

Corporate Responsibility report 2020

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Statutory statement on corporate social responsibility and gender diversity at management level presented in accordance with Sections 132 and 132a of the Danish Executive Order on Financial Reports for Insurance Companies and Lateral Pension Funds (Nationwide Occupational Pension Funds).

Tryg at a glance

Purpose

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

Broad 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

TryghedsGruppen owns 53% of Tryg and annually contributes around DKK 650m to projects that create peace of mind via TrygFonden.

4 million customers

Our 4,400 employees provide peace of mind for four million customers and handle approximately one million claims on a yearly basis.

a) Tryg means feeling protected and cared for.

1,100

Employees

4

Market position

13.1%

Market share

Tryg

441

Employees

5

Market position

3.3%

Market share

Moderna

2,859

Employees

1

Market position

21.6%

Market share

Tryg

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.

56%

Portfolio

1,344

Employees

Commercial

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

20%

Portfolio

538

Employees

Corporate

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

17%

Portfolio

291

Employees

Sweden

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

7%

Portfolio

323

Employees

Sustainability is more important than ever

For almost 300 years, Tryg has, as a non-life insurance company, provided a safety net for our customers and created value for society by enabling people and businesses to protect themselves from risks. As our core business, we continue to ensure peace of mind for our customers in their everyday lives and thereby deliver on our purpose: *as the world changes, we make it easier to be Tryg^a*. This includes being able to act on, learn from and adapt to the changes and challenges we are facing as a society. As the world is transforming and risks are becoming increasingly complex due to globalisation, climate change, urbanisation and technological development, Tryg needs to adapt to the world we operate in, which includes integrating sustainability into every aspect of our business.

COVID-19

In 2020, the world was struck by a new enemy: COVID-19, which had a devastating global impact in terms of both health and economics. Lives and jobs were lost, companies were forced to shut down, and we experienced how fragile our globalised world is, how quickly it can change, and how a virus can threaten the global economy and financial stability. The pandemic taught us many things. More than ever, it is evident that sustainability is a basic precondition for creating a resilient, global society with healthy, robust and adaptable businesses.

In Denmark, we learnt a new word: *samfundssind^b*. As one of the Nordic market leaders, we wanted to lead the way in terms of reducing the spread of COVID-19, while contributing to society and being there for our customers. For example, we offered those of our employees who have a healthcare background the opportunity to help out in the healthcare system on full pay. At the same time, we supported the Danish and Norwegian governments' recommendation to reduce the number of people in the workplace. Most of our employees worked from home, allowing other businesses with a greater need for physical presence to have more employees come into work. To help customers struggling to pay their bills, we called attention to Tryg's option of paying one's insurance premium monthly rather than yearly. If this option was chosen, premiums which had already been paid were refunded.

^aTryg means feeling protected and cared for.

^bSamfundssind means public spiritedness.



New Corporate Responsibility strategy 2023

In 2020, we prepared our new Corporate Responsibility strategy for 2023, *Driving sustainable impact*, which is comprised of three strategic pillars: *Responsible company*, *Green workplace* and *Sustainable insurance*. We have set ambitious targets, as we want to contribute to actual and measurable change. Our target is to achieve carbon neutrality already in 2023. We want to reduce our carbon footprint by 30% in 2023 and 50% in 2030 compared to 2019 and will compensate for the rest of our carbon emissions. However, our goal is to compensate less and reduce more over time.

Tryg being a non-life insurance company, one of our biggest impacts derives from our procurement and claims handling. Each year, we make purchases totalling DKK 13bn and handle one million claims. Making our procurement and claims handling processes more sustainable is an inevitable step on Tryg's sustainability journey and one of the most important aspects of Tryg's contribution to a more sustainable society. By trying to minimise both our own carbon footprint and carbon emissions deriving from our claims handling, we are able to contribute both to the UN's Sustainable Development Goal 12, *Responsible consumption and production*, and to Goal 13, *Climate action*, to a higher degree than by only focusing on our own footprint. In 2020, we calculated the carbon footprint of the methods used to handle three types of claims with sustainability improvement potential in relation to carbon emission reduction. This is the first step on our way towards achieving more sustainable claims settlements with a lower carbon footprint and the next crucial step in Tryg's contribution to a low-carbon economy.

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, the environment and anti-corruption.

A handwritten signature in black ink, appearing to read 'Morten Hübbe'.

Morten Hübbe
Group CEO

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 2020	41% women in management positions	2% carbon emission reduction compared to 2018	
Results 2020	38%	51% reduction compared to 2019	
Policies and action plans	- Corporate Responsibility policy - Competency and diversity policy - General action plan for diversity, including women in management - Outsourcing policy - Code of Conduct - Supplier Code of Conduct	- Climate and environmental policy - Corporate Responsibility policy - Environmental report/Eco-Lighthouse report for Norway - Code of Conduct - Supplier Code of Conduct	- 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 - Supplier Code of Conduct - Tax policy - Remuneration policy - Statutory corporate governance report - Investor Relations policy
Systems and due diligence	- Employee satisfaction survey - Risk assessment and materiality assessment	- Climate and environmental management system - Eco-Lighthouse certification - Materiality assessment	- Whistleblower hotline - GDPR risk assessment and monitoring - Supplier management system - Materiality assessment
Organisational anchoring	- HR - Procurement - Group Legal/Compliance	- Facilities - Procurement	- Group Legal/Compliance - Investments - Investor Relations - Procurement
Corporate Responsibility Board			

^aView extensive ESG (Environmental, Social and Governance) data on pages 35-37 for specific data.

Highlights 2020

January

On 22 January, Tryg published its Corporate Responsibility report for 2019.

February

Tryg launched *Tryg Bilpleje* (car service), a new service product for our car insurance customers. The service product includes car wash, change and storage of wheels and two seasonal checks to ensure that our customers' cars are safe and ready for seasonal weather changes. Read more on page 11.

July

Tryg initiated a new proactive recruitment strategy to accelerate gender equality and ensure diversity of thought in the individual management teams. To attract and employ female leaders as well as promote diversity of thought in management teams, we focus on eliminating bias in the recruitment process. Read more on pages 21-22.

March

The world was struck by a global pandemic. As one of the Nordic market leaders, we wanted to contribute. Tryg implemented several initiatives to support our employees, our customers and society during the year. Read more on page 7.

August

Tryg launched the *Tryg Sund* (health) app, which consolidates the health of our commercial customers in a single app. It creates a clear overview of the customer's health insurance and enables the customer to report a claim and make appointments with therapists directly through the app. Read more on page 11.

To limit the electricity consumption in relation to our data storage, we initiated a transition from a traditional data centre to a cloud-based modern data centre as a step in transforming our IT landscape into being more energy-efficient and agile based on technology-enabled green solutions. Read more on page 18.

October

Despite 2020 being a different year for everyone in Tryg due to the COVID-19 pandemic, our employee satisfaction survey showed a record-high score of 80, up from a score of 78 in 2019. Read more on page 19.

September

The MeToo movement and the debate on sexual harassment flared up in Denmark. Tryg does not tolerate any kind of harassment, and we have for several years had internal processes in place to prevent and handle inappropriate behaviour. In September, we asked all our managers to have a conversation on harassment with their team to actively address the debate in society. Read more on page 20.

In Tryg, we believe that physical activity during the working day brings renewed energy. All employees were given access to a digital platform with video guides on exercises as well as tips and tricks on how to be active and take active breaks throughout the day. Read more on page 19.

November

Tryg launched a new insurance product, *Tryg Senior Omsorg* (care), which is designed to provide extra care for senior citizens in relation to their health, accidents and home care needs. Read more on page 11.

COVID-19

In March 2020, the world as we knew it changed. Suddenly, we found ourselves engulfed in a global pandemic caused by COVID-19. The pandemic and the necessary global lockdown of societies everywhere had devastating health-related and economic consequences. Companies were forced to shut down, send home and even dismiss employees. At the same time, governments and health authorities around the globe feared that national healthcare systems would collapse.

Tryg was also financially affected by the pandemic due to an extreme increase in travel claims caused by the closing of borders. Yet, as one of the Nordic market leaders, Tryg was keen to lead the way in terms of reducing the spread of COVID-19, while contributing to society and being there for our customers and employees.

Supporting society and our employees

We supported the governments' recommendation to reduce the number of people in the workplace as most of our employees in Denmark, Norway and Sweden worked from home, allowing other businesses with a greater need for physical presence to have more employees come into work. To ensure the safety and well-being of the employees in our offices, we took all necessary precautions. We offered those of our employees who have a healthcare background the opportunity to help out in the healthcare system on full pay, as we wanted to contribute to the national healthcare service.

Being there for our customers

It has been important for Tryg to support our customers during the pandemic. To help customers struggling to pay their bills, we have called attention to Tryg's option of paying one's insurance premium monthly rather than yearly, and premiums already paid have been refunded.

During the pandemic, the threat of cybercrime increased. Therefore, we offered all businesses with up to 20 employees free cyber insurance for three months to make sure small and medium-sized businesses were covered in case of a cyber security breach. Also, we offered all small and medium-sized businesses the chance to attend a free webinar on cyber security when working from home.

During the summer holidays, we offered all our benefit customers and commercial customers free use of Tryg's medical hotline, providing instant access to doctors. We wanted to ensure peace of mind for our customers in uncertain times. Our medical video hotline was also made available to those of our customers who spend their summer holidays abroad.

Guidelines for working at Tryg's locations



Observe the rules and **take care of each other** – both inside and outside Tryg



Corporate Responsibility Board

Tryg's Corporate Responsibility Board is chaired by Group CFO, Barbara Plucnar Jensen, and Board members include the Vice Presidents from key areas representing Tryg across the Nordic countries. Business areas are represented when necessary.

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

The Corporate Responsibility Board plays an advisory role in supervising Tryg'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 and the Supervisory Board. Moreover, it oversees and monitors performance of targets and follows up on or initiates initiatives for Tryg.

- ⬇ **Download** Terms of reference
- ⬇ **Download** Corporate Responsibility policy

In 2020, the Corporate Responsibility Board's efforts centred around the preparation of our new Corporate Responsibility strategy for 2023.



“The sustainability agenda is essential to our customers, suppliers, employees and shareholders. Today, the agenda is broadly rooted – and it is both desired and not least needed among all our stakeholders. In our Corporate Responsibility strategy for 2023, it has been important to include all our stakeholders, but also to prioritise our efforts to make sure we devote our efforts to areas where we can actually drive and measure sustainable impact. To keep our promises and to make a change, we need to track and document our performance. We need to talk the talk, but more importantly walk it.”

Barbara Plucnar Jensen
Group CFO and Chair of Corporate Responsibility Board

Board structure



Materiality assessment

In 2020, we conducted an extensive materiality assessment to identify the environmental, social, economic and governance issues that are perceived as being most important to Tryg and to our stakeholders. The results of the materiality assessment have informed our Corporate Responsibility approach, including our Corporate Responsibility strategy for 2023 (see pages 31-34). The materiality assessment ensures that Tryg focuses on the opportunities and risks in relation to Corporate Responsibility that matter most to our stakeholders. We update our assessment each year to make sure it reflects changes in our business as well as the external environment.

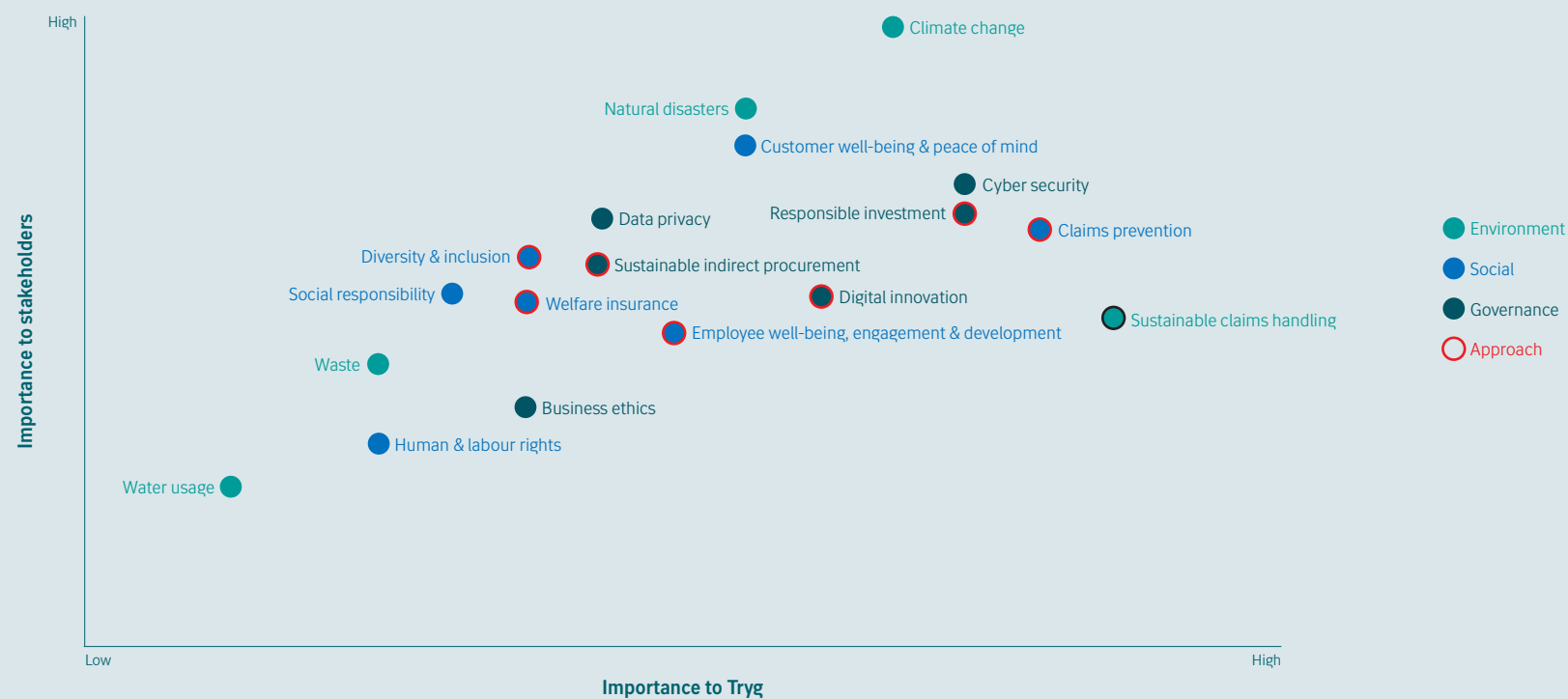
Methodology
Tryg’s materiality assessment process was undertaken in collaboration with a consulting company to ensure that the assessment was conducted objectively and based on a well-documented methodology. Research, engagement and analysis have been undertaken and have resulted in a list of material issues and a materiality matrix. The assessment is based on data gathered from interviews with both internal and external stakeholders. This has been further validated by data-driven insights gathered from external, publicly available sources. This approach has allowed us to include the perspectives of all our most important stake-

holders, including our customers, employees, investors, suppliers and the media. The assessment has been approved by Tryg’s Corporate Responsibility Board.

