

# Materiality analysis Storebrand ASA

2020



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# 1. Introduction

To ensure that we have a comprehensive and long-term approach to creating value for our shareholders, customers, employees and society at large, Storebrand conducted an initial materiality analysis in 2017. This was adjusted, following ongoing stakeholder engagement, both in 2018 and 2019. During 2020 we have conducted a new, thorough analysis based on qualitative and quantitative input from both internal and external sources to further develop the materiality analysis.

Our materiality analysis defines the challenges and issues that Storebrand and our stakeholders perceive as most essential to achieve our long-term strategic goals, and where we have the most significant impact on society and the environment. The stakeholders we consider most relevant for our materiality analysis are shareholders, customers, employees, authorities and NGOs / public opinion. These are defined as our main stakeholders, and further explained in section 5. Dialogue has taken the form of interviews and surveys with key employees in direct contact with respective stakeholder group, and interviews directly with customers and NGOs. Information collected throughout the year through interactions with stakeholders, such as The Annual General Meeting, customer surveys and meetings, and participation in committees and initiatives aimed at addressing a wide range of sustainability issues, have also been incorporated.

Based on the previous materiality analysis 2017-2019, we have identified four focus areas and associated topics that give a clear view of our long-term prioritizations, and how we should approach them. These focus areas have been slightly adjusted during this process. The focus areas are:

- Financial capital and investment universe
- Customer relations
- Our people
- Keeping our house in order

These four focus areas are relevant to our most important strategic goals: maintain a leading position in occupational pensions, have a unique position in the private savings market and build asset management with strong competitive advantages and good growth opportunities.

Within each focus area there are subtopics which have been discussed qualitatively and rated quantitatively to identify the most material topics. There have been updates both to the definitions of the topics and to the relative importance of them during this process. In Appendix 7.2 you can find a detailed description of the process. The next thorough materiality analysis will be conducted in 2022 unless anything material happens during 2021 making a new process necessary.

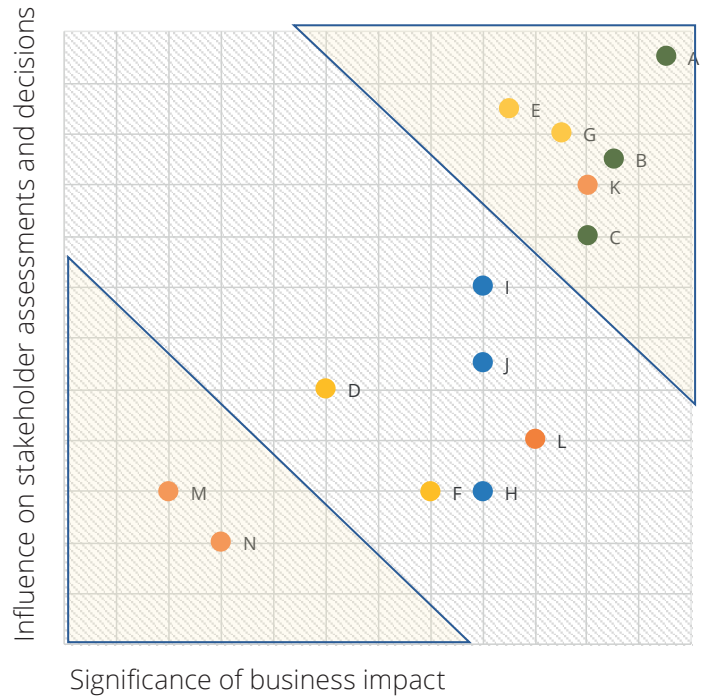
The results of the 2020 materiality analysis are outlined in this report.

“ Our materiality analysis defines the challenges and issues that Storebrand and our stakeholders perceive as most essential to achieve our long-term strategic goals, and where we have the most significant impact on society and the environment.

## 2. Materiality matrix

The material topics have been ranked based on significance of business impact and influence on stakeholder assessments and decisions. The ranking is based on the quantitative surveys, qualitative interviews (internal and external), and input from a workshop with the executive management.

The results are presented in the matrix. The material topics are explained in the next chapter. The changes and adjustments compared to previous years are further outlined in appendix 7.1.



