Feedback on our corporate responsibility work and on our report is encouraged and can be directed to:

Denmark
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Corporate responsibility – even closer to our customers
We have successfully intertwined our business with our corporate responsibility activities and will take our ambitions even further in the years to come.

Our approach to corporate responsibility
We integrate corporate responsibility into our value chain, engage our employees, listen to our customers and collaborate with key stakeholders.

About Codan
We are part of the RSA Insurance Group and offer a broad portfolio of insurance products and solutions to private customers and businesses.

Our status on the Corporate Responsibility Strategy 2011-2013
We have achieved the majority of our goals in our Corporate Responsibility Strategy for 2011-2013 within three focus areas: climate, safety and health.

In our new Corporate Responsibility Strategy for 2014-2016 we focus on the needs of our customers to support our vision to “Insure a sustainable future” and prevent claims and accidents related to safety and climate.

Closer to Safety
Prevention of accidents and claims is one of our most important tasks as an insurance company. We use our knowledge of where and how accidents happen to prevent them from taking place again.

Closer to Climate
We help our customers prevent claims caused by extreme weather, we contribute to raising awareness about the consequences of climate change and we work to reduce our own CO₂ emissions.

Closer to Employees
We see the high level of employee engagement and volunteer work as a driving force behind our corporate responsibility activities and strive towards creating a healthy and diverse organisation.

Assurance statement and data
Tables with figures on our corporate responsibility performance in Denmark, Sweden and Norway 2010-2013 are divided into customers, employees, community and environment.
We in Codan look forward to contributing and bringing our corporate responsibility agenda even closer to our customers, brand and business.

As an insurance company, we can contribute by giving individuals and organisations a sense of security and an understanding of risks. We have an understanding of risks that allows us to design customer solutions to prevent claims and accidents in a range of areas from climate change to traffic safety.

High ambitions

Globally we have high ambitions for our brands including our work on corporate responsibility. In Scandinavia we will continue to lead the way with a focus on activities targeted to the needs and expectations of our customers. Since 2011, we have worked with a business strategy called Think!Customer. Every action we take affects the customers and we should always consider the customer connection in all business activities. Therefore we link our corporate responsibility directly to our business strategy with activities targeted to our customers’ needs.

A great example of our intertwined strategies is how we have increased our focus on water safety in Sweden based on a zero-vision for drowning accidents – and how we as a business worked with the two storms that hit Denmark and the Southern part of Sweden hard in 2013. A proactive approach including SMS alerts, e-mails to customers and online communication increased our customers’ awareness about the storms and how to prevent claims – and we estimate it reduced our customers’ reported small claims by 7-10% in Denmark.

An Award-winning Corporate Responsibility strategy

In this report we look at the goals we set out to achieve in our Corporate Responsibility Strategy for 2011-2013. I am proud to say that we have reached the majority of our goals within our three focus areas: climate, safety and health. To top it off, we have received two distinguished awards. We received the award for “Denmark’s Best CSR Strategy” at The Danish CSR Awards 2013. We were honoured for a strong strategy, which supports our business strategy. The jury also emphasized our ambitious work on climate adaptation, prevention of traffic accidents and accidents involving children.

At the prestigious International Business Awards 2013, we received the award for “Company of the year – Insurance”. We were praised for our strong efforts on climate change adaptation and for our corporate responsibility efforts towards our customers and the society. We are proud to receive a business award for our corporate responsibility work as it emphasises how it is a natural part of the way we do business. We have reached the majority of our goals thanks to a great effort from our employees. They have made the strategy on their own and shown great commitment to the cause, giving us all the more reason to be happy and proud of the international recognition our efforts have brought.

Our customers prioritise climate and safety

Our new Corporate Responsibility strategy for 2014-2016 continues to focus on our customers’ needs. Our vision is to ensure a sustainable future and use our knowledge to prevent accidents and claims. The strategy sharpens our efforts towards Climate and Safety. We will continue to bring value to our customers, society and our business through our focus on insurance fraud, fire, burglary, children’s accidents, water claims, traffic safety, water safety, boat safety and extreme weather.

I hope the strategy for 2014-2016 will set new standards for our work on corporate responsibility and will continue to contribute to our customers, society and how we develop our business.

Patrick Bergander, CEO
Our approach to corporate responsibility

Corporate responsibility is central to how we operate as a business. We integrate responsibility into our value chain: from the development of new products to the claims handling services offered to our customers.

