

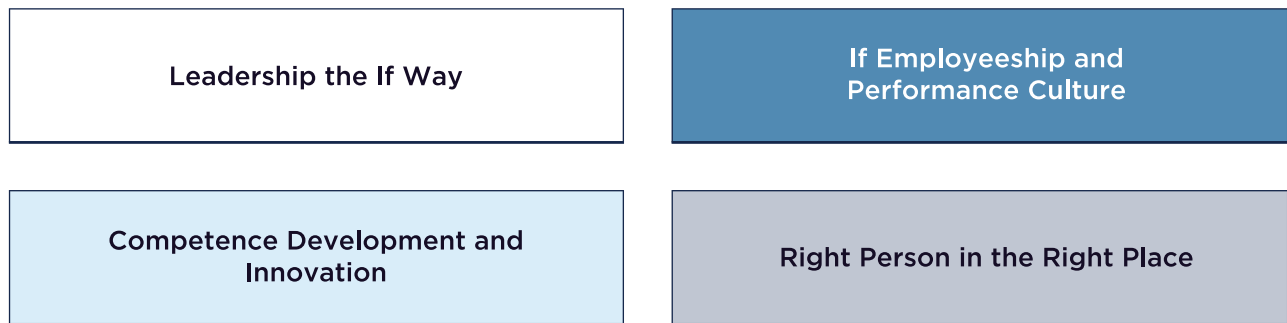
Personnel at If P&C

During 2014, several large personnel actions were taken to increase efficiencies and develop the business to better respond to the toughening competition. If P&C reorganized the Nordic commercial underwriting organization and the Finnish claims services, marketing and IT departments. The changes were made due to implementation of Nordic-wide IT systems, a decrease in claims volumes and remaining overlaps from the Tryg integration process.

In autumn 2014, the Private Sales and Services unit in

Finland started a process to enhance the customer experience by centralizing customer center operations in Espoo and Turku. Some branch offices were closed in Finland due to a decrease in customer activity and geographical overlap in the service network. In Estonia, several branch offices have been closed as a result of more customers using e-channels. Increased sales efficiency focus and performance improvement activities have led to structural and personnel changes in the Estonian sales unit.

If P&C's Personnel Strategy is Based on Four Focus Areas



Leadership the If way

The If Leadership model describes the cornerstones of a well-balanced leadership. If P&C's leaders should have a high ambition level, be inquisitive and genuine. Setting demanding standards, constantly investigating customer needs and helping others to succeed are important building blocks to ensure good leadership.

Strengthened succession planning for Sampo Group was performed in spring 2014. Short and long-term

succession is largely secured via internal candidates both in If P&C and for Sampo Group as a whole. A Future Leadership Program was run in 2014 to further enhance If P&C's leadership provisioning. This program is a vehicle for recruiting and integrating external high potentials and preparing them for future leadership roles within If P&C.

Leadership Model

If P&C



If Employeeship and Performance Culture

The If Employeeship model describes the mindset and behaviors needed to secure If P&C's continuous success. The model emphasizes the employees' responsibility for their own performance and development. It also focuses on the importance of a strong feedback culture in the company. Large-scale

implementation of the Employeeship model has begun in 2014. If P&C invests in coaching for leaders in the organization. For example, every leader (approximately 50 persons) in Contact Center Private in Sweden undertook coaching during the spring of 2014.

Employeeship Model

If P&C



Competence Development and Innovation

Having the most competent insurance professionals in the industry is an important building block in If P&C's strategy. Competence development is thus highly prioritized. The company is developing easily accessible video courses to replace physical seminars and is complementing larger e-learning modules with shorter e-learning courses, to support, for example, the efficient introduction of new tools.

Underwriter" and "The Modern Product Expert" training modules, aimed at improving the product and underwriting skills of If P&C's 400 core professionals within these fields. In Norway, new national requirements for certification of employees servicing private customers have been introduced and If P&C has set up an internal training process for this purpose.

Examples of major efforts in 2014 are "The Modern

Right Person in the Right Place

In 2014, If P&C worked on several projects to strengthen the recruitment processes. Firstly, the company is increasingly focusing on evaluating the relevant characteristics when recruiting staff for different roles. Cultural suitability and motivation are

also emphasized in recruitments. Secondly, the company has continued to develop processes to give new employees a seamless introduction to the company.