### Financial capital and investment universe

- A Competitive long-term returns to shareholders and customers
- B Driving force for sustainable investments
- C Active owners and reducing ESG (Environmental, Social and Governance) risk

### Customer relations

- D Greater financial security and freedom
- E Engaging, relevant and responsible advice
- F Digital innovator in financial services
- G Simple and seamless customer experiences

### Our people

- H A culture for learning
- I Engaged, competent and courageous employees
- J Diversity and equal opportunities

### Keeping our house in order

- K Governance and Compliance: Privacy and combating financial crime
- L Sustainable practices throughout value chain
- M Corporate citizenship
- N Responsible resource usage

### 3. Material topics

The material topics are explained in the table below. The table contains page references to the 2019 annual report. The next

materiality analysis is planned for 2022, but the material topics will be discussed also in upcoming annual reports found [here](#).

FOCUS AREA OR MATERIAL TOPIC	DESCRIPTION	COMMENTS
<p><b>Financial capital and investment universe</b></p>	<p><b>Storebrand Group has two core objectives: to generate a return to our shareholders and to provide the best possible return for our customers. We aim to be a leading player in the field of sustainable investments.</b></p>	<p>The materiality topics related to "Financial capital and investment universe" are further explained in our 2019 <a href="#">annual report</a>, page 26-33.</p>
<p>A: Competitive long-term returns to shareholders and customers</p>	<p>To generate a return to our shareholders and to provide the best possible return for our customers</p>	<p>All of A, B and C have been ranked as very important both in the qualitative and quantitative process, where A and B are specifically mentioned as some of our most material topics across focus areas and stakeholder groups.</p>
<p>B: Driving force for sustainable investments</p>	<p>Capturing the positive side of sustainable investing, namely positive selection of companies contributing to the UN sustainable development goals, as well as developing analysis, processes and products that improve sustainable investing and foster customer engagement</p>	<p>Sustainability has become more and more important with time, both in Sweden and Norway. There is an increasingly widespread perception that sustainability and returns are correlated rather than at the expense of each other.</p> <p>Swedish institutions (particularly organizations such as universities, the church, municipalities and regions) have been first movers when it comes to sustainable investments and have the strictest sustainability requirements in their investments in general.</p>
<p>C: Active owners and reducing ESG risk</p>	<p>Avoiding negative risk associated with sustainability, such as climate / environmental risk, social and governance risk, both by excluding companies or unsustainable sectors and working as active owners to influence portfolio companies to improve transparency, ESG-data and ESG efforts</p>	<p>Our investments are as our largest opportunity to influence the society in a more sustainable direction and make an impact.</p> <p>Employees acknowledge the importance of A-C to their customers and to our business. B particularly contributes to a sense of meaningfulness in their work, which they appreciate.</p>

FOCUS AREA OR MATERIAL TOPIC	DESCRIPTION	COMMENTS
<b>Customer relations</b>	<b>Storebrand offers a range of services designed to meet the breadth of our customers financial needs at all stages of their lives, or parts of the business cycle.</b>	The materiality topics related to "Customer relations" is further developed in our <a href="#">2019 annual report</a> , on page 36-42.
D: Greater financial security and freedom	The core of our products, regardless of type (savings, insurance, bank) is to provide customers (B2C and B2B) with an increased financial security and freedom. We must offer products that cater for that need	Within this focus area. E is the most material topic in the stakeholder dimension. We add a lot of value especially to customers but also to other stakeholders (primarily through responsible advices). Employees feel a sense of prouddness for delivering on E.
E: Engaging, relevant and responsible advice	When interacting with customers it is essential that our advisors provide advice in a responsible way, adapted to customer needs	G has been identified as another truly material topic within customer relations. It is primarily valued by customers. It is a foundation for profitable growth for Storebrand, as customers need to be satisfied to stay with us.
F: Digital innovator in financial services	Digitalization is increasing rapidly, and customers expect to solve their needs online. Also, in order to stay competitive, systems and processes must be efficient and hence increasingly digital	Digital innovation (F) has by many, regardless of stakeholder group, been less material, and rather seen as a positive upside if we are delivering on most of the other material topics.
G: Simple and seamless customer experiences	The customer perspective is essential for Storebrand, and customers should have a simple and seamless customer experience regardless of channel	In general, the focus area "Customer relations" is rated highest in the dimension measuring impact on stakeholder assessment and decisions, except for F, which is more important in terms of significance of business impact according to the interviews.

