Thriving Colleagues

At KeyBank, our approximately 18,000 teammates are the foundation of our competitive advantage. We invest significantly in their development, focusing on internal mobility, continuous learning inside and outside our company, and creating a culture where every colleague can build a meaningful career aligned with our purpose of helping clients and communities thrive.

Building our workforce

Recruiting excellence

KeyBank employs a comprehensive, multi-channel approach to attract top talent across all levels and areas of expertise. Our Talent Acquisition team leverages a strategic mix of traditional and innovative recruitment methods to identify and recruit candidates who share our core values.

In 2025, Key's Talent Acquisition team earned best-in-class candidate experience and hiring manager satisfaction ratings—contributing to our recognition as a multi-year winner of the Global Candidate Experience (CandE) Award, presented by Survale. Our efforts to improve access and opportunity for all have strengthened our culture and serve as a performance accelerator for our company.

Recruiting channels

We maintain an active presence at career fairs, industry conferences, and networking events throughout our footprint and key talent markets. These in-person connections allow us to build relationships with potential candidates, showcase KeyBank's culture and opportunities, and engage with a wide variety of candidates, including students, recent graduates, professionals with varying levels of experience, and military veterans. Our participation in virtual and hybrid career events has expanded our reach to candidates who may not be able to attend in-person gatherings, broadening our talent pipeline.

Our employee referral program leverages our greatest asset — our teammates — to identify outstanding candidates. Referred candidates often prove to be strong cultural fits and tend to have higher retention rates, as current employees naturally recommend individuals who align with KeyBank's values and purpose.

Recruiting initiatives and partnerships

Strategic partnerships amplify our recruiting efforts by providing access to broad talent pools. We collaborate with various colleges and universities, veteran support organizations, and professional associations focused on financial services. Additionally, we work with specialized recruiting firms and technical academies to source candidates with in-demand skills in banking, technology, data analytics, cybersecurity, and digital banking.

Our Autism at Work program has been running for six years, demonstrating our commitment to inclusivity. For example, we partner with The Precisionists, Inc. (TPI), which works to create jobs for people with disabilities by providing industry best practices for delivering administrative and technology services through teams that include neurodiverse individuals. Since partnering with TPI, we have welcomed 19 contractors, with five moving to full-time positions.

KeyBank is also proud to be part of the National Organization on Disability (NOD) Leadership Council. Through this partnership we collaborate with other companies to promote inclusion for people with disabilities. For the ninth year, we have been recognized by the NOD as a leading disability employer, honoring our efforts to include and support people with disabilities.

KeyBank has also been recognized for 12 years as a Military Friendly Employer and for 10 years as a Military Spouse Friendly Employer by G.I Jobs, an organization that helps veterans find civilian jobs. Through this recognition, we have the opportunity to participate in its virtual career fairs and have access to a database of candidates and their resumes and can chat one-on-one with qualified candidates.

Recruiting operations

Our Talent Acquisition team participates in both computer-based and facilitator-led training on behavior-based interviewing, including how to effectively use available tools and resources in partnership with hiring managers. Behavior-based interviewing enables us to understand how candidates have applied their skills and expertise in real-world situations, helping us identify the best candidate for the role while promoting a more objective and consistent evaluation process. Our initial objectives included creating more consistent and positive experiences for candidates and hiring managers, improving offer-to-acceptance ratios, and reducing average time-to-hire. In addition, we use best-in-class digital tools to reach prospective candidates, including platforms that enable targeted outreach, virtual career events, data-driven sourcing, and personalized communication — helping us connect with prospective candidates quicker and more efficiently.

Competitive positioning as employer of choice

KeyBank has established itself as a premier employer in the financial services industry by focusing our employee experience on purpose and potential. For 200 years, we have been opening doors in communities across the nation, and today, that legacy extends to creating transformative career opportunities for our workforce. Our competitive advantage lies in our ability to connect individual purpose with organizational mission — empowering employees to discover what truly drives them while contributing to the success of our clients and communities.

What further distinguishes KeyBank in the talent marketplace is our comprehensive approach to teammate development and well-being. We offer a flexible, inclusive work environment paired with challenging projects, pathways to leadership, and robust career development programs that unlock potential at every level. Our core values are focused on the idea that teamwork around shared goals isn't just a value — it's a competitive strength. This philosophy creates a culture where genuinely supportive teammates collaborate on behalf of our clients while growing professionally and personally — and we will carry this philosophy forward for the next 200 years.