Personnel Cost Initiative

One of the competitive advantages of If P&C is to

realize the synergies between Nordic and Baltic

countries. In 2014, the company has accelerated its efforts within cross-border cooperation. For example, over 70 employees in the Baltics are performing tasks for the Nordic part of If P&C. In Gothenburg, over 30 persons are serving Norwegian customers, both with

sales and service, and claims handling. Cross-border cooperation allows If P&C to optimize the localization of personnel based on availability of staff and cost-saving opportunities.

Number of Personnel

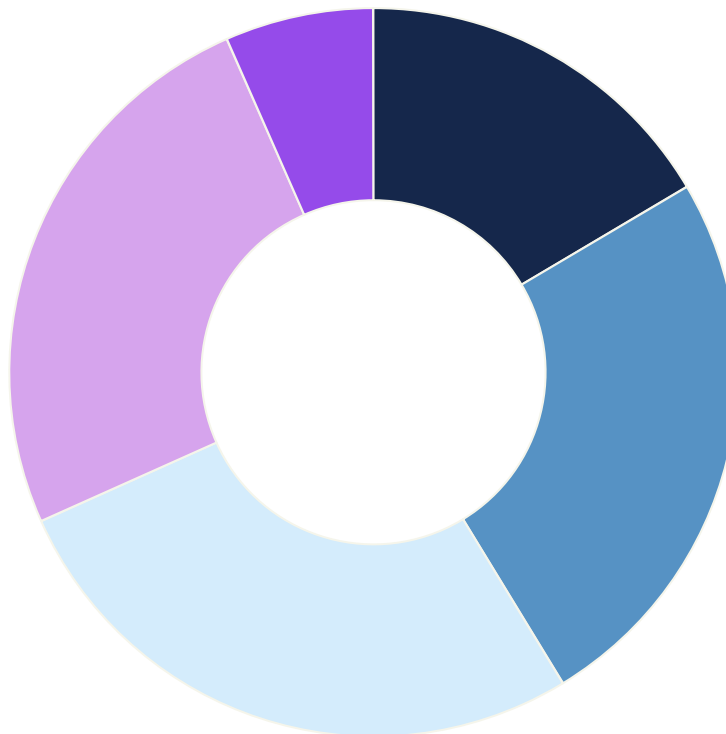
If P&C, 2013-2014

	31 Dec 2014		31 Dec 2013	
	FTE	of which temporary employees	FTE	of which temporary employees
Sweden	1,804	5.8%	1,831	5.2%
Finland	1,771	4.1%	1,807	5.9%
Norway	1,400	1.4%	1,456	1.8%
Denmark	521	3.2%	519	2.9%
Estonia	306	0.5%	289	0.0%
Latvia	174	5.6%	150	7.7%
Lithuania	142	3.5%	133	2.3%
Other	41	2.5%	42	0.0%
Total	6,158	3.8%	6,227	4.2%

Personnel Composition

Age Structure

If P&C, 2014



Gender Structure (Managers and All Employees)

If P&C, 2014



The gender structure of all employees in If P&C is even. Women make up 44.0 per cent of leaders and this figure has been increasing steadily.

Yearly Personnel Turnover

If P&C, 2013-2014

	31 Dec 2014	31 Dec 2013*
Finland	7.2%	8.5%
Sweden	7.5%	6.2%
Denmark	8.5%	9.2%
Lithuania	8.5%	15.0%
Norway	11.2%	8.9%
Latvia	11.2%	18.3%
Estonia	20.0%	23.7%
Total	9.0%	9.1%

*The 2013 turnover has been revised based on updated reporting standards.

Personnel turnover remains at a relatively low level, mirroring the high employee satisfaction. 9 out of 10

employees gave a positive response when asked whether they enjoy working at If P&C.

Well-being

If P&C focuses on preventive health care and well-being actions to reduce sick leave and disability pensions. For example, the sick leave rate in Finland

has decreased over the past five years from 3.7 per cent to 2.7 per cent, while the disability pension category has decreased from five to two. In all Nordic

countries, HR works together with leaders on early

intervention and follow-up of selected target groups.

Sickness Absences*

If P&C, 2014

	2014	Change compared to previous year
Lithuania	0.8%	-0.66%
Latvia	1.8%	-0.36%
Estonia	2.0%	0.11%
Finland	2.8%	-0.12%
Denmark	3.0%	0.58%
Sweden	3.8%	0.36%
Norway	4.8%	0.07%

**Sickness statistics are based on If P&C's internal reporting standards and may deviate from locally published statistics.*