unchanged since 2018. The score is above the average of the Nordic sector. In 2019, 24 departments received extra support for their work with the survey results, compared to 27 departments in 2018.

Employee satisfaction



Focus on diversity and women in management

A recent BCG Global Diversity & Inclusion Survey from 2019 revealed that Denmark's national average on gender balance in leadership was 27%, which placed Denmark as a 'wake-up' nation at the lower end of the scale. This indicates that no company should disregard or not contribute to resolving this structural issue.

At 35%, Tryg's gender balance in leadership is well above the national average in 2019. Compared to 2018, the number of women in management positions is up slightly from 33%. In 2019, the share of women in management positions was up 2 percentage points compared to 2018. A stable trend was seen in 2019, most probably due to intense focus and a CEO approval process for all new candidates for management positions. When recruiting, Tryg focuses on getting the best competencies for the job. Going forward, Tryg will continue its efforts to attract women to management positions and our strong focus on increasing diversity of thought at all levels in the organisation. However, our target for women in management positions is 41% in 2020, hence further action will be required to meet the target.

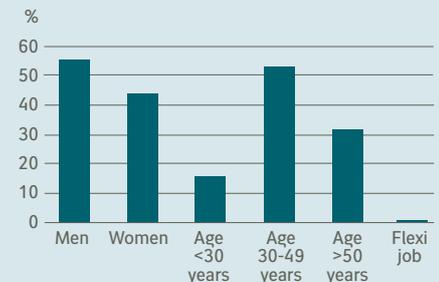
In 2019, we increased diversity on our Executive Board through the hiring of our new CFO, Barbara Plucnar-Jensen, which takes diversity on the Executive Board to 25%. Tryg's Supervisory Board is composed of six men and six women, and under Danish law as well as Tryg's own policy, there is equality among the genders.

Focusing on gender diversity is one element in our diversity and inclusion strategy. The next step is to look more broadly at diversity and to promote diversity of thought in our management teams. To boost this, Tryg's action plan for 2020 focuses on eliminating unconscious bias in HR processes and increasing diversity of thought in specific management teams when recruiting.

Steps to increase diversity

Tryg has an action plan for diversity including women in management which guides our actions towards realising our 2020 target. In 2019, we focused on reducing unconscious bias in our recruitment processes. Through data collection and dialogue with all management levels, we raised awareness of why unconscious bias occurs and of the opportunities that can come from having a more diverse pool of employees.

Employee mix



Tryg's commitment to increasing the number of women in management positions contributes to SDG 5, 'Gender Equality' specifically indicator 5.5.2 | Proportion of women in managerial positions.

We have taken specific steps to ensure approval of all final candidates for management positions by our CEO and HR director, as well as ensuring that all management positions are advertised both internally and externally to give diverse internal and external candidates the opportunity to apply. Furthermore, we are increasing awareness in the organisation of unconscious bias in recruitment processes through dialogue and workshops.

To support our target and action plan, an internal rotation programme has been put in place to improve conditions and career opportunities for talented women and men. Additionally, four women attended our Advanced Leadership Programme. Five women will join the programme in 2020. Tryg remains a committed member of the Danish Diversity Council to help inspire and grow the number of women in management positions. To inspire positive role models in Tryg, our LeadTheFuture programme encourages female managers to act as role models by sharing their experiences and knowledge about their own career choices.

[Download General action plan for diversity including women in management](#)

Strategic partnerships

As part of our commitment to the UN Sustainable Development Goals and SDG 17 on partnerships, we believe that working across sectors and engaging with various stakeholders are part of our responsibility and a way to create impact. Therefore, we engage in partnerships for action.

Creating equal opportunities for school children

One in six children in Denmark leave elementary school without the basic reading, writing or math skills needed to qualify for an upper secondary education. Social inheritance is a significant part of the root cause. A bad start at school can impact your opportunities in life. This is an issue for society and for companies through the loss of a pool of potential talent. Tryg is an active supporter of SDG 4 Quality Education, and wants to be an inclusive workplace. Having a diverse workforce starts with ensuring that the conditions needed to educate potential future employees exist.

