



General action plan for diversity including women in management 2019



1. Background

Tryg aims at being a socially responsible and inclusive workplace which offers equal opportunities for all employees and reflects the diversity in the surrounding society.

Tryg aims at contributing to FN's 17 Sustainable Development Goals (SDGs). More particularly, Tryg has chosen to focus on 7 of the 17 SDGs on which we have a direct influence. Therefore, among other things, Tryg has set specific KPIs for goal number 5 which is: women in management.

The Danish Financial Business Act (*Lov om finansiel virksomhed*) requires financial businesses to 1) set up target figures for the share of the underrepresented gender in the Supervisory Board and 2) prepare a policy for increasing the share of the underrepresented gender in the other management layers of the company.

Pursuant to the Danish Act on Equal Pay (*Lov om Ligeløn*), large companies are under obligation to prepare an annual gender-segregated statistics of earnings and inform the employees of hereof. The rules of the law on preparing gender-segregated statistics of earnings supplement the general prohibition against differential treatment of men and women set out in the Danish Act on Equal Pay.

2. Purpose

In Tryg, it is our aim that our staff and management composition to an even greater extent reflects the diversity in the surrounding society. Currently, Tryg primarily focuses on the effort to increase the share of women in management, thereby contributing to fulfilling Tryg's goal to be an inclusive workplace offering equal opportunities for all, also equal treatment of genders.

The concrete aim of focusing on women in management is to increase the share of female managers and to work with the potential talent pool of women in all layers. We believe that increasing the share of women in Tryg's management will benefit our business.

3. Goals

At the time of preparation of the policy, Tryg meets the requirement for equality in the Supervisory Board, which is why we have not set specific target figures in this respect.

The long-term goal of our efforts for women in management is:

- To achieve a representation of women in management reflecting the overall distribution between men and women in Tryg
- To ensure a recruitment base creating equal job and career opportunities for men and women
- To promote equal pay for men and women performing the same job or a job attributed the same value
- To promote knowledge and awareness of equal treatment and equal opportunities for men and women

4. Specific goals and measures

Tryg will continuously undertake to increase diversity by reducing bias in the different HR processes such as Talent Management processes and the recruitment process. In the recruitment process, we will specifically undertake to create a process honouring the perspective of equal treatment in all parts of the process, including an appeal to external recruitment partners to ensure a representative field of candidates, also in relation to gender.

We have a specific goal of increasing the number of female managers. The goal for 2020 is 41% female managers. We are engaged in the following concrete initiatives to:

- In 2020 to continue, for the third year running, as "founding partners" of the Danish Diversity Council with participation in Advanced Leadership Program (ALP) for talented

female managers, participation in the CEO Committee twice a year as well as a number of HR meetings. The female ALP participants are exposed in various contexts as role models and they are involved in strategic initiatives.

- Promote internal and external communication about specific initiatives to raise exposure of diversity in Tryg.
- Work with unconscious preferences.
- Be mindful, when allocating resources for adjustment of salaries, of any differences between men and women performing the same job or a job attributed the same value and to gradually reduce any pay gaps.
- Encourage Tryg's male employees to exercise their right for paternity leave.
- Contribute to a healthy work-life balance by offering flexible working hours and alternate career choices as a natural part of the discussions throughout a long working life.
- Improve internal mobility, visibility and exposure of our female talents by incorporating diversity in internal talent processes, e.g. Strategic Deployment, various candidate lists or the like.

5. Responsibility and monitoring

HR is responsible for continuing to work with initiatives, for defining KPIs for the initiatives and for regularly monitoring developments. HR is responsible for updating the action plan in connection with the annual presentation of the Corporate Responsibility Policy to the Supervisory Board.

As adopted as attachment to Corporate Responsibility Policy 9 October 2019 by the Supervisory Board of Tryg A/S and Tryg Forsikring A/S.