Tryg’s materiality matrix
In the materiality matrix, each issue is colour-coded according to the ESG (Environmental, Social and Governance) issues involved. The red circle around some of the issues indicates that the issue is an approach rather than a concept. For example, *Diversity and inclusion* is an approach contributing to Corporate Responsibility, while *Human and labour rights* is a broader theme.

The materiality matrix allows us to decide which Corporate Responsibility issues Tryg should focus on and invest time in by contrasting two dimensions. The first (horizontal axis) is the importance of the issue to Tryg and the expected influence of the issue on the success of our business. The second (vertical axis) is the importance of the issue to our stakeholders. The most material issues are the issues that are placed high on both axes. They reflect Tryg’s priorities and will continuously serve to guide our reporting, strategy and actions on Corporate Responsibility issues.

Materiality matrix



Corporate Responsibility strategy 2020

Tryg's Corporate Responsibility strategy for 2020 focused on four elements: *Actively creating peace of mind*, *Climate and environment*, *Responsible workplace* and *Business ethics*.



Actively creating peace of mind

Claims prevention products that create peace of mind such as *Tryg Sund*, *Tryg Bilpleje* and our alarm and our rat blocker as well as activities, which create peace of mind in society such as Lifebuoys and Nightravens in Norway.



Climate and 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.



Responsible workplace

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



Business ethics

Tryg's regulatory obligations and underlying actions to ensure compliance as well as good governance and high ethical standards such as action plans, policies, management systems for, among other things, responsible investments and responsible supply chain management.

TryghedsGruppen

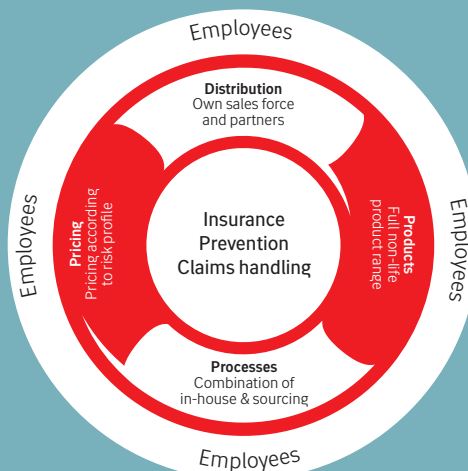
TryghedsGruppen holds 53% of the shares in Tryg and annually contributes around DKK 650m to projects that create peace of mind in Danish society via TrygFonden. A substantial share of TryghedsGruppen's profit derives from the dividend paid out by Tryg to its shareholders. Part of the profit contributes to financing TrygFonden's activities.

In 2020, Tryg paid out approximately DKK 1,559m in dividend to TryghedsGruppen. For the fifth year running, TryghedsGruppen paid out a member bonus to Tryg's customers in Denmark corresponding to 8% of the annual premiums paid for 2019.

Tryg's business model

Tryg is a non-life insurance company. In a changing world, Tryg makes it easier to be *tryg*^a for its customers by offering 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.



^aTryg means feeling protected and cared for.

Corporate Responsibility strategy 2023

Tryg has formulated a new Corporate Responsibility strategy, *Driving sustainable impact*, which will govern our Corporate Responsibility efforts up to and including 2023. The strategy is based on how Tryg as a company and our employees can contribute to a more sustainable society, and how we can support our suppliers and help our customers make more sustainable choices.

The strategy is characterised by a strategic, commercial and holistic approach, the purpose of which is to integrate Corporate Responsibility and sustainability into every corner of Tryg as an insurance company. As a result, the strategy is comprised of three strategic pillars: *Responsible company*, *Green workplace* and *Sustainable insurance*.

Read more about our
Corporate Responsibility
strategy for 2023
on pages 31-34

Actively creating peace of mind

Actively creating peace of mind is one of the strategic elements of our Corporate Responsibility strategy, through which Tryg is contributing to society as well as offering relevant products with preventive elements to our customers. Tryg is committed to actively creating peace of mind through four themes: *Traffic, Health, At home* and *Safety*.

Traffic

Car service

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* in Denmark, *Sidekick* in Norway and *Smart car* in Sweden, which help to minimise unnecessary unease and reward and promote responsible driving. Responsible driving also results in lower fuel consumption and a lower carbon footprint, and is thus more climate and environmentally friendly.

A Danish study from 2019 showed that 10% of cars in Denmark did not drive with winter tyres in January, even though it is advised to change to winter tyres in the autumn. In the colder months, it is often harder to brake due to wet, cold and icy roads. Thus, the braking distance of winter tyres is 1-2 times shorter than the braking distance of summer tyres, and car accidents can therefore be prevented by changing to winter tyres when the weather changes.

An important aspect of driving responsibly is car maintenance. To increase the safety of our customers and their cars, we have launched *Tryg Bilpleje* (car service), which is a new service product that we offer to our car insurance customers. The service product includes car wash, change and storage of wheels and two seasonal checks to ensure that our customers' cars are safe and ready for seasonal weather changes.

Health

Travel insurance

In 2020, Tryg launched a new travel insurance product in Denmark comprising *Basis*, *Plus* and *Super* covers. The *Super* travel insurance includes vaccination of the whole household to create peace of mind for our customers when going on holiday and to prevent them from falling ill with the most common communicable diseases during their travels.

The travel insurance covers one vaccine dose, including consultation fee, for each person in the household. Our customers can choose from the most commonly used travel vaccines, including tetanus, hepatitis, yellow fever, tick-borne encephalitis, influenza and cholera.

Health app

In our busy everyday lives, it can be difficult to prioritise one's health. Tryg has launched the *Tryg Sund* (health) app, which consolidates the health of our commercial customers in a single app. It creates a clear overview of the customer's health insurance, enables the customer to report a claim and make appointments with therapists directly through the app. Additionally, it provides inspiration for a healthier lifestyle. Via *Tryg Sund*, we are able to push messages to our customers about the health initiatives we offer through our health portal, including exercises, dietary advice, advice on sleep as well as stress prevention.

Senior care insurance

In modern society, people live longer, and senior citizens will make up an increasing proportion of the population in the future. As a result, the demand for senior care is increasing. Also, it is important for many to be able to give back to their family members by making sure they are taken care of in the third age and especially in case of an accident or illness. In 2020, Tryg launched our new insurance product, *Tryg Senior Omsorg* (care), which is designed to ensure extra care in relation to both health, accidents and home care for senior citizens. The insurance is aimed at people who want to take out extra insurance for their elderly parents, family members or others over the age of 70. Senior citizens can also take out the insurance for themselves.



Products such as *Tryg Sund* and our new travel insurance product contribute to realising SDG 3, *Good health and well-being*, specifically target 3.3 | *By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases*, and target 3.4 | *By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being*.

At home

Alarm and rat blocker

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

Tryg has 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. 54% 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.

Boat monitor

In 2020, we offered our partner customers of Norway's biggest boat union, Kongelig Norsk Båttforbund, the opportunity to monitor their boats by installing *SmartBoat One* as part of their boat insurance product.

SmartBoat One is an advanced system that connects the boat with the customer's smart phone. The system is designed to identify and register changes to the critical systems of boats and to keep customers informed via their smart phones. The idea is to increase peace of mind and also prevent claims.

Advice on protecting homes from climate-related risks

On our Danish and Norwegian customer websites, we offer advice on how to minimise the effect of storms, cloudbursts and flooding.

In Norway, Tryg is partnering with UNI Research on seasonal weather warnings. Based on last year's seasonal weather warnings and the amount of snow on the mountains, we warn our customers about increased flooding risks and advise them on how to prevent damage caused by flooding.

Tryg is a partner in Climate Futures, a Norwegian project aimed at co-producing new solutions for predicting and managing climate risks from ten days to ten years into the future together with a cluster of partners in climate and weather-sensitive sectors. By participating in this project, we gain knowledge that can improve the value and relevance of the claims prevention advice and actions that we offer to our customers.

54% of our customers choosing the house insurance super package include a rat blocker

Initiatives for 2023

As a part of Tryg's Corporate Responsibility strategy for 2023, we want to support and motivate our customers on their own sustainability journey by offering sustainable insurance products and services. Our ambition is to offer our customers products and services with claims prevention measures to prevent claims from happening in the first place.

Read more about our
**Corporate Responsibility
strategy for 2023**
on pages 31-34



Safety

The Nightravens and Lifebuoys are other preventive initiatives designed to create peace of mind in society. 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, it benefits our customers, our business and society.

Lifebuoys

Since 1952, Tryg's iconic lifebuoys 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 lifebuoys to Norwegian society. Tryg's more than 47,000 lifebuoys are located from Lindesnes at the very south of Norway to Svalbard, the Norwegian archipelago in the Arctic Ocean.

Increased demand during summer

Due to COVID-19 and the travelling restrictions implemented by the governments of the Nordic countries, more Norwegians spent the summer in Norway, and especially along the Norwegian coastline, lakes and rivers. As a result, there has been an increase in the demand for lifebuoys, and more municipalities, harbours and boat associations as well as private persons have asked to become lifebuoy sponsors. A lifebuoy sponsor is the person or entity responsible for putting up and maintaining the lifebuoy. Also, the Norwegian municipalities have increased their focus on preventing drowning accidents. In these life-or-death situations, a nearby lifebuoy can be crucial to saving a life. Due to the increased demand, it was necessary to prioritise lifebuoy applicants like municipalities and boat associations to ensure that lifebuoys were put up at public places like

harbours and beaches, where most people can benefit from it.

Information videos to prevent drownings

Unfortunately, Norway experienced several drowning accidents last spring due to a high number of people enjoying the mild weather on and by the water. In the summer, Tryg posted information videos on our Norwegian Facebook page on how to prevent drowning incidents. The videos were produced in collaboration with lifeguard instructors from Norges Livredningsselskab and provide guidance on how to wear and use a life jacket correctly. Too few people use a life jacket, and many people do not know how to use it correctly. By producing and posting the information videos, we sought to highlight this issue and make people aware of the importance of wearing a life jacket the right way, since this is known to prevent drowning accidents.

Safe in water courses

Since 2017, Tryg has worked with the Norwegian Society for Sea Rescue, Region West, to offer the *Safe in water* course to 12 to 14-year-old schoolchildren. The courses are run during autumn and winter and give the children a chance to experience being in the cold water, while being supervised by skilled instructors, wearing wetsuits 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 life-saving. Learning to throw Tryg lifebuoys is also an important part of the course. Around 200 schoolchildren received training during winter 2019/2020.



Lifebuoy saved Eirik's life

31 July 2020 is a day that Eirik Foss Stene from Oslo will never forget. Eirik went to his usual swimming spot to cool down in the Akerselva, a river that runs through Oslo. However, he was not aware that the flow of water in the river had increased earlier that day.

"Everything seemed normal, when I arrived. From the riverbank, I could not see that there was more water in the river and that the current was stronger than it usually is. It was not until I was in the water that I realised that something was wrong. The current was so strong, I was pulled into a small waterfall and down the river at full speed. I consider myself a capable swimmer, but I didn't stand a chance against the power of the water."

Yelled for help

"I was thrown down the river and pulled under water until I was lucky to grab a pole. I clung to the pole and yelled for help. It was exhausting, and I panicked, afraid that I wouldn't survive. I knew that further down the river there would be stone formations and concrete elements, and I feared – if the worst came to the worst – that I would drown," he recalls.

State of shock

Luckily, people on the riverbank realised what was happening, grabbed a lifebuoy and threw it to Eirik.

"I was close to losing my grip of the pole, as I was cold and exhausted. The lifebuoy saved me. I grabbed it, clung to it and was pulled ashore. I was in a state of shock. I'm incredibly grateful that that lifebuoy was there on the riverbank – I could have drowned without it," he says.



Tryg's commitment to preventing drownings through the Lifebuoy initiative 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.*



Safety

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.

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.

There are more than 260 Nightravens groups in Norway made up of a diverse mix of volunteers in terms of ethnicity, gender and age, which have the additional effect of working as a social community network for the volunteers.

Some groups are called Dayravens and walk the streets during the day to create peace of mind among young people who often gather at local shopping centres or in city centres after school. In addition to the Dayravens and the Nightravens, there are the MC ravens who serve the same purpose as the Dayravens and the Nightravens but drive motorcycles. The MC ravens have quickly become popular with young people.

2020 was a different year for the Nightravens due to COVID-19, both for the local groups and for the Nightravens Board. The Nightravens Board followed the situation in Norway closely and

informed and updated the local groups across Norway on a regular basis. During lockdowns in Norway, the Nightravens scaled down their activities in the streets to a minimum to minimise the spread of COVID-19, but in summer and autumn, most of the local groups were able to continue to walk the streets, while complying with both national and local restrictions as well as guidelines.



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.*



Kristin Stige Østevold,
member of the Nightravens Board
and head of Nightravens Rådal

What is your role in the Nightravens?

I became involved in the Nightravens through the parent works committee at Rådal School in Bergen in 2012. I reached out to four schools in the local area, and Nightravens Rådal was established in autumn 2012. More schools joined, and today the group consists of nine schools in our local area. Together with the MC ravens, we cover more than 50 square kilometres. In 2019, I was elected member of the Nightravens Board, which is the governing body of Nightravens Norway.

