



RSA Codan Scandinavia

Balanced Scorecard of Incentives

Risk Management

Not an asset-heavy business, we're a brains-business

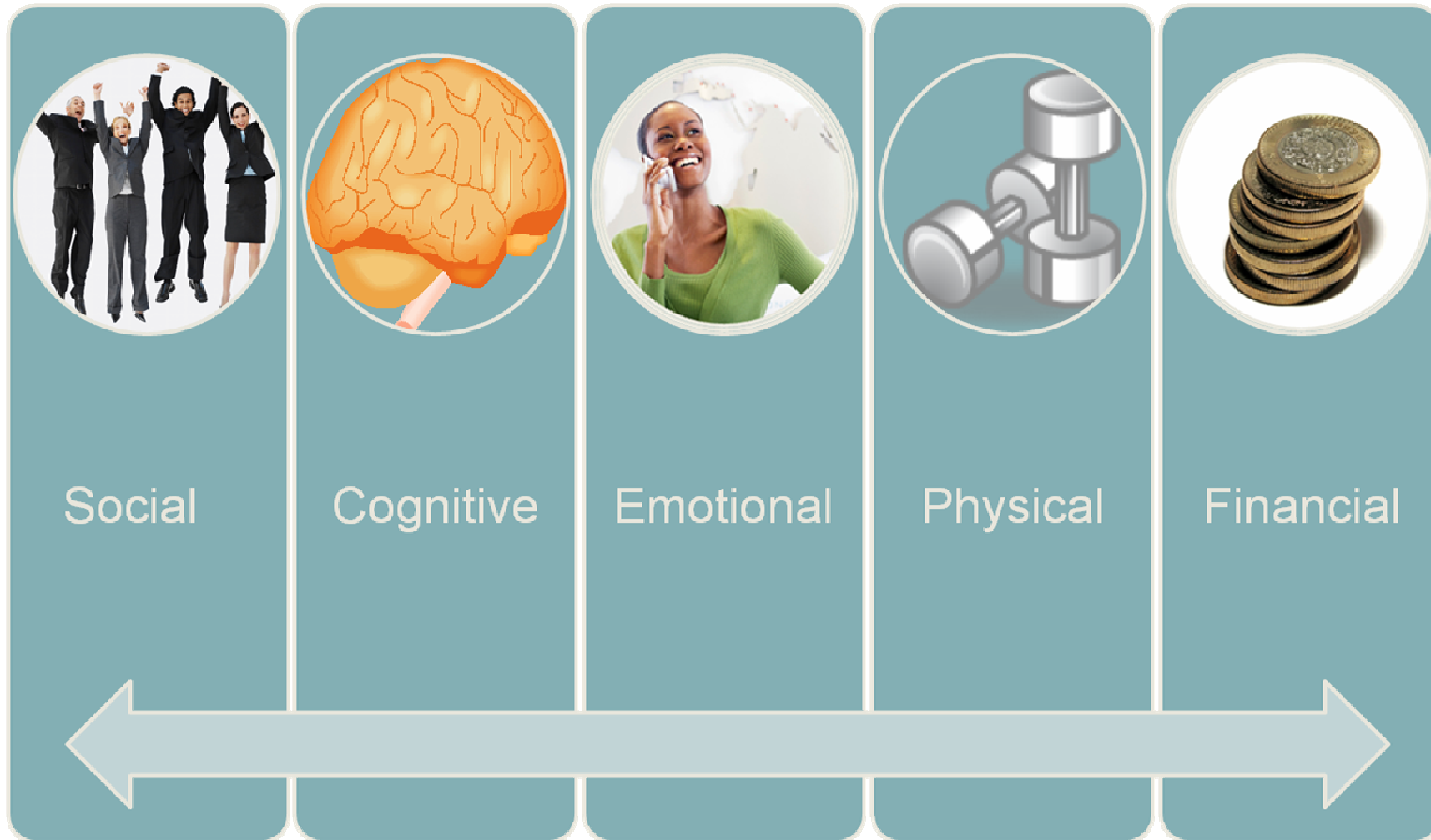
INCENTIVE PROGRAMS

Protecting our Assets – Human Capital

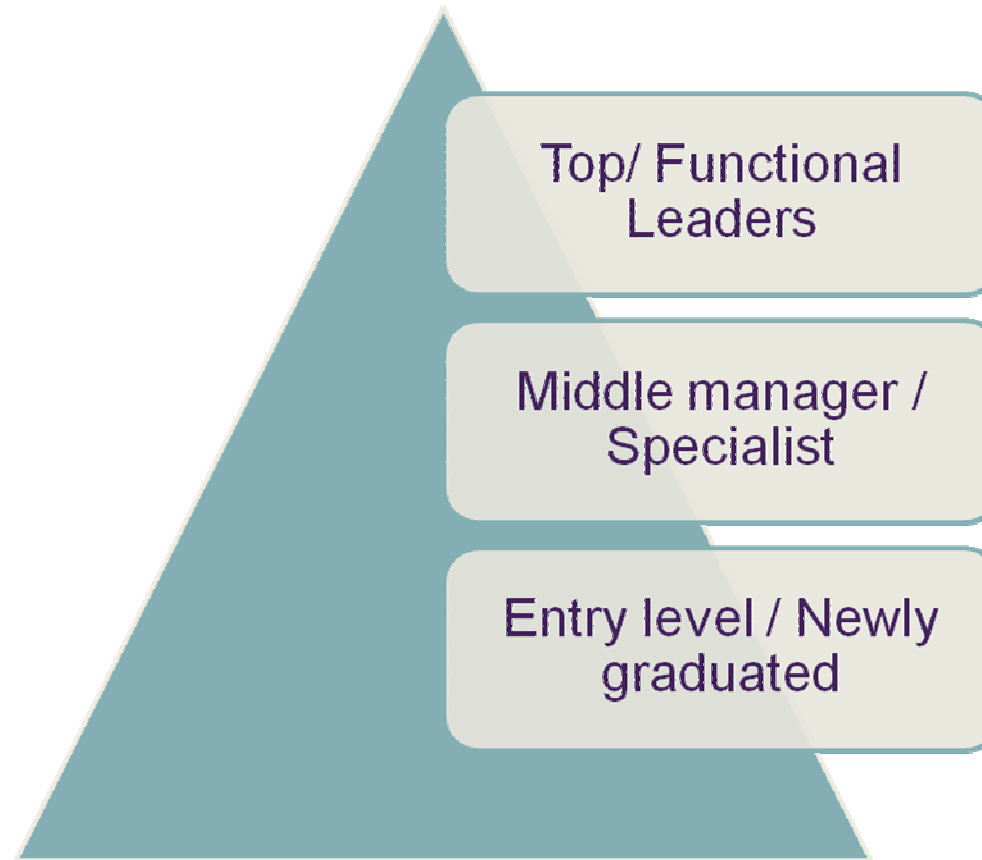
Leads to satisfied and loyal customers, and engaged employees at all Levels.

A fair package consists of more than just money.

HOLISTIC APPROACH



But not everybody's needs are the same...



We pride ourselves in being a widely diverse place to work – no matter what stage of your career you find yourself in...

Balanced Scorecard of Incentives

Strategic Focus Areas



Key Performance Indicators

A well functioning organisation, where people have a strong sense of belonging
A feeling of “connection” to one’s work place

Capability Gaps

Diversity – employees needing different incentives

Initiatives

Interest groups – art club; Nordic cultural experience (Marine kick-on days)
Cafe – cuppa java on the go; Fredagsøl; morgenmad
External CSR
EE – “I have a best friend at work”
World Cafe – our brand beliefs

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Strategic Focus Areas



Key Performance Indicators

Talented people are hard work – they need constant challenges and work stimulation!

Capability Gaps

Diversity – generalists vs specialists

Initiatives

Cross-department project groups (networking / broaden scope of knowledge within the organisation)
International project groups (bringing the best of Scandinavia together with the best from other RSA regions)

Regular 1-2-1's with direct manager

