



Corporate social responsibility at TrygVesta | 2009

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OUR CSR PLATFORM

At TrygVesta, we consider our social responsibility to be closely linked to a healthy business development. We aim to be at the forefront with respect to sustainability and social responsibility in our products, services and solutions, in-house as well as in relation to our external stakeholders. In that way, we encourage sustainable and responsible behaviour in all areas where we can make a difference. We take our role as a good corporate citizen seriously and contribute proactively to growth and welfare through our commitment and in dialogue with our stakeholders. Overall, these efforts provide us with a robust platform from which to meet future challenges and insurance-related needs.

Given our vision of being perceived as the leading peace-of-mind provider in the Nordic region, TrygVesta's CSR efforts are an important component in ensuring profitable growth, dynamism and innovation. In our business development, we focus strongly on long-term solutions that are sustainable in a financial, human and climate context. For example, we work proactively to show how the diversity of the Nordic countries can be reflected and used as a value-creating resource in the development of

our peace-of-mind delivery. As far as climate change is concerned, we focus on offering sustainable solutions that help our customers mitigate the risk of climate-related damage and handle their vulnerability with respect to environmental and climate impacts.

It is also important for TrygVesta to act as a good corporate citizen. Our corporate values call for us to show people respect, openness and trust and on that basis to provide high-quality solutions and sustainable results. We do that by pro-actively assuming responsibility for developments in our business and in societal issues with respect to which we have know-how and experience that could benefit many people. In such processes, we make an extra effort to promote knowledge-sharing among the relevant stakeholders and involve them to the greatest extent possible.

We communicate our total commitment as a peace-of-mind provider through our "handshake", which aims to make our customers and other external stakeholders experience in a very concrete way that, as a business and in our peace-of-mind delivery, we are firmly anchored in the principles: compassion, dynamism and innovation.

JANUARY

FEBRUARY

Annual Nordic smoke detector campaign

CSR ambition

The vision, values and handshake of our business strategy are reflected in our CSR ambition which defines three goals for our CSR efforts:

RESPECT, SUSTAINABILITY AND RESPONSIBILITY

We aim to respect human rights and labour rights, partly by ensuring that we do not infringe on such rights, and partly by promoting the protection provided under law and international commitments. This incorporates the aim of combating prejudice and stereotypes that have a negative influence on vulnerable and marginalised groups in society. Our aim of being a sustainable business means that we continuously focus on offering sustainable solutions and encourage sustainable behaviour – in our customers, suppliers and employees alike, and in our investments. Sustainability is of particular significance in the prevention of climate and environmental changes. However, we also see sustainability as being closely linked to social sustainability efforts that promote an inclusive society which all citizens feel they are part of, irrespective of their backgrounds.

In order to achieve our goals, we have to take responsibility. Our responsibility materialises in our everyday activities, in that we emphasise dialogue with our stakeholders and seek to influence the business and social spheres we are a part of. This also includes maintaining a dialogue with our investment managers to take an ethical approach to our investments. These initiatives go hand in hand with our role as a leading peace-of-mind provider and show new ways in our efforts as an important contributor to welfare, well-being and safety in the Nordic societies.

The goals of our CSR ambition are relevant in relation to our external stakeholders: customers, suppliers, business

partners, investment managers, investors and collaboration partners, including public authorities, industry organisations, NGOs and knowledge institutions, as well as in our company in-house. Accordingly, our CSR activities aim to include and influence four stakeholder groups: customers and suppliers, investors/investment managers, employees and societal players.

Policies

The execution of our CSR efforts is supported by a CSR declaration of intent and guidelines for TrygVesta's social commitment as well as a number of in-house policies defining principles and directions for business areas and functions. Thus, TrygVesta's corporate social responsibility is reflected in our human resources policy, sickness policy, life-stage policy, IT security policy, claims policy, environment and climate policy, travel policy, procurement policy, distribution, sales and customer service policy, investment policy, investor relations policy and our communications policies. These policies form the backbone of our day-to-day routines, procedures and processes, and we ensure compliance through clear lines of responsibility in all parts of the Group.