What is the impact of the Nightravens in the local area?

In Rådal, the need for Nightravens is still increasing and has been since the group's establishment in 2012. Rådal has developed into an urban area with a shopping centre, with both a cinema and several restaurants, cafés and bars that do not close until late at night, and the area has become a very attractive place for young people to hang out. In the past 20 years, we've also seen an influx of families with children, but without there being any relevant activities for the young people to attend. Meanwhile, we're happy that the local business community supports us and acknowledges the usefulness of Nightravens Rådal's work.

Climate and environment

Climate change is the defining issue of our time, and we are at a defining moment. From shifting weather patterns to rising sea levels, the impacts of climate change are unprecedented in scale and global in scope. For us to be able to adapt to these impacts in the future, extreme and immediate action is needed by all actors in society. The coronavirus pandemic might have had a temporary positive environmental impact through minimising air travel and travel in general, reducing the number of cars on the roads and even the use of public transport. Yet, it takes long-term changes to create a more sustainable society. This current crisis has taught us that society has the capacity to swiftly make major adjustments and devise alternative solutions when necessary – lessons we need to apply to the current climate crisis in order to resolve it in time.

Our materiality assessment shows that the climate and the environment, including climate change and natural disasters, remain material issues for Tryg and for our stakeholders. Extreme weather events such as flooding, cloudbursts 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.

Tryg's impact

Tryg is not an energy-intensive company, since our carbon emissions are mainly associated with heating and electricity use at our offices, and car and air travel. However, we acknowledge that we are part of the solution when it comes to minimising carbon emissions. We support the Danish government's ambition of reducing carbon emissions by 70% in 2030 compared to 1990 as well as the efforts to minimise climate change and its negative impacts addressed in the Paris Agreement.

Tryg has a direct impact on the climate and the environment through our own internal operations and an indirect impact through our business

activities. Tryg's climate and environmental policy sets out Tryg's commitment to minimising the carbon footprint and negative impact of our own operations and to enhancing a positive impact through our business activities such as product development and claims handling.

[↓ Download Climate and environmental policy](#)

The climate partnership of the Danish financial sector

In 2019, the Danish government set up 13 climate partnerships divided into industries, which will contribute to the government's ambition of reducing Denmark's carbon emissions by 70% in 2030 compared with 1990.

In 2020, the climate partnership of the Danish financial sector presented its action plan for how the partnership can contribute to Denmark reaching its ambitious target. Financial undertakings will reduce their own carbon emissions by at least 70% by 2030. Since the financial sector's own emissions account for less than 0.1% of total Danish emissions, the sector wants to contribute to the Danish reduction target in four areas, which includes:

1. Setting targets for and monitoring the reduction of customers' carbon footprints;
2. Actively engaging with customers;
3. Integrating sustainability in business models, and
4. Reducing emissions from the financial sector itself.

Tryg supports the action plan and focus areas of the Danish financial sector and will contribute to meeting the Danish carbon emission reduction target.

Our Danish trade association, Insurance & Pension Denmark, is composing – in collaboration with its members – a set of reporting standards for its

members in order to ensure comparable reporting on the financial sector's four carbon emission reduction focus areas from reporting year 2021.

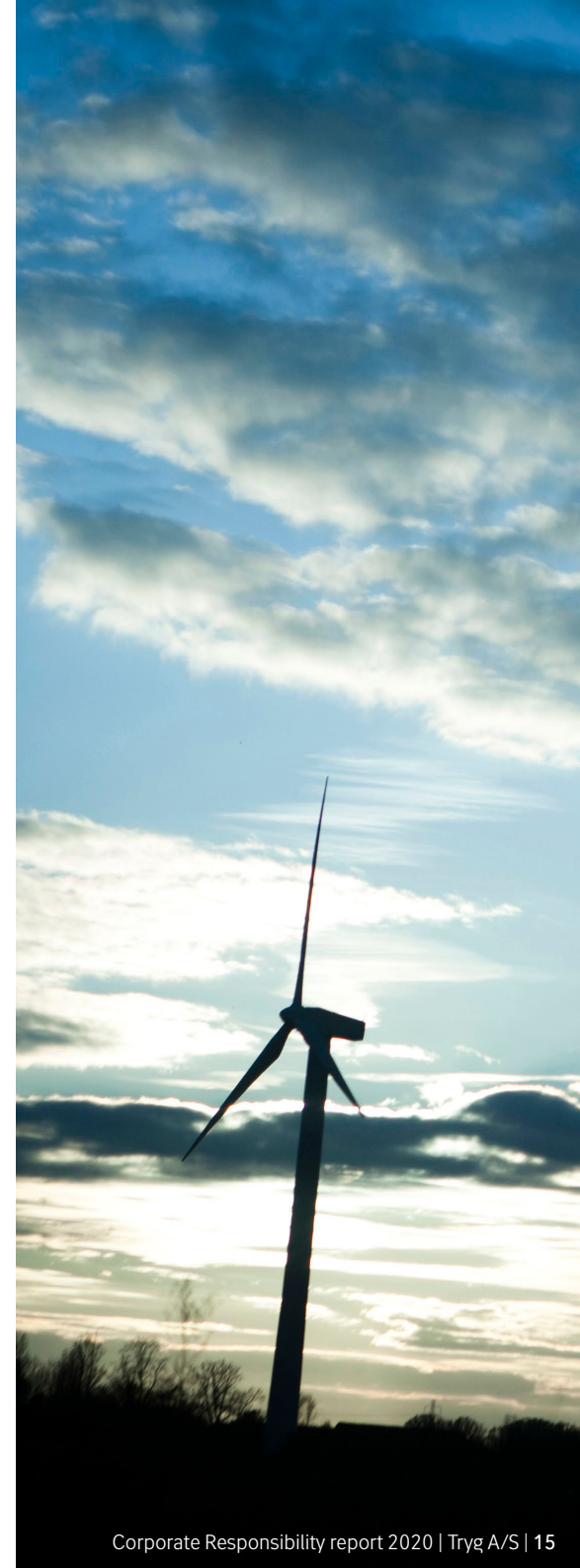
As a non-life insurance company, Tryg invests its own assets and has a policy, strategy and targets for responsible investment. [Read more about our initiatives on responsible investment on pages 26-27 and our new targets for responsible investment for 2023 on page 32.](#)

Tryg actively engages with and advises its customers on how to protect their homes from climate-related risks. On our customer websites, we offer advice on how to minimise the effects of storms, cloudbursts and flooding. [Read more about our advice on protecting homes from climate-related risks on page 12.](#) Also, our insurance appraisers and risk advisers advise our customers on claims prevention.

Tryg is integrating sustainability into its business model by incorporating claims prevention into our products and services. [Read more about our business model and purpose on pages 3 and 10 and our initiatives on claims prevention on pages 11-12.](#) Also, we are working towards integrating sustainability into our claims handling process and have set targets for sustainable claims handling for 2023. [Read more about our targets for sustainable claims handling for 2023 on page 34.](#)

Tryg is committed to reducing its own carbon emissions and has implemented several initiatives to minimise its own carbon footprint. [Read more about our carbon emission reduction initiatives on pages 17-18.](#) Also, we have set new targets for our carbon emission reduction for 2023 and 2030. [Read more about our targets for carbon emissions reduction for 2023 and 2030 on page 33.](#)

[↓ Download Action plan for the financial sector's climate partnership](#)



Climate risks and opportunities

In the Global Risks Report 2020, published by World Economic Forum, the top five mapped risks most likely to happen all related to the climate and the environment: extreme weather, climate action failure, natural disasters, biodiversity loss and human-made environmental disasters.

Environmental and climate-related issues such as climate change and natural disasters are material issues for Tryg and for our stakeholders. The changing climate is causing harm and is a cause of concern for our customers and society. Also, extreme weather events represent a potential risk to Tryg. However, the situation also represents a number of opportunities.

Physical risks and opportunities

Extreme weather events such as flooding, cloudbursts and storms as well as changing weather patterns such as milder winters potentially represent a physical risk to Tryg. Environmental and climate-related events can cause an increase in the frequency of climate-related claims by both private, commercial and corporate customers.

This entails insurance risks, which are controlled by limiting the size of single exposures and through the use of reinsurance, thereby capping the cost of large and weather-related claims. Additionally, the insurance risk is managed through geographical limitations and by refraining from offering certain types of insurance such as aviation and marine hull insurance. Operating within these boundaries, Tryg's risk depends on the company's choice of exposure within different segments and industries in the insurance market. Tryg operates in relatively stable markets, while slightly more than 80% of premiums are in the Private and Commercial (SMEs) segments. Quarterly fluctuations are driven mainly by large and weather-related events, and reinsurance is used extensively to stabilise the overall earnings level.

Also, a potential increase in the frequency of climate-related claims creates underwriting risks, which is the risk that insurance premiums will not be sufficient to cover the compensations and other costs associated with the insurance business. Therefore, Tryg monitors data available on material climate changes and seeks to mitigate the risk of such possible changes by advising our customers on how to protect their homes from climate-related risks and by including it in our underwriting and reinsurance. Also, in Denmark the government pays out compensation for damage caused by floods or storms through the Danish Storm Council. In Norway, damage caused by nature is compensated for through the Norwegian Natural Perils Pool.

Claims prevention

To mitigate climate risk, Tryg seeks to prevent environmental and climate-related claims. Due to climate change, the temperature average is increasing in the Nordic countries, and winters are becoming milder. As a result, a bigger prevalence of rats is seen, and the risk of damage to sewers, plug wires or pipes caused by rats is increasing. Tryg has included a rat blocker in its house insurance super package in Denmark to help customers prevent such damage.

To prevent claims, we advise our customers on how to protect their homes from environmental and climate-related damage. On our customer websites, we offer advice for customers on how to minimise the effect of storms, cloudbursts and flooding. In Norway, we warn our customers about increased flooding risks and advise on how to prevent damage caused by flooding.

Tryg is a partner in Climate Futures, a Norwegian project, which co-produces new solutions for predicting and managing climate risks from ten days to ten years into the future. Tryg gains knowledge that can improve the claims prevention advice and actions that we offer to our customers.

By contributing to the prevention of environmental and climate-related claims, Tryg is able to support society and the transition to a low-carbon economy – an economy that causes low levels of carbon emissions compared with today's carbon-intensive economy – while offering relevant products and services to our customers and increasing our customers' peace of mind.

Reinsurance

Reinsurance is used to reduce the underwriting risk in situations where this cannot be achieved to a sufficient degree via ordinary diversification. In case of major events involving damage to buildings and contents, Tryg's reinsurance programme provides protection for up to DKK 7.25bn, which statistically is sufficient to cover at least a 250-year event.

In the event of a sequence of natural disasters, Tryg is covered for up to DKK 600m after total annual retention of DKK 300m. Tryg has also taken out reinsurance for the risk of large claims occurring in sectors with very large sums insured. Tryg's largest individual building and contents risks are covered by up to DKK 2bn.

Weather claims, net of reinsurance

Expected level 2021 (including Alka): DKK 600m



Transitional risks and opportunities

The transition to a low-carbon economy represents a range of risks to Tryg. One of the main transitional risks is the potential development in climate-related policy and regulation. Future policy actions, both at a national and at EU level, may seek to either constrain actions which contribute to the adverse effects of climate change or promote adaptation. Examples include the implementation of a carbon tax or the tightening of energy efficiency standards. Even though Tryg's direct carbon footprint is limited, the implementation of such initiatives still represents a risk to Tryg, which calls for adaptation. Also, regulatory developments that include new disclosure or reporting requirements introduced within the financial sector to address climate-related issues represent a transitional risk, to which Tryg has to adapt to stay compliant as well as competitive.

However, the transition to a low-carbon economy also represents several opportunities for Tryg. We are able to utilise new technology, knowledge and data to improve our claims prevention measures and implement more sustainable claims handling processes. As an insurance company, much of Tryg's indirect carbon footprint derives from our claims handling. Sustainable claims handling is a key area, in which we can become more sustainable and contribute to a low-carbon economy, while offering our customers a more sustainable claims handling process. Also, sustainable claims handling reduces the use of materials, benefitting both the environment and Tryg's claims costs.

Investment risks

Climate change and the transition to a low-carbon economy also represents a risk to the companies, that Tryg invests its assets in. To mitigate risk in our investment portfolio, we monitor the carbon footprint and climate risk associated with our investments. We currently monitor our equity portfolio and parts of our credit bond portfolio and focus especially on transition risks and opportunities that arise from the shift to a low-carbon economy. Our equity portfolio is characterised by low exposure to climate transition risks. Going forward, we will seek to further expand our climate risk monitoring and include a larger portion of our investment assets in our analyses.

Carbon emissions

In 2020, Tryg’s total carbon emissions decreased by 51% compared to 2019, corresponding to a decrease of 2,626 tonnes of CO2 in total and 633 kg of CO2 per employee. However, 2020 was an unusual year due to the COVID-19 pandemic, which significantly affected Tryg’s carbon emissions.

Except for business-critical travel, almost all business travel across national borders was cancelled to limit transmission of the virus, which led to an 81% decrease in carbon emissions from air travel compared to 2019. Under normal circumstances, business travel accounts for 40-50% of Tryg’s total carbon emissions. Thus, our limited use of air travel in 2020 is one of the main contributors to the decrease in Tryg’s total carbon emissions. In 2021, we are looking into how we can apply some of the learnings from the pandemic in order to further limit carbon emissions from our business travel in the future.

From March 2020, most of our employees in Denmark, Norway and Sweden were asked and advised to work from home to support the governments’ recommendation of reducing the number of people in the workplace. As a result, the elec-

tricity consumption at all our offices decreased by 36% in total compared to 2019, while total waste production decreased by 45%, all contributing to the decrease in Tryg’s total carbon emissions.

Yet, Tryg initiated several initiatives in 2020 to reduce the negative environmental impact of its own internal operations, which have also contributed to the decrease in our total carbon emissions. Read more under *Initiatives* on page 17.

For further details, see [ESG data overview on page 35](#).