KeyCorp is an Equal Opportunity Employer

All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, genetic information, pregnancy, disability, veteran status, or any other characteristic protected by law.

Review Key's Equal Opportunity and Affirmative Action Policy

University and college programs

Colleges and universities play a vital role in shaping future leaders. By partnering with higher education institutions in the places where we live and work, we invest in individuals at a pivotal point in their career development — offering meaningful opportunities to learn, grow, and contribute to something bigger. This approach strengthens our talent pipeline and drives KeyBank's long-term success.

University and college partnerships

Through our ongoing partnership with The Ohio State University Fisher College of Business, we continued to support the Leadership and Creativity Undergraduate Student Symposium — a nationally recognized program that brings together high-achieving undergraduates for immersive professional development and a culminating case competition.

In December, we hosted the annual symposium in Columbus, where approximately 30 undergraduate juniors and seniors from eight universities participated in a three-day professional development experience. Through hands-on workshops focused on financial modeling, negotiation, creative leadership, and personal branding, along with a culminating case competition offering nearly $16,000 in awards, KeyBank demonstrated our commitment to access, opportunity, and talent development.

KeyBank Leader Development Summit

In 2025, Key welcomed individuals from across the country who have graduated or are scheduled to graduate with an undergraduate degree in 2027 or by spring 2028 — to participate in our KeyBank Leader Development Summit. This half-day virtual event brought together future leaders who were interested in learning more about intern and analyst opportunities in financial services. The summit equipped participants with inspiration, knowledge, skills, and networks to bridge their strengths, passions, and experiences to their ultimate career goals. Attendees heard from our executive leaders, participated in interactive workshops and panel discussions, gained exposure to our culture, and networked with other emerging leaders.

The summit reinforced our commitment to attracting, retaining, and developing top talent while providing participants with valuable insights into our recruiting process. Participants learned how to stand out as candidates and how KeyBank's structured programs enable participants to solve real-world business challenges.

Internship and early career programs

Our structured early career programs are designed to accelerate professional development through intentional exposure to diverse business functions. Summer internships run 10 to 12 weeks, providing individuals with meaningful project work and networking opportunities. High-performing interns can transition to full-time analyst programs ranging from 12 to 24 months, where they rotate through different teams to build comprehensive expertise before specializing in their chosen career path. The majority of our interns transition to full-time roles, contributing from day one while developing skills to advance into leadership positions.

Internship program overview and structure

Key is committed to developing the next generation of banking professionals. Our internship programs provide meaningful, hands-on experiences and mentorship at both the branch and enterprise levels. Year after year, our program proves successful because we strive to attract top talent, support interns from day one, and cultivate a challenging but rewarding work experience that leaves a lasting impact.

In 2025, Key welcomed 193 enterprise interns representing 87 universities across 28 states, as well as 26 branch interns.

Career pathways for early career professionals

For most participants, an enterprise internship with KeyBank leads to an analyst position. In 2025, 139 interns joined us as full-time rotational analysts, and our intern-to-analyst offers and offer acceptance rates exceeded external benchmarks with a conversion rate of 85%. Our full-time analyst programs prepare participants for long-term careers with Key. This deliberate intern-to-analyst pipeline reflects our investment in cultivating talent who understand our culture and values.

Analyst programs provide structured exposure to multiple business functions through rotational experiences, allowing participants to explore different career paths before specializing. High-performing analysts typically advance to associate-level positions within 2 to 3 years, with clear progression pathways mapped to each career track. Many of Key's current senior leaders began their careers in these foundational programs, demonstrating the long-term career potential available to early career talent.