Organisation

We aim to integrate CSR in all activities and parts of the Group. For this purpose, we have organised our CSR structure so as to ensure visibility and transparency in relation to our ambition, priorities and effective execution of CSR strategies and action plans. We have set up a CSR Board chaired by our Group CEO and with the participation of three members of the Group Executive Management. A 'Nordic CSR department is responsible for developing and planning the Group's CSR activities and the related budget management. The unit supports the CSR Board and the business areas in integrating CSR components in business plans and translating them into practice.

MARCH

Bergen: 14th annual conference of "The Night Raven"

Oslo: The Oslo project recruits ethnic minorities for voluntary community work

APRIL

Trondheim: Lifebuoy no. 30,000 was installed by the mayor of Trondheim

Reporting

In order to ensure transparency and knowledge-sharing, TrygVesta reports to a number of international and Nordic organisations and associations on the contents and development of our CSR efforts and results. As part of our annual reporting cycle we therefore submit reports to:

- > the UN Global Compact
- > the UN Principles for Responsible Investment
- > the Carbon Disclosure Project
- > ClimateWise
- > the European Road Safety Charter
- > the Danish Council for Sustainable Business Development

Two of these reports were added in 2009. TrygVesta became a signatory to the UN PRI in the summer of 2009, thereby documenting the development initiated in 1997 when we adopted an investment policy incorporating a requirement for responsible investment. We ensure such responsibility by our investment managers conducting a negative screening of businesses that do not comply with certain ethical requirements, and we plan to incorporate positive screenings in the period 2010-12. In addition, we have made a decision in 2009 to allocate a special pool for investment in sustainable activities.

In 2009, TrygVesta was the first Nordic insurance company to become a signatory to 2009 ClimateWise, a global collaboration of leading insurers focused on reducing the risks of climate change. This initiative emphasises the importance of incorporating climate considerations into all business-relevant aspects, building on six principles: Lead in risk analysis, Inform public policy-making, Support climate awareness amongst customers, Incorporate climate change into investment strategies. Beginning in 2010, TrygVesta will report annually on the six principles in order to document how they are integrated into the Group's business

strategy and the specific initiatives that have been implemented. The collaboration will enable TrygVesta to share knowledge and competencies with some of the leading international insurers in the area.

All our reports are based on available and adequate data obtained from the units in the Group that perform the specific activities. The format and contents of the data framework therefore vary; some data are qualitative, describing, for example, a process or situation and any related observations and experiences; other data are quantitative, describing, for example, the results of efforts in terms of the number of persons, quantity or percentage increase or impairment relative to a defined goal.

In order to provide a more uniform and transparent data framework in the future, we have initiated a process intended to build an in-house reporting system which, interacting with the Group's other systems, can effectively generate data for the CSR activities.

CSR themes

In order to make the relationship between our business and our role as a good corporate citizen as clear as possible, we have organised TrygVesta's CSR efforts so as to focus on four themes: CLIMATE, PREVENTION, INCLUSION, WELL-BEING.

All themes are relevant to the peace-of-mind provision to our private, commercial and corporate customers, and of importance for our choice of suppliers and our investments. These themes are also very important to the everyday lives of our employees and form the basis for our involvement in society.

Our climate focus is linked to the interest of our business as well as our customers in reducing and preventing climate and environment-related damage and responsibility. It is

MAY

TrygVesta signed the UN Principles for Responsible Investment (UN PRI)

JUNE

TrygVesta joined ClimateWise



very much our ability as an insurance business to predict and estimate risk in relation to climate change and environmental impact that enables us to make an efficient contribution to the climate efforts which are of relevance to each individual customer and to society in general.

In the same way, our focus on prevention of crime, fires, drowning and traffic accidents are closely linked to our efforts as an insurance business to limit the risk of damage or injury, the human implications, the extent of the damage or injury, and the expenses associated with repairing damage. Ever since the beginnings of TrygVesta, we have contributed to the risk of fire being borne jointly, thus encouraging fire-preventing initiatives.

At TrygVesta, we strongly believe that the feeling of being included in the society you are a part of and the workplace you go to every day is vital for the well-being and health of the individual and for creating a sustainable society. Our thematic focus on inclusion therefore naturally induces us to create equal opportunities for all in relation to being employed with TrygVesta and to make a special effort for those who are excluded or marginalised in relation to the labour markets of the Nordic countries. By promoting diversity, we focus on TrygVesta both as an inclusive workplace, but also as an innovative company offering a peace-of-mind provision which citizens of the Nordic region find attractive.