FOCUS AREA OR MATERIAL TOPIC	DESCRIPTION	COMMENTS
Our People	<b>Storebrand recruits and develops people who are dedicated to finding the best solutions for our customers and stakeholders.</b>	The materiality topics related to "Our People" is further developed in our <a href="#">2019 annual report</a> , on page 46-50.
H: A culture for learning	Employees at Storebrand should be offered opportunities to develop and grow, both through formalized processes and trainings but also through peer-to-peer knowledge sharing and a culture for curiosity and learning	The most important topic for customers and NGOs has been J in terms of sustainability, while I is very important for how they experience their cooperation with us and for our trustworthiness.
I: Engaged, competent and courageous employees	Employees at Storebrand are committed to their tasks, competent while still open to learn, as well as courageous. They dare to speak up and are contributing with ideas and thoughts to develop our business	Customers have increasing requirements on Storebrand to have sustainable practices when it comes to equality and human rights.  In general, this section is most important for our own employees, who rate all topics high.
J: Diversity and equal opportunities	All Storebrand employees shall be treated equally, regardless of age, gender, disability, cultural background, religious beliefs or sexual orientation. Storebrand works systematically to ensure diversity and equality in recruitment, reorganization processes, salary adjustments and offers of management training and other development initiatives	External stakeholders expect these topics to be in place in a Nordic company. Failure to deliver on them, e.g. if there are scandals featured in media, might however be a deal breaker making them reconsider their cooperation with us.



FOCUS AREA OR MATERIAL TOPIC	DESCRIPTION	COMMENTS
Keeping our house in order	<b>Storebrand works actively to fight corruption and all types of financial crime throughout our business operations, with suppliers and other business partners. We aim to be energy efficient, reduce waste production, increase the proportion of waste sorted and reduce our carbon footprint.</b>	<p>The materiality topics related to "Keeping our house in order" are further developed in our <a href="#">2019 annual report</a>, on page 54-61. In the annual report, K is discussed in three separate sections (Digital trust p. 41, Anti-corruption p. 54 and Anti-money laundering and terror financing on p. 56)</p>
K: Governance and compliance – Privacy and combating financial crime	Storebrand is affected by and subject to numerous regulations and requirements such as GDPR when handling personal data, being solvent, ensuring avoidance of corruption, money laundry, terror financing and other financial crime	<p>K is seen as one of the most material topics across all focus areas, for both our business and stakeholders. For authorities, it is truly a top priority. For the other stakeholder groups, the topic is also a top priority but on par with the importance of competitive returns. It is also seen as a hygiene factor, where failure to deliver is a deal breaker for them. When discussing K, both the privacy / digital trust part and the part regarding financial crime such as corruption etc. have been material.</p>
L: Sustainable practices throughout value chain	Storebrand purchases products and services for around 2,6 MNOK per year and aim to ensure that our suppliers act sustainable, and secure sustainable practices throughout the value chain. We assess topics such as human rights, diversity and environmental sustainability	NGOs see L as particularly important, however it is becoming increasingly important for customers as well.
M: Corporate citizenship	Storebrand supports local communities, both in terms of our employees' time and through financial support	<p>Corporate citizenship is important but has by many respondents in the qualitative assessment been pointed out as less material than other topics. The biggest opportunity for Storebrand to impact society is through our investments and core business as stated above – while e.g. local community engagements are seen more as a nice addition but not essential for either our business or stakeholder assessment.</p>
N: Responsible resource usage	We aim to be energy efficient, reduce waste production, increase the proportion of waste sorted and reduce our carbon footprint. We aim to be responsible and continuously improve our usage of resources	Responsible resource usage is seen in a similar way as corporate citizenship.



## 4. Long-term targets and KPIs

Storebrand Group has KPIs for all our focus areas to follow up and set targets on our material topics. The definitions of the KPIs as well as our three years of progress towards achieving the targets (2017-2019 performance), our 2020 targets and our long-term 2025 targets are specified in our [2019 annual report](#) in accordance with the following:

- Financial capital and investment universe: page 33
- Customer relations: page 42
- Our people: page 50
- Keeping our house in order: page 61

The 2019 annual report was made before this materiality analysis, and the results in this report will be incorporated in the upcoming process with the annual report for 2020. The KPIs will be updated annually in the annual reports found [here](#). The next material analysis report is planned for 2022.