Mentorship and professional development

From the first day, interns and analysts receive comprehensive support designed to accelerate professional growth:

- Peer buddies for daily guidance and team integration
- Manager mentors providing weekly coaching and quarterly development reviews
- Training in financial modeling, risk assessment, data analytics, and specialized tools
- Professional skills workshops covering communication, presentation, and executive presence
- Leadership development through cohort experiences focused on Key core values
- Networking via speaker series, alumni panels, and Key Business Impact and Networking Group (KBING) events

2025 program outcomes and impact

Program Scale

193 enterprise interns from **87** universities across **28** states

26 branch interns in retail banking roles

139 analysts in full-time rotational analyst programs

Conversion and retention

85% intern-to-full-time offer rate, aligning with best-in-class industry benchmarks (85–90%)

46% three-year retention

These outcomes reflect our comprehensive approach to talent development and commitment to creating pathways to banking leadership. By attracting qualified talent, providing exceptional experiences, and retaining high performers, our programs strengthen both KeyBank and the communities we serve.

Developing our workplace

Training and development

At KeyBank, we believe in the power of continuous learning and development. We understand that investing in our teammates' growth not only enhances individual careers but also strengthens our organization's ability to serve clients and adapt to an evolving financial services landscape.

Keys2Learn: Our learning management system

To support our teammates growth and development, we utilize Keys2Learn — our robust online learning management system designed around our evolving workforce. Keys2Learn offers personalized learning paths so teammates can build and hone skills most relevant to their roles, as well as learn new skills in the pursuit of future opportunities. Data and insights from Keys2Learn help our dedicated learning partners identify training gaps and areas of improvement.

Our learning offerings span personal and professional development opportunities, from health and well-being to business acumen and interpersonal skills. Keys2Learn also supports our required compliance training through interactive and engaging modules that help our teammates understand and apply regulatory standards. Built-in tracking mechanisms help keep certifications current and reduce administrative burden. Flexibility is critical, so we offer mobile access to personal development content.

Keys2Learn helps us foster a culture of continuous learning, supports career growth, and helps us deliver high-quality training opportunities to stay competitive in our industry.

Investment in learning

Our teammates own their career journeys, and we provide the tools, support, and resources to help them along the way. In 2025, we invested $8.7 million in formal learning opportunities, career development tools and resources, and our tuition reimbursement program. In addition to on-the-job training, our teammates participated in approximately 495,000 hours of formal learning programs and courses throughout the year. More than 7% of these hours focused on building skills for the future of work — including emerging technologies, leadership, new processes, and new ways of working.

Education assistance benefit

KeyBank provides a tuition reimbursement program to assist teammates pursuing formal education that enhances their skills and career prospects. In 2025, we deployed nearly $1.1 million in college tuition reimbursements to 239 teammates through our tuition reimbursement benefit. This program is part of our overall investment in teammate development, enabling employees to pursue degrees, certifications, and other educational opportunities that align with their career goals and Key's business objectives.

Comprehensive development resources:

Career development workshops

- Creating a career path
- Holding career conversations
- Participating in informal mentoring
- Networking for career development
- Owning your career and overview of Grow at Key

Skill-based workshops and self-paced learning

- Self-paced virtual learning on more than 250 topics
- Instructor-led sessions on skill-based topics
- Short instructional video clips and self-paced e-learning on Microsoft Office tools

360 developmental feedback assessments

- Gathering developmental feedback from managers and peers
- Assessment of competencies
- Report with developmental feedback on strengths and areas of opportunity
- Developmental resources for each competency

"Unlock Your Journey" podcast

- In-depth conversations into the complexity of career journeys at Key
- Teammates in different career positions share advice and recommendations

Situational approach workshops

- Prepares managers to navigate situational challenges with confidence

BOOST managerial development program

- Workshops that describe what to expect in a management role
- Self-assessment, measuring how well employees' interests fit with a manager role

Leadership development with seminars

- Structured and focused approach to nurturing leadership skills at all managerial levels using seminars
- Offered enterprise-wide and aligns leadership behaviors with organizational goals, fostering a culture of innovation, adaptability, and long-term success

Manager development workshops and courses

- In-person and virtual workshops on a variety of manager development topics

Grow at Key

- Self-assessments to help identify career interests, priorities, and career paths
- Guidance for having career conversations with their manager and creating a development plan

MentorMe at Key

- Teammates self-select a mentor/mentee through mentoring platform as development needs arise
- Receive support for successful relationships from program facilitators, resources, and learning sessions

Mentoring matters

Mentorship moves KeyBank forward. Our mentorship programs span peer connections and cross-business relationships, creating a continuous exchange of expertise across the organization. When teammates learn from one another, regardless of role or business line, Key grows stronger, more connected, and better equipped to serve our clients.

