



Survivors 2030

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Our core function is to secure pensions

We invest the assets collected as pension contributions profitably and securely for current and future pensions.

Our workability management and rehabilitation services help client companies to save in pension and sick-leave costs.

Varma's headquarters are located in Salmisaari, Helsinki.

Varma has about 550 employees.

Varma in numbers*

Premiums written
4.9
billion €

Insured employees
537,240

Entrepreneurs
36,000

Companies
25,000



Value of investments
45.4
billion €



Return on investments
7.8%

Pensions paid
5.5 billion €

Pensioners
342,600

Solvency capital
11.5
billion €



Client bonuses
161
million €



*In 2017

Work culture transformation - why?

- **Personnel feedback** in different employee surveys.
- **Our work culture gives us a competitive edge:** our employer image must be modern and inviting to attract the right talent.
- **Employee experience is key** to customer satisfaction and the company's success.



What did we want to change in our work culture?

Starting point

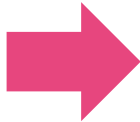
Varying practices in different parts of the organisation

The supervisor advises, guides and makes decisions

The specialist expects guidance, advice and decisions

Control and supervision

Detailed planning and caution



Target state

Shared team spirit and work culture

The supervisor supports, spurs and facilitates

The specialist takes responsibility for achieving the goals and developing work

Flexibility and performance management

Bold experimentation as a part of long-term development

We strengthen trust and an agile culture

We Varma employees are



AGILE RESPONSIBILITY BEARERS

Cornerstones of work culture



We trust in each other

We take responsibility. We think and act independently. We guide our performance towards excellent results.



We work flexibly

We are present and have a targeted approach to work, wherever we are.



We are goal-oriented

We spar and support one another. We proceed from proposals to decisions straightforwardly and efficiently.



We are constantly renewing

We boldly try new things and are not afraid of failure. We encourage renewal and top performances together.

Work culture workshops as a tool in implementing the cultural transformation in the teams' daily work

- **All of Varma's teams** took part in a work culture workshop during 2017.
- With these workshops, we implemented **the transformation of our work culture** in Varma employees' **daily work**.
- We looked for **new operating methods** for the new premises and built the work culture of our dreams → we used Lego bricks as tools in this!
- The workshops were led by **the HR and communications** unit → we got a good overview of the topical themes in the organisation!



Survivors 2030 – We coach the personnel to face the transformation of work

*In the financial sector, **the disappearance of jobs** is a frequently discussed topic. Technological development (for example **artificial intelligence** and **robotics**) will inevitably lead to the disappearance of entire professions.*

- **Survivors 2030** - coaching programme that encourages people to take the **initiative** with regard to their **future competence** and **career path**.
Instead of fearing the transformation: **Will a robot take my job? What will happen to me?**
- Let's put the questions differently: **What kind of a job do I want? What skills do I already have? What more do I need to learn** in order to succeed?
- **How will work change** and how do I ensure that I will remain employed in the future, too?
 - No one has the answers to these questions yet - **the best answers** can be provided by **the specialists** themselves.
 - In the Survivors coaching, these questions are handled **together** with colleagues.

Survivors 2030 – coaching programme

- Coaching for Varma's specialists to create **a future-durable work identity**
 - How will my work change?
 - What kinds of skills will I need in the future?
 - How can I build my own ability to change and ensure my market value?
- The coaching programme uses theatre-based methods and includes **personal branding** exercises, creation of **networks** with the aid of sparring and creation of a personal **development plan**.
- Approximately 100 Varma employees participated in the coaching.

SURVIVORS



2030



VARMA

What happens in the coaching?

ADVANCE ASSIGNMENT:

- Discussion with the supervisor about the transformation of work

How will work and the operating environment change in the future?

What kinds of skills will I need?

1ST COACHING DAY

- How will my work change?
- What will the future look like?
- What do I want?



2 weeks

INTERMEDIATE ASSIGNMENT:

- Sparring with a Varma employee



Theatre-based methods are used in the coaching days

2ND COACHING DAY

- Personal branding: What do I excel at?
- How do I proceed on my development path?



6 weeks

DEVELOPMENT PLAN

- Discussion with the supervisor about the development plan



Experiences

Feedback from participants:

THE BEST THING ABOUT THE SURVIVORS COACHING

- Networking and a lower threshold to sparring with a colleague.
- Time to stop to contemplate the transformation of work and your own wishes.
- Taking responsibility for developing your work – no one will make the transformation on your behalf.
- Courage and boldness to advance your work-related dreams.



Quotes from participants

"No one will build a career path for me but I need to build it myself and take appropriate action. One big thing is saying your dreams aloud. After all, it is not quite part of Finnish culture for a middle-aged Customer Service Manager to start declaring where she sees herself in five years.

I don't want to realise in 25 years' time that I didn't dare to experiment or even leave. I want to be able to say that I had a good working life. For me, the programme lit the spark to think about what I can do in my life, not so much what I can do here at Varma. This is my journey, my life, and I must make it the best there is."

- Anne Vehosalo, Customer Service Manager

"In the everyday life, there is not so much time for thinking about your career path. It was great that my employer offered the chance to contemplate this during working hours. The Survivors 2030 programme made me realise that the position that I dream of does not really yet exist at Varma. It is a question about developing the customer experience, which is a growing area. I am thinking about how I could work with related tasks in the future. Perhaps I can even create such a position in this organisation.

At least I can replace part of my work duties that will disappear and at the same time expand my job description and make it more interesting. Of course, we are constantly developing the customer experience but we can take the development to the next level."

- Mikael Kullström, Service Advisor



We cocreate the future –
Let's make it a bright one!

VARMA