We engage our employees
Our employees are very engaged in our corporate responsibility work and their efforts through volunteer activities are critical to our success going forward. By engaging our employees, the corporate responsibility effort becomes a natural part of our daily work life—and by making corporate responsibility part of our culture we also ensure its lasting effect.

We focus on our customers’ needs
We perform ongoing surveys of our customers’ needs and develop our corporate responsibility initiatives based on those results. Our surveys indicate that our customers also rate the issues closest to our core business, such as prevention of claims and accidents, highest. This tells us our customers gain great value when we integrate corporate responsibility into our insurance solutions.

An example of how we use our customer research is that we give free fire kits to all Swedish customers buying home insurance after learning that 9 out of 10 private customers expect us to prevent fire. The fact that 3 out of 4 private customers expect us to focus on extreme weather inspired us to develop a free SMS alert in Denmark in case of extreme weather. An alert that 92% of the receivers have used to prepare for extreme weather.

Feedback from our customers is also key in our work to improve our business and stay customer centric. We therefore invest a substantial amount of resources to make sure we have solid processes to collect information on potential complaints and bring the insight back into our planning and business development.

We actively cooperate with key stakeholders
The cornerstone of our corporate responsibility strategy is our cooperation with key stakeholders in the Scandinavian society. Together we are able to launch even more ambitious projects benefiting our customers, society and our business.

We collaborate with a number of non-governmental organisations (NGOs) throughout the Nordic region e.g. the Swedish Lifesaving Association, the Norwegian Air Ambulance and the Child Accident Prevention Foundation. Furthermore, we work with municipalities, the Danish green think tank CONCITO, researchers and have a longstanding climate partnership with DONG Energy in Denmark.

We are also involved in a number of networks, such as the Global Compact Nordic Network, the Danish Council for Sustainable Business Development and the Swedish CSR network CLOSE. Finally we contribute to charity, from volunteer work to donations and we participate in public debate relating to our business.

Policies and Corporate governance
We are part of one of the world’s leading multi-national insurance groups, RSA has approximately 23,000 employees and serve roughly 18.8 million customers in 140 countries. In Scandinavia our two largest businesses are Codan in Denmark and Swedish Trygg-Hansa. We also have a branch in Norway. Our headquarters is located in Copenhagen, but we operate as an integrated Scandinavian organisation with functional head offices in Denmark, Sweden and Norway.

Our products and solutions
We offer a broad portfolio of insurance products and solutions to private consumers and businesses. We sell home, family, motor and travel insurance to the private customer. Through our commercial insurance, we offer e.g. motor, liability, property, cargo, marine and wind turbine insurance. We also sell health insurance to individuals and businesses.

A responsible investment strategy
Investments are a large part of our business and the majority of our investments are in Scandinavian government bonds and mortgage bonds. We also invest in corporate bonds and equity, with allocations being held at relatively modest levels. External asset managers handle the vast majority of our investment portfolio. The asset managers work under a corporate responsibility policy and we review their performance according to this each year and also monitor our portfolios closely.

Company structure
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Policies and Corporate governance
We are part of one of the world’s leading insurance groups, RSA, and signatories to the UN Global Compact. The UN Global Compact commits businesses to aligning with ten principles of human rights, labour rights, environment and anti-corruption.

You can find our corporate responsibility policies and governance structure at our national websites: codan.dk, tryghansa.se and codanforsikring.no.
To develop at least three new sustainable products:
From 2011 to 2013 we developed a range of new sustainable products.

To improve our reputation on corporate responsibility to 59 in Sweden (from 57 in 2009) and 57 in Denmark (from 51 in 2009) in the Reputation Institute Survey:
Analyses from the beginning of 2013 show that we have reached our goal in Sweden (rating 59) but still have some work ahead of us in Denmark (rating 52).

Our sustainable products play a key role in improving our reputation as a responsible company. We also hope that our partnerships and campaigns affect our reputation positively:
- In Denmark, we support the Child Accident Prevention Foundation and collaborate on a number of initiatives. In 2013, we launched Children’s Safety Week.
- In Norway, we support The Norwegian Air Ambulance and together we have given first aid training to more than 1,000 children in 2012-2013.
- In Sweden, we support the Swedish Life-saving Association. Together we launched a swim school program in 2013 and provided 17,000 children with the opportunity to learn how to swim.