In 2019, Tryg launched a partnership with Teach First Denmark, a non-profit organisation working to create opportunities for all children in Denmark, and a local school in Denmark named Tingbjerg. Eleven children were welcomed as interns for a week at our head office in Denmark, where they experienced the skills needed to work in an insurance company and the possible job opportunities – for insurance agents, appraisers or in customer service.

Making insurance fun

Tryg is engaged in a partnership with Mattip, a free online portal for math teachers, where math assignments are combined with insurance.

The assignments are targeted at children aged 9-16. Together with Mattip, we help young people gain knowledge about the importance of insurance, combined with assignments making it fun and relevant.



Tryg's commitment to strengthening education and knowledge about insurance for school-children and our partnership with Teach First contribute to SDG 4, Quality Education, specifically indicator 4.3.1 | Participation rate of youth and adults in formal and non-formal education and training in the previous 12 months, by sex and target 4.4 | By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.



Tryg's partnership commitments contribute to SDG 17, Partnerships, specifically target 17.17 | Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.



Business ethics

Ethics can determine a company's future and are essential for responsible business conduct. Tryg is committed to running an ethical, transparent and responsible business. Our materiality assessment showed that business ethics, GDPR and data protection are material matters to Tryg. Building knowledge and capacity on this issue not only internally among our employees through e-learning, but also throughout our business relations, requires continuous attention.

Our commitment to ethical and strong corporate governance is the foundation on which we build our business. Tryg's Code of Conduct defines the rules which all employees and business partners are required to adhere to. Our tax policy and anti-corruption policy further outline our commitment to acting as a responsible company.

Data security and GDPR

Data security and GDPR are important to Tryg as we deal with personal data on a daily basis, which are some of Tryg's material risks. In 2019, we made a free learning platform available for our employees called 'safe colleague' to test their skills and knowledge about safety measures. Through gamification, our employees learn about basic data security, and guidance is provided on conduct in situations involving data security.

In 2019, we also established a GDPR Board to govern compliance with the GDPR regulation. Our Data Protection Officer (DPO) ensures that the necessary systems and processes are in place, and our internal procedures for handling data breaches enable all employees to report any data breaches.

An e-learning course on GDPR and IT security is mandatory for new employees as part of our onboarding programme. In 2019, all new employees have completed the online training.

In 2020, Tryg will continue its work on data ethics, including the implementation of Insurance & Pension Denmark's guidelines for data ethics.

- [Download Personal data policy](#)
- [Download Code of Conduct](#)

Whistleblower

Tryg's whistleblower hotline is available for all our stakeholders to report any violation of our Code of Conduct or other issues and is reviewed by the chairman of the Audit Committee, assisted by Tryg's Legal and Compliance Director. In 2019, three cases were reported and investigated compared to seven cases in 2018. No cases led to further action.

- [Read more about Tryg's whistleblower hotline](#)

Detecting insurance fraud

Insurance fraud can have adverse impacts and implications for Tryg and for our customers. Every year, Tryg investigates cases of suspected insurance fraud through our special investigation unit. In 2019, 2,675 notifications compared to 1,586 notifications in 2018 were passed on to our special investigation unit in Denmark, and 56% were classified as insurance fraud compared to 45% in 2018. In all cases, it is important that we treat our customers with respect, which is why processes are in place to ensure that all investigations are approved in advance and are performed properly and with respect for the guidelines defined by our trade organisation, Insurance & Pension Denmark.

Responsible investments

Tryg invests DKK 40bn annually, and we have split up our risk profile into two portfolios: a match portfolio and a free portfolio. Our match portfolio, which comprises Nordic government and mortgage bonds, totals DKK 29bn. Our free portfolio, which comprises various bonds, funds, investment properties or equities, totals DKK 11bn. Most of Tryg's investment assets are managed externally and typically held through commingled fund structures. Tryg's investment activities are therefore outsourced to our external portfolio managers, who are required to be UN PRI signatories.