- **Employees:** The competition for recruiting the best talents is high and potential employees evaluate more than salary before applying and accepting a job offering today. In order to continuously improve our business and stay competitive it is important to be an attractive employer where people want to begin and keep working for
- **Authorities:** We have regulatory requirements to follow and are continuously reviewed by authorities, to ensure compliance. It is important that we have the right procedures and transparency for authorities to allow us to continue our operations. We want to be a trusted referral body to authorities and be asked for input to e.g. improve current and future legislation
- **Public opinion / NGOs:** Media, NGOs and other organizations that affect the public opinion is important as it influences our trustworthiness and all other stakeholders' perception of us

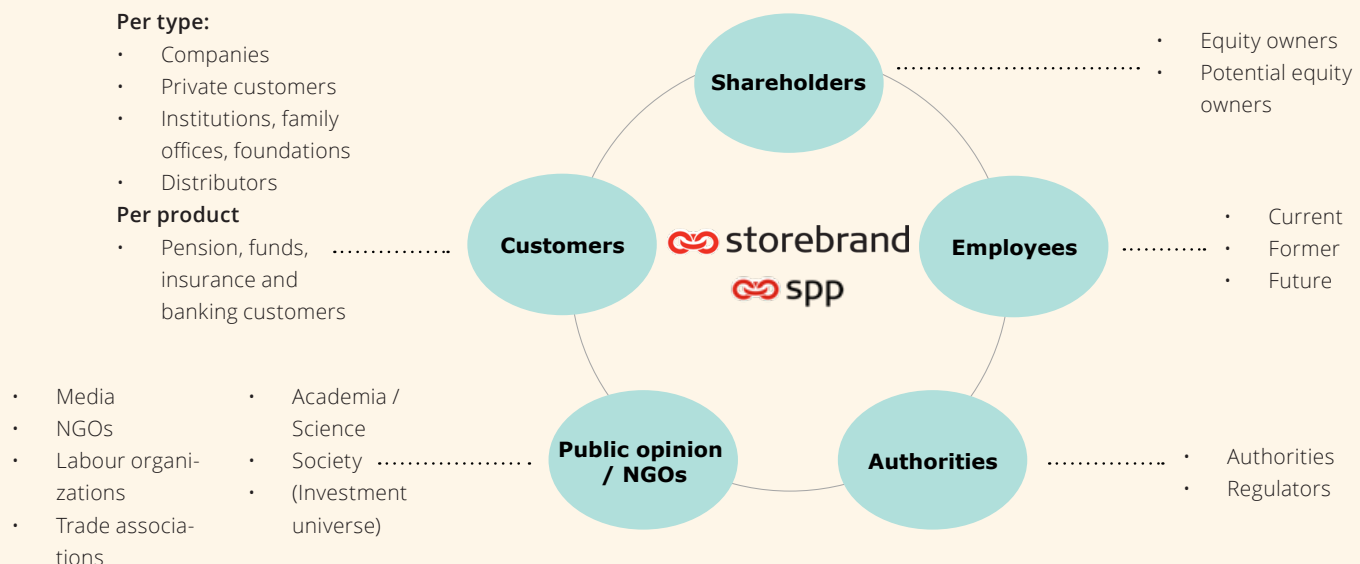
We have other important stakeholders as well, such as our suppliers and our investment universe, but our material topics have less influence on their assessment and decisions relating to us. Instead, they are part of our material topics as it is important for our other stakeholders how they are performing on e.g. ESG matters. Hence, they are not interviewed throughout this analysis.

The interviews have pointed out the importance of more thoroughly disclosing what type of stakeholders are included in each group, given that certain stakeholder groups contain a wide range of actors that are important for Storebrand. Customers and public opinion/NGOs are examples of this, as can be seen in the figure below.

## 5. Stakeholders

Our main stakeholders are our shareholders, customers, employees, authorities and NGOs / public opinion. Their assessment of us is critical for our business, and how we perform on different material topics will influence their decision to interact with us.

- **Customers:** We are dependent on customers purchasing our products and wanting us to manage their capital and savings
- **Shareholders:** Capital is necessary for our business and it is important that our shareholders perceive us as a good investment that delivers competitive returns



### Specific input per stakeholder group

Throughout the interviews, the focus areas and material topics have been thoroughly discussed. In addition, key questions that have been discussed with Storebrand employees are:

- What topics are most commonly discussed with each stakeholder group during a year?

- What are the most important prioritizations for the stakeholder group in general?
- How do we track and follow up on our performance?