We also give donations to The Danish Heart Foundation, The Danish Christmas Seal, The Danish Cancer Society, The Danish and the Norwegian Children’s Cancer Foundation, Doctors Without Borders in Norway and Red Cross in Sweden.

To be among the top three preferred workplaces in the Scandinavian insurance industry:
A Danish survey from Universal among business students indicates that we are the second most desirable insurance company to work for. In Sweden, the goal was not reached – we do not know our exact ranking, as we did not make top 100.

Our workplace reputation score has climbed impressively from 2011 to 2013:
- In Denmark, from 50.4 to 57 and in Sweden from 55.6 to 60.6. In the same period, our employee engagement has increased from a 4.15 average to a 4.34 average (on a 5-point scale).

From 2011 to 2013, the number of sick days decreased from 8.0 to 7.1 in Sweden, 8.6 to 7.1 in Denmark and in Norway from 9.6 to 8.2 days. In Sweden, the number of sick days remained at 8.3 days.

From 2011 to 2013, the number of female managers increased from 31% to 32% in Denmark, the number increased from 39% to 40% and in Norway we have increased the number from 32% to 34%.

In 2013, we launched:
- A global diversity programme to drive and integrate diversity and inclusion into strategic priorities.
- A Scandinavian health policy with focus on both physical and mental health among the employees.

To ensure that almost 1,550 employees do volunteer work:
In the period 2011 to 2013, almost 1,550 employees were actively involved in volunteer work.

- The volunteer work and fundraising included:
  - Red Cross Christmas Party in Copenhagen in Denmark for 200 elderly and homeless people.
  - Fundraising for the victims of the hurricane in the Philippines.
  - Eye-sight campaign in Sweden – “Test your eye sight and donate your glasses to children in Africa” with Synoptik.
  - Christmas charity collection to families in need in Sweden with “Sari’s Angels”.
  - Fundraising for football schools for street children in Colombia.
  - 10 information campaigns focusing on safety with the Danish Child Accident Prevention Foundation.
  - The National Reflector Day in Denmark, Sweden and Norway.
  - WWF’s Earth Hour campaign in Denmark and Sweden.

To reduce our CO₂ emissions by 5% from 2010 to 2013:
We reduced our CO₂ emissions by 13.7% in Denmark, Sweden and Norway from 2010 to 2013.

The reduction is primarily achieved by:
- Optimizing energy consumption in headquarters in Denmark and Sweden.
- Leasing more climate-friendly company cars in Denmark.

The yearly Climate Week made the employees aware of how they can reduce our CO₂ emissions by:
- Minimizing the amount of print.
- Collecting electronic equipment for recycling.
- Reducing air travelling.
- Choosing climate friendly food.
- Using company bikes for meetings in Copenhagen and Stockholm.

In our Corporate Responsibility Strategy for 2011-2013 we pointed out six strategic goals within our three focus areas: climate, safety and health. We have achieved the majority of our goals and the list below gives an overview of significant activities and results.
Over the course of 2013 we have developed a Corporate Responsibility Strategy for Scandinavia for 2014-16. The new Corporate Responsibility Strategy builds upon the strong foundation of our previous corporate responsibility work and supports the overall themes in the global Corporate Responsibility Strategy of our owners in RSA Group. The new strategy continues to focus on the needs of our customers and supports our vision of insuring a sustainable future with focus on prevention of accidents and claims.

The process towards a new strategy
Our new Corporate Responsibility Strategy is based on customer surveys and interviews with key internal and external stakeholders. The results of these interviews have given us valuable insight into our customers’ and stakeholders’ expectations and from this we have drafted the strategic vision and themes. To make sure the strategy is implemented successfully into our organisation, we have held strategy workshops across our Scandinavian branches to prepare local objectives and action plans.

Climate and safety as main themes
Our survey results indicated that our customers expect us to help prevent insurance fraud, fire, burglary, children’s accidents, water claims, traffic safety, water safety, boats and extreme weather. Based on these results we will continuously strengthen our focus on loss prevention regarding safety and climate and build activities targeted at our customers. We will continue to work with health towards our own employees but it will no longer be a stand-alone theme. Instead health will be integrated into the overarching theme, safety.

Developing governance processes
From 2014 to 2016 we will continue to develop our governance processes. We will review our current corporate responsibility policies and will continuously focus on anti-corruption, responsible investments and insurance fraud. We take insurance fraud very seriously and investigate any suspicion of fraud. It is obviously not fair that the honest customers pay for the claims of dishonest customers.