For 2020, we have included 13 of our locations (with 50+ employees) compared to five locations in 2019 in our carbon emissions reporting. The

2019 figures have been restated accordingly – to include 13 locations and data per employee – in order to be able to compare and evaluate progress from 2019 to 2020. Our reporting for 2019 and 2020 now covers approximately 95% of our employees. The updated 2019 figures will be the baseline for our CO2 reduction targets for 2023 (see page 33).

In 2018, we set a target of a 2% reduction in our carbon emissions in 2020. Since then, our calculation method and our data have improved significantly, as described above. Due to this improvement in our data and calculation method, the 2020 results cannot be compared to the 2018 results in an accurate manner.

Initiatives

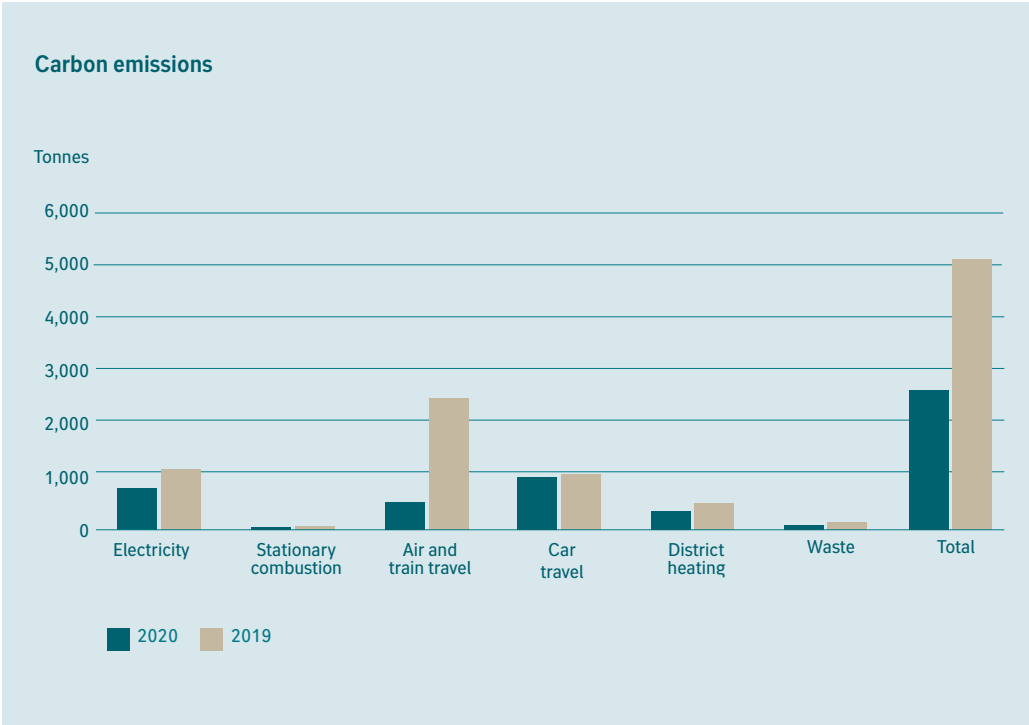
Tryg wants to reduce the negative impact of its own internal operations through energy management as well as reducing carbon emissions and waste generation.

Tryg does not own its offices. We therefore encourage the building owners to make resource and efficiency improvements to the buildings and invest in renovating the buildings to keep them energy-efficient.

In 2020, several of our offices in Norway moved to newly renovated and more energy-efficient premises with better energy labelling to save energy and resources, including approximately 400 employees in Bergen and approximately 160 employees in Oslo. At our office in Bergen, the building owner has replaced the ventilation aggregates in the ventilation system to recirculate the heat in the office and reduce energy consumption. The production of heat has been integrated with the neighbouring building. Thus, Tryg’s office in Bergen is now heated by a joint energy-efficient district heating and cooling plant. We expect the above initiatives to have contributed to a substantial reduction in our total energy consumption at our largest offices in Norway in 2020.

At our offices in Norway, our building owners have established six additional electric vehicle charging stations in Oslo and ten additional electric vehicle charging stations in Bergen in collaboration with local energy suppliers to support the green transition. Thus, the initiative supports Norway’s target that all new vehicles are zero-emissions vehicles in 2025.

At our head office in Denmark, we have installed passive infrared sensors in 32 meeting rooms, which means that 100% of the meeting rooms are now equipped with infrared sensors to make sure electricity is not wasted when the rooms are not in



use. Tryg generally adheres to a principle of always considering the more sustainable option when having to replace energy-consuming installations at our offices.

Eco-Lighthouse in Norway

Eco-Lighthouse is a Norwegian certification scheme for enterprises seeking to document their environmental efforts and demonstrate social responsibility in order to create more environmentally friendly operations and safer working environments. The scheme is based on a comprehensive environmental management system, comprising of a set of general requirements, the *General Industry Criteria*, which apply to enterprises in all industries, as well as more than 70 sets of criteria applicable to specific industries.

In 2020, Tryg initiated the recertification of our offices in Norway according to the specific criteria applicable to the insurance industry. 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. We expect to obtain recertification in the first half of 2021.

Waste production

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

Tryg has outsourced canteen operations at its head offices in Denmark and Norway, which cater for approximately 900 and 700 Tryg employees every day, respectively. The supplier was elected on its high food quality standards and Corporate Responsibility efforts. This means that our food waste is managed and limited, and our waste is sorted.

In the canteen at our head office in Denmark, we sort food waste and regular waste into fractions. At our other large offices in Denmark, sorting systems have also been established in the canteens. In 2021, we plan to establish sorting systems in our canteens in Oslo and Bergen in Norway.

Due to COVID-19, Tryg had to change its canteen operations in collaboration with our canteen suppliers. Initially, we introduced prepackaged lunches and disposable cups to keep safe those of our employees who were unable to work from home. This naturally increased Tryg's waste production. Over the summer, we switched to reusable cups and to arranging lunch on reusable plates to minimise waste production. In 2021, we will be looking into how we can continue some of the initiatives implemented during the pandemic to reduce our food waste in the future, for instance by replacing buffets with serving lunch on plates.

Cloud-based data storage

As an insurance company with more than four million customers, Tryg needs to store large volumes of data. Data centres use electricity to operate their IT equipment and to cool their servers. The electricity consumption of a single large data centre is equivalent to up to 4% of total Danish electricity consumption.

To reduce the electricity consumption associated with our data storage needs, in 2020, Tryg initiated a switch from using a traditional data centre to a cloud-based modern data centre as a step towards transforming our IT landscape into being more energy-efficient and agile based on technology-enabled green solutions. Our new data centre provider has made concerted efforts to bring down its energy consumption by investing in green infrastructure, more efficient operations and greater adoption of green IT and renewable energy.

Initiatives for 2023

As a part of Tryg's new Corporate Responsibility strategy for 2023, we want to be a green workplace and minimise our own carbon footprint. This calls for a change of mindset, actions and habits. Our target is to achieve carbon neutrality in 2023 in relation to our carbon emissions deriving from scope 1 and scope 2 and from our waste, air and train travel in scope 3. We want to reduce our carbon footprint by 30% in 2023 and 50% in 2030 compared to 2019 and will compensate for the rest of our carbon emissions. However, our goal is to compensate less and reduce more over time.

Read more about our
**Corporate Responsibility
strategy for 2023**
on pages 31-34



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.*



Tryg is focused on reducing its 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.*

Responsible workplace

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

Collective agreements

Tryg is party to collective agreements in the Scandinavian countries, where more than 99% of our employees are based. Most 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.

Employee well-being

Tryg continuously seeks to improve the physical and mental well-being of our employees by improving working conditions.

Physical well-being

Health and physical well-being are fundamental to employee well-being. We ensure that the physical conditions at all our offices are compliant with official recommendations for the physical working environment and prioritise the creation of optimum conditions for physical employee well-being. We offer our employees physiotherapy and ergonomic advice. It is crucial that our employees are motivated by their surroundings and provided with the equipment necessary to perform their work.

Several of our employees have access to well-equipped gyms at our offices. In 2020, we renovated and upgraded the gym at our head office in Denmark. The gym has been equipped with some of the newest gym equipment, including sustainable and environmentally friendly Body Bikes made from recycled plastic from commercial fishing nets.

According to WHO, sedentary work and behaviour is the fourth-biggest risk factor for lifestyle diseases. Also, physical activity during the working day brings renewed energy. In 2020, all employees were given access to a digital platform with video guides on exercises as well as tips and tricks on how to be active and take active breaks during their working day.

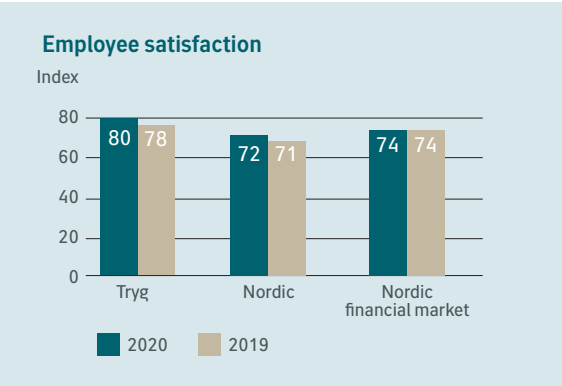
Mental well-being

The mental well-being and health of our employees are as important as their physical health. We offer psychological help to any of our employees who are going through an emotional crisis or challenge – stress, depression, divorce, accidents or deaths – either in their professional or private life.

Employee satisfaction

Tryg's 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 2020, our overall employee satisfaction score increased to 80, up from 78 in 2019. Despite 2020 being a different year for all Tryg employees due to COVID-19, the score in 2020 is record-high. The score is above the average for the Nordic sector. In 2020, 12 departments were supported in their work with the survey results, compared to 24 departments in 2019.



Employee benefits

Welfare and goods

- Business card for trains and buses
- Canteen arrangements
- Chiropody, hairdresser and massage arrangements at HQ
- Insurance discount in Tryg
- Shop where employees can buy products and services at a discount
- Leisure associations
- Gym and fitness agreements
- Holiday homes for employees
- Discount agreement on holiday homes
- Sustainable Christmas presents

Work environment

- Psychologist arrangement
- Medical counselling
- Pregnancy counselling
- Stress counselling
- Physiotherapy

Salary and pension

- Employee bonus scheme
- Company phones
- Employee grant
- Employee consideration

Holidays, absence and leave

- Maternity and parental leave for men and women
- Care days and senior holidays
- Holidays in compliance with national holidays acts

Employee bonus scheme

Each year, Tryg's Supervisory Board decides, whether a general employee bonus scheme should be established, which is released when specific yearly targets are met.

In 2020, a bonus scheme was established, and a bonus was paid out to our employees. Employees can choose between receiving the bonus in the form of cash or Tryg shares. It is more favourable to receive the bonus in the form of shares, since we are keen for our employees to feel a sense of ownership. At the same time, there is a tax benefit when receiving shares compared to cash.

New educational learning portal

Employee development and education is a vital part of Tryg's ongoing success. In 2020, Tryg launched a new learning portal, *Tryg Learning*. The new portal makes it possible for individual employees to easily access Tryg's education and course catalogue, get an overview of their planned, ongoing and completed courses and do e-learning courses. The new portal also makes it easier for our employees to have an ongoing dialogue with their managers regarding the development of their competencies.

COVID-19

2020 was a challenging year for us all. Suddenly, most of our employees were asked to work from home, i.e. from approximately 4,000 home offices. Even though a few of our critical functions would still come into the office, almost everyone in Denmark, Norway and Sweden was advised to work from home. The unusual situation called for swift adaptation. To secure the well-being of our employees and support them as they adapted to a new working life, we implemented several initiatives. For instance, our employees were allowed to take home IT equipment and their office chairs to enable them to set up a proper home office. Our Group CEO gave weekly video

updates to all employees to ensure that they felt safe and up-to-date. We established a COVID-19 site on our intranet to ensure that our employees felt informed. Also, we published and launched several articles and instruments to help our employees arrange their home office and plan their working day, including physical arrangements and breaks.

Tryg sent out two extraordinary employee satisfaction surveys in the spring and one in the winter. These surveys showed that our employees were generally happy working from home, with general well-being scores averaging 4.1 out of 5. Our employees were particularly satisfied with Tryg's level of information in relation to the situation, and the communication and attention from their managers.

We supported our leaders with training in topics such as how to communicate and how to lead from a distance. Also, a psychologist offered training on how to cope with uncertainty in a crisis situation. Finally, we established a site on our intranet, where we supported our leaders with tools, training material, advice and guidelines.

During the pandemic, we have gleaned a number of learnings about how we work and cooperate, both locally and across the Nordic countries. As a result, we have initiated a project entitled *Learnings from COVID-19* to ensure that we use these learnings in the future to create the right working conditions for our employees, both in terms of motivation, efficiency and collaboration, and also in terms of having the right office building layout to support our ways of working. In 2021, we will continue this work and start implementing the learnings as well as related initiatives.

Harassment

In the past couple of years, the MeToo movement and debate on sexual harassment have had a strong voice and societal impact all over the world as well as in the Nordic countries.

As a company, Tryg has a responsibility for creating a safe, trustful and motivating environment with equal opportunities for our employees. Tryg does not tolerate any kind of harassment, and we have for several years – even before MeToo – had internal processes in place to prevent and handle inappropriate behaviour.

Tryg's Code of Conduct encourages all employees to speak up if they experience abusive behaviour. Employees can either talk to their direct manager, staff representative, occupational health and safety representative or HR or use our anonymous whistleblower hotline.

In Tryg, we see this as an inevitable topic for our leaders and management team to focus on. As a result, in autumn 2020, we asked all our managers to have a conversation with their team about harassment to actively address the debate in society and ensure that we in Tryg have a respectful company culture.

There have been no officially reported cases of harassment in Tryg. However, we are conscious that episodes of inappropriate behaviour are difficult to completely avoid and also that such episodes are not always reported due to the discomfort of addressing inappropriate behaviour. Thus, it is of high priority for Tryg to create a trustful and honest culture, where employees respect each other's boundaries and feel safe to speak up. This remains an important focus area for Tryg.