Responsible investing is important to Tryg as it ensures that investments are conducted in accordance with our values. Our materiality assessment identified responsible investments as a material issue to Tryg. We are at risk of violating international standards when investing and want to be transparent about our efforts to mitigate this risk.

Update of policies and new screening process

Tryg's Responsible investment policy and Policy for execution of active ownership were updated in 2019 to ensure a continuous focus on responsible investing. Our external portfolio managers are selected on the basis of the same responsible mindset as Tryg's. However, we screen our holdings each year to ensure that individual holdings do not deviate from expectations. The screening of portfolio holdings is carried out by an external screening provider. Furthermore, in 2019 we launched our formal escalation process, which guides the process after a screening of investments.

-  [Download Responsible investment policy](#)
-  [Download Policy for execution of active ownership](#)
-  [Download Process for ethical screening](#)

Active Source Management

Tryg's initiatives on active ownership are primarily directed towards managing and monitoring Tryg's external managers' responsible investment processes. During the year, we launched a process designed to ensure compliance by external managers with Tryg's responsible investment policy called Active Source Management.

Our primary focus is on selecting external managers who share our principles and have policies in place to ensure that investments are managed responsibly. External asset managers are UN PRI signatories or in the process of becoming so. We also ensure that external managers carry out active ownership of individual holdings. In 2019, we expanded our external manager selection process to include a separate due diligence process on responsible investments. The due diligence process evaluates all new external managers on their commitment, processes and execution of responsible investment.

We continuously work to improve responsible investment practices in collaboration with managers.

New external screening provider

Tryg conducts an ethical screening each year based on controversial behaviour and controversial weapons. In 2019, the regular screening led to one company being flagged for controversial behaviour. Controversial behaviour means a violation of the Ten Principles of the UN Global Compact. Controversial weapons are mainly weapons, more specifically tailor-made, and essential level of involvement and/or significant ownership in companies of the former. Examples include anti-personnel mines, nuclear weapons, cluster weapons, biological and chemical weapons, depleted uranium and white phosphorus munitions. In line with the escalation process, dialogue was initiated with three external managers, which has yielded satisfactory explanations and actions.

In 2019, Sustainalytics was chosen as our new ethical screening provider, and our screening definitions will be based on their methodology going forward. The choice is based on Sustainalytics' broad and leading expertise within ESG and responsible investments.

Human rights and responsible supply chain management

Tryg is committed to respecting human rights as described in the Universal Declaration of Human Rights. Our commitment is enforced through our signatory membership of the UN Global Compact and is outlined in our Corporate Responsibility policy as well as in Tryg's Code of Conduct.

Our materiality assessment indicated that there is a risk of violating human and labour rights in our supply chain through our outsourcing activities. To mitigate any violations, we actively monitor our outsourcing suppliers for compliance with our Code of Conduct and the Ten Principles outlined in the UN Global Compact. We work closely with our suppliers to promote shared values.

In 2019, we updated our existing supply chain management process to include a Corporate Responsibility pre-assessment strengthening the focus on high-risk suppliers. The implementation of the new process has been merged with our existing compliance process to include Corporate Responsibility risks, to assess the overall risks and how to work with high-risk suppliers on ethical and compliance issues.

Implementation of the Corporate Responsibility audit process and supplier assessment continued in 2019. Building capacity and training of internal auditors in Corporate Responsibility audits is an ongoing effort, and during the year the trainings continued. The trainings are held ad hoc as needed before any audits.

In 2019, our audit revealed no violations or red flags among our audited high-risk outsourcing suppliers. The process continues in 2020, and all high-risk outsourcing suppliers are expected to be audited by 2020.

The next step is to look into how we can focus on small suppliers categorised as low-risk suppliers, and how to work with them on implementing ethical or compliance issues which can be hard to interpret for a small company with five to ten employees, including employee rights, human rights or understanding the UN Global Compact.

-  [Download Code of Conduct](#)
-  [Download Corporate Responsibility policy](#)

Corporate governance

Tryg focuses on managing the company in accordance with the principles of good corporate governance and complies with the Danish recommendations prepared by the Committee on Corporate governance. The aim is to ensure that Tryg does its utmost to meet its obligations towards our stakeholders and promote long-term value creation.