MentorMe at Key

Key's enterprise mentoring program, MentorMe at Key, creates opportunities for professional and personal growth across all career stages through both traditional mentoring and peer-to-peer relationships. Teammates self-select mentors or peers based on development needs and career goals, creating mutually beneficial connections across the organization.

We promote the program through ongoing communications featuring success stories and program benefits, encouraging participation by all employees. The flexible approach enables mentees to receive guidance and expand networks while mentors develop coaching skills and fresh perspectives.

In 2025, the MentorMe at Key program demonstrated strong interest with 3,043 individuals enrolled, including 1,265 mentors and 2,231 mentees participating.

Positioning our teammates for the future

We invest in continuous learning to upskill our teammates as technology and careers evolve.

Tech Ready program

Our Tech Ready program helps teammates in non-coding roles transition to technology careers. Participants learn coding skills through a full-time, 14-week boot camp with Tech Elevator, our nonprofit education partner. Graduates can then move into engineering roles in Key's Technology Operations and Services (KTOS) department.

In late 2025, eight teammates committed to mastering COBOL/Mainframe development through Tech Ready while balancing full-time roles, family responsibilities, and personal commitments. Their transition from operational roles to Associate Software Engineers demonstrates what's possible when talent meets opportunity and individuals take charge of their own growth.

Future Ready program

Future Ready is a career development program for KTOS teammates. Each quarter, participants receive dedicated hours to take online courses, shadow colleagues, or complete training to develop new skills — ensuring they stay current with evolving technology.

Generative AI skills development

As generative AI transforms our industry, we provide teammates with learning opportunities to build relevant skills. Through our Keys2Learn platform, teammates can complete a Generative AI badge training series featuring multiple learning paths designed to build knowledge and support career readiness in emerging technologies.

Career growth and mobility

We create a welcoming work environment with strong career mobility opportunities and competitive total rewards to attract and retain top talent. Our comprehensive approach — including career development, financial resources, wellness support, and flexible work arrangements — strengthens retention of valuable teammates. This success is reflected in the long-standing tenure of our workforce.

Our approach to talent management

KeyBank's approach to talent management focuses on creating a supportive, dynamic environment where teammates can grow and advance. Career mobility is central to this strategy, giving our people clear pathways and the tools and resources needed to move forward.

We provide transparent expectations for job roles, prioritize internal opportunities, and invest in development through leadership training, skill-building, and mentorship. Ongoing performance feedback helps us identify and cultivate future leaders, while a culture of coaching and engagement strengthens teammates' ability to adapt and succeed over the long-term.

Results: Strong retention and internal mobility

In 2025, our focus on employee mobility enabled 24% of our teammates to take on a new role at KeyBank or receive a promotion. This investment in development and mobility builds a strong, resilient workforce while achieving a 94% retention rate of top talent[7].

24% of our teammates took on a new role at Key or received a promotion.

Our commitment to career growth is reflected in employee tenure. In 2025, the average tenure for full-time KeyBank employees (excluding interns) was 9 years — nearly double the 4.9 years reported by the Bureau of Labor Statistics for the financial services sector.

While we're proud of these results, we recognize that each teammate's career path is unique. Our voluntary annualized turnover rate[8] of 12.7% remained consistent with previous years. We evaluate retention success across multiple factors including position, tenure, and performance.

[7] Top Talent is defined as employees who received the highest performance rating. The retention rate reflects the percentage of these employees who remained in active employment throughout the full reporting period, measured against headcount at the start of that period, excluding interns and contractors.
[8] Voluntary turnover annualized rate excludes interns and contractors.

Teammate engagement

Our Employee Promise

Our Employee Promise describes the partnership between our teammates and KeyBank and how, together, we create an environment where our clients, our colleagues, and our communities thrive:

- We have a strong sense of community.
- We have the opportunity for personal and professional growth.
- We do work that matters.
- We are accountable, and our results are rewarded.