[⬇ Download Code of Conduct](#)



Diversity and inclusion

Being a diverse and inclusive workplace is an important priority for Tryg. We believe that a diverse representation of employees and, more importantly, diversity of thought are key to the future success of Tryg. It is important that we reflect the society that we are part of, and we need a diverse pool of employees and leaders with different backgrounds, skills and experience to match the changing needs of our customers and society.

Tryg believes that an inclusive culture is key to attracting new talent, but also to motivating and retaining existing employees. This includes taking our employees' life situation and work-life balance into consideration. It is important for us that all our employees are able to adjust their work schedule when their life situation changes. We offer favourable paternity leave arrangements for our male employees and urge them to make use of these. This is both rewarding for our male employees, their children as well as their families, but also for Tryg as a business.

Women in management

The financial sector is generally characterised by low female representation in management positions, which is a challenge when it comes to diversity and inclusion. By focusing on gender balance and promoting diversity of thought in our management teams, Tryg is committed to creating a positive change in our industry as well as in society.

For several years, Tryg has had a strong focus on diversity and has been aiming to increase the number of women in management positions. We do not focus on diversity just because it is the right thing to do, but also because we firmly believe that a higher number of women in management will increase our talent pool and create an engaging, successful company culture that can attract and retain the best talents.

Tryg has increased the number of women in management positions from 35% in 2019 to 38% in 2020 through a successful strong focus on improving gender balance. As a result, a 50/50 gender balance for managerial recruitments was achieved in 2020. While we have made significant progress in recent years, we still have some way to go before meeting our 2020 Group target of 41% women in management positions.

In Norway, the Group target was met and exceeded with 42% women in management positions, which is also exceeding the Norwegian national average of 36%. In Sweden, Moderna's share of women in management positions increased to 40% and is now on a par with the national average of 39%. In Denmark, the share of women in management positions was 37%, which is well above Denmark's national average on gender balance in management, which was at 26.7% in 2020^a.

In Denmark and Sweden, we will continue to work towards our target of 41% women in management positions in our next strategy period towards 2023, while in Norway, we will remain focused on maintaining and improving the gender balance further.

We realise there are no quick or easy solutions and that creating the cultural change required to meet our target will take time. Hence, further actions will be required to realise our target of 41% women in management positions in 2023. This involves looking at the barriers and focusing on the underlying structures, HR processes and our organisational culture.

With Barbara Plucnar Jensen as Tryg's Group CFO, gender diversity on Tryg's Executive Board is at 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.

Diversity of thought in management teams

Focusing on gender diversity is one element of Tryg's diversity and inclusion strategy. We believe that diverse management teams make better decisions and are more innovative. In 2020, we broadened our diversity agenda to include the promotion of diversity of thought in management teams. We will be focusing on increasing diversity for three factors: gender, age and industry/experience.

Our ambition for 2023 is to improve the number of management teams that are diverse in these three respects. Responsibility for realising the ambition will be anchored in each of our business areas, and each business area is expected to set its own specific goals for how to work with broadening diversity amongst their management teams as well as report their goals to the Executive Board.

It is important that we reflect the society that we are part of, and we need a diverse pool of employees and leaders with different backgrounds, skills and experience to match the changing needs of our customers and society

^aSource: World Economic Forum Global Gender Gap Report 2020. Def.: Legislators, senior officials and managers.

HR will support the business areas in having the right dialogues with their management teams and in securing progress.

Activities to increase diversity and inclusion

To attract, hire and retain female leaders as well as increase diversity in management teams, Tryg's action plan for diversity for 2023 focuses on eliminating bias in recruitment and HR processes.

Tryg will recruit the candidate with the best competencies and skills for the team, and we are striving to hire candidates that will help increase diversity of thought in our management teams. A concrete initiative involves external candidate searches for management positions in cases of limited applicant pool diversity.

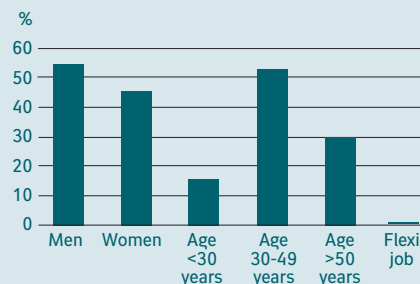
In addition, we are also reducing unconscious bias in our recruitment process through data collection and through unconscious bias training of our hiring managers and by introducing them to the many opportunities that come with a more diverse pool of employees and leaders.

We are focusing on building an inclusive culture by raising awareness and training our leaders on how to lead diverse teams in our leadership programmes. As a next step, we will focus even more on identifying and developing diversified talent in our talent and succession management processes.

As a member of the Danish Diversity Council, Tryg remains committed to helping to inspire and grow the number of women in management. In 2021, Tryg will be sending five potential female senior leaders from Norway, Denmark and Sweden to the Advanced Leadership Programme facilitated by the Diversity Council to strengthen our female talent pipeline.

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

Employee mix



Initiatives for 2023

As a part of Tryg's Corporate Responsibility strategy for 2023, we continue our focus on diversity and inclusion by aiming to increase the number of women in management positions to 41% by 2023. Also, it is our ambition to increase diversity of thought in our management teams by hiring candidates of different ages and genders and with different industry experience to contribute to Tryg's continued development and success.

Read more about our
**Corporate Responsibility
strategy for 2023**
on pages 31-34

5 GENDER
EQUALITY



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.*



Social engagement

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.

Teach First Denmark: Creating equal opportunities for all schoolchildren - regardless of their socio-economic background

One in six children in Denmark leave elementary school without the basic reading, writing or math skills needed to qualify for upper secondary education. Social background 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 due to 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. Tryg was supposed to welcome eleven school-children from Tingbjerg Skole as interns for a week at our head office in Denmark, where the plan was for them to experience the skills needed to work in an insurance company and the possible job opportunities. Unfortunately, we had to postpone their internships due to the outbreak of COVID-19.

Mattip: Making insurance fun

Tryg is engaged in a partnership with Mattip, a free online portal for math teachers, where math assignments are themed on insurance. The assignments are targeted at children aged 9-16. Together with Mattip, we help young people gain knowledge about the importance of insurance.

The assignments relate to different insurance topics which are relevant to young people, including cyber security, theft and travelling. The purpose of the assignments is to teach children and young people both mathematics and basic insurance knowledge in a fun and relevant way.

Employee fundraising for the Danish Cancer Society

In October 2020, Tryg's Danish employees donated more than DKK 250,000 to *Knæk Cancer*, the annual national fundraising campaign for the Danish Cancer Society. Behind the employee fundraising initiative was our Danish call centre employee Christina Christophersen, and together with her Tryg colleagues, she raised an impressive amount of money for people in Denmark affected by cancer and their families.



Tryg's commitment to strengthening education and knowledge about insurance for school-children and our partnership with Teach First Denmark 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.*



Christina Christophersen, principal organiser of employee fundraising for the Danish Cancer Society

What was your motivation to initiate an employee fundraising?

One in three Danes are diagnosed with cancer so most of us have a dear friend or family member who has been diagnosed with cancer. I think it is a cause we can all relate to in some way.

How did it feel to donate the money on behalf of the Danish employees?

Being able to donate that amount of money on behalf of my colleagues made me feel uniquely proud. I think it's very impressive that we've been able to raise DKK 250,000, and I'm so

proud of and grateful for the support I have received from everybody in Tryg across departments, business areas and the whole country – and that Tryg as a company supports employee initiatives like this.

How did COVID-19 affect the fundraising?

We had to think out of the box, since we could not arrange physical events like we've done in the past. This time, employees were able to buy lottery tickets online. Also, managers acted as ambassadors, which increased the exposure of the initiative like never before. The help and support I've received from both colleagues and managers to ensure cool prizes that were worth winning was priceless. I'll definitely repeat this year's initiatives in 2021, since they proved very effective and successful.



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 are essential for responsible business conduct. Tryg is committed to running an ethical, transparent and responsible business. Our materiality assessment shows that business ethics, data privacy and cyber security are material matters to Tryg. Building knowledge and capacity on these issues, not only internally among our employees through, for example, e-learning, but in all 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 are required to adhere to. Our tax policy and anti-corruption policy further outline our commitment to acting as a responsible company. Our Supplier Code of Conduct sets out minimum requirements for our suppliers and partners to operate in accordance with responsible business principles and in full compliance with all applicable legislation and regulations. Tryg's responsible investment policy outlines the principles we follow to ensure that our investments are conducted in accordance with our values.

- ⬇ [Download Code of Conduct](#)
- ⬇ [Download Supplier Code of Conduct](#)
- ⬇ [Download Tax policy](#)
- ⬇ [Download Anti-corruption policy](#)
- ⬇ [Download Responsible investment policy](#)

In 2020, we implemented a new Nordic compliance system. The system facilitates our record-keeping, elaboration of policies, procedures and risk assessments.

We have updated our Code of Conduct to reflect the values of society and to encompass the issues that are currently of great importance to our stakeholders and our business. This includes elaboration of our standpoints and expectations towards our employees as regards employee well-being, suppliers and partners, human rights, the climate and the environment, financial crimes, including

money laundering, financial sanctions and anti-corruption as well as data ethics. Also, we have implemented a Supplier Code of Conduct that sets out minimum requirements for our suppliers and partners. [Read more about our work with our suppliers and partners on page 28.](#)

Security

As an insurance company for which digitalisation and innovation are high priorities, Tryg is exposed to several security threats that must be mitigated. It is vital that we pay attention to security, since a high level of security creates a safe workplace as well as the basis for a successful and adaptive business.

To ensure a high level of security, it is important that our employees are aware of and comply with Tryg's security rules for employees, which cover topics such as emails, IT equipment and confidential material. To uphold our security level, we test our employees in their knowledge of our security rules once a year. The test is mandatory for all our employees in Denmark, Norway and Sweden.

Cyber security

Cyber security is an important part of Tryg's work with security, as we are dependent on fully functional IT systems to perform our work and run our business as an insurance company. Tryg complies with the ISO 27001 standard on information security management, on which our information security rules are based. It is important that our employees are mindful of how to use our IT systems in a secure and responsible manner, which is why several cyber security-related topics are included in our security rules for employees.

Tryg pays particular attention to phishing and phishing attacks, as the majority of all ransomware attacks happen through phishing. To increase Tryg's cyber security level, we have developed an email filter that automatically detects many of the phishing emails our employees receive on a daily basis.

To raise awareness and educate our employees, we also run campaigns that 'test' our employees by sending them phishing emails. If an employee clicks on a link in the phishing emails, they will be taken to an online training site. The goal is to teach our employees to spot any phishing emails that may get through our phishing email filter.

In 2020, Tryg has spearheaded the development of the *Business Cybersecurity Ambassador* course offered by the Danish Insurance Academy. The purpose of the course is to enable participants to spot and handle IT security breaches by providing them with a fundamental understanding of cybercrime and cyber security. In January 2021, 14 Tryg employees from Denmark, Norway and Sweden will be doing the *Business Cybersecurity Ambassador* course in order to further improve Tryg's cyber security level.

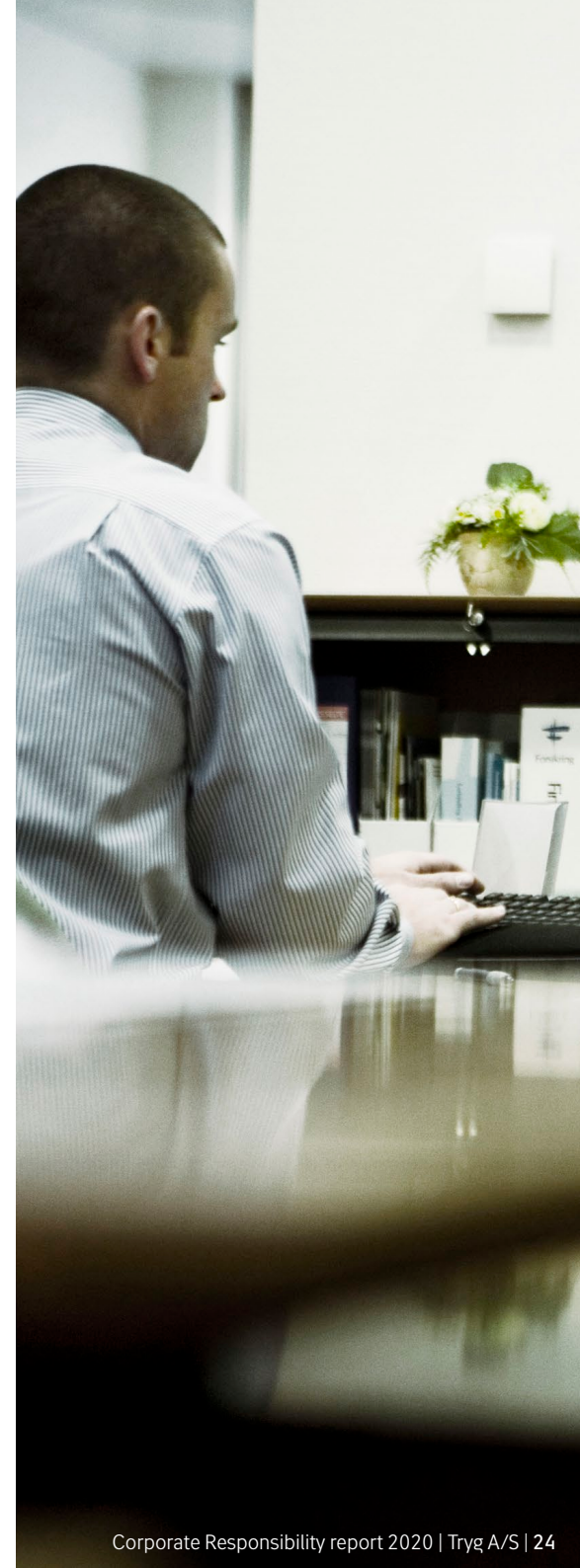
Data

Data privacy, including GDPR and data ethics are important issues for Tryg, as we deal with personal data on a daily basis, including sensitive data about our customers, those insured, our employees etc.