[Download Corporate governance report](#)

Tryg has a two-tier management structure consisting of a Supervisory Board and an Executive Board. Tryg's Executive Board consists of the Group CEO, the Group CFO, the Group COO and the Group CCO. The Executive Board is responsible for the day-to-day management of Tryg and for following the guidelines and recommendations issued by the Supervisory Board.

Tryg's Supervisory Board is responsible for the overall management of Tryg and is composed of 12 members from Denmark, Norway and Sweden, including four employee representa-

tives. The Supervisory Board is composed of six men and six women, and under Danish law as well as Tryg's own policy, there is equality among the genders. Members are elected for one year at a time and can sit on the Supervisory Board for a maximum of 12 years.

Board committees

Tryg has an Audit Committee, a Risk Committee, a Nomination Committee, a Remuneration Committee and an IT-Data Committee. The framework of the committees' work is defined in their terms of reference.

[Download terms of reference](#)

Remuneration

Tryg has adopted a remuneration policy for Tryg in general which contains specific schemes for the Supervisory Board, the Executive Board and other Tryg employees whose activities have a material impact on the risk profile of the company.

[Download remuneration policy](#)

Remuneration of the Supervisory Board

Members of Tryg's Supervisory Board receive a fixed fee and are not comprised by any form of incentive, severance programme or pension scheme. Their remuneration is based on trends in peer companies, considering the required skills, efforts and the scope of the Supervisory Board's work, including the number of meetings held. The remuneration received by the Chairman of the Supervisory Board is three times that received by ordinary members, while the Deputy Chairman's remuneration is twice that received by ordinary members of the Supervisory Board.

Remuneration of the Executive Board

Members of the Executive Board are employed on a contractual basis, and all terms of their remuneration are established by the Supervisory Board within the scope of the approved remuneration policy. Tryg wants to maintain a balance between management remuneration, predictable risk and value creation for the company's shareholders in the short and long term. The Executive Board's

Total remuneration of the Supervisory Board in 2019

DKK	Fee	Audit Committee	Risk Committee	Remuneration Committee	IT-Data Committee	Nomination Committee	Total
Jukka Pertola	1,147,500			161,250	245,000	112,500	1,666,250
Torben Nielsen	765,000	236,250	232,500			75,000	1,308,750
Jesper Hjulmand ^a	90,000	37,500	35,000				162,500
Lene Skole	382,500	157,500	155,000				695,000
Mari Thjørmø	382,500	157,500	155,000				695,000
Carl-Viggo Østlund	382,500			107,500	297,500		787,500
Ida Sofie Jensen	382,500			107,500	245,500	75,000	810,000
Tina Snebjerg	382,500		155,000				537,500
Lone Hansen	382,500						627,500
Tom Eiling	382,500			107,500			490,000
Anders Hjulmand ^a	90,000						90,000
Elias Bakk	382,500						382,500
Karen Bladt ^b	292,500						292,500
Claus Wistoft ^b	292,500						292,500

a) Resigned from the Supervisory Board in March 2019 b) Joined the Supervisory Board in March 2019.

Total remuneration of the Executive Board in 2019

DKK	Base salary	Pension	Car allowance	Other benefits	Total fixed salary	One-off fee	Share-based remuneration ^{a)}	Total fee
Morten Hübbe	11,330,000	2,832,500	255,000	26,000	14,443,500	0	4,886,718	19,330,218
Lars Bonde	5,385,056	1,346,264	255,000	26,000	7,012,320	0	2,372,502	9,384,822
Johan Kirstein Brammer	5,175,000	1,293,750	255,000	26,000	6,749,750	0	2,283,665	9,033,415
Barbara Plucnar Jensen ^{b)}	4,166,667	1,041,667	212,500	21,667	5,442,500	1,000,000	1,647,717	8,090,217

a) The value of Matching Shares (investment shares) at the time of allotment of the right to participate in the Matching Shares Programme for the Executive Board for the 2019 performance year. b) Barbara Plucnar Jensen took up the position as CFO on 1 March 2019 and was granted a sign-on bonus vesting in 2020.

remuneration consists of a base salary and a pension contribution of 25% of the base salary. The base salary must be competitive and appropriate for the market and provide sufficient motivation for members of the Executive Board to achieve Tryg's targets.

