



# **Keval's Responsibility Programme 2020-2022**

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# Keval's Responsibility Programme in brief



- Keval's K25 strategy mission is "Responsible pension provision and support for working life".
- Development of Keval's responsible operations takes place in processes, units and functions.
- Responsibility work is continuous and so goals and indicators evolve as the work progresses.
- Keval's responsibility work is coordinated by a Responsibility Team, which comprises 6-8 experts from key Keval processes and functions impacting on responsibility: customer relationships, pension solutions, investment, legal affairs/compliance, HR and communication. The Responsibility Team follows the debate on responsibility and makes initiatives for the operations planning in the units and functions. The Team monitors responsibility development and indicators and where necessary gives feedback to develop operations.

# Heart of Keva's responsibility



**We ensure intergenerational pension provision and sustainable cost-effective pension funding.  
We develop working life to extend careers.**

**Good governance and openness guide the way we work.**

**We operate sustainably and long term. We take the living environment into account in decision-making.**

**Responsibility  
Programme goals,  
outcomes and  
indicators**



# Responsibility for customers



## Products and services

- Keva’s statutory duty is to support customers in strengthening their work ability to enable enhanced productivity and workplace wellbeing as well as to extend careers.
- Keva is aiming for the best customer experience in the industry and Keva efficiently provides and develops effective services in cooperation with customers and other partners.
- Keva ensures an uninterrupted livelihood when transitioning to retirement.
- Keva’s pension decision operations are transparent and equitable for all employee customers.
- For customers, dealing with Keva is simple and straightforward.

## Outcomes, indicators

- Starting of disability pension
- Level of service of Keva’s pension decisions
- Employee customer CES (Customer Effort Score) → measurement begins in 2020, thereafter comparison with previous years
- Employee customer NPS (continuous feedback Net Promoter Score and annual customer satisfaction survey)

# Responsibility for the personnel



## Products and services

- Keva people want to reform their own work and Keva because they understand the changes taking place in Keva's operating environment.
- Keva's corporate culture, organisational structure, management system and cooperation that transcends unit boundaries support the achievement of common goals.
- Keva's organisational reform and placing employees in the new organisation is taking place constructively and in consultation with the personnel. Reform also opens up opportunities for learning and career development.
- Keva develops the competencies of its personnel and enables networking.
- Keva promotes the non-discrimination, diversity and equality of its personnel in recruiting, appointments and training, etc.

## Outcomes, indicators

- Results of employee survey consolidated index and benchmarking with other expert organisations and any earlier Keva surveys
- Personnel sick leaves either a) days/person or b) days/work days



# Responsibility for investments



## Products and services

- Keva's approach is safeguarding the funding for intergenerational pension liability.
- Keva's investment returns rank among the best in the industry.
- Keva strives to understand the long-term ESG risks and opportunities of its investments and to take these into account in its investment decisions.
- Keva uses active ownership means to engage in investments.

## Outcomes, indicators

- Long horizon investment return
- Improvement in active ownership mechanisms
- Environmental objectives for real estate investments

## Products and services

- Keva’s governance is open.
- Keva complies with the law and the requirements of good governance in all its operations.
- Keva takes responsibility for the cost-effective use of pension assets and is the most efficient in the industry.
- Keva’s management promotes the provision of excellent customer experience.
- Keva’s results are reported openly and measurably.
- Keva actively communicates about matters of relevance to its sector and provides information for decision-makers and stakeholders.
- Keva’s management and personnel act in a way that strengthens trust by external stakeholders.
- Keva’s services are data secure and respect the protection of the individual.
- Keva reduces the environmental impacts of its own operations.

## Outcomes, indicators

- Cost of treatment percentage
- Number of complaints and comments received as a result of them
- Stakeholders’ assessment of openness based on stakeholder survey
- Data protection incidents
- Energy consumption and emissions (electricity, district heat and waste at the Keva building)

# Responsibility is part of the strategy scorecard

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Keva's Board of Directors and Management Group track indicators in four responsibility areas, which are part of the strategy scorecard. This supports the approach that responsibility is part of Keva's operations and more detailed planning and implementation takes place in processes, units and functions.