Data privacy

As an insurance company, we deal with personal data on a daily basis, and ensuring that our customers' personal data are stored and handled in a lawful, secure and compliant manner is a high priority for Tryg. Through our personal data policy, which is available on our website, we seek to be transparent about how we collect, process and use our customers' personal data. In the policy, we describe whom we process data about, which data we collect, which sources we collect data from, whom we share the data with and for how long we store the data.

- ⬇ [Download Personal data policy](#)



To support our efforts to ensure that the personal data that we deal with are stored and handled in a compliant manner, we have established a special internal GDPR Board charged with governing Tryg's compliance with all applicable privacy regulations and industry practice as well as addressing material data ethical issues.

Tryg has a Data Protection Officer, who advises the organisation on Tryg's obligations under applicable privacy law and surveils that Tryg's policies, processes and systems are compliant with applicable privacy law and that privacy training of employees takes place.

As part of Tryg's GDPR awareness activities targeted at its employees, Tryg has designated a specific GDPR site on the intranet to inform and guide employees on daily data privacy matters such as what a data breach is and how to report it, the rights of our customers and other persons, about whom we hold personal information, requirements for risk assessments of our processes, systems and vendors as well as a FAQ site. The GDPR site is available for all our employees in Denmark, Norway and Sweden.

Our internal procedures for handling data breaches enable all employees in Denmark, Norway and Sweden to report any data breaches. To strengthen this process, in 2020, we launched a new digital platform for reporting data breaches for our Danish employees. The purpose of the new platform is to increase the safety and user-friendliness of our data breach reporting process.

Also, an e-learning course on GDPR and IT security is mandatory for all new employees as part of our onboarding programme. In 2020, all new employees completed the online training.

Data ethics

As an insurance company, we aspire to work with data in a way that helps us build long-term and trustful relationships with our customers, suppliers, the authorities, business partners, colleagues and other stakeholders.

The use of data, including personal data, is essential for our business model, since data is our primary resource in the development of products that meet our customers' needs. Using data in a responsible and ethical way is key for Tryg to be able to protect our most important resource and to secure our business model.

Our data ethical principles form part of Tryg's Code of Conduct, are based on industry standards in the form of the Danish trade association, Insurance & Pension Denmark's Data Ethical Codex, relevant legal requirements as well as internationally agreed standards and outline three main principles.

Transparency

It is vital to Tryg that we communicate our use of data as well as how we work with data ethics. This includes being transparent about when we use data to influence our customers' behaviour to avoid or prevent claims. All products involving advanced data collection as well as new commercial products which may have significant implications for privacy and the processing of the personal data of our customers must be approved by Tryg's internal GDPR Board to ensure that data ethical and privacy dilemmas are observed and properly addressed. We do not sell our customers' personal data.

Free choice

In Tryg, we care for personalisation and prevention. To offer tailor-made solutions that meet our customers' needs and to facilitate a good customer experience, we use data. By using data, we are able to design the best possible and trans-

parent offers for our customers as well preventing claims. We believe that customer-specific data is a valuable component when offering tailor-made insurance products and services based on personal behaviour. However, we respect customers' right to privacy and free choice. Therefore, we always ensure that an alternative insurance product is available.

Our use of artificial intelligence and new technologies is founded on respect for our customers. We screen all purposes carefully to ensure that our use is lawful and respects our customers' privacy rights.

We use automated processing of our customers' personal data (profiling) to calculate and fix prices to ensure that our customers are offered insurance products that meet their specific needs, to minimise risk as well as fraud and for tailor-made marketing. When pricing our products, we limit our profiling to particular categories of customer data concerned with health and union membership only. No profiling of ethnic origin or sexual or political orientation takes place.

Security

Tryg strives to ensure strong data security, as protecting the privacy of our customers, employees and business partners is a fundamental value for us. We attach the highest importance to protecting the data of our customers, suppliers, employees and other stakeholders in our development, procurement and use of our IT solutions. We promote generally accepted information security based on current best practices and standards.

We require our IT suppliers to meet security standards and comply with all applicable privacy legislation. We carry out an audit risk assessment of our suppliers prior to their employment. As part of their employment contract with Tryg, our suppliers are required to agree to obligations on confidentiality and restrictions in use.



Tryg's employees must be well-informed about data ethics, data security as well as the proper and confidential handling of personal data. All our employees must sign a confidentiality undertaking. We create awareness and teach our employees about privacy through e-learning and training programmes, which all employees must attend and pass.

We collaborate and share knowledge on data security with the industry and authorities as part of our membership of the Danish trade association Insurance & Pension Denmark. To the extent possible, Tryg will share threat intelligence to support a high level of information security in the insurance industry and in society.

We always carefully analyse any data breaches and train our employees in privacy, as we want to prevent data breaches.

To support our ongoing work with data ethics and ensure that we live up to our principles, all new commercial products with significant implications for the privacy of our customers must, for example, be screened by Tryg's internal GDPR Board to properly address material data ethical dilemmas.

[⬇ Download Code of Conduct](#)

Whistleblower

Tryg's whistleblower hotline is open to all stakeholders wishing to report the violation or potential violation of our Code of Conduct or other issues within the scope of Tryg's whistleblower hotline. Reports are reviewed by the chairman of the Audit Committee, assisted by Tryg's Legal and Compliance Director. In 2020, two cases were reported and investigated compared to three cases in 2019. One case led to a warning.

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

Detecting insurance fraud

Insurance fraud can have adverse impacts and implications for Tryg and for our customers. When insurance fraud occurs, claims costs increase, which may lead to price increases. As a result, our honest customers would end up paying for customers who commit fraud. Therefore, it is important for Tryg to prevent and mitigate insurance fraud.

Every year, Tryg investigates cases of suspected insurance fraud through our special investigation unit. In 2020, 8,433 notifications compared to 4,741 notifications in 2019 were passed on to our special investigation unit in Denmark. 40% were classified as insurance fraud compared to 43% in 2019.

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 association Insurance & Pension Denmark. We always make sure to inform our customers when they have been selected for investigation. All our customers are assigned a personal contact, so they can easily provide us with the information needed to settle their claim. In this way, honest customers will receive the compensation they are entitled to, while fewer frauds succeed in their endeavours. All our customers will experience professional and proper case handling.

Responsible investments

Tryg wants to ensure that our assets are invested in a responsible manner. Our materiality assessment has identified responsible investment as a material issue for Tryg, as we are at risk of violating international standards when investing. We want to be transparent about our efforts to mitigate this risk.

Tryg's investment portfolio of DKK 40bn is split into two portfolios: a match portfolio and a free portfolio. The match portfolio, which comprises Nordic government and mortgage bonds, totals DKK 28bn. The free portfolio, which comprises various bonds, funds, investment properties and equities, totals DKK 12bn. 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.

We believe that responsible investment can have the greatest impact when integrating ESG considerations into the investment process, through being active owners by voting on shareholder proposals at annual general meetings, by engaging with companies to improve and through screening for potential violations of international conventions. Thus, we consider divestment and exclusion of companies from our investment portfolio as a last resort.

Ethical screening process

In 2020, we updated our responsible investment policy to reflect our focus on especially environmental and climate-related issues as material for our investments.

Our manager selection process focusses on choosing external portfolio managers with a similar responsible mindset as Tryg. Additionally, we regularly screen our holdings to ensure individual holdings live up to our values. The screening is carried out using data from an external screening provider platform. Further, we have a formal escalation process, which guides the process after a screening of investments.

Tryg conducts ethical screenings each year based on controversial behaviour and controversial weapons. Controversial behaviour means a



violation of the Ten Principles of the UN Global Compact. Controversial weapons are defined as weapons that are more specifically tailor-made and have an 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 2020, the screening led to three companies being flagged for controversial behaviour. In line with the escalation process, dialogue was initiated with the relevant external managers, which yielded satisfactory explanations and actions. Thus, no companies were excluded.

[⬇ Download Responsible investment policy](#)
[⬇ Download Process for ethical screening](#)

Active source management

The vast majority of Tryg's investment assets are externally managed and typically held through commingled fund structures. Tryg's initiatives on active ownership are primarily directed at managing and monitoring our external managers' responsible investment processes. The process related to ensuring external managers' compliance with Tryg's responsible investment policy is 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. All selected external asset managers are expected to include ESG considerations in their investment process. The relevant ESG considerations should be linked to material issues for the individual investments and will therefore differ across sectors, geographies, asset classes and investment strategies. To provide greater transparency, in 2020, we disclose manager statistics (see table below).

[⬇ Download Policy for execution of active ownership](#)

Climate risk and carbon footprint monitoring

To mitigate risk in our investment portfolio, we monitor the carbon footprint and climate risk associated with our investments using third-party data. We currently monitor our equity portfolio and parts of our credit bond portfolio and focus especially on transition risks and opportunities that arise from the shift to a low-carbon economy. Our equity portfolio is characterised by low exposure to climate transition risks. Going forward, we will seek to further expand our climate risk monitoring and include a larger portion of the investment assets in our analyses.

Responsible investment statistics

The table below provides information on our external managers and active ownership. Our external managers' responsibility practices are evaluated on whether they are UN PRI signatories and on the quality of their implementation of responsibility into their organisation, where we use the UN PRI assessment scores. Our active ownership statistics describe the percentage of shareholder meetings we attended out of the meetings that we could attend. Furthermore, we indicate how our voting aligned with the positions of the companies' boards.

Responsible investment statistics	
External manager statistics	
Percentage of UN PRI Signatories	2020 100%
Average manager score for <i>Strategy & Governance</i>	A+
Average manager score for <i>Listed Equity – Incorporation</i>	A+
Average manager score for <i>Listed Equity – Active Ownership</i>	A+
Active Ownership statistics	
Voting percentage for equity portfolio	91.9%
Percentage of For votes (of proposals put to the vote)	87.3%
Percentage of Against votes (of proposals put to the vote)	10.5%
Percentage of Abstain votes (of proposals put to the vote)	2.2%

Initiatives for 2023

As a part of Tryg's Corporate Responsibility strategy for 2023, we want to ensure that our assets are invested in a responsible manner. Hence, we have raised our ambitions for our responsible investments, which includes prioritising investing our assets in companies that are contributing to the transition to a low-carbon economy. We have set targets to reduce the carbon intensity from our equity portfolio by 50% and to divest all our investments in fossil fuel production companies with no strategy for a green transition by 2030.

Read more about our
Corporate Responsibility
strategy for 2023
on pages 31-34

Responsible supply chain management

Tryg is committed to driving positive environmental and social progress and to creating a positive impact in the societies we operate in. In order to deliver on our commitment to conducting our business in a responsible, ethical and transparent manner, we aim to cooperate with suppliers and partners that share our values and demonstrate their commitment to promoting respect for human and labour rights, environmental protection, anti-corruption and any factors which contribute to the overall welfare of society.

Our materiality assessment indicates that there is a risk of violations of human and labour rights in our supply chain through our outsourcing activities. 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 and Supplier Code of Conduct. To mitigate any violations, we actively monitor our outsourcing suppliers for compliance with the Ten Principles outlined in the UN Global Compact.

Supplier Code of Conduct

In 2020, we strengthened our commitment by updating our Code of Conduct regarding suppliers and partners, implementing a new Supplier Code of Conduct and designing a systematic follow-up procedure via an external supplier evaluation platform provider.

In our Code of Conduct, a separate chapter has been added on what is expected from Tryg's employees when selecting and interacting with suppliers and partners. Our new Supplier Code of Conduct sets out minimum requirements for our suppliers and partners to operate in accordance with responsible business principles and

in full compliance with all applicable legislation and regulations. Our Supplier Code of Conduct is based on internationally recognised agreements that promote the management by companies of adverse effects on human rights, labour rights, environmental protection and anti-corruption practices, including the UN Global Compact.

[↓ Download Supplier Code of Conduct](#)

Supplier evaluation platform

With the implementation of a new external platform for evaluating the sustainability performance of our suppliers in 2020, we initiated an enhanced systematic ESG risk screening and supplier performance evaluation process. The Supplier Code of Conduct roll-out and screening processes were tested on a group of selected suppliers in 2020. In 2021, we will use the feedback and results we receive to enter into dialogue with our suppliers on how we can actively strengthen our own and our suppliers' commitment to sustainability.

In association to our new ESG risk screening, we are in the process of reviewing our criteria for high-risk suppliers. By doing so, we are laying a stronger foundation for effectively managing ESG issues in our supply chain.

Initiatives for 2023

As a part of Tryg's Corporate Responsibility strategy for 2023, we have worked towards designing a new approach to sustainable procurement and claims handling. Our ambition is to contribute to sustainable development by entering into agreements and collaborations with suppliers who share our values and visions for sustainable development. We want to ensure that our procurement processes are as responsible as possible by defining our supplier expectations and evaluating supplier performance, as this creates a basis for offering our customers more sustainable claims handling.

Read more about our
**Corporate Responsibility
strategy for 2023**
on pages 31-34

In 2020,
we implemented a
Supplier Code of
Conduct and designed
a systematic follow-up
procedure



Corporate governance

Tryg focuses on managing the company in accordance with the principles of corporate governance and complies with the recommendations prepared by the Danish Committee on Corporate Governance. The aim is to ensure that Tryg does its utmost to meet its obligations towards its 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, Group CFO, Group COO and 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 representatives. 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. The Board strives for a well-balanced diversity of age, gender and competencies in the composition of its members.

[Download Competency and diversity policy](#)

Board committees

Tryg has an Audit Committee, a Risk Committee, a Nomination Committee, a Remuneration Committee and an IT-Data Committee. The framework for 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 or severance programme or pension scheme. Their remuneration is based on trends in peer companies, taking into account the required skills, efforts and the scope of the Supervisory Board's work, including the number of meetings held. The remuneration received by the Chair-

man 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 an appropriate balance between management remuneration, predictable risk and value creation for the company's shareholders in the short and long term. The Executive Board's remuneration consists of a basic salary and a pension contribution of 25% of the basic salary and other benefits. The basic salary must be competitive and appropriate for the mar-

ket and provide sufficient motivation for members of the Executive Board to achieve Tryg's targets.