We have designated health promoting measures and insurance services that contribute to effective health treatment as an independent theme contributing to well-being. The peace-of-mind provision to our customers as well as our employment relationships and the benefits we offer our employees encourage a healthy lifestyle and help those who particularly need support to make it through a difficult situation or phase of their life, or to set up a healthy lifestyle.

Climate

TrygVesta helps prevent climate change by providing sustainable solutions and encouraging sustainable behaviour in our customers, suppliers, employees and in society in general.

In our claims policy, procurement policy and travel policy we define a target of reducing the environmental impact. We intend to do that through our settlement of claims, agreements with sub-suppliers and our own travel activities. But also through claims handling and advice to our customers with respect to energy efficient and sustainable solutions or behaviour that help protect the environment through changed and/or reduced consumption.

Environmental considerations form an integral part of our investment policy when the Group and our investment managers consider making changes to our investment portfolio. In that context, we apply an ethical standard for what is respectable for the Group and the general public.

Our investor relations policy contains statutory disclosure obligations in the form of company announcements in connection with reporting of matters of an environmental, social and ethical nature.

Mitigation and adaptation

Climate change produces a new risk landscape for us – both as a peace-of-mind provider and as a corporate citizen. The future will hold known types of risk, but also unknown risk types to an extent never seen before. The known types of risk are closely linked to violent cloudbursts, flooding, landslides and increased humidity, while unknown risk types relate to larger challenges to society, such as climate migration, food safety, health and welfare changes.

JULY

AUGUST

Oslo: The Night Ravens hosted an annual gathering of volunteers.

Although the Nordic region is less vulnerable to climate change than the rest of the world, the new risk patterns present an unprecedented challenge to the Nordic welfare societies. Being a peace-of-mind provider, TrygVesta has a duty to provide products and solutions advising our customers and helping them prevent climate-related damage and reduce their vulnerability to weather-related damage.

In this connection, it makes sense for TrygVesta to take a dual perspective of the risk of claims, focusing partly on claims control and partly on claims prevention. Our experience of risk management enables us to set up new risk scenarios and provide advice on the most effective methods to minimise risk. Furthermore, insurance is based on a transfer of risk, which enables us to pool risks and thereby create competitive products. TrygVesta considers both aspects vital for promoting sustainable and green development at both micro and macro level.

Increased awareness and reduced vulnerability

TrygVesta aims to help promote increased focus on and awareness of climate changes in our customers. We intend to achieve this by integrating climate considerations into our products and services, either by adapting existing products or developing new ones.

In 2009, for example, we offered car insurance for EVs at 40% of the premium for petrol and diesel powered cars.

With a view to making people in general more aware of climate change and improving our ability to influence them, TrygVesta launched a climate campaign in 2009 targeting our employees and customers. In the campaign, we calculated the personal climate impact related to using a car, electricity or hot water, and demonstrated how we can all contribute to reducing consumption in our everyday lives. The campaign was run on Facebook and

encouraged people to invite their families and friends to join a shared climate effort. The campaign ran for three weeks in connection with COP15, and we registered more than 87,000 users.

Environmental reports

Over the past few years, our Corporate business area has developed an assessment tool to identify risks and hazards. These efforts resulted in a recommendation to our customers on how to make their routines and processes more environmentally friendly, while also providing tools to measure their vulnerability with respect to their environmental impact. The screening tool is developed on a current basis to include new risk parameters. Our target for 2010 is to prepare 40 environmental reports for our corporate customers.

Our own climate impact

In 2007, TrygVesta decided to cut the Group's total CO₂ emissions by 10% over a three-year period from 2008-2010. The calculations were based on a 2007 level of 7,700 tons. The greatest CO₂ impact is accounted for by electricity and heating, and business travels by air and car. In connection with the refurbishment of our head offices in Denmark and Norway we will install new, climate-friendly heating systems, expand our video conferencing capacity and set up new energy efficient lighting, ventilation and airconditioning systems.

In 2009, TrygVesta introduced internal CO₂ allowances for air transport in all business areas and implemented the allowances in the Group's quarterly BSC reporting. The ambitious CO₂ reduction plan assumes adequate monitoring tools, which were extended during 2009.