The answers are summarized in the table below:

Stakeholder group	How we interact during the year	Commonly discussed topics	Most important prioritizations	Follow-up / measurement
Customers	<ul style="list-style-type: none"> <li>- Customer dialogue / meetings</li> <li>- Procurement</li> <li>- Customer surveys</li> <li>- Net loyalty score (customer survey measuring loyalty and collecting feedback)</li> <li>- Social media</li> </ul>	<ul style="list-style-type: none"> <li>- Long term return on investments</li> <li>- Support and help in understanding pensions</li> <li>- Return and sustainability</li> <li>- Matching products to needs</li> </ul>	<ul style="list-style-type: none"> <li>- Reliable deliveries</li> <li>- Return on investments</li> <li>- Simple customer solutions</li> <li>- Customer support</li> <li>- Products matching needs</li> <li>- Sustainable products and value beyond return</li> <li>- Compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Net loyalty score</li> <li>- Webpage questions</li> <li>- Surveys</li> <li>- KPIs following up sales</li> <li>- Dialogues and meetings (qualitative feedback)</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>- Meetings and telephone conferences</li> <li>- Annual General meeting and Capital Markets Day</li> <li>- Quarterly reporting</li> <li>- Roadshows</li> </ul>	<ul style="list-style-type: none"> <li>- Financial results</li> <li>- Long term strategy</li> <li>- Capital structure</li> <li>- Accounting figures</li> <li>- Risk</li> <li>- Sustainability policies</li> </ul>	<ul style="list-style-type: none"> <li>- Returns and value creation (short and long term)</li> <li>- Transparency</li> <li>- Sustainability (increasingly important)</li> </ul>	<ul style="list-style-type: none"> <li>- Analysts</li> <li>- Direct feedback</li> <li>- Stock price development</li> </ul>
Employees	<ul style="list-style-type: none"> <li>- Day to day interactions</li> <li>- Feedback and development conversations</li> <li>- Employee surveys</li> <li>- Interview processes</li> </ul>	<ul style="list-style-type: none"> <li>- Salary</li> <li>- Development opportunities</li> <li>- Management support</li> <li>- Incidents</li> <li>- Employment processes</li> <li>- Terms of employment</li> <li>- Regulations</li> </ul>	<ul style="list-style-type: none"> <li>- Salary and benefits</li> <li>- Skills development</li> <li>- Diversity and equal opportunities</li> <li>- Sense of belonging</li> </ul>	<ul style="list-style-type: none"> <li>- Peakon (platform for measuring and improving employee engagement)</li> <li>- People review</li> <li>- Management teams discussions</li> <li>- Yearly evaluation processes</li> </ul>
Authorities	<ul style="list-style-type: none"> <li>- Meetings and telephone conferences</li> <li>- Collaborative projects</li> <li>- The press</li> <li>- Social media</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure good public pension schemes and framework conditions</li> <li>- Contribute with expertise in pension products and sustainable investments</li> </ul>	<ul style="list-style-type: none"> <li>- Solvency and capital adequacy</li> <li>- Compliance</li> <li>- Competition law</li> <li>- The functionality of the pension system</li> </ul>	<ul style="list-style-type: none"> <li>- Formal / public processes and reviews</li> </ul>
Public opinion / NGO	<ul style="list-style-type: none"> <li>- Meetings and telephone conferences</li> <li>- NGO reports</li> <li>- Collaborative projects</li> <li>- The press</li> <li>- Social media</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainable investments</li> <li>- Active ownership and engagements</li> <li>- Keeping our house in order</li> <li>- Collaborations</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability and building a better world</li> <li>- Fair and stable financial system</li> </ul>	<ul style="list-style-type: none"> <li>- Media presence</li> <li>- Reports</li> </ul>

## 6. Material topics covered by current risk assessment

The Group's risk assessment is a qualitative overview of the greatest risks that might lead to us not meeting the Group's financial objectives – earnings, solvency and profitable growth. The purpose is to show what risks we take to handle guaranteed commitments and create results and profitable growth, what external risks we are exposed to, and what operational risks that might affect the business in the form of financial loss, reputation or breach of laws and regulations.

The risks are assessed regularly by the Group Board. Read more about the process in our Pillar 3 report, particularly section B3, available at our web page [here](#).

