



Engaging with our stakeholders

Addressing key stakeholders' views and expectations are critical for SEB's continuous development and ability to create long-term value. We want to be open and transparent, without violating any bank secrecy, and increase the possibilities to establish a frank and robust dialogue.

We engage with stakeholders in the communities in which we operate and incorporate their feedback in order to ensure that we prioritise the most important issues and secure a responsible and sustainable business. By engaging with them we can better understand emerging trends, important issues and how to prioritise and integrate them into our business strategy.

Customers in all segments, investors and shareholders, employees, NGOs, supervisors and regulators are among the stakeholder groups with whom we have continuous dialogues. We interact with them at both business unit level and at Group level and use a range of mechanisms for our dialogues, such as individual meetings, surveys and panels, roundtables, annual general meetings and digital channels, including social media.

Customers

Feedback from customers in all segments usually refers to increased proactivity and availability. Large corporate customers and financial institutions also increasingly demand an understanding of their specific challenges and a strong industrial competence from SEB, alongside further integration of sustainability in the strategic dialogue.

Private customers especially highlight an improved digital offering, particularly in the mobile private app. Issues and views in the area of sustainability are becoming increasingly common. One example is the customer survey about the view of the UN Sustainable Development Goals that we conduct annually since 2017. The 2019 survey was sent out to 270,000 private customers in Sweden, resulting in three prioritised SDGs and numerous engaged comments on expectations on actions from SEB.

➤ [Read more in the Annual Report p. 22.](#)

Investors, shareholders and analysts

During the year, focus from investors, shareholders and analysts has among others been on the macroeconomic development and impact on corporate activity and interest rates. Other areas of interest were the developments in the Swedish mortgage market,

as well as on SEB's three-year business plan and the strategic initiatives that were launched in the beginning of 2019. Sustainability continued to be an important topic. Dialogues also focused on governance, anti-money laundering capabilities and potential investment needs in light of the ongoing review by the Swedish FSA and media headlines.

Employees

SEB's employees give input among others through the annual employee survey which gives a view of employee engagement and satisfaction. Engagement is strong across SEB. Employees are engaged and scores are significantly above the external benchmark. Among areas for improvement employees emphasise efficiency in decision-making, and the ability to remove barriers to provide a great customer experience. Other ways of engaging employees are interactive seminars, roundtable and dialogue meetings as well as large town hall meetings.

➤ [Read more in the Annual Report p. 24 and 27.](#)

Regulators, NGOs and media

SEB continuously engage with regulators and supervisors, on national as well as international level. We have bilateral and multilateral meetings and participate in various industry forums. During the year, emphasised topics have among others focused on antimoney laundering, integration of sustainability and climate risk in our processes and disclosure, investment advice and personal integrity issues.

We meet non-government organisations (NGO), consumer advocate groups and media through local community engagements, round table discussions, press conferences and individual meetings. Most raised topics in dialogues with NGOs were issues related to human rights and climate change. Key topics and concerns in dialogues in media were issues related to anti-money laundering, IT-outage and fraud prevention. These issues are highly prioritised throughout the bank.