For the performance year 2020, the variable pay element was allotted as conditional shares. The cap for the incentive programme was 32% of the fixed salary including pension. The targets for 2020 were based on Tryg's technical result, Transactional Net Promoter Score, employee satisfaction levels, the incorporation of Alka and the implementation of the strategy. The allotted conditional shares are deferred for four years from the time of allotment. After the end of the deferral period, the participant will receive free shares in Tryg A/S corresponding to the numbers of conditional shares allotted.

Total remuneration of the Supervisory Board in 2020

DKK	Fee	Audit Committee	Risk Committee	Remuneration Committee	IT-Data Committee	Nomination Committee	Social contribution (Norway/ Sweden) ^{f)}	Total
Jukka Pertola	1,170,000			165,000	140,000	150,000		1,625,000
Torben Nielsen ^{a)}	780,000	240,000	240,000	82,500		100,000		1,442,500
Lene Skole	390,000	160,000	160,000					710,000
Mari Thjømøe	390,000	160,000	160,000				135,610	845,610
Carl-Viggo Østlund	390,000			110,000	210,000		140,580	850,580
Ida Sofie Jensen	390,000			110,000	140,000	100,000		740,000
Tina Snejbjerg ^{b)}	390,000		160,000	82,500				632,500
Lone Hansen ^{c)}	97,500				35,000			132,500
Tom Eiling ^{d)}	97,500			27,500			23,875	148,875
Elias Bakk ^{e)}	390,000				105,000		98,010	593,010
Karen Bladt	390,000							390,000
Claus Wistoft	390,000							390,000
Gert Ove Mikkelsen ^{d)}	292,500						55,868	348,368
Charlotte Dietzer ^{d)}	292,500							292,500

a) Joined the Remuneration Committee as additional member in March 2020. In 2020, Torben Nielsen furthermore received a fee as Chair of the Board of the subsidiaries Tryg Invest A/S (DKK 125,000) and Kapitalforeningen Tryg Invest Funds (DKK 200,000) b) Joined as a member of the Remuneration Committee in March 2020 c) Resigned from the Supervisory Board in March 2020 d) Joined the Supervisory Board in March 2020 e) Joined as a member of the IT-Data Committee in March 2020 f) Employer contributions to social security relating to Board members from Sweden and Norway

Total remuneration of the Executive Board in 2020

DKK	Basic salary	Pension	Car allowance	Other benefits	Total fixed salary	Conditional Shares ^{a)}	Special allowance ^{f)}	Total fee
Morten Hübbe	11,783,200	2,945,800	255,000	27,000	15,011,000	4,603,373	1,200,000	20,814,373
Lars Bonde	5,600,458	1,400,115	255,000	27,000	7,282,573	2,233,322	1,200,000	10,715,895
Johan Kirstein Brammer	5,692,500	1,423,125	255,000	27,000	7,397,625	2,367,240	1,200,000	10,964,865
Barbara Plucnar Jensen	5,200,000	1,300,000	255,000	27,000	6,782,000	2,079,813	1,200,000	10,061,813

e) The value of Conditional Shares at the time of allotment in January 2021 for the 2020 performance year f) One-off award for work on the RSA transaction in 2020. Awarded in the form of Conditional Shares deferred for 4 years

Annual general meeting

Tryg holds an annual general meeting every year. All shareholders are encouraged to attend the annual general meeting, where they can ask questions of the Supervisory Board and the Group CEO. The annual general meeting is normally held by personal attendance at Tryg's head office in Ballerup, Denmark, as the Supervisory Board values personal contact with the shareholders.

In 2020, the general meeting differed from prior years due to COVID-19. In light of Tryg's responsibility for the safety of shareholders, employees and management and the Danish authorities' measures to control the spread of COVID-19, Tryg decided to livestream the general meeting and recommended that shareholders did not attend the annual general meeting in person. Tryg encouraged all shareholders to submit questions, make use of written votes or to issue a proxy.

On 18 December 2020, Tryg held an extraordinary general meeting, at which it was proposed to authorise the Supervisory Board to increase the share capital, to adopt a new article 8A in the Articles of Association and to amend article 10 of the Articles of Association accordingly.

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 53% of the shares and is the only shareholder owning more than 5% of the company's shares.

Tryg's dividend policy aspires to distribute a steadily increasing dividend in nominal terms on a full-year basis based on the annual distribution of 60-90% of our profit after tax. 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.

After the significant negative impact of COVID-19 in Q1 2020, Tryg announced an annual dividend decision instead of quarterly dividend payment. However, despite challenging times, Tryg's business model proved very resilient, and it was therefore decided to pay out a dividend of DKK 5.25 per share for the first three quarters of 2020. Tryg will pay a Q4 dividend per share of DKK 1.75. A total dividend of DKK 7.00 per share will be paid out for 2020 (DKK 6.80 in 2019), equivalent to a full-year dividend of DKK 2,111m, or 76% of the profit for the year.

[⬇ Download Dividend policy](#)

Tryg will pay out
a total dividend
of DKK 7.00
per share
for 2020

TryghedsGruppen

In 2020, 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 2019.

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. In 2020, Tryg's majority shareholder and TrygFonden contributed approximately DKK 650m to projects that create peace of mind in Denmark.

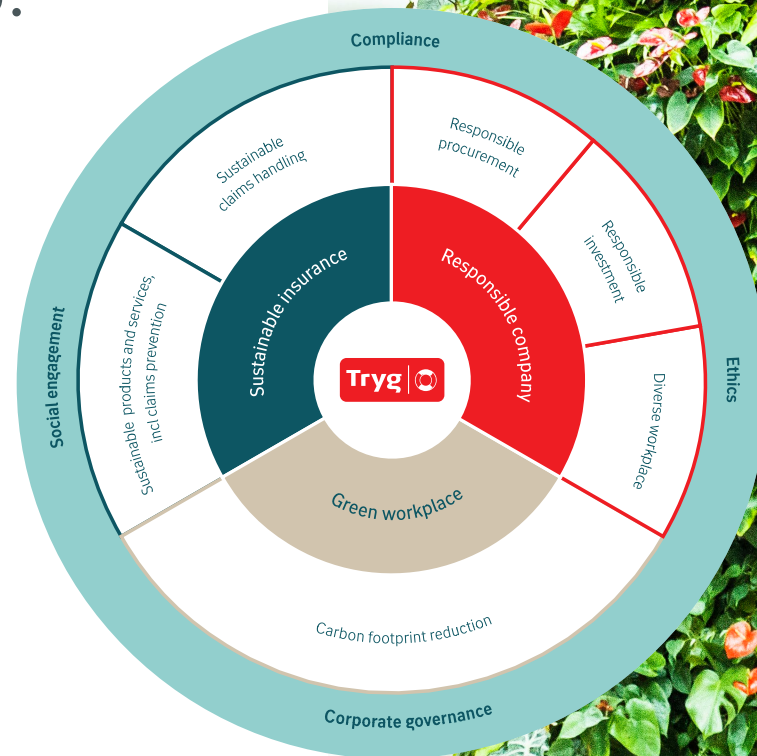


Corporate Responsibility strategy 2023: Driving sustainable impact

As one of the largest non-life insurance companies in the Nordic region, Tryg wants to live up to our purpose: *as the world changes, we make it easier to be tryg^a*. We want to contribute to a sustainable future and create long-term value for our customers, employees and shareholders and for society. To achieve this, we have formulated our Corporate Responsibility strategy for 2023: *Driving sustainable impact*.

The strategy is based on an extensive materiality assessment to ensure that we focus on the sustainability issues that are most material for Tryg and for our stakeholders.

The strategy is focused on how Tryg as a company and our employees can contribute a more sustainable society, and how we can influence our suppliers and help our customers make more sustainable choices. Furthermore, the strategy is characterised by a strategic, commercial and holistic approach, the purpose of which is to integrate Corporate Responsibility and sustainability into every corner of Tryg. Hence, the strategy has three focus areas, forming the basis of the strategic pillars: *Responsible company*, *Green workplace* and *Sustainable insurance*. For each strategic pillar, we have set targets for both 2023 and 2030, as we want to contribute to actual and measurable impact as well as monitor progress – also in the shorter term.



Targets

Responsible company^b



Responsible procurement

50-70% of contract suppliers to be screened for sustainability compliance and performance in 2023

40% of our screened suppliers to achieve a high performance rating in 2023

Responsible investment

100% external asset managers are UN PRI signatories in 2023

50% CO2 intensity reduction from equity portfolio in 2030

Exclusion of fossil fuel production companies with no strategy for a green transition in 2030

Diverse workplace

41% women in management positions in 2023

Green workplace^c



2023: Carbon-neutral and 30% CO2 reduction

50% CO2 reduction from energy consumption and green energy from 2021

10% CO2 reduction from waste production

20% CO2 reduction from air travel

20% CO2 reduction from car fleet

2030: 50% CO2 reduction

Sustainable insurance^b



Sustainable products, services and claims handling

20% increase in sustainable claims spend in 2023

10,000-15,000 tonnes CO2 reduction from climate-friendly claims handling in 2023

^aTryg means feeling protected and cared for. ^bTargets are based on a 2020 baseline. ^cTargets are based on a 2019 baseline.

Responsible company

The foundation for driving a responsible and sustainable company is based on high ethical standards and compliance with all applicable national and international legislation. This is Tryg's licence to operate, and it is expected of us, both as a Danish C25 company and as a member of the UN Global Compact, that we comply with the Ten Principles of the UN Global Compact. Business ethics and compliance are underlying, but fundamental elements to everything we do as a company, in our daily lives as employees and in our Corporate Responsibility strategy.

Responsible procurement

Tryg's procurement decisions have environmental, social and economic impacts. Our ambition is to be a responsible purchaser and live up to the highest standards of responsible procurement. We continuously strive to contribute to sustainable development by entering into agreements and collaborations with suppliers who share our values and visions for sustainable development.

We seek to incorporate sustainability in every step of our procurement processes. We train our buyers and proactively enter into a dialogue with our suppliers on how to improve their sustainability performance.

In 2020, we designed a transparent and systematic screening and follow-up procedure in collaboration with an external supplier evaluation platform provider. The platform will enable us to evaluate our suppliers in terms of the minimum requirements described in our Supplier Code of Conduct and to conduct ESG risk screenings of our suppliers. Furthermore, the platform will be used to collaborate closely with our suppliers to drive positive impacts and increase our suppliers' sustainability performance. Our target for 2023 is to screen 50-70% of our contract suppliers for sustainability compliance and performance, ESG risks and performance, and for 40% of our screened suppliers to have achieved a high performance rating.

By prioritising our most sustainable suppliers, we aim to motivate more of our suppliers to increase their engagement within sustainability. In this way we can, in collaboration with our suppliers, offer our customers access to more sustainable claims handling.

Responsible investment

Tryg wants to ensure that its assets are invested in a responsible manner, and that investments are conducted in accordance with our values.

Tryg engages in *Active source management*, which means that we enter into dialogue with the companies that we invest in and cast votes at annual general meetings with the intention of creating positive change and pushing for sustainable development. This is carried out by our external managers who we expect to have the same high ethical standards as Tryg.

For this strategy period, we have raised our ambitions for Tryg's responsible investments. All our external managers must be UN PRI signatories and are being evaluated on the quality of their implementation of responsibility into their organisation. We apply UN PRI assessment scores and aim for an average minimum score for our external managers of B or higher, which corresponds to a score in the upper half of the scoring scale. Also, we seek to ensure that external managers apply active ownership to individual holdings and have set a target that at least 90% of potential annual general meeting votes are attended.

As a part of the strategy, we will prioritise investing our assets in companies that are contributing to the transition to a low-carbon economy. The carbon intensity^a from our equity portfolio is already lower than the general equity market. Yet, our target is to reduce the carbon intensity of our equity portfolio further, by at least 50% in 2030 compared to 2020.

Also, we want to contribute to the green transition by aiming to divest all our investments in fossil fuel

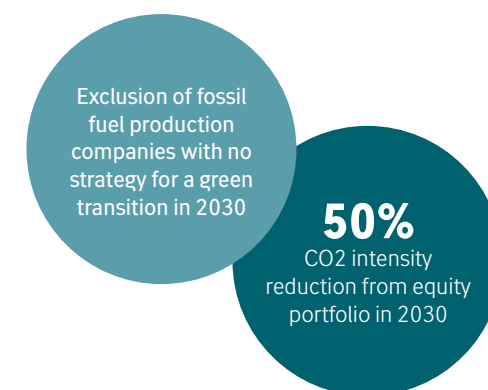
production companies with no strategy for a green transition before 2030 to support our long-term ambition of having a low-carbon and fossil-free investment portfolio. We will begin phasing out these investments no later than 2023. To contribute to the green transition, we seek to introduce green bond investments before 2023 and aim to invest DKK 5bn in green bonds by 2030. Also, we will continue our green impact investment programme, which supports the development of renewable energy sources in East Africa.

Diverse workplace

Being a diverse and inclusive workplace is essential for Tryg and for our success as a company. We want to reflect the society that we are part of, and we need a diverse pool of employees and leaders from different backgrounds and with different skills and experience to match the changing needs of our customers and society. We believe that an inclusive culture and a diverse representation of employees and, more importantly, diversity of thought are key elements to attracting new talent, but also to motivating and retaining our existing employees.

For several years, Tryg has had a strong focus on diversity and has been aiming to increase the number of women in management positions. We will maintain this focus by renewing our target of 41% women in management positions in 2023.

Furthermore, it is our ambition to increase diversity of thought in our management teams by hiring candidates of different ages and genders as well as with different industry experience to contribute to Tryg's continued development and success.



Tryg's commitment to incorporating sustainability in procurement processes contributes to SDG 12, *Responsible consumption and production*, specifically targets 12.2, 12.5 and 12.6



Tryg's commitment to incorporating sustainability in procurement processes contributes to SDG 13, *Climate action*, specifically targets 13.1 and 13.3.

Tryg's commitment to reducing the carbon footprint of the equity portfolio and divesting investments in fossil fuel production companies with no strategy for a green transition contributes to SDG 13, *Climate action*, specifically targets 13.1 and 13.3.



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

^a Carbon intensity is measured as tonnes of CO2 per USDm of revenue and includes scope 1 & 2 emissions.