Furthermore, we will strengthen our focus on human rights and will establish a due diligence process to identify, prevent or mitigate any potential human rights impact in our value chain. Adherence to human rights principles is already included in the code of conduct all our suppliers work under.

At codan.dk/csr you will find the Corporate Responsibility Strategy for Scandinavia for 2014-16 and the local objectives for Denmark.

The top 10 challenges our customers expect us to help manage are:
1. Insurance fraud
2. Fire accidents
3. Burglary claims in buildings
4. Water claims in buildings (broken pipes)
5. Children’s accidents
6. Traffic accidents (by increasing traffic safety)
7. Claims caused by extreme weather
8. Swimming accidents
9. Boat accidents
10. Crime

Customer survey conducted in Sweden, Norway and Denmark October 2013 among private and commercial customers.
81% of our private customers in Scandinavia expect us to help increase traffic safety

87% of our commercial customers in Scandinavia expect us to help prevent burglaries

86% of our private customers in Scandinavia expect us to help prevent children’s accidents

89% of our commercial customers expect us to help prevent fires

Closer to safety

Aksel, school pupil
Prevention of accidents and claims is one of our most important tasks as an insurance company. We use our knowledge of where and how accidents and claims happen to prevent them from taking place again.

We know from customer surveys that the majority of our customers expect us to contribute to preventing accidents – especially traffic, fire and children’s accidents. We direct special attention to accidents involving children and arrange activities to raise children’s awareness of safety. To us it is simply good business to affect behaviour as early as possible. Furthermore, our customers expect us to offer information about prevention of burglary.

Children’s safety week
We have a longstanding partnership with the Child Accident Prevention Foundation in Denmark and we collaborate on a number of initiatives. In 2013 we launched Children’s Safety Week in June and arranged safety activities for kindergarten and school children, including the bike race “Codan Kids Tour”, where selected participants received a complimentary bike helmet.

National Reflector Day
In October 2013 we teamed up with the Child Accident Prevention Foundation to throw our third annual National Reflector Day. The National Reflector Day raises awareness of the fact that cyclists and pedestrians wearing reflectors have a 70% better chance of being noticed by drivers.

During the National Reflector Day 350 volunteer employees handed out 175,000 reflectors in Denmark, Sweden and Norway. In Denmark we also launched a large PR-campaign including TV-spots, a Reflector’s Run in two Danish cities, Facebook and Instagram-activities. In Sweden we put together a school program to educate children in traffic visibility and we partnered up with several schools so 3rd grade students could become our ambassadors and help us hand out reflectors.

First aid training for children
In Norway we have been one of the main partners and sponsors of the non-profit organisation, The Norwegian Air Ambulance (SNLA) since 2010. SNLA works to improve services for people with acute illness and serious injury in remote areas and offers educational first aid. The work of SNLA corresponds with our own mission to prevent claims and to offer fast assistance whenever help is needed. For the last two years we have worked together at the Barnas Holmenkollendag (a sporting event for children) and arranged safety activities for kindergarten and school children, including the bike race “Codan Kids Tour”, where selected participants received a complimentary bike helmet.

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“Skadestop” prevents traffic accidents
Through our “Skadestop”-program we help companies reduce their annual number of claims and accidents. We create individual company prevention programs based on analyses of the company’s accident pattern. Our offers include a “chauffeur profile” program, which helps truck drivers identify unsafe traffic habits. Furthermore, we initiated the Danish partnership “Traffic safety in eye sight” where we work with 5 external partners to prevent accidents in the heavy transportation industry.

Discount on burglar alarms
We want our customers to invest in their own safety and therefore we offer discounts if they install a burglar alarm in Sweden, Denmark and Norway. We also cooperate with Lindrucker in Denmark – the maker of safe windows and patio door locks – and our customers get discount on all Lindrucker products.

Our work to prevent burglaries has also included a cooperation with the Danish police to produce burglary prevention-videos. In Sweden, the advice from two former burglars helped us produce an “In the Mind of the Burglar” report and burglary prevention-videos as well.

Increasing water safety
In 2013, we launched the “Swim school for everyone” program with the Swedish Lifesaving Association (SLS) to educate twelve swim teachers with non-Swedish background. We also sponsored 350 SLS summer swim schools and provided 17,000 children the opportunity to learn how to swim. We know that 70% of all children who drown in Sweden are under 6 years old. In 2013 we encouraged parents to teach their babies to keep afloat in the bathtub by offering 2,500 free “Babybojen” kits with learning tools to our customers in corporation with SLS.