The variable pay element consists of a Matching Shares Programme. The Executive Board may, using taxed funds, buy shares in Tryg A/S at market price for a predefined amount, which is dependent on the member's performance for the financial year. Four years after the purchase, Tryg will grant one matching share per investment share free of charge.

Annual general meeting

Tryg's annual general meeting is held by personal attendance as the Supervisory Board values the face-to-face dialogue with shareholders. The Supervisory Board encourages all shareholders to attend the annual general meeting, where they can ask questions of the Supervisory Board and the Group CEO. The annual general meeting is held at Tryg's head office in Ballerup, Denmark.

Tryg share and dividend

Tryg's share capital comprises a single share class, and all shares rank pari passu. The majority shareholder, TryghedsGruppen smba, owns 60% of the shares and is the only shareholder owning more than 5% of the company's shares.

Depending on the development in results, each year the Supervisory Board proposes the distribution of quarterly dividends, and possibly an extraordinary annual dividend if further adjustment of the capital structure is required.

Tryg's dividend policy aspires to distribute a nominal, stable increasing dividend in nominal terms on a full-year basis based on an annual distribution of 60-90% of our profit after tax. For 2019, the quarterly dividend was DKK 1.70 per share, or a total dividend of DKK 6.80. This equates total dividend payments of DKK 2,056m. Additionally, an extraordinary dividend of DKK 1.65 per share, amounting to a total payment of DKK 500m, will also be paid out on 27 January 2020.

[Download dividend policy](#)

TryghedsGruppen

In 2019, for the fourth year running, Tryg's majority shareholder, TryghedsGruppen, paid out a member bonus to Tryg's customers in Denmark corresponding to 8% of the annual premiums paid for 2018.

TrygFonden

TrygFonden is the leading and most well-known peace-of-mind foundation in Denmark, supporting hundreds of activities that contribute to this, such as coastal lifeguards, cuddle bears for children in hospitals and defibrillators. Behind TrygFonden is TryghedsGruppen, which owns 60% of the shares in Tryg, and Tryg contributed DKK 600m to projects that create peace of mind throughout Denmark in 2019.



Tryg's annual general meeting was held at Tryg's head office in Ballerup, Denmark, in 2019, giving our shareholders the chance to sense the special Tryg atmosphere.

Environmental, Social and Governance (ESG) data

	Unit	2019	2018	2017	2016	2015
Climate and environmental data						
Scope 1 direct						
Car travel	Tonnes CO2e	1,437	1,594			
Stationary combustion						
Heating oil	Litre	7,844 ^{a)}	4,338			
Natural gas	kWh	155,000	393,800			
Scope 2 indirect						
Electricity consumption, total	kWh	8,491,200 ^{b)}	7,216,162			
District heating, total	kWh	4,494,000	3,062,285			
Scope 3 indirect						
Air and train travel, total ^{c)}	Tonnes CO2e	2,443	2,545			
Bio waste	Kg	63,116 ^{d)}	38,712			
Total waste	kg	394,984	357,246			
Total direct and indirect carbon emissions	Tonnes CO2e	5,333 ^{e)}	5,386			
Social data						
Total number of employees (FTEs)	Number	4,151	4,027	3,373	3,264	3,359
Gender - all employees (female/male)	%	46/54	46/54	47/53	48/52	49/51
Total share of women in management positions	%	35	33	37	36	35
Employees, <30 years	%	16	15	16	14	13
Employees, 30-49 years	%	53	53	52	54	55
Employees, 50 years and above	%	31	32	32	32	32
Flexi job	Number	20	15	9	11	11
Employee turnover	%	12	12.7	14.6	17	14.7
Total leavers	Number	529	431	512	601	537
Share of voluntary leavers	%	7.4	10.8	9.5	9.1	8.5
Share of involuntary leavers	%	4.6	1.9	5.1	7.9	6.2
Gender pay ratio ^{f)}	Times	1.21	1.2	1.27	1.25	1.27
Sick leave	%	2.65	4.09	4.09	4.11	4.26
Total employee training hours	Hours	86,476	71,478	69,960	90,945	81,954
Average employee training hours	Hours	20	19	20	26	23
Employee satisfaction	Index point	78	78	76	74	73
Customer retention rate						
Private Denmark	%	91.6	91.2	90.2	89.7	89.9
Commercial Denmark	%	88.6	88.0	87.7	87.1	87.9
Private Norway	%	86.9	86.7	85.8	86.4	86.4
Commercial Norway	%	89.0	87.7	86.9	87.5	87.1
Transactional Net Promoter Score (TNPS)	Score	68	67	-	-	-
Collective bargaining agreements ^{g)}						