Green workplace

Climate change is one of the most critical challenges of our time and requires immediate action from all actors in society. As an insurance company, Tryg's direct carbon footprint is limited. Yet, as a responsible company we need to minimise our own carbon footprint. We support the Danish government's ambition of reducing carbon emissions by 70% in 2030 compared to 1990. Our ambition to be a green workplace calls for a change in both mindset, actions and habits.

Our target is to achieve carbon neutrality in 2023 in relation to our carbon emissions deriving from scope 1 and scope 2 and from our waste, air and train travel in scope 3. We want to reduce our carbon footprint by 30% in 2023 and 50% in 2030 compared to 2019 and will compensate for the rest of our carbon emissions. However, our goal is to compensate less and reduce more over time. We seek to reduce the carbon footprint associated with our offices as well as our transport including car, taxi, train and air travel. We want to make our offices more energy-efficient by purchasing renewable energy from 2021 and reducing the carbon emissions deriving from our energy consumption by 50% and the emissions deriving from our waste production by 10% in 2023 compared to 2019.

Since transport accounts for a large share of our carbon footprint, we wish to change our transport habits. Thus, our target is to reduce our carbon emissions deriving from air travel by 20 % and the emissions deriving from our car fleet by 20 % in 2023, compared to 2019.

Tryg's employees play an important role in meeting our reduction targets, which is why it is essential to inform and motivate our employees to change their mindset and habits.

Carbon
neutrality
in 2023

30%
CO2 reduction
in 2023

50%
CO2 reduction
in 2030



Tryg's commitment to reducing waste production contributes to SDG 12, *Responsible consumption and production*, specifically indicators 12.2.1 and 12.5.1.



Tryg's commitment to reducing its own carbon emissions contributes to SDG 13, *Climate action*, specifically targets 13.1 and 13.3.

Sustainable insurance

Tryg wants to support and motivate its customers on their own sustainability journey by offering sustainable products and services as well as incorporating sustainability in our claims handling process. By offering products and services with claims prevention measures, we may prevent claims from happening in the first place or minimise the damage. When a claim occurs, we want to ensure that the claims handling is conducted in a sustainable manner. By doing so, we can encourage new consumption patterns that break with the current throw-away culture, which is eating into our scarce natural resources.

Sustainable claims handling

One of our biggest impacts as an insurance company is associated with our claims handling processes. Each year, we handle approximately one million claims. Making our claims handling processes more sustainable is an inevitable step on Tryg's sustainability journey and an important part of Tryg's contribution to a more sustainable society.

In 2020, we worked towards confirming our opportunities for making an impact through more sustainable claims handling methods as well as designing a strategy that is measurable and anchored across our organisation. Our long-term goal is to be amongst the leading Nordic insurance companies in the quest for more sustainable claims handling, and our target is to increase our sustainable claims spend by minimum 20% in 2023 compared to 2020.

Currently, no applicable official standard for sustainable claims handling exists in the insurance industry. However, in the face of the increasing resource scarcity and the climate crisis, we believe it is vital to start accelerating our efforts now.

By encouraging our employees, our suppliers and our business partners to take a leading role explor-

ing how we can become even better at sustainable claims handling, we will drive positive environmental and social progress. As a result, we will anchor sustainability at the heart of all our claims handling decisions and change action patterns.

We recognise the need for a definition to work with. Therefore, we have started developing a framework for identifying and assessing more sustainable claims handling methods. We will continue our work by seeking collaboration with industry initiatives and other leading insurance companies to establish an official standard for sustainable claims handling.

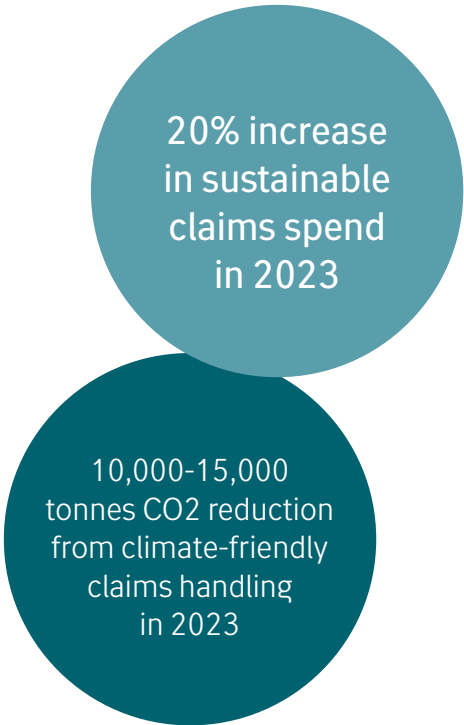
Several of our claims handling methods are already climate-friendly. However, part of our strategy is to implement more sustainable claims handling methods. Our goal is to increase the number of claims that are handled using these methods and to expand the approach to cover more claims types. In order to report on the impact of our climate-friendly claims handling methods, we have worked towards establishing a calculation method. In 2020, we calculated the total effect of three different claims handling types within motor insurance for 2019. By repairing car screens instead of replacing them, performing phone fixes instead of providing traditional on-the-spot roadside assistance and reusing car spare parts instead of replacing with new parts, we achieved a total annual reduction of 7,847 tonnes of CO2 in 2019. The results confirm that we have a huge responsibility and great opportunities for reducing carbon emissions by using more sustainable claims handling methods. We will report on more initiatives on a yearly basis and continuously strive to find ways of further reducing our carbon emissions, both by collaborating with our suppliers and through improving our own claims handling processes. From 2021, we will report on the aggregated CO2 reduction effect of our climate-friendly claims handling methods. By 2023, our target is to reach a total CO2 reduction effect from climate-friendly claims handling of

10,000-15,000 tonnes of CO2, corresponding to approximately the total annual carbon footprint of 580-880 Danes.

Sustainable products and services

Tryg wants to promote sustainable behaviour by offering our customers products and services that include various elements of sustainability. Claims handling processes are often associated with the use of considerable resources and energy as well as carbon being emitted into the atmosphere. Thus, we seek to be an active peace-of-mind creator by preventing claims from happening in the first place, thus avoiding both concern and inconvenience for our customers – but also avoiding harming the climate and the environment – by increasing our focus on claims prevention measures in our products and services. Tryg's ambition is that claims prevention products and services make up a fourth of Tryg's new products and services.

Also, we want to offer our customers products and services that support their sustainability journey and contribute to society both environmentally and socially. Our ambition is to offer a wide range of products and services that include social and environmental sustainability measures in different ways and to different degrees, meeting the needs of both those of our customers who are just embarking on their sustainability journey and customers for whom sustainability is their number one priority.





Tryg's commitment to incorporating sustainability into claims handling processes as well as products and services, including claims prevention, contributes to SDG 12, *Responsible consumption and production*, specifically indicators 12.2.1 and 12.5.1 as well as target 12.6.



Tryg's commitment to incorporating sustainability into claims handling processes as well as products and services, including claims prevention, contributes to SDG 13, *Climate action*, specifically indicator 13.1.1 and target 13.3.

Environmental, Social and Governance (ESG) data

Climate and environmental data

	Unit	2020	2019	2018	Comment
Scope 1 (direct emissions)					
Car travel	Tonnes CO2e	852	880	1,594	Includes company travel in Tryg's leased cars in Denmark. Carbon emissions for 2019 and 2020 are based on data obtained from leasing supplier, which reports on carbon emissions. Carbon emissions are calculated based on fuel consumption. Thus, the decrease from 2018 to 2019 is mainly due to a new and more accurate carbon emissions calculation method for 2019 and 2020.
Stationary combustion					
Heating oil	Litres	0	7,844	4,338	
Natural gas	kWh	318,400	472,300	393,800	
Total scope 1 carbon emissions	Tonnes CO2e	915	994	1,677	
Scope 2 (indirect emissions)					
Electricity consumption, total	kWh	6,657,700	10,401,400	7,216,162	The decrease in 2020 is mainly caused by COVID-19 and the move of several offices in Norway to more energy-efficient premises with fewer square metres. Also, at our Norwegian head office in Bergen, the ventilation system was renovated to a higher energy-efficiency standard during H1 and was only in limited use during this period. From H2, the same office has been connected to a more energy-efficient district heating and cooling plant.
District heating, total	kWh	4,780,700	5,779,300	3,062,285	
Total energy	GJ	54,574	72,918	62,713	
Total scope 2 carbon emissions	Tonnes CO2e	1,041	1,562	1,002	
Scope 3 (indirect emissions)					
Air and train travel, total	Tonnes CO2e	474	2,443	2,545	The decrease in 2020 is mainly caused by COVID-19.
Bio waste	Kg	43,907	64,348	38,712	The decrease in 2020 is mainly caused by COVID-19.
Total waste	Kg	226,027	410,786	357,246	The decrease in 2020 is mainly caused by COVID-19.
Total scope 3 carbon emissions	Tonnes CO2e	545	2,571	2,707	
Total direct and indirect carbon emissions	Tonnes CO2e	2,501	5,127	5,386	For the 2020 reporting, we have included 13 of our locations (with 50+ employees) compared to previous five locations. The 2019 figures have been restated accordingly – to include 13 locations and data per employee – in order to be able to compare and evaluate progress from 2019 to 2020.
Total direct and indirect carbon emissions per employee	Tonnes CO2e	0.54	1.17	-	Total carbon emissions per FTE (covers approximately 95% of our employees).

All figures related to stationary combustion, electricity consumption, district heating, energy and waste for 2019 and 2020 include 13 of Tryg's locations (with 50+ employees), corresponding to 95% of our employees.

The calculation method of scope 1, 2 and 3 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.

Social data

	Unit	2020	2019	2018	2017	2016	Comment
Total number of employees (FTEs)	Number	4,400	4,151	4,027	3,373	3,264	
Total gender distribution (female/male)	%	46/54	46/54	46/54	47/53	48/52	
Total share of women in management positions	%	38	35	33	37	36	
Employees, <30 years	%	17	16	15	16	14	
Employees, 30-49 years	%	53	53	53	52	54	
Employees, >50 years	%	30	31	32	32	32	
Flexi job	Number	23	20	15	9	11	
Employee turnover	%	9.8	12	12.7	14.6	17	
Total leavers	Number	482	529	431	512	601	
Share of voluntary leavers	%	5.5	7.4	10.8	9.5	9.1	
Share of involuntary leavers	%	4.3	4.6	1.9	5.1	7.9	
Gender pay ratio	Times	1.14	1.21	1.2	1.27	1.25	Gender equality of remuneration is calculated based on male salary divided by female salary.
Sick leave	%	3.07	3.19	4.09	4.09	4.11	
Total employee training hours	Hours	70,781	86,476	71,478	69,960	90,945	Due to COVID-19, most courses with physical attendance were postponed.
Average employee training hours	Hours	16	20	19	20	26	
Employee satisfaction	Index point	80	78	78	76	74	Based on an annual employee satisfaction survey.
Customer retention rate							
Private Denmark	%	90.1	91.6	91.2	90.2	89.7	
Commercial Denmark	%	88.6	88.6	88.0	87.7	87.1	
Private Norway	%	88.4	86.9	86.7	85.8	86.4	
Commercial Norway	%	89.2	89.0	87.7	86.9	87.5	
Transactional Net Promoter Score (TNPS)	Score	72	68	67	-	-	
Collective bargaining agreements							See page 19.

Governance data

	Unit	2020	2019	2018	2017	2016	Comment
Size of the Supervisory Board incl. employee representatives	Number	12	12	13	13	12	
Independent Board members	Number	5	5	5	6	5	
Supervisory Board meetings	Number	22	8	9	15	15	
Attendance rate, Supervisory Board meetings	%	99.6	100	98	97	98	
Members of the Audit Committee	Number	3	3	4	4	4	
Audit Committee meetings	Number	7	6	6	6	6	
Attendance rate, Audit Committee meetings	%	100	100	92	92	100	
Members of the Risk Committee	Number	4	4	5	5	5	
Risk Committee meetings	Number	15	6	6	6	6	
Attendance rate, Risk Committee meetings	%	100	100	88	88	100	
Members of the Remuneration Committee	Number	5	4	5	5	4	
Remuneration Committee meetings	Number	11	6	6	4	5	
Attendance rate, Remuneration Committee meetings	%	95	100	97	100	100	
Members of the Nomination Committee	Number	3	3	3	3	2	
Nomination Committee meetings	Number	8	3	2	2	2	
Attendance rate, Nomination Committee meetings	%	100	100	100	100	100	
Members of IT-Data Committee	Number	4	4	4	4	3	
IT-Data Committee meetings	Number	4	3	3	2	4	
Attendance rate, IT-Data Committee meetings	%	100	100	92	100	100	
Share of women on the Supervisory Board incl. employee representatives	%	50	50	38.46	38.46	41.67	Tryg has equal gender representation on the Supervisory Board under Danish law and according to Tryg's policy.
Board members, <30 years	Number	0	0	0	0	0	
Board members, 30-49 years	Number	3	1	1	1	0	
Board members, >50 years	Number	9	11	12	12	12	
CEO pay ratio	Times	27.94	25.63	26.26	22.07	20.83	Calculated from CEO remuneration divided by employee salary. The increase in 2020 is primarily due to the lower NOK/DKK exchange rate and the one-off remuneration received by members of the Executive Board for their work on the RSA transaction.
Whistleblower cases	Number	2	3	7	7	4	
Remuneration of the Supervisory Board and the Executive Board							See table on page 29.

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 132 and 132a 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 pages 21-22.

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 pages 21-22.

Section 132b

Corporate Responsibility policy: Section 132b, subs. 2, (2)

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 10.

Key risks: Section 132b, subs. 2, (4)

A description of key risks has been integrated into the relevant chapters. See pages 15-30.

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 15-30.

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)

A description of key actions has been integrated into the relevant chapters. See pages 15-30.

Results: Section 132b, subs. 2, (6)

See results in overview section on page 5 or in the relevant chapters. See pages 15-30.

KPIs: Section 132b, subs. 2, (5)

See targets in overview section on page 5 or in the relevant chapters. See pages 15-30 and page 31.

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.

See which SDGs Tryg has targets for on page 31.

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.