In connection with improvements to the heating system, TrygVesta installed a heat pump in the Norwegian head

SEPTEMBER

Copenhagen: Nordic Insurance and Pension Industri Climate Conference

OCTOBER

Climate summit of Nordic insurance and pension CEOs

TrygVesta signed ClimateWise statement on the UNFCC negotiations



office in 2008. The Group headquarters at Ballerup will be connected to the district heating system in the spring of 2010. The changed heat sources will generate substantial savings in the Group's total CO₂ emissions.

TrygVesta's climate targets, initiatives and annual carbon emission accounts are posted on trygvesta.com and will also be subject to an external audit beginning in 2011.

With a view to including EVs in the Group's car fleet, TrygVesta set up a partnership with Better Place in 2009. Together with Better Place, we intend to promote the use of EVs and enhance awareness of the need for replacing conventional forms of transport with more environmentally friendly alternatives. In 2010, we will start setting up charging points for EVs in Ballerup, Århus and Odense. We have defined as a target for 2011 to replace 25% of our car fleet that needs replacing in 2011 by EVs.

Transparent climate efforts

TrygVesta's focus on climate change is driven by our ambition to make the best peace-of-mind offering to our customers and be at the forefront when it comes to identifying existing and new risks. In that context, we report our climate efforts on a Nordic as well as an international scale.

In 2009, the Nordic insurance industry associations completed the first major measurement of Nordic insurance companies' climate efforts against a common standard. This standard was based on a large number of questions relating to the degree to which the individual companies incorporated climate considerations in their day-to-day activities and forward-looking business plans.

TrygVesta won first place in this measurement, and this has encouraged us further to incorporate climate consi-

derations in all business areas. TrygVesta submitted its second report to the Carbon Disclosure Project, accounting for our CO₂ emissions and the Group's strategy to deal with climate change. In 2009, we ranked second among Nordic participants in the financial sector.

Global stakeholders

The COP15 negotiations in December 2009 underlined the fact that we are all stakeholders in the development and handling of climate issues. The inequality in vulnerability between industrialised and developing countries clearly illustrates this point. It is important for TrygVesta to emphasise the role of the insurance industry within a Nordic as well as an international framework, thereby promoting the application of the tools we have experience in using for handling climate-related change. We therefore participate in international as well as regional fora and collaborations that promote our contribution to climate efforts and make it more visible. This includes dialogues and partnerships with public authorities.

Geneva Association COP15 event

As a member of the international think tank, the Geneva Association, TrygVesta cohosted a panel discussion on Climate Change and Insurance at the COP15 venue in December 2009. The discussion brought together some 100 participants from international insurance companies, decision makers and organisations and called upon them to explore the potential for partnerships between public and private players with the aim of enhancing the policies as well as practices for climate adaptation and emissions reduction. In connection with the panel discussion, TrygVesta and the Geneva Association presented a report entitled "Climate change as a major risk management challenge: How to engage the global insurance industry" by Patrick M. Liedtke, Dr. Kai Uwe Schanz and Walter Stahel. A great

Copenhagen: TrygVesta employees acted as hosts to NGO participants during COP15

NOVEMBER

Trondheim: 25th annual Safety Conference

DECEMBER

Copenhagen: Geneva Association COP15 event

number of articles referred to TrygVesta in connection with COP15, in particular on topics such as EVs, more expensive insurances due to climate change, and risk assessment and knowledge sharing with respect to climate risks. We also took part in the public debate with presentations and interviews.

➔ *See, for example, viewpoint by Stine Bosse "Climate debate seen from Omaha" in Berlingske Tidende 16 December 2009 and an analysis by Birgitte Kofod Olsen "Human rights must be an issue" in Politiken 9 December 2009.*

Copenhagen Communiqué

Prior to the Copenhagen climate summit, Stine Bosse and a number of leading CEOs and the ClimateWise companies signed the international "Copenhagen Communiqué" climate proclamation. The Copenhagen Communiqué called for an ambitious, binding climate agreement that would provide sustainable economic solutions for reducing greenhouse gas emissions globally, including in the developing countries.