^{a)} The increase in 2019 was mainly due to a colder winter in Norway hence more heating oil was needed in Q1 2019. In Q2 2019, the oil boiler was shut down. ^{b)} The increase is due to the inclusion of a new office in Ballerup, Denmark, as a result of the Alka acquisition and due to the hot water reservoir being removed to make room for new ventilation units in Norway. As a result, we have used the electric boilers more than in 2018 to heat water. ^{c)} High variety of representative aircraft, average seating capacities, load factors and proportions of passenger km by the different aircraft types have an impact on the carbon emission. This is based on detailed UK Civil Aviation Authority statistics. Furthermore, freight transported on passenger services has also been taken into account. ^{d)} The increase is due to the inclusion of garden waste in this category and a new food waste sorting system in the canteen. ^{e)} The decrease is mainly due to a new carbon emission calculation method. However, due to the inclusion of a new office in Ballerup, Denmark, as a result of the Alka acquisition, there was an increase in electricity, district heating and waste in 2019. The new calculation method is based on the Greenhouse Gas Protocol Initiative (GHG protocol) and is developed by the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD). This analysis is according to A Corporate Accounting and Reporting Standard Revised edition, currently one of four GHG Protocol accounting standards explaining how to calculate and report GHG emissions. The reporting considers the following greenhouse gases, all converted into CO2 equivalents: CO2, CH4 (methane), N2O (laughing gas), SF6, HFCs and PFCs. This methodology is based on the operational control aspect that defines what should be included in the carbon inventory, as well as in the different scopes. Hence, climate and environmental data from 2015-2017 has been removed to provide a standard of comparison between the carbon emission and consumption. ^{f)} Gender equality of remuneration is calculated based on male salary divided by female salary. ^{g)} Please see page 14.

	Unit	2019	2018	2017	2016	2015
Governance data						
Size of the Supervisory Board incl. employee representatives	Number	12	13	13	12	12
Supervisory Board meetings	Number	8	9	15	15	11
Attendance rate, Supervisory Board meetings	%	100	98	97	98	95
Members of the Audit Committee	Number	3	4	4	4	4
Audit Committee meetings	Number	6	6	6	6	6
Attendance rate, Audit Committee meetings	%	100	92	92	100	100
Members of the Risk Committee	Number	4	5	5	5	5
Risk Committee meetings	Number	6	6	6	6	6
Attendance rate, Risk Committee meetings	%	100	88	88	100	100
Members of the Remuneration Committee	Number	4	5	5	4	4
Remuneration Committee meetings	Number	56	6	4	5	4
Attendance rate, Remuneration Committee meetings	%	100	97	100	100	100
Members of the Nomination Committee	Number	3	3	3	2	2
Nomination Committee meetings	Number	3	2	2	2	2
Attendance rate, Nomination Committee meetings	%	100	100	100	100	100
Members of IT-Data Committee	Number	4	4	4	3	-
IT-Data Committee meetings	Number	3	3	2	4	-
Attendance rate, IT-Data Committee meetings	%	100	92	100	100	-
Share of women on the Supervisory Board incl. employee representatives ^{a)}	%	50	38.46	38.46	41.67	58.33
Board members, <30 years	Number	0	0	0	0	0
Board members, 30-49 years	Number	1	1	1	0	2
Board members, 50 years and above	Number	11	12	12	12	10
CEO pay ratio ^{b)}	Times	25.63	26.26	22.07	20.83	19.57
Whistleblower cases	Number	3	7	7	4	1
Remuneration of the Supervisory Board and the Executive Board ^{c)}						

