

General action plan for Women in Management 2019

1. Background

The Danish Financial Business Act (*Lov om finansiel virksomhed*) requires of financial undertakings that they 1) set up target figures for the share of the underrepresented gender sitting on the supervisory board, and 2) prepare a policy for increasing the share of the underrepresented gender at the other management levels of the undertaking.

Under the Danish Act on Equal Pay to Men and Women (*Lov om ligeløn*), large companies are required to each year prepare gender-segregated pay statistics and inform the employees of any pay gaps. The rules on preparing gender-segregated pay statistics supplement the general prohibition against unequal treatment of women and men set out in the Danish Act on Equal Pay to Men and Women.

2. Purpose

The focus on women in management aims to increase the proportion of female managers and to work with the potential talent pool of women at all levels. We believe that increasing the share of women in Tryg's management will benefit our business. Moreover, we want our staff and management composition to reflect to an even greater extent the society of which Tryg is part. Furthermore, the efforts to increase the share of women in management contribute to fulfilling Tryg's goal of being an inclusive workplace offering equal opportunities for all.

3. Targets

At the time of preparation of the policy, Tryg lives up to the requirement of gender equality on its Supervisory Board, which is why we have not set targets for this.

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

- To ensure that the share of women in management reflects the general ratios of women and men in Tryg
- To ensure a recruitment base which creates equal job and career opportunities for women and men
- To promote equal pay for women and men who perform the same job or undertake work of the same value
- To increase knowledge and awareness of equal treatment and equal opportunities for women and men

4. Specific targets and measures

Our specific goal is to increase the number of female managers. The target for 2020 is 41% female managers.

We are engaged in the following specific initiatives, wanting to:

- Carry on for the second year running as 'founding partners' of the Danish Diversity Council, under which (each year) five of our female managers participate in an Advanced Leadership Program for Women, while we attend CEO Committee meetings twice a year as well as a number of HR meetings. The programme participants are presented in various contexts as role models, and involved in strategic initiatives.
- In 2018, three female Tryg managers from a 'digital background' participated in the Danish Ministry of Equal Opportunities' LeadTheFuture campaign, the purpose of which is to encourage more women to study economics and finance as well as the technical and natural sciences.
- Promote internal and external communication about specific initiatives to raise awareness of diversity in Tryg.
- Work with unconscious preferences.
- Encourage a recruitment process which recognises the equality perspective in all parts of the process, for example by also calling for external recruitment partners to ensure a representative field of candidates also in relation to gender.

- Be mindful, when allocating resources for pay increases, of any differences between women and men performing the same job or doing work of the same value, and gradually reduce any pay gaps.
- Encourage Tryg's male employees to exercise their right to take paternity leave.

- Help to ensure a healthy work-life balance for Tryg's employees by offering flexible working hours and new career choices as a natural part of the discussions which you have during a long working life.
- Improve internal mobility, visibility and exposure of our female talents, among other things by introducing a rotation programme.

5. Responsibility and monitoring

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

Adopted on 10 October 2018 by the Supervisory Board of Tryg A/S and Tryg Forsikring A/S.