Climate meeting for Nordic insurance company CEOs
As a follow-up to the Nordic insurance conference in Copenhagen in September 2009, the four largest insurance companies decided to further extend their collaboration. To this end, they set up a joint working group charged with drafting an article following up on COP15 and defining the direction and future priorities of climate efforts in the Nordic insurance industry. The companies will present a joint recommendation in 2010, setting out specific initiatives which they, as market leading insurers in the Nordic region, intend to implement following COP15 to promote climate adaptation and reduce the climate impact.

Prevention

Being a peace-of-mind provider, TrygVesta contributes to safety and prevention of damage in the Nordic societies. We

are committed to the development of safe neighbourhoods and offer advice and guidance on peace-of-mind deliveries.

The guidelines for our social commitment thus emphasise that through our social commitment, TrygVesta contributes to a safe and sustainable development in society and for citizens and puts prevention in focus. Our CSR declaration of intent links this commitment to our role as a peace-of-mind provider and our role as a professional fellow player to the public sectors of the Nordic countries in developing welfare and security.

Children/family, advice and peace of mind are also among the themes in relation to which our external communications policy specifically targets a pro-active attitude when we communicate with the world around us. In-house, our IT security policy ensures that we effectively protect our data, assets, earnings and employees, and the policy defines guidelines for behaviour and security when using IT systems.

The Night Ravens

The presence of adults in the urban night life is important in the prevention of violence and in promoting safety to young people. The Night Ravens are adults, mostly parents or grandparents, who on a voluntary basis are out and about in the streets of their local communities to be visible and accessible to young people gathering in streets and squares at night and during weekends. In Norway, TrygVesta has partnered with the Night Ravens for the past 14 years. During that period, the Night Ravens have grown from seven groups to more than 500 local groups.

In 2009, 22 new groups signed partnership agreements with the Night Ravens, which count several thousand volunteers who help making night life a safer place for young people. TrygVesta provides the groups with waistcoats and jackets, first-aid kits, brochures and other necessary equipment. Such equipment is provided free of charge to all groups.

Crime prevention

TrygVesta has collaborated with the Norwegian Ministry of Justice and the Police Directorate to develop a new and innovative platform for sharing knowledge about crime prevention in Norway. At annual, regional conferences we have forged close ties between various industries and promoted collaboration across industries for the purpose of enhancing the impact of individual and industry-specific measures to prevent crime. TrygVesta's ambition is to help create a platform to strengthen collaboration and improve the results of the common crime prevention effort that involves many stakeholders and parties, public as well as private.

TrygVesta intends to host five regional peace-of-mind conferences in Norway in 2010, focusing on coordinating private and public crime prevention efforts. The target groups include the police, child welfare societies and schools as well as businesses and voluntary organisations. The aim is to promote crime prevention and peace-of-mind efforts locally in partnership with the police and justice authorities.

Road safety

Being an insurance company, we have a special responsibility to ensure that our employees who use cars in their work show professional responsibility when planning and completing transports and when maintaining the car fleet and equipment. Promoting road safety also contributes to the employees' safety and well-being.

Our participation in the European Road Safety Charter helps us focus on road safety in order to reduce the number of traffic fatalities and injuries, and to reduce damage to goods and equipment. In relation to our customers, our work includes supplementary standard terms for buses and lorries setting out regulations for observance of driving and rest hours and speed limits. On trygtransport.dk, we set out tips and advice about road safety, prevention of accidents, and on what to do in case of accidents. We also

share our experience in this area and useful tools with our corporate customers through an electronic catalogue.

The lifebuoy

In Norway, TrygVesta has for many years made an effort to promote safety at lakes and by the sea. More than 32,000 lifebuoys have been placed where people move about on coasts all over the country. The arrangement is facilitated through local sponsors such as local authorities or private individuals, who are in charge of the physical location of the buoys as well as supervision and maintenance. The buoys have, in particular, been used to save lives in large towns with port calls. It is vital for TrygVesta to focus on events in which the buoy has been used in order to emphasise the importance of this type of life-saving equipment as well as to increase awareness of life-saving first aid.

Safety days

Each year, TrygVesta collaborates with the NTNU university environment in Trondheim to organise safety days for the business community, researchers, administrative bodies and professionals related to this field. TrygVesta's Group CEO attended the safety days in 2009, which focused on the role of the insurance industry in reducing risk in society and the business community. TrygVesta regards societal safety and contingency measures as key prerequisites for the Nordic welfare societies and a welfare supplement which insurance may contribute to such societies.