2025 Employee Engagement Survey

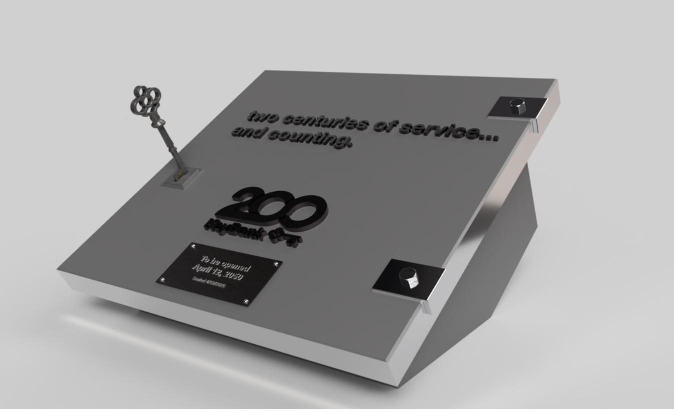
In May, teammates received an invitation to complete a voluntary employee engagement survey. The survey was designed to gauge employee engagement, identify strengths and opportunities, and provide KeyBank leadership and management with actionable feedback. The insights we gained will help inform planning and enhancement of teammate programs and initiatives.

Some 83% of eligible teammates participated in the 2025 survey, and the results offered meaningful insights into our company culture and operations. We conduct focus groups after the survey results are collected and measured to take a deeper dive into specific topics and solicit ideas from teammates on how to improve employee engagement. Our LOBs use these comprehensive insights to take action on opportunities, and some LOBs conduct additional pulse surveys to monitor progress throughout the year.

Empowering teammates to enhance the client experience

At KeyBank, we believe that our teammates are the driving force behind our success. The Voice of Employee (VoE) Forum is another tool we utilize that empowers our teammates to share their ideas and suggest ways to improve the client and employee experience. The forum enables our teammates to be change agents, providing further opportunities for their insights and creativity to be at the forefront of our continuous improvement efforts.

Our teammates play a crucial role in shaping the client experience. Their daily interactions with clients provide valuable perspectives on how we can continuously enhance our services and fulfill our purpose of helping our clients, colleagues, and communities thrive. We use a challenge-based approach, posing specific questions to identify opportunities for efficient problem-solving and high-impact innovation.



Bicentennial Time Capsule: Teammates proposed and voted on items to include, which were sealed alongside letters and images from Executive Leadership and Market Presidents. The capsule will reopen for Key's 225th anniversary in 2050.

Alaska Gold Nugget Pin: Loaned to Heritage Center by Alaska Market President Lori McCaffrey (Key employee since 1995)

In 2025, we focused on delivering enterprise-wide Voice of Employee challenges to drive engagement and elevate high-impact ideas:

Bicentennial: We empowered teammates to shape Key's 200-year anniversary celebration in 2025, including launching three VoE challenges to collect historical artifacts, teammate stories, and celebration ideas. The activities surrounding this special celebration yielded the highest participation in VoE Forum history. In addition, a fourth challenge was launched to commemorate and preserve KeyBank's bicentennial year, and top-voted ideas were compiled in a time capsule, capturing special events and memories for future generations to experience.

Digital Wallet: We leveraged the VoE to enhance awareness and adoption of digital wallet technology. The challenge focused on educating teammates and clients about the benefits of digital wallet usage, highlighting automatic perks provided by Mastercard and demonstrating how KeyBank debit cards unlock additional relationship benefits. The challenge supported work across the enterprise, validated work in flight, and collected actionable ideas for future enhancements.

Business resource groups

KeyBank's business resource groups — Key Business Impact and Networking Groups (KBINGs) — are strategically aligned to enhance business outcomes while providing members opportunities for support and development at work. In 2025, 27% of our teammates belonged to at least one KBING.

Voluntary, welcoming, and open to all employees, our KBINGs play a crucial role in supporting our purpose to help clients, colleagues, and communities thrive by focusing on professional development, business impact, and community engagement. KBINGs provide a forum for all employees to build and enhance business relationships with current and potential clients and to provide professional development, networking, and community engagement opportunities. KBINGs support community outreach, mentorship, and initiatives that promote financial empowerment within our communities.

1 in 4 teammates | Belonged to at least one KBING in 2025

MedWish Medworks in Northeast Ohio

9/11 Heroes Run in Cleveland supporting the Travis Manion Foundation

Special Olympics Kansas

Food Bank of the Rockies

Teammate benefits and well-being

Comprehensive benefits

At KeyBank, we recognize that our teammates' well-being extends far beyond the workplace. Our comprehensive total rewards package is designed to support the physical, mental, financial, and social well-being of our teammates and their families. We continuously evaluate and enhance our benefits offerings to ensure they meet the evolving needs of our diverse workforce and remain competitive in the marketplace.

