

A sustainable and developing leadership and employeeship

Introduction

With this document, we want to clarify our expectations on ourselves as employees and leaders at Euro Accident and our goal to develop a high level of self-leadership with sustainable employees!

Our aim with working for "A sustainable and developing leadership and employeeship" is to create a common basis for our leadership and employee culture, a common language, and common tools for us as leaders and employees. With a common platform, we are equipped for continuously practicing and developing our leadership and employeeship, because as leaders and employees we are never done. We need to constantly be open to reflection and feedback about our leadership and employeeship to be able to meet new challenges and needs going forward.

As employees, we have an important role in actively contributing to a culture based on our core values where we contribute to each other's success. We are all employees, regardless of our role, and need to keep in mind that we should be good role-models for each other. How we choose to act has a direct impact on the culture and on each other's work environment.

As leaders, we need to remember that we are always on stage. Our choice of action will be a guide for our employees and will affect our surrounding culture, both in the group we lead and for other colleagues at Euro Accident.

However good your intentions might be, it is how your actions are perceived by others that matters. The better insight you have into your own behavior and how it is perceived, the better you can influence your behavior going forward to make it favorable both for yourself, our culture and for the development and sustainability of others. Behavior begets behavior.

Best regards

The management team

Our Culture and Core Values

Products and services can be copied – but having a sense of community and a common culture is an unrivaled advantage! We can proudly say that our community and our culture is what contributes to us thriving, having fun and feeling good at Euro Accident.

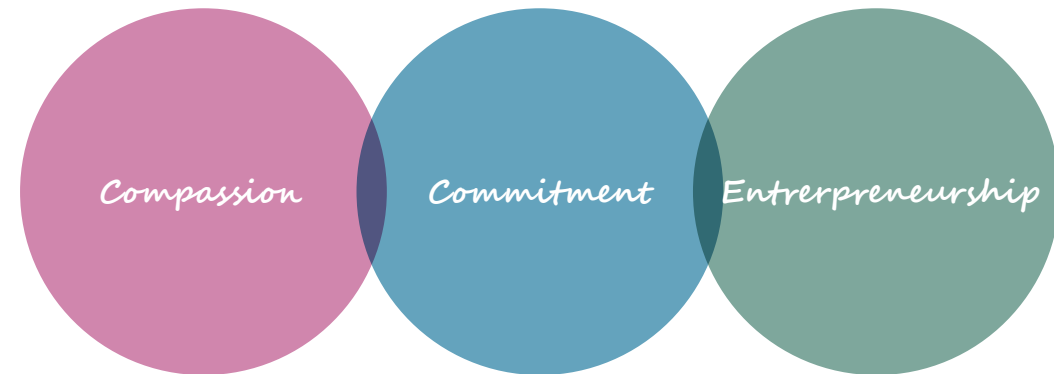
Our culture has taken us to where we are today, and it will take us further towards new, future goals. In order to do that, we need to constantly work on strengthening what we want to keep and developing what we will need in the future.

As leaders and employees, we have a great responsibility to be good role-models and steer the development of our culture in the right direction. In the leadership responsibility lies both trust and a mandate to control and guide which behaviors will shape our culture going forward.

Our Culture

The basis for our culture is our core values. They serve as our everyday compass and guideline for decisions, actions and how we should treat each other, our customers and partners in everyday life.

Our culture and our core values mainly become visible in our leadership and employeeship from the motivation, the competence, the attitude and the behavior we show on a daily basis. It also manifests itself through the work climate demonstrated in the way we communicate and collaborate in everyday life as well as through our relationship with each other, the team and other people inside and outside the company. It can also be seen in our structures and working methods in terms of technology, processes, strategies, policies and regulations. The culture is, quite simply, inside all of us who work at Euro Accident!



Compassion – We care!

We take responsibility and engage in our assignments and our surroundings

For me as an employee, this means:

- I pay attention to others and give honest and clear feedback with good intentions
- I share my knowledge and experience so that others can grow
- I am perceptive and treat everyone with respect

Commitment – We act!

We solve our tasks and take on the challenges we are facing

For me as an employee, this means:

- I deal with problems and conflicts as they arise
- I dare to act and push the tasks all the way to the goal
- I take responsibility for my own performance, development and health

Entrepreneurship – We are developing!

We have the courage and will to try new things and ways

For me as an employee, this means:

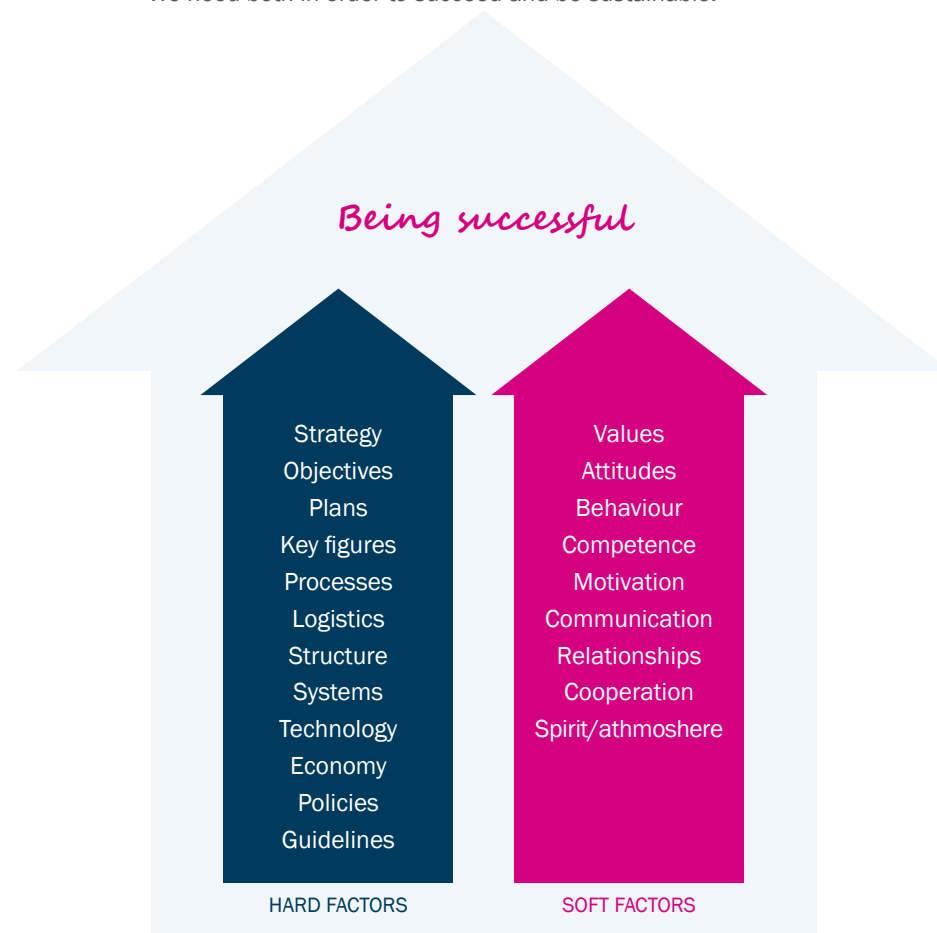
- I dare to question old habits and working methods
- I drive development towards our common goals and with the company's best interests in mind.
- I demonstrate openness, willingness to change and new ways of working



Being Successful

As leaders and employees, we need knowledge, tools and abilities to lead and work with both **hard** (blue arrow) and **soft** (pink arrow) factors. Sometimes we need to work more on the blue arrow with goals, processes and plans. And sometimes we need to work more on the pink arrow with motivation, attitude and behaviour.

We need both in order to succeed and be sustainable!

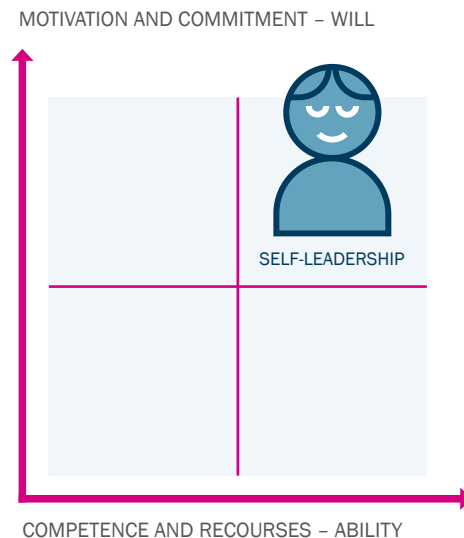


Self-leadership

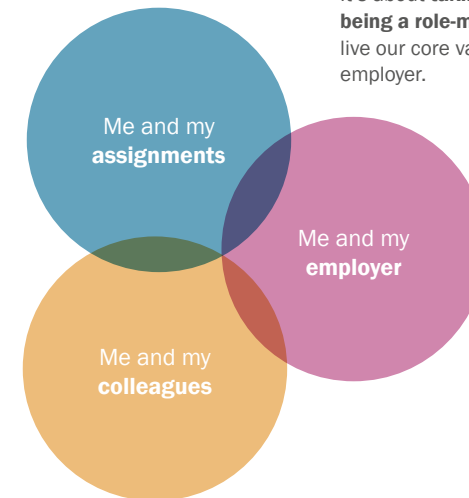
Our aim is to develop a high level of self-leadership where we as leaders and employees to a large extent can lead ourselves in our daily work, regardless of our role. This will release power and energy and stimulate everyone's inner motivation.

By a high degree of self-leadership, we mean everyone taking responsibility for acting in the best way possible and getting tasks done. We also mean that everyone should act when they see something that needs to be fixed or improved and giving each other constructive feedback with the aim of developing and strengthening what is good and working. This will give everyone the opportunity to both contribute and to develop to their full potential.

Self-leadership is characterized by the motivation and commitment to **want** and the competence and resources to be **able**.



It's about **taking responsibility** and **being a role-model** in the way I act, live our core values and represent my employer.



This will, of course, presuppose a lot of things and does not mean we are suddenly left to ourselves or to work completely alone without involving others. Our leaders still have an overall responsibility and as employees we have the responsibility to point out and clarify our needs. This requires a close dialogue between leaders and employees. We need to know the company's objectives and direction as well as individual goals and expectations, but we also need the competence and the proper conditions for handling our assignments. Only then will it be possible to take responsibility and fully drive our own development.

But self-leadership is also about courage, curiosity and self-awareness about one's own reactions, driving forces, favorable and less favorable behaviors and how I as an individual influence other people. It is also about having the courage to both give and receive feedback and to ask for feedback from others in order to develop.

Leadership and employeeship go together and we depend on each other to develop sustainably together!

Self-leadership is a part of the employeeship. **Arenas** where my self-leadership and employeeship manifests are in my tasks, in the interaction with my colleagues and managers, and in the way I take responsibility for Euro Accident as a whole, both internally and externally.

Leadership

As leaders at Euro Accident, we are responsible for results, operations, work environment and employees. Hard factors and the ability to lead effectively towards objectives and results are often valued highly. But it is just as important to be able to manage the soft factors, otherwise they risk having a negative impact on the hard factors.

As leaders, we need to understand the importance of tackling problems and challenges head on. The longer we wait, the bigger the problem will become, and it might be more difficult to succeed in our assignments.

The task of being a leader

Regardless of our leadership role, we need to be able to lead from a basis of several different dimensions.



Leading myself

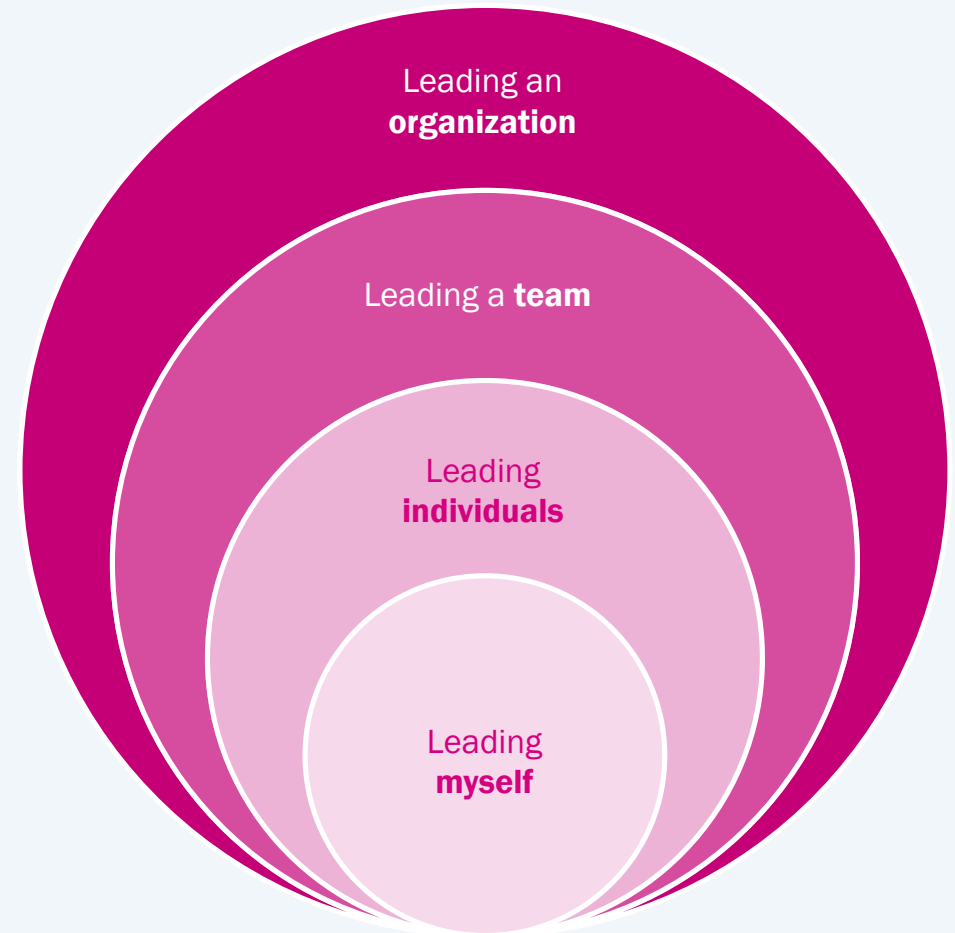
- Understanding myself and others based on driving forces and psychological needs.
- Awareness of favourable/less favourable/destructive behaviour in myself and its impact on others.
- Continuously developing myself through self-reflection and feedback.
- A sustainable and evolving approach. Asking for support when I need it. Creating structure, prioritizing and delegating.

Leading individuals and teams

- Being able to meet the various needs of individuals and groups in different situations.
- Clarifying requirements and expectations. Challenging and influencing.
- Motivating, engaging and creating participation.
- Managing by objectives, coaching and giving feedback

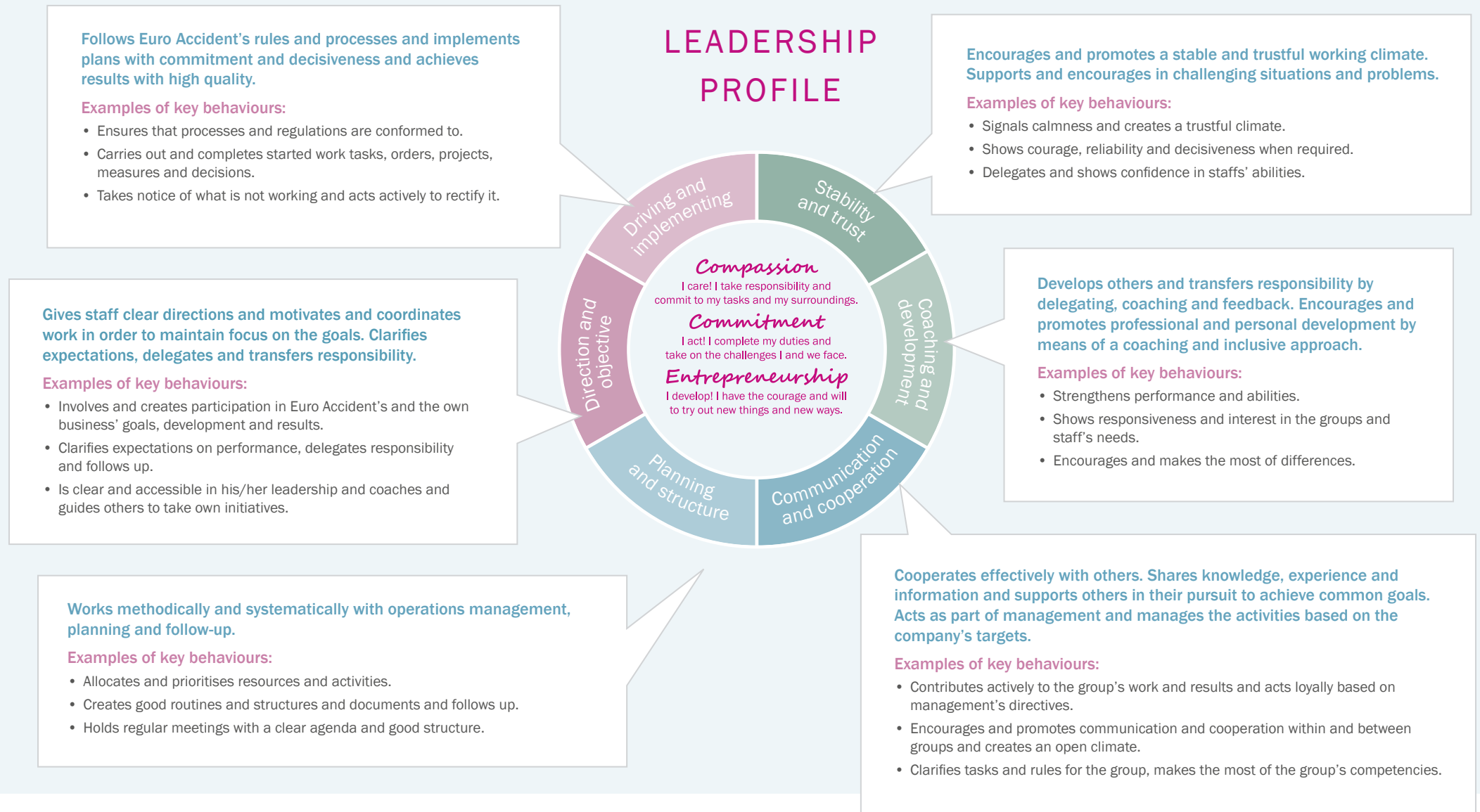
Leading an organization

- Taking an overall responsibility and being a role-model.
- Supporting and leading change. Standing behind the decisions made.
- Awareness and responsibility for how my leadership influences individuals, groups and the culture as a whole.



Leadership profile

Our **leadership profile** clarifies the expectations on us as leaders and the competencies and behaviours that are important for being successful in the leadership role.



Employeeeship

An important task for us as employees is to strengthen our self-leadership. Of course, our leaders also have a responsibility to provide coaching and support to strengthen each person's self-leadership. But our leaders are not mind readers. As employees, we therefore need to take a lot of personal responsibility for how we act, for developing our self-leadership and for pointing out our needs. We need to help each other in order to develop!

Employee Profile

Our **employee profile** clarifies expectations on us as employees as well as the skills and behaviors that are important for success as employees regardless of our role.

EMPLOYEE PROFILE

Acts on own initiative, makes things happen and takes responsibility for performance and results.

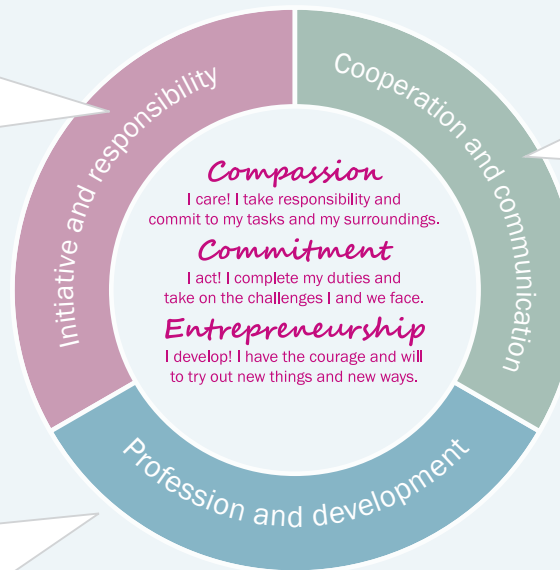
Examples of key behaviours:

- Has confidence in his/her own ability to act autonomously, prioritise and take decisions as well as ask for help if necessary.
- Takes responsibility for his/her performance and works in accordance with Euro Accident's processes and regulations and also contributes to others doing so.
- Takes notice of what is not working and acts actively to rectify it.

Shows proof of specialist competency and expertise in his/her own profession and develops continuously in his/her professional role.

Examples of key behaviours:

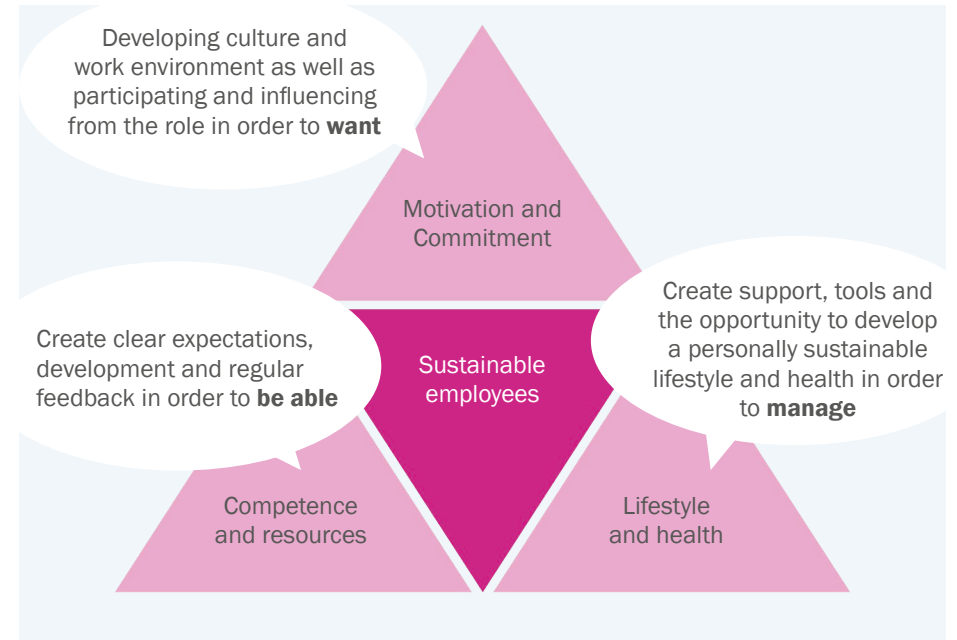
- Makes the most of opportunities to develop new knowledge and skills.
- Shows interest in new methods, work procedures and makes suggestions for improvements.
- Makes suggestions for own continuous development – professional and personal.



I'm a good team-player by cooperating effectively with others, have good communication skills and support others in their pursuit to achieve common goals.

Examples of key behaviours:

- Actively shares information, knowledge and experience and gives appreciation and constructive feedback to others.
- Shows respect for others by being on time, listening, being prepared and sticking to plans and decisions agreed on.
- Is open to and curious about others' ideas, suggestions and feedback.