Fire prevention

Efforts to prevent fire are a core element of the insurance industry's preventive efforts. Through campaigns and common industry initiatives, TrygVesta participates in work to influence awareness in relation to fire prevention. Thus, TrygVesta collaborated with the Norwegian fire fighting association in relation to a campaign promoting smoke alarms in holiday cottages prior to the Easter

holidays. A similar campaign targeting fire safety in holiday homes will be implemented in 2010.

IT security and data protection

As a workplace, TrygVesta has a duty to prevent fraud, corruption, attacks on IT systems and abuse of personal data, but also to prevent abuse of employee data in connection with the use of Internet services.

As an insurance company, we therefore monitor attempts at fraud among our customers and employees on a continuous basis. In order to get a clear understanding of the efforts and the framework of these efforts, our corporate security department has set up a dedicated internal investigation department and drawn up a set of guidelines for it. The department handles all cases concerning internal fraud and passes them on for police investigation.

Given the many possibilities of communicating on the Internet, in fora, communities, blogs, news groups and debate groups and for participating in social networks such as Facebook and LinkedIn, there is a risk that TrygVesta employees inadvertently harm TrygVesta, their colleagues, business partners or customers.

Corporate Security therefore focuses on our employees' use of social network services. In this context, the department has drawn up guidelines for how to use the services, including how to communicate information about the company and individuals, the right of use of the service providers to information, and how to avoid personal attacks in online discussions. The guidelines have been published as an electronic book entitled "Social Networks - Online behaviour". In future, TrygVesta intends to issue information material and hold employee meetings to focus on increasing employee awareness of the consequences for the Group and the employees of using social networks.

Inclusion

TrygVesta wishes to contribute to inclusive societies in the Nordic region with room for diversity. We provide equal opportunities for all and demonstrate how diversity in our company can be used as a resource for innovation and growth.

TrygVesta's human resources policy states considerations of diversity and equality as a principle for employee composition and planning, and it defines the aim that we should all contribute to our business being perceived as a company that inspires confidence and is a committed corporate citizen.

Respect for diversity in all stages of life also plays a key role in our distribution, sales and customer service policy. We focus on the changes in the peace-of-mind requirements that accompany changes in our customers' life situations, from being young and newly established over the well-established family to persons with long experience of life.

We embrace diversity

TrygVesta's employees supply the peace-of-mind provision and make a difference to our customers. TrygVesta's mission and corporate values encourage all employees to commit to that. We wish to attract employees with a positive approach to innovative thinking, change, diversity and development.

In that context, equal opportunity is a cornerstone at TrygVesta. A high degree of diversity supports our goal of being a flexible, dynamic and innovative business. Focus on each individual employee's personal skills and knowledge gives a positive impact on the development of our business as well as the employee's personal development.



TrygVesta's diversity efforts focus on age, gender, ethnic background, disability, sexual orientation, religion and belief. Our efforts target in particular women in management and representation of persons with a foreign ethnic background among our employees. In late 2009, we also focused on belief and religion in our diversity initiatives. We distributed a calendar of festivals to 200 managers to give them the opportunity to acquaint themselves with Christian, Jewish, Islamic, Buddhist and Hindu festivals

and holidays and take into consideration when employees celebrate such occasions. We also incorporated the festivals into our corporate calendar to make them available to all employees. The calendar of festivals was published by Foreningen Nydansker, an association aiming to integrate people with a foreign ethnic background on the labour market, and was sponsored by various Danish businesses, including TrygVesta.

Employee composition

TrygVesta has for several years had the aim that our employee composition should reflect the surrounding community. In that context, we have made a very active effort to increase the number of female managers and we achieved a proportion of 39% women in managerial positions in 2009. The effort is being developed on an ongoing basis, and female employees are encouraged to seek challenges as managers. Our longer-term target is to balance the number of male and female managers.

The intake of new trainees in August 2009 also confirmed our efforts to reflect diversity. When recruiting trainees, we take into account gender distribution and representation of persons with a non-Nordic ethnic background. We currently have a total 50 trainees, including 46% women and 54% men. Around 16% of the trainees have a non-Nordic ethnic background.