In the last 50 years we have donated approximately 85,000 lifebuoys to Swedish beaches and in 2013 we replaced 2,000 broken lifebuoys. The replacements happened in a joint effort with 3,000 volunteer Swedes who checked for damages on locally placed lifebuoys and reported back to us whether they needed to be replaced. Our lifebuoys save an average of 11 lives every year.

Preventing fire accidents
We work actively to prevent fires. In Sweden, we have launched a fire prevention website aimed at homeowners – the site features videos on what measures one can take to prevent fire and which fire aids are available. Furthermore we support a TV show focusing on home fires and fire evacuation plans for families. In Denmark, Sweden and Norway, our risk engineers also help our commercial customers to reduce claims risks – e.g. in 2013 the Norwegian risk engineers visited 50 bakeries to help identify potential fire hazards.

To reduce total claims costs.
To increase customer satisfaction on our advice on less prevention with 5% points.

Targets 2016

Closer to safety
79% of the SMS alert receivers in Denmark say they are more focused on preventing claims due to our SMS alert.

92% of the SMS alert receivers in Denmark have used the alert to prepare for extreme weather.

74% of our private customers in Scandinavia expect us to help prevent claims caused by extreme weather.

46% of our commercial customers in Scandinavia expect us to help reduce global warming.

79% of the SMS alert receivers in Denmark say they are more focused on preventing claims due to our SMS alert.
Extreme weather like cloudbursts and storms have become increasingly more common in the recent years, resulting in an increase of weather related claims for many of our customers. Customer surveys indicate that almost 3 out 4 of our customers find it relevant for us to help prevent claims caused by extreme weather, while half of them find it relevant for us to help reduce global warming.

We have launched several initiatives to help our customers reduce the risk of claims caused by extreme weather. In the future we will focus even more on the short-term consequences of climate change and help our customers and the municipalities prevent claims, but we will also keep contributing to the awareness of the long-term consequences of climate change. Furthermore, we will continuously work to reduce our own CO₂ emissions.

Driving the agenda

- To increase customer satisfaction on our advice on loss prevention with 5% points.
- To reduce CO₂ emissions by 5% per employee.
- To reduce paper use by 5% per employee.

We offer a text message alert service in Denmark, which warns homeowners about cloudbursts and storms in their area. From the summer of 2013 we launched the Danish Facebook campaign “The Cloudburst Fight” with Frederiksberg Forsyning (a utility company) and The Danish Technological Institute. The campaign invited citizens to share their innovative ideas to stop floods after heavy rain. The ideas where displayed on The Frederiksberg City Hall Square. The winning idea is to use open spaces to delay rainwater and relieve the pressure on sewers – this idea is now being realised in the Frederiksberg-area.

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SMS alert on extreme weather

We offer a test message alert service in Denmark, which warns homeowners about cloudbursts and storms in their area. From the autumn of 2013 the service also includes warnings of heavy snowstorms and icy roads. Approximately 10,000 people have signed up for the alert service – and the number of sign ups has doubled from 2012 to 2013. A customer survey from November 2013 indicates that 92% of the people who signed up for the alert in Denmark have used the SMS alert to prepare for extreme weather and 95% are satisfied with the service. 79% answer that the SMS alert has increased their focus on prevention of claims. Customers also declare that the service has inspired them to prepare for cloudbursts by, for example, securing the basement and prepare for storms by checking the roof for loose tiles.

Developing an online flooding-tool

Along with three of our major Scandinavian competitors, we support the development of a new online tool that will show which areas are at risk of flooding. The online tool also indicates how the situation will develop in the future and the measures one can take to avoid claims. The research centre NORD-STAR is currently developing the tool, which will launch in autumn 2014.

Main sponsor of Earth Hour 2013

We were the main sponsor of the Earth Hour campaign in Denmark in 2013. Earth Hour takes place in March when people all over the globe switch off their lights for one hour to raise awareness of climate issues and to show commitment to the planet. We have teamed up with the World Wildlife Fund (WWF) since 2009 to run the campaign which in 2013 also included communication on websites, social media, PR, advertising and an Earth Hour concert in Copenhagen. In Sweden, we sponsored Earth Hour material to schools and promoted the event on social media.