^{a)} Tryg has equal gender representation on the Supervisory Board under Danish law and according to Tryg's policies. ^{b)} How many times the employee salary can be covered by the CEO remuneration as a measure for social equality. Calculated from CEO remuneration divided by employee salary. ^{c)} Please see page 18.

Legal requirements

Tryg reports with reference to the fulfilment of targets for the share of the underrepresented gender at management levels and non-financial reporting in accordance with the provisions of Sections 132a and 132b of the Danish Executive Order on Financial Reports for Insurance Companies and Lateral Pension Funds (Nationwide Occupational Pension Funds).

Section 132a

Status and target for the Supervisory Board on increasing the share of the underrepresented gender

Section 132a, subs. 1

Readers' guide

According to Danish law as well as Tryg's own policy there is equality among genders on the Supervisory Board, and Tryg is therefore not required to set targets. A description is available on page 14.

Policy, target, action plan and result on increasing the share of the underrepresented gender at other management levels

Section 132a, subs. 2 and 4

Policy, target, action plan and result on increasing the share of the underrepresented gender at other management levels are available on page 5 and page 14.

Section 132b

Corporate Responsibility policy

Section 132b, subs. 2, (2)

Readers' guide

Tryg's Corporate Responsibility policy is referred on page 5.

Business model

Section 132b, subs. 2, (1)

Tryg's business model is described on page 6.

Key risks

Section 132b, subs. 2, (4)

A description of key risks has been integrated into the relevant chapters. See pages 12-19.

Policies

Section 132b, subs. 2, (2)

A description of policies has been integrated into the relevant chapters. See overview section on page 5 and pages 12-19.

Systems and due diligence processes

Section 132 b, subs. 2, (3)

See systems and due diligence processes in overview section on page 5.

Actions

Section 132b, subs. 2, (3)

See highlights in overview section on page 5.

Results

Section 132b, subs. 2, (6)

See results in overview section on page 5 or in the relevant chapters. See pages 12-19.

KPIs

Section 132b, subs. 2, (5)

See targets in overview on page 5 or in the relevant chapters. See pages 12-19.

The UN Global Compact and the UN Sustainable Development Goals

The UN Global Compact

Tryg has been a member of the UN Global Compact since 2008. The UN Global Compact is based on Ten Principles for responsible business conduct. This means operating in ways that, as a minimum, meet fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption.

The Ten Principles of the UN Global Compact are:



Human rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.



Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.



Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.



Anti-corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

The UN Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. The 17 UN Sustainable Development Goals (SDGs) are based on an ambitious plan formed on 17 specific targets that commit all UN member states to working for a sustainable development and better world in 2030.

Tryg has KPIs for SDG 5 (Gender Equality) for 41% women in management in 2020 and SDG 13 (Climate Action) for 2% carbon emission reduction in 2020.

Linking the UN Global Compact and SDGs

The Ten Principles of the UN Global Compact provide a common ethical and practical framework for operationalising Corporate Responsibility. Derived from UN Declarations and Conventions, these universal principles represent the fundamental values.

The 17 SDGs have a different vision and relevance for businesses. At the heart of the 2030 Agenda, the SDGs demonstrate long-term targets for businesses and other stakeholders to work towards creating the world we want.

Together, the Ten Principles and the SDGs equip businesses with both the values and the vision to help the private sector make the biggest contribution to people and planet.

Global challenges – ranging from climate, water and food crises, to poverty, conflict and inequality – are in need of solutions that the private sector can deliver, representing a large and growing market for business innovation. In the rush to transform business models and systems for the future, integrity and values will have a huge role to play. Innovation in one area cannot make up for doing harm in another.