To improve transparency and comparability even more, we decided in 2009 to change the definition of employees with an ethnic background. Rather than focusing on non-Nordic employees, we intend to focus on ethnic minority groups that are marginalised or excluded from the Nordic labour market. Looking ahead, we will therefore use an official definition from the

Nordic Statistics of non-Western immigrants and descendants, meaning persons whose country of origin is outside the Nordic region, the EU, the USA, Canada and Australia. The surveys are carried out by Statistics Denmark and Statistics Norway based on the employees' CPR numbers. According to this definition, our employees currently include a 3.3% representation of employees with a non-Western background. Targets have been defined for 2010 to ensure that this proportion increases.

Competencies to manage diversity

Good leadership and diversity management require our managers to commit themselves to the employees and motivate and coach them in a respectful, yet stimulating manner. As part of our managerial training we have therefore developed a component that encourages managers to focus on acting with integrity and promoting diversity. This component is based on a social issue and explores how we, as a business, may expand our social responsibility and be a facilitator in finding innovative and inclusive solutions. TrygVesta's specific focus is on marginalised groups in the Nordic welfare societies. In 2010, we intend to run two separate management development programmes; one targeting young minority women, and the other targeting non-Danish youth with a criminal record.



Organisations and local authorities in both Denmark and Norway are important partners when we plan such programmes which besides developing management potential must also accommodate the special needs of such young people for a new and more constructive perspective on life. One of our principal aims is to offer the target groups training and employment with TrygVesta when they have completed the programme. Our Group CEO completed the initial trek in 2008 on the El Camino pilgrimage route in Spain. The trek is documented in a film financed by TrygFonden and released in the autumn of 2009.

➔ *The film "Another road" can be viewed at trygfonden.dk > Projekter > Trivsel*

Active recruitment

In our recruitment and career planning, we protect applicants and employees against discrimination and ensure equal treatment of all, regardless of gender, age, ethnic background, disability, sexual orientation, religion or belief. As part of our active recruitment initiatives, we encourage all people, irrespective of their ethnic background, to apply for vacant positions with TrygVesta, and we distribute information material about our trainee programme and other employment with TrygVesta at career and training fairs.

With a view to creating equal opportunities for access to the labour market for ethnic minorities, TrygVesta also maintains a pro-active dialogue with organisations representing ethnic minority groups. This collaboration aims to increase awareness of TrygVesta as an inclusive workplace and advise members of the organisations on issues such as how to write a CV and how to prepare for job interviews. In that way, we seek to make the recruitment basis greater and broader.

In 2009, we set up a collaboration with o.n.e. Århus, an association inspiring and motivating young women and men of Turkish descent to gain a foothold in the Danish labour market. Young women and men of Turkish descent are among the groups that are the most exposed to discrimination in Denmark, and we have therefore chosen them as the primary target group for our active recruitment.

Young people and insurance

Surveys indicate that young people generally have too little knowledge about insurance and the peace of mind they would get from having insurance cover for themselves, their liability, their belongings and travels, and they do not consider existing insurance offers relevant and trustworthy. On this background, TrygVesta developed a new insurance concept, YoungLiving, in 2009, tailored to the needs of young people aged between 18 and 28. We have made the offer simple and easy to understand by using animations, graphics and issues young people can relate to. YoungLiving comprises a basic product, which everybody needs, and it can easily be expanded. YoungLiving is primarily marketed on our websites, where it can also be bought, and it is part of events in the streets and in media campaigns on websites used by young people, such as Facebook, msn, spotify and blogs. The product was developed by involving a number of young people in interviews and focus groups, and as active participants in the development process. For example, they helped build prototypes of the products and they were involved in marketing initiatives.

In 2010, we intend to provide young people with even more knowledge of insurances through a partnership with the Rødovre Youth Town. Together, we will develop a training module in financial skills, designed to teach students in primary schools and youth education programmes how insurances and pensions may provide them with peace of mind and security.

Well-being

As a business and as a corporate citizen, TrygVesta facilitates welfare in the Nordic countries through enhanced well-being. It is very important for us to act as an inclusive business and that our employees feel we assume pro-active responsibility for their motivation and well-being. We carry out regular employee surveys focusing on physical and mental well-being among our employees. We follow up on the results through committing efforts with mutual responsibility, emphasising successes and working with development potential.