In this section, we aim to understand how the Group's current risk assessment covers risks associated with the material topics. As previously mentioned, the material topics explained throughout this document are perceived, both by Storebrand and our stakeholders, as the challenges and issues that are most essential to achieve our long-term strategic goals. Risks can be perceived as factors that could prevent us from reaching our goals. Hence, it is vital that our overarching risk assessment covers the material topics. The mapping is shown in the matrix below. Risks related to H-J and L are also covered in our [Human Rights report](#).

- A** Competitive long-term returns to shareholders and customers
- B** Driving force for sustainable investments
- C** Active owners and reducing ESG risk
- D** Greater security, freedom to choose
- E** Engaging, relevant and responsible advice
- F** Digital innovator in financial services
- G** Simple and seamless customer experiences
- H** A culture for learning
- I** Engaged, competent and courageous employees
- J** Diversity and equal opportunities
- K** Governance and compliance: Privacy and combating financial crime
- L** Sustainable practices throughout value chain
- M** Corporate citizenship
- N** Responsible resource usage

Risks covered in risk assessment \ Material topic affected	A	B	C	D	E	F	G	H	I	J	K	L	M	N
<b>Risks we take to create value for customers and owners</b>														
Investment risk	X	X	X	X	X									
Customer centric digital products					X	X	X							
Competitive returns and active management	X		X	X										
Sustainability as competitive advantage		X	X									X	X	X
Strategic acquisitions, large projects and partnerships												X	X	
Longevity and other insurance risk				X										
Competence, capacity and ability to change					X			X	X	X				
Technology and infrastructure						X	X							
Data driven customer and business development						X	X							
<b>External risks with major consequences</b>														
Major market turmoil - stock market decline, currency turmoil	X			X										
Sustained low interest rates	X			X										
Changed competition and market dynamics	X	X												
Changes in regulatory framework conditions											X			
Climate risk	X	X	X											
Extraordinary customer events*														
Crises affecting head office, infrastructure, suppliers												X		X

Risks covered in risk assessment \ Material topic affected	A	B	C	D	E	F	G	H	I	J	K	L	M	N
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**Risks that are not wanted and that can be avoided / reduced through changed priorities**

Compliance with regulatory requirements											X	X		
Cyber risk - data crime											X			
Money laundering risk											X	X	X	
Complex and manual operating processes											X			
Data structure, ownership, quality											X			
Human errors											X			
Internal fraud											X			

\*the risk might lead to indirect consequences for material topics but not direct



# 7. Appendix

## 7.1. Adjustments and updates compared to previous materiality analysis

### Changes made during current process

Financial capital and investment universe	Customer relations	Our people	Keeping our house in order
<b>A</b> Competitive long-term returns to shareholders and customers	<b>D</b> Greater financial security and freedom	<b>H</b> A culture for learning	<b>K</b> Governance and compliance: Privacy & combating financial crime
<b>B</b> Driving force for sustainable investments	<b>E</b> Engaging, relevant and responsible advice	<b>I</b> Engaged, competent and courageous employees	<b>L</b> Sustainable practices throughout value chain
<b>C</b> Active owners and reducing ESG (Environmental, Social and Governance) risk	<b>F</b> Digital innovator in financial services	<b>J</b> Diversity and equal opportunities	<b>M</b> Corporate citizenship
	<b>G</b> Simple and seamless customer experiences		<b>N</b> Responsible resource usage

#### Comments and changes throughout process

- The word long-term has been added to A
- B represents the "positive" side of sustainable investments while C is about avoiding negative risks
- "Reducing ESG (Environmental, Social and Governance) risk" has been added to C in order to capture all aspects of sustainability within the investment theme
- "Customer relations" no longer includes "community relations" – moved to "Keeping our house in order"
- D was previously "Financial freedom in all stages of life" but we can not guarantee freedom – hence we have used our "drivers"
- F included "Digital trust" which is now a part of compliance
- G was "simple and digital" but digital is now in F, and G is more focused on omnichannel
- The word "competent" has been added to I and "committed" changed to "engaged" to reflect our terminology in our "drivers"
- K was previously "Working against corruption and financial crime" but has been broadened to include also digital trust / privacy
- N is new, in order to capture our own footprint (including, but not limited to, CO2)

### Financial capital and investment universe

"A. Competitive returns to shareholders and customers" has been updated to "A. Competitive long-term returns to shareholders and customers"

The word long-term has been added to capture the long-term perspective of our business and our ambition to offer our customers "A future to look forward to", and to further incorporate the sustainability aspect of our investments

"C. Active ownership" has been updated to "C. Active owners and reducing ESG risk"

The change is made in order to capture comments about the importance of avoiding both financial and reputational risk related to our investments. Especially institutional investors are concerned about reputational risk when investing in certain businesses that can be controversial, such as tobacco or controversial weapons. In addition to customers, NGOs, shareholders and authorities have specifically mentioned the importance of avoiding sustainability risks.