Our benefits philosophy is simple: provide teammates with the resources, support, and flexibility they need to thrive in all aspects of their lives. When our teammates are healthy, financially secure, and balanced, they can bring their best selves to work and deliver exceptional service to our clients and communities.

Physical health and wellness

We believe that healthy teammates are the foundation of a thriving organization. KeyBank provides comprehensive health coverage and wellness programs designed to promote physical health and preventive care.

Medical, dental, and vision coverage: Eligible employees can choose between three high-deductible health plans with comprehensive coverage for teammates and their families.

Health and wellness support: Teammates enrolled in KeyBank's medical plan receive additional benefits to support health management:

- Annual Health Savings Account (HSA) contributions of up to $1,200 through Key's Wellness Incentive program ($600 individual; $1,200 employee plus spouse/partner) by meeting wellness requirements
- Disease management support programs for chronic conditions including diabetes, heart disease, and asthma
- Hinge Health virtual physical therapy platform for spine & joint pain and pelvic health
- OnePass™ subscription-based fitness and well-being program providing access to fitness centers nationwide
- Expert second opinion consultations by 2nd MD for major medical decisions
- Specialized support programs for cancer treatment, fertility, maternity care, and healthy lifestyles and weight management programs

Flexible spending and savings accounts: KeyBank offers account options to help teammates manage certain costs:

- HSA with employer wellness incentive contributions
- Dependent Care FSA for childcare and eldercare expenses
- $500 Lifestyle Spending Account (LSA), an annual reimbursement program supporting personal well-being

Mental health and well-being

We are committed to supporting the mental and emotional well-being of our teammates through comprehensive resources and programs that address stress, work-life balance, and personal wellness.

Live Well & Thrive Employee Support and Wellness Program: Our flagship wellness program offers teammates and household members comprehensive support at no cost.

- Up to six confidential counseling sessions per issue per year
- Unlimited legal and financial consultations
- Wellness coaching for exercise, nutrition, weight management, stress, sleep, and more
- On-demand mental health support
- Work-life, caregiving, and financial consultation services

Personal wellness and growth programs:

KeyBank supports teammates with a comprehensive range of programs designed to help them thrive:

- Thrive with Key bi-monthly wellness communications
- Wellness sessions featuring keynote guest speakers (popular in 2025)
- Quarterly wellness challenges
- Monthly wellness webinars on health and life balance
- Weekly wellness sessions covering stress management, balance, fitness, yoga, and cooking (popular in 2025)
- 90-day healthy lifestyle transformation program

Financial health and security

As a financial services organization, we understand the importance of financial wellness. KeyBank provides robust benefits and resources to help teammates build long-term financial stability.

Retirement planning:

Key demonstrates its strong commitment to helping teammates plan for retirement by matching employee 401(k) contributions and providing planning resources and diverse investment options:

- 401(k) retirement savings plan with competitive 7% employer match
- Automatic enrollment for new hires to encourage retirement readiness
- Diverse investment options and professional guidance
- Retirement planning resources and calculators

Discounted stock purchase plan:

Eligible employees can purchase KeyCorp common stock with the following benefits:

- Monthly stock purchases at 10% below market price
- Convenient after-tax payroll deductions
- Immediate built-in return on investment
- Opportunity to build ownership stake in Key's success

Education assistance:

We invest in teammates' continued education and skill development:

- Up to $6,000 per year for undergraduate and graduate degree programs
- Support for accredited colleges and universities
- Investment in future-ready skills and career advancement

Employee banking benefits:

Teammates receive special banking advantages and financial guidance to support their financial wellness:

- Preferred mortgage rates and closing cost assistance
- Reduced or waived banking fees
- Student loan refinancing discounts through Laurel Road and GradFin
- Financial wellness workshops and personal financial reviews throughout the year

Financial safety net programs:

- Hardship Relief Fund provides financial assistance of up to $3,000 in a rolling calendar year for employees faced with unexpected life events and natural disasters
- Identity protection services to reduce identity theft risk and provide resolution support
- Legal plan for unexpected personal legal issues