Climate Week for employees

During our annual Climate Week we raise awareness among our employees of why climate change is important to our business and how they as individuals can make a difference. During the week, employees get involved in public initiatives and participate in contests. In 2013, our activities included 45 volunteers promoting Earth Hour by handing out rain ponchos on the streets of Copenhagen. In Sweden, Denmark and Norway we held a “Print Fight” competition to minimise the amount of office printing and at the Norwegian offices we collected electronic equipment for recycling. We also offered spring preparation of employee bikes and served climate friendly food in our canteens.

Carbon footprint reduced by almost 14% in Scandinavia

From 2010 to 2013 we have reduced our electricity consumption. Our energy supplier Dong Energy helped us reduce our electricity consumption in Denmark by 12% by installing more energy-efficient LED lighting and consolidating the HVAC system in our corporate headquarter. Since 2010, we have purchased electricity generated by wind turbines equal to the consumption in the Copenhagen headquarter. Most IT-servers in all three countries are now outsourced to an external partner, who manages them more efficiently.

In Sweden, we decreased our heat consumption by 36%, some of which was due to the closure of a few local offices, but the main driver was more efficient management of our heating system in the headquarter, which is now adjusted to the activity in the building. We have changed the way we travel to reduce our CO₂ emission. We work to limit our air travel and in 2012 we introduced a responsible car policy for company cars in Denmark, which contributed to a 17% reduction in fuel consumption by 2013 compared to 2010. We make an environmentally friendly company car more attractive by giving a monthly financial supplement to employees who chose to lease a car with low CO₂ emissions. By the end of 2014 we aim for the company cars we lease to have a CO₂ emission less than 120g per kilometer.

Cooperation with suppliers on reducing CO₂ emissions

For several years, we have worked closely with our supplier, pest controller Nomor in Sweden, in order to reduce the use of chemicals. In 2013 our joint efforts focused on reducing CO₂ emissions from car travel through fuel-efficient driving. In 2013 we started working with Røsva Skadeservice in Denmark to replace their dehumidifiers with new, energy efficient ones which can be read remotely. This way the dehumidifiers stop when they are not needed anymore, which both reduces energy consumption and unnecessary driving by controllers.

Closer to climate
Job satisfaction
Our average job satisfaction score across Scandinavia was 4.35 on a 5-point scale in 2013.

Sick days
The number of sick days per employee was 7.1 in Denmark, 8.3 in Sweden and 8.2 in Norway in 2013.

Female managers
The number of female managers was 32% in Denmark, 40% in Sweden and 34% in Norway in 2013.

Volunteer work
More than 1,550 of our employees were engaged in volunteer work from 2011 to 2013.
Healthy, happy and engaged employees are essential to our business and our corporate responsibility work. The high level of engagement and volunteer work among our employees is a driving force behind our activities. We continually strive to improve our employer brand and keep the enthusiasm of our employees.

A healthy organisation
Cultivating a healthy lifestyle for our employees is a fundamental part of our organisation. We support company sports, provide healthy meal options and all our employees are covered by our own health insurance policy. At our annual health week we offer a range of activities from massage therapy to healthy cooking. In 2013, we competed to become the healthiest company in Denmark and a jury of health experts rated us to be in the top 3 of 130 companies.

We also give the mental health of our employees increasing attention. Our mental health activities include employee courses in spotting stress symptoms and change management courses to strengthen our managers’ ability to coach and support team members.

Our effort to create a healthy work environment has resulted in a decline in number of sick days per employee from 2012 to 2013 – in Denmark from 8.0 to 7.1 sick days and in Norway from 9.6 to 8.2 days. In Sweden the number of sick days remained at 8.3 days. In 2013 we retained the turnover rate at 12% in Denmark and 13% in Sweden, whereas the turnover rate in Norway dropped significantly to 9% from 23% in 2012.

An attractive work place
In our efforts to attract the best job candidates we strive to build a strong workplace brand. We visit recruitment fairs and have launched a new Talent Finder Programme, which offers bonuses to employees who recruit highly qualified people in their personal network. We are also becoming increasingly more visible on social media and encourage employees to share job posts on LinkedIn.

Our efforts show in our workplace reputation score. In Denmark we climbed from a 50.4 in 2011 to 57.1 in the spring of 2013, and in Sweden we improved from a 55.6 to a 60.6 score. Our annual job satisfaction and engagement survey give us comprehensive insights into how our employees see us as a workplace. In 2013, our average score across Denmark, Sweden and Norway was 4.35 on a 5-point scale.

A diverse organisation
In 2012 RSA launched a global program to make diversity and inclusion concerns a part of our strategic priorities. We want to promote and include diversity in our recruitment and as a positive influence on our daily work. Everyone should be heard and experience equal opportunities at our company. We aim to use our differences to develop our company and thereby let diversity contribute to more nuanced solutions and products that also meet the diverse needs of our customers. The 2014 program for diversity has a special focus on female leadership and technical competences.

Providing a respectful exit
As we develop recruitment methods, we also make sure that employees who leave our organisation are given the best opportunities. Preparing and reshaping our organisation for the future has inevitable consequences. Job positions are reshaped and others are dissolved, and it is our obligation to make the transition as seamless as possible for those affected. We collaborate with a number of providers of outplacement programs, which offer guidance to those who leave our organisation.

Employee volunteer work
We encourage our employees to do volunteer work and each year we give our employees the chance to work two paid days for charity – an opportunity that almost 1,550 employees used in the period from 2011 to 2013. In Sweden, a new Volunteer Portal launched in February 2014 will give our employees a great opportunity to volunteer their work to non-profit organisations when it suits them best.

We listen to our employees
We give our employees a wide range of opportunities to make their ideas and opinions known. All employees can get involved in our professional organisations and consultation committees. They can participate in discussions on our intranet and have the opportunity to contact the employee representatives on the Board of Directors. We also have a whistle blowing system that supports employees who experience fraud, bribery or embezzlement, or see our business principles not followed in the day-to-day work. In 2013, we had two reported cases through the system.

Healthy, happy and engaged employees are essential to our business and our corporate responsibility work. The high level of engagement and volunteer work among our employees is a driving force behind our activities. We continually strive to improve our employer brand and keep the enthusiasm of our employees.

Targets 2016
To have 1,550 Scandinavian employees do volunteer work for a safer and climate friendly society.
To have 40% female leaders in Scandinavia by 2020.
To increase the number of senior technical employees below 35 years from 13% to 15% by 2020.
To the stakeholders of Codan
We have been engaged by Codan’s Management to obtain limited assurance (review) that selected quantitative Corporate Responsibility (CR) data covering January 1 to December 31 2013 on pages 26 and 27 in the Corporate Responsibility Report 2013/2014 (the CR Report) are documented.

Criteria for the preparation of the CR Report
The criteria for the preparation of the CR data and information are evident from the About the Report pages which can be found at www1.codan.dk/om-codan/csr/pages/rapportering.aspx. The About the Report pages contain information concerning which of Codan’s activities and functions are included in the reporting, types of data and registration and collection methods applied.

Management’s responsibility
Management is responsible for preparing the CR data as well as for establishing data collection, registration and internal control systems with a view to ensuring reliable reporting by specifying acceptable reporting criteria and data to be collected for intended users of the CR Report.

Assurance provider’s responsibility
As assurance provider, it is our responsibility to review the reliability of the CR data presented in the CR Report with the purpose of expressing a conclusion.

Basis of opinion
We have planned and performed our work in accordance with the International Standard on Assurance Engagements (ISAE) 3000, *Assurance engagements other than audits or reviews of historical financial information* to obtain limited assurance (review). The assurance obtained is limited as our work has been limited compared to that of a financial audit engagement.

Our work has primarily comprised inquiries, accounting technical analyses of accounting figures and other information. Moreover, we have tested data and underlying documentation and checked whether the criteria for preparation of the CR data have been observed. Our review of CR data has been undertaken in Denmark, Norway and Sweden and combined with analytical assurance procedures at group level.

Opinion
Based on our review, nothing has come to our attention causing us not to believe that 2013 data stated on the pages 26 and 27 of the CR Report have been stated in accordance with the methodology and criteria described in the About the Report pages.