Performance Appraisals twice a year, with Personal Development Plans (expatriation 25 > 127)

Training programs over and above pure job-related skills. Talent programs specified to various levels i.e graduate (Fast-track), middle (Leadership Development Program) and executive (Executive Development Program)

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Strategic Focus Areas



Key Performance Indicators

Performance evolves out of the “whole” person i.e 24/7

Capability Gaps

Discretion – a safe place to work, to “be”

Initiatives

Management with flexibility

Open door policy

Onsite coaches and trained priest

Engagement Survey – staff focus groups with local “champion” to drive the action list outcomes

Whistle-blowing policy

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Strategic Focus Areas



Key Performance Indicators

Healthy body – healthy mind!
Setting examples to our customers

Capability Gaps

Time management – flexibility

Initiatives

Fitness Centre onsite

Healthweek – focus on organic food, healthy nutritional choices, inter-department competitions (spinning race)

Sportsclub

Falck Healthcare – physiotherapy, chiropractor, senior leaders healthcheck, blood bank

Codancare

Fruit and Canteen (with “lighter” options)

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Key Performance Indicators

Strong performance culture – talent recognition
Differentiation – making it worthwhile to be the best

Capability Gaps

Performance – showing appreciation / recognition

Initiatives

Bonus scheme
Pension scheme
Sharesave
LTI - Options

WRAP-UP





Thank you