Family and caregiving support

We recognize that many teammates balance work with family and caregiving responsibilities. We provide comprehensive support to help teammates care for their loved ones:

Parental support:

- Adoption assistance providing $17,280 in financial aid per adoption
- Provides up to 10 weeks of paid parental leave to bond with a child after birth, adoption, or foster placement

Childcare and dependent support:

- Child and eldercare referral resources and other work-life solutions
- Dependent Care Flexible Spending Account for childcare and eldercare expenses

Education support for families:

KeyBank supports employees’ families by offering children of employees an opportunity to be awarded a $2,500 college scholarship, renewable annually for 2- and 4-year undergraduate programs.

Lifestyle and work-life balance

Key values work-life balance and provides programs that support teammates' diverse needs and interests.

Lifestyle spending account:

Eligible teammates receive up to $500 per year for qualifying lifestyle expenses that promote well-being and personal interests.

Alternative work schedules:

Our work location policies help eligible employees balance work and personal life by allowing the flexibility to adjust work schedules or work location.

Comprehensive leave options:

KeyBank provides generous leave benefits to support teammates during important life events and personal needs:

- Paid time off based on years of service and career level
- Parental leave for bonding with new children
- Short-term medical leave for recovery and treatment
- Military leave with continued support for service members
- Family leave to care for loved ones

Our robust benefits program reflects our commitment to supporting teammates holistically. We regularly evaluate and enhance our offerings to meet the evolving needs of our workforce, ensuring KeyBank remains an employer of choice for talented professionals who want to build meaningful careers while maintaining personal well-being and financial security.

Key Impact |

Building Resilience Through Mental Well-Being Support

Mental health support at KeyBank isn't just a program — it's a commitment renewed every day. Throughout 2025, teammates engaged with comprehensive resources designed to strengthen well-being and reduce stress.

Our year-long *Resiliency RX: Stress Proof Your Brain and Body* keynote series brought expert insights directly to employees, while monthly clinician-led workshops normalized mental health conversations and created supportive spaces for connection. Weekly 15-minute stress breaks and mindful movement sessions offered teammates practical tools to restore balance during demanding days.

Beyond scheduled programming, teammates have access to confidential counseling (six free sessions per issue annually), free mindfulness apps, and our Burnout Prevention Guide — ensuring support is available however and whenever needed.

"These resources have made a meaningful difference in how I manage stress and show up for my team," shared one employee. "I feel supported in ways that truly matter."

This holistic approach empowers our teammates to thrive personally and professionally — exemplifying true leadership in workplace mental health.

2025 highlights

70% of eligible employees plus their spouses who earned KeyBank's medical plan wellness incentive, totaling **$7,703,300**

14,202 employees and household members used employee support and wellness resources and services through Key's Live Well & Thrive program

93% of teammates utilized KeyBank's retirement benefit

We provided nearly **$1.1** million in tuition reimbursements for **239** teammates through our college tuition benefit program.

10,693 employees claimed reimbursement with their lifestyle spending accounts, totaling **$4.8 million**

In 2025, KeyBank contributed **$62,500** to its Scholarship Program, awarding 25 renewable scholarships to dependents of employees to support their pursuit of higher education.

Total rewards philosophy

Beyond benefits, KeyBank's total rewards approach encompasses competitive compensation, performance recognition, and career growth opportunities. Our compensation philosophy supports fair, market-competitive pay that recognizes individual contributions and performance.

Compensation approach

Our success depends on attracting, developing, and retaining talented teammates. We offer competitive pay and benefits through our comprehensive total rewards program to support motivation, growth, and performance. As competition for top talent continues to increase — both within and beyond our industry — we recognize the importance of investing in our people to build high-performing teams and cultivate future leaders. Our total rewards strategy supports our efforts to create and sustain our unique culture and deliver value for our clients and communities.

Our compensation program is designed to reward teammate performance, reflect market practices, encourage prudent risk-taking, and align with shareholder interests and regulatory practices. Our pay-for-performance approach is guided by the following principles:

- Compensation decisions consider company, business unit, and individual performance
- Compensation is structured to balance short- and long-term performance objectives and support sustainable value creation
- Policies promote responsible risