



If Academy

Presentation to Social Dialogue
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If P&C is the leading Nordic P&C insurer with a full service offering and a strong European presence

Geographical presence in Europe



Brief facts about If 2009

Gross written premiums: EUR 3.9bn / SEK 41bn

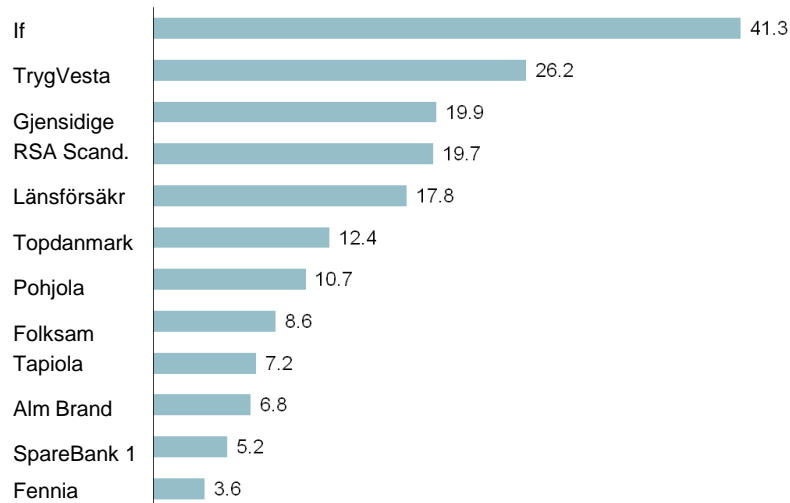
S&P rating A; Moody's rating A2

~ 6 600 employees

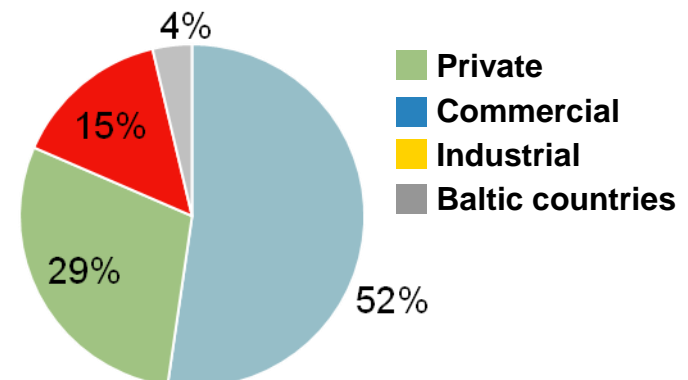
Customers

- Private ~3 million
- Corporate ~320 000
- Baltic region ~400 000

Nordic premiums by P&C company 2009



Business segments and share of GWP (%)



Flexibility - examples

- Tele-working
- Net-sales
- Flexible working hours
- Work rotation
- Additional parental leave pay
- Health care plan
- If Academy

Excerpt from HR Code

–If HR Code ”recognize the importance of employee representation and a constructive dialogue with trade unions and other personnel representatives.”

If - Diversity policy

–Excerpt from diversity policy, where If undertakes to, in its daily business:

- Create an equal workplace for men and women
- Strive for a diverse age structure among the employees
- Consider competence and diversity aspects when recruiting
- Create an environment where an individual's physical status does not limit the use of the individual's competence

Ideas behind If Academy

- To maintain and strengthen employees motivation, attitudes and empowerment to learn and continuously renew themselves.
- To provide all employees with easy accessible, adequate and high quality learning activities enabling them to achieve individual and company objectives.
- To establish diversified internal and external networks with partners for interactive learning and development.
- To make If Academy a well known concept. Raising Ifs learning profile locally, nationally and internationally.
- To look for and implement innovations in the area of knowledge management in If.

If Academy so far in 2010

–Main products:

- eLearning 414 courses, 188 tests, 903 seminars (in LM today)
- Leader dev.: 10 different programs + other courses and activities

–Main deliveries (fulfilled courses and tests, attendants) Jan – Oct.:

- 20 928 eLearning courses, 3 825 tests, 6 280 seminars
- 54 200 logins in LM
- 205 leaders in physical activities
- 718 leaders in digital activities
- 75 new employees in “New in If”-seminars in 4 countries

–Budget: 37,5 MEUR (all year)

–Organization: 21 FTE in 2 departments, 4 countries and 9 locations

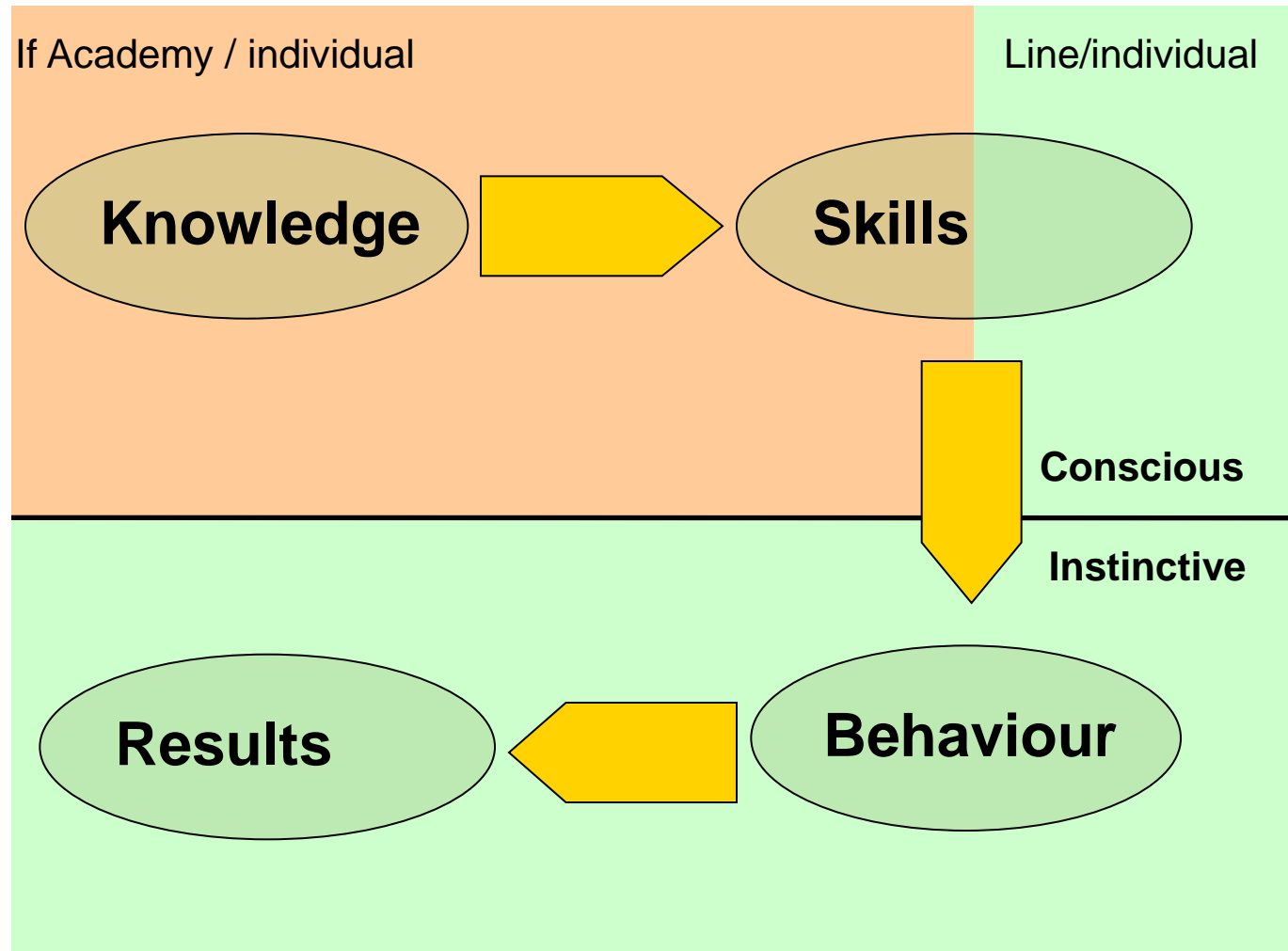
If learning process

Knowledge is to learn the theory.

Skills are theory set into action through practice and training

Behaviour describes adapted skills

Results are milestones on a long road towards perfection...



Leader and talent development

Manage Self

For specialists and potential leaders

- Facilitation
- Candidate
- Self-situational Leadership



Functional Manager

For experienced leaders with 3-5 Y of experience

- Professional
- Excellence
- Café forum



Manage Others

For new leaders with 0-2 Y of experience

- Basic
- Practical coaching
- Café forum
- Project Management
- Situational Leadership



Business Manager

For top managers at BA/BU level

- If P&C Top Management program (in cooperation with London Business School)

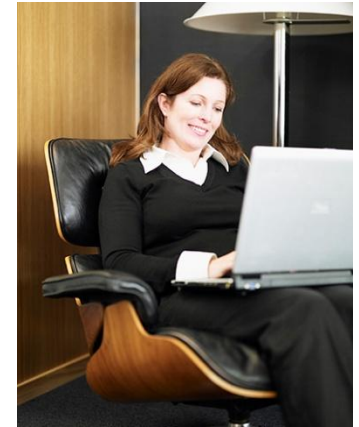


Focus on digital learning....

Project Management
eLearning & seminars
Management Update
Handpicked articles
ManageMentor
24-7 inspiration



Performance Manager
Goals, competence, dialog
Learning Manager
Access to all offers
If Academy Web
Entrance to competence development



eLearning
Interactive and multi-tool courses
Part of all programs
How-to instructions in daily work



Digital Empowerment
2-way communication
WEB 2.0
Internal social media



Some strategic action items moving forward...

	Current situation	Goal
Alignment of objectives	All our training today addresses high prioritised and important leadership competences to be a successful company.	We want to make clear the connection between our key business challenges and the competencies required to be successful. To improve our Leadership System.
Learning Organization	The business impact of our learning and development efforts are still uncertain to some extent. Limited focus on our learning culture.	We want to foster and support a strong learning culture in order to support our skills and initiative goals. To work more with role models, best practises, and transfer of knowledge.
Co-creation & Co-delivery	Most of our activities hold a BMG sponsor, and are developed internally and completed with help of external vendors. Strong commitment and high quality deliverables.	We want to expand our network and use Academia even more. More “train the trainer” activities.
Value and evaluation	We have high rating and score in all activities today, when we measure perception of quality and satisfaction.	We want to increase quality and quantity of all our learning activities and at the same time reduce costs. Reuse of concepts, more digital education. Measure change in behaviour rather than course satisfaction.