Sustainable Employees

As employees, we have a responsibility for our own health and sustainability. It is a part of our employeeship where we are also expected to act with a high level of self-leadership. Our leaders of course have a responsibility to contribute to this, but we ourselves need to point out or start tackling what is important for our sustainability. This requires insight and curiosity about ourselves and our needs.

To be sustainable and able to contribute with a good work performance over time, we need to make sure we have:

- Motivation and commitment to **want**
- Competence and resources to **be able**
- A lifestyle and health to **manage**

Motivation and commitment are strengthened by a culture and a work environment with a sense of meaningfulness, community, participation and influence. To support this, we carry out regular surveys about our culture and work environment and work systematically to develop and strengthen these factors.

As leaders, we have a responsibility for our department's operational planning and to involve all team employees in development of both operations and the work environment.

As leaders and employees, we have a mutual responsibility to create a trusting relationship with each other through regular conversations about motivation and conditions for **wanting**.

Competence and resources are about creating clear expectations and the right competence to be able but also involvement and dialogue at the right stages.

As leaders, we need to create the right conditions from the start with a good introduction and a training program that enhances the sense of security in the role. We also need to ensure a good meeting structure for information and dialogue about important issues and conditions.

As leaders and employees, we have a mutual responsibility to create a trusting relationship with each other through regular conversations to clarify expectations, development needs and other prerequisites for **being able**.

Lifestyle and health is a precondition to manage in the longer term. It is about everything from physical health to mental and social health.

As employees, we have a responsibility to explore and find our own personally sustainable path forward. As leaders, we have a responsibility to support and encourage. As an employer, we offer support through, among other things, health surveys and health coaching to create insight and motivation, as well as through EA Health with local health mentors providing inspiration and advice.

As leaders and employees, we have a mutual responsibility to create a trusting relationship with each other through regular conversations about motivation and conditions for managing.

Regular dialogues between leaders and employees regarding performance, development and sustainability are held within the **Happy Talks** described below.

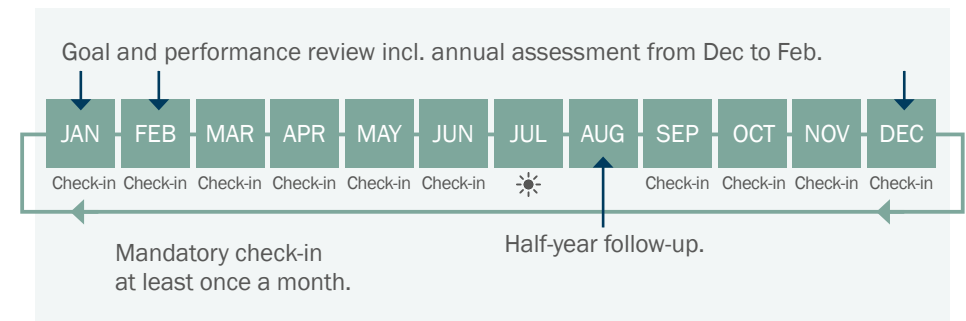
Happy Talks

Happy Talks is Euro Accident's performance management process. It aims to clarify goals and expectations, provide feedback on performance, support development and sustainability, and create greater commitment and sense of meaning in the daily work. It is an important tool for sustainable and evolving leadership and employeeship.

The process consists of different types of dialogues - an annual - **Goal and development dialogue**, a **half yearly follow-up**, as well as regular **Check-ins** at least once a month, where our managers have an important role in coaching, giving feedback and supporting our employees' development.

Our employees have an important role in being active during the conversations and raising needs, ideas, etc. and giving feedback to their manager.

Regular coaching and feedback also takes place directly in everyday work when situations arise to support, improve and develop performance.



Not every dialogue that takes place between leaders and employees will fit within Happy Talks – there are also other types of dialogues and conversations that take place in the daily work.



Our vision is to contribute to a safe and healthy world. We believe people should be able to work, make ends meet and be healthy while doing it. When the employees feel good, they perform well and the company does better. We call this Sustainable employees – the best and most valuable asset a company can have. To us, this is important both internally as externally.