Copenhagen, June 1st, 2014
PricewaterhouseCoopers
Statsautoriseret revisionsaktieselskab
Brian Christiansen
State Authorized Public Accountant
Jens Pultz Pedersen
M.Sc. Engineering
### Data

#### Reporting 2010-2013 — Customers

<table>
<thead>
<tr>
<th>Country</th>
<th>Denmark</th>
<th>Sweden</th>
<th>Norway</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal customers</td>
<td>82%</td>
<td>82%</td>
<td>81%</td>
</tr>
<tr>
<td>Commercial customers</td>
<td>90%</td>
<td>86%</td>
<td>80%</td>
</tr>
<tr>
<td>Customer satisfaction - claim handling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal customers</td>
<td>81%</td>
<td>80%</td>
<td>79%</td>
</tr>
<tr>
<td>Commercial customers</td>
<td>77%</td>
<td>80%</td>
<td>73%</td>
</tr>
</tbody>
</table>

#### Reporting 2010-2013 — Employees

<table>
<thead>
<tr>
<th>Year</th>
<th>Denmark</th>
<th>Sweden</th>
<th>Norway</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>2020</td>
<td>1,466</td>
<td>1,466</td>
</tr>
<tr>
<td>2011</td>
<td>2011</td>
<td>1,489</td>
<td>1,489</td>
</tr>
<tr>
<td>2012</td>
<td>2012</td>
<td>1,413</td>
<td>1,413</td>
</tr>
<tr>
<td>No of active FTEs (December 31st)</td>
<td>1,658</td>
<td>1,682</td>
<td>1,702</td>
</tr>
<tr>
<td>Gender split for leaders (December 31st)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% - women</td>
<td>30%</td>
<td>33%</td>
<td>32%</td>
</tr>
<tr>
<td>% - men</td>
<td>70%</td>
<td>67%</td>
<td>68%</td>
</tr>
<tr>
<td>Joiners</td>
<td>14%</td>
<td>14%</td>
<td>11%</td>
</tr>
<tr>
<td>Leavees</td>
<td>11%</td>
<td>12%</td>
<td>12%</td>
</tr>
</tbody>
</table>
| General satisfaction and engagement
| % satisfied | 87%     | 88%    | 88%    |
| Avg. no. of sick days per employee | 1.60 | 2.19 | 2.19 |
| Industrial injuries | 12    | 12    | 12    |
| Industrial CO2 emissions per 1,000 active FTE | 8.19 | 7.37 | 2.73 |
| Workplace reputation - Reputation Institute | 52.7% | 50.4% | 57.1% |

#### Reporting 2010-2013 — Community

<table>
<thead>
<tr>
<th>Year</th>
<th>Denmark</th>
<th>Sweden</th>
<th>Norway</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
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<tr>
<td>2012</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charitable donations (ex. DMK)</td>
<td>5.10</td>
<td>3.70</td>
<td>3.6</td>
</tr>
<tr>
<td>Number of employees having participated in community volunteering activities during working hours</td>
<td>235</td>
<td>232</td>
<td>231</td>
</tr>
<tr>
<td>General reputation - Reputation Institute</td>
<td>50.8%</td>
<td>48.5%</td>
<td>51.7%</td>
</tr>
</tbody>
</table>

### GRI Index

You can find our GRI index at codan.dk/csr

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1. Gallup's employee satisfaction survey. The survey scores companies on a scale from 0 to 5, with 5 being the highest possible employee satisfaction and engagement level.
2. Workplace reputation is measured every second year. Please notice that all reputation figures have been cleansed for cultural bias. The figures for 2009 and 2011 therefore differ from previous reports.
3. General reputation is measured every second year and the total score is based on a survey conducted by the Reputation Institute among customers and non-customers. Please notice that all reputation figures have been cleansed for cultural bias. The figures for 2009 and 2011 therefore differ from previous reports. The figures for 2012 are based on reputation surveys conducted in spring 2013 and show the total RepTrak Pulse score.
4. Workplace reputation is measured every second year. Please notice that all reputation figures have been cleansed for cultural bias. The figures for 2009 and 2011 therefore differ from previous reports.
5. The figures for 2013 are based on reputation surveys conducted in spring 2013 and show the total RepTrak Pulse score.
6. The figures for 2013 are based on reputation surveys conducted in spring 2013 and show the total RepTrak Pulse score.
7. General reputation is measured every second year and the total score is based on a survey conducted by the Reputation Institute among customers and non-customers. Please notice that all reputation figures have been cleansed for cultural bias. The figures for 2009 and 2011 therefore differ from previous reports.
8. The figures for 2013 are based on reputation surveys conducted in spring 2013 and show the total RepTrak Pulse score.
9. Waste (tonnes) (calculated on a net basis, including all legal obligations and excluding all transfers to others)
10. Air travel from Denmark for 2012 has been adjusted for external consultants working on our new software system in 2012 and 2013.
11. The figures only cover the headquarters in Denmark, Sweden and Norway.