### Customer relations

The focus area "Customer and community relations" has been updated to "Customer relations"

Community relations are handled within the focus area "Keeping our house in order" while the material topics within this area are related to customers.

"D: Financial freedom in all stages of life" has been updated to "Greater financial security and freedom "

The change is made based on comments from multiple stakeholders, stating that this section has been perceived as too focused on private customers and missing out on the perspectives of companies and institutional customers. Firstly, B2B customers do not talk about "life" and secondly, it is not possible to say that our products and services give our customers financial freedom since that is dependent on multiple other factors as well. However, we do contribute to greater financial freedom, and that is material.

"F: Digital trust" has been updated to "F: Digital innovator in financial services"

This is primarily to be stringent when it comes to governance and compliance. Hence we instead include GDPR compliance as a part of "Keeping our house in order". By doing this update, this section becomes more focused on the commercial part of customer relations.

"G: Simple and digital customer experiences" has been updated to "G: Simple and seamless customer experiences".

With the two changes in F and G, the opportunities with accelerated digitalization is handled within F, while G captures the omnichannel perspective which has proven to be important for multiple stakeholders based on the interviews. Interviewees have pointed out the omnichannel as important, and not only the experience in our digital channels.

### Our people

"J: Committed and courageous employees" has been updated to "J: Engaged, competent and courageous employees".

Competence is of course material for both our business and our stakeholders, and is somewhat captured in a learning culture, but we have decided to specifically point that out since it is not only about learning more, but also about having a high minimum standard. This includes having the correct certificates for our advisors etc.

Committed is changed to Engaged to mirror our terminology within our "drivers" (Vår Drivkraft)

### Keeping our house in order

"K: Working against corruption and financial crime" has been updated to "K: Governance and compliance: Privacy and combating financial crime".

This topic has been broadened to capture the full spectra of governance and compliance related issues. Digital trust has been moved from Customer relations and is included in this material topic.

"N: Responsible resource usage" is a new topic

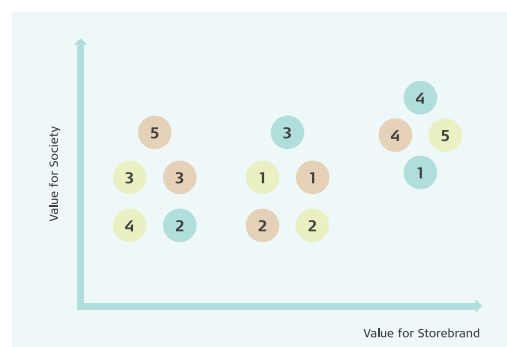
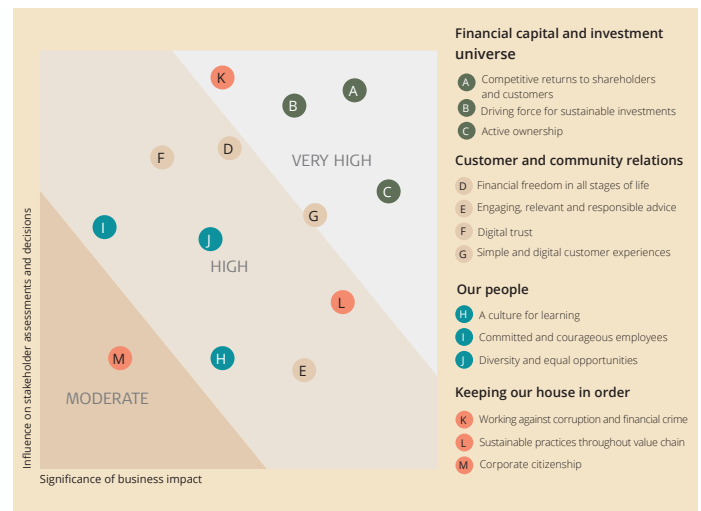
This topic aims to capture both our own carbon footprint but also the way we utilize resources in our day-to-day business. While "L: Sustainable practices throughout value chain" is to a large extent focused on suppliers, responsible resource usage is how we use the supplies in our business. Storebrand aims to reduce our CO2 emissions with 7,6% each year, and continuously focus on increasing our resource-efficiently.