Our human resources policy, sickness policy and life-stage policy ensure that our employees have access to up-to-date benefits that enhance well-being and help create an attractive workplace with good working conditions, including a healthy and safe working environment. In this context, we monitor well-being and continuously strive to prevent impacts that constitute a health hazard and to eliminate risk factors in the working environment.

As far as our customers are concerned, our claims policy dictates that our claims handling should restore peace of mind as promptly as possible and make sure our customers are treated in a manner that respects where they are in life and their differences.

Dynamism and innovation

TrygVesta launched a major process of change in 2008, involving our buildings as well as our organisation. We used the terms The Living House and The Living Organisation to describe the new physical and organisational framework we are creating for our new corporate culture. The Living House and The Living Organisation are facilitators for the evolution of a dynamic and innovative workplace encouraging collaboration, learning, innovative thinking and inclusive behaviour, and meeting

tomorrow's requirements to a modern business. Within this framework we continue to improve our peace-of-mind delivery while ensuring that TrygVesta evolves as an attractive and visionary workplace where employees thrive and develop. We expect to complete The Living House in 2011. At the end of 2009, 250 employees in Ballerup, 400 in Oslo and 100 in Bergen had moved to refurbished premises. They went through a check-in process preparing them for new work methods and open-plan offices, the use of silent rooms and common areas for informal and social interaction.

Well-being surveys

As in previous years, we conducted a survey of employee well-being in the Group in 2009. The survey was intended to elucidate employee composition and turnover, sickness and satisfaction in relation to the physical as well as the psychological working environment. All responses were anonymous and will subsequently be used proactively throughout the Group to improve conditions for employees. Satisfaction rates among our employees were measured at index 75, which was one percentage point more than the average for the Nordic financial sector.

Flexible jobs

TrygVesta makes a special effort for employees going through a period in their life of sickness or personal or social crises. We make sure they get support through our active sickness policy. This includes seeking a dialogue with the employee at an early stage with a view to finding the right solution in order to retain him or her in the labour market. Through our life-stage policy, we create the framework for a good work-life balance irrespective of the current stage of the employee's life. In 2009, 21 employees took the opportunity to work flexible hours.

Health

At TrygVesta, we consider good health a prerequisite for well-being. We therefore focus on health in our day-to-

day activities. We do this by offering all employees healthy food in the canteen, fruit in all offices, access to sports facilities and activities, health insurance and an optional health check. In 2009, TrygVesta's sports club had some 1,100 members, and 1,267 of the Group's employees accepted an offer of a SundPuls health check in the period from September 2008 to May 2009.

Pro-active claims handling

TrygVesta's claims handling process is designed to give customers the highest possible degree of peace of mind and support. Cases of major personal injuries involving a long period of absence are handled in a pro-active process. In this process, one of our case handlers or social counselors give advice and guidance to both the employer and the injured person, and we set up a collaboration between the injured person, the health services and TrygVesta.

Pro-active claims handling allows the injured person to return to a "normal" life as soon as possible, and he or she will receive help to handle a changed life situation. At the same time, we minimise the physical, social and work-related consequences for the injured person and encourage him or her to take responsibility for any changes that may have taken place in the conditions of his or her life. Customers and injured persons alike indicate great satisfaction with our pro-active claims handling.

Sports and disability

For some of our customers, a personal injury results in a permanent disability. A new collaboration between TrygVesta and the Danish Disability Sports Federation, DHIF, will make sports a natural part in the return to an active life for persons who become disabled following an accident. This may be a turning point for many people in regaining the quality of both their physical and mental life.

Our collaboration with DHIF involves development and organisation of training programmes for TrygVesta's claims handlers. DHIF provides advice and information to



claims handlers in connection with the convalescence of injured persons, giving them a chance to get on with their lives through leisure activities, a job or education. The first module was attended by 70 case handlers, who got an opportunity to try a game of wheelchair rugby, goal ball or boccia, hear about practical experience of sports and disability, and gain an insight into the possibilities provided by legislation for special support to sports equipment and activities. The longer-term goal is that TrygVesta will contribute by offering job openings with TrygVesta for qualified individuals with a disability.