### Changes in ranking compared to previous years

The material topics have been updated to some degree compared to previous years, but the relative rating of them has also been updated. Below is the ratings from 2017 and 2019.

Compared to 2017, both the topics and the relative importance have changed. In general, sustainability has become more important. Further, the customer centric focus has increased. In 2017, appealing and simple customer experiences was valued less high in the "Value for Storebrand dimension". We see a huge value for long term value creation for us from providing simple and seamless customer experiences

Compared to 2019, the topic D, which is slightly updated to greater financial security and freedom, is perceived as a little less material for stakeholder assessments. Providing customers with improved financial security is an important part of our license to operate but less of a driver for choosing between pension providers. Since F is updated to a more commercial angle, while the digital trust is now a part of K: Governance and compliance, it has become a bit less important for stakeholders' assessment.



#### Financial capital and our investment universe

- 1 Deliver returns to owners
- 2 Driving force for sustainability and restructuring
- 3 Active ownership
- 4 Investing in the winners of tomorrow

#### Customers and community relations

- 1 Good money in a sustainable manner
- 2 Information security and digital trust from the customer
- 3 Appealing and simple customer experiences
- 4 Involvement in own pension and savings
- 5 Relevant and responsible customer advice

#### Our people and systems

- 1 Good environmental standards and working conditions throughout the entire value chain
- 2 Exploit the opportunities presented by the digital transition
- 3 Diversity and equal opportunities
- 4 Purpose-driven culture and committed employees
- 5 Organisation with the ability to learn and adapt

## 7.2. Process

The materiality analysis has been conducted during spring 2020. The process has involved both qualitative and quantitative input from internal and external stakeholders.

The analysis has used the existing materiality analysis as a starting point, and during the process both the stakeholder dimension and the material themes and topics have been reviewed and adjusted as presented in previous sections.

### 7.2.1. Qualitative input

#### Interviews with Storebrand employees (proxy insights)

Qualitative interviews with Storebrand Group employees have been the main source of information in the materiality analysis. The employees are in contact with all our main stakeholders on a regular basis. Therefore, they have a holistic view and relevant insights of the material topics for each of them. Through continuous dialogue with multiple parties within each stakeholder group, our employees are also able to aggregate the individual opinions from unique stakeholders into trends and general takeaways.

Qualitative interviews with 14 employees representing each of the stakeholder groups have been conducted in the process. The employees interviewed are working within B2B sales, B2C sales, institutional customers sales, investor relations, HR, risk, public relations, communications and asset management. They are working in both Norway and Sweden.

#### Interviews with stakeholders

In addition to internal interviews, we have conducted 9 external interviews in order to verify insights and ensure an outside-in perspective on our material topics. The prioritized stakeholder groups to interview externally have been B2B customers and NGOs. The other stakeholders are well covered through proxy insights and e.g. formalized surveys, public procurements, regulations etc. "Employees" has been covered in the interviews with current employees. The interviews with external parties were conducted after the internal interviews to be able to verify and discuss the results.

### 7.2.2. Quantitative input

In addition to the qualitative input gathered, we have also collected quantitative input. The quantitative input is used to map the material topics in a matrix based on significance of business impact on one axis and influence on stakeholder assessments and decisions on the other axis. The qualitative input has been collected from all interviewees and complemented with a survey to Storebrand employees. 17 respondents have contributed.

The respondents in the survey have answered how they value the absolute importance of each material topic on a scale from one to ten, where one is 'not important' and 10 is 'very important'. The interviewees have also ranked the relative importance of the 14 topics, where 1 is most important and 14 is least important. All valuations have been done both from the stakeholder perspective and the business perspective.

### 7.2.3. The group executive management

The Group executive management conducted a workshop where the members individually ranked the different material topics and discussed their importance with input from both the internal and external interviews and surveys. The workshop consisted of nine (out of ten) members representing all of Storebrand's stakeholders.

### 7.2.4. Summarizing the analysis

The materiality matrix and this report is completed based on all the qualitative and quantitative input from this process and the 21 individuals mentioned in the qualitative input section, the 17 respondents to the quantitative survey and the 9 people from the executive management workshop. A total of 47 people has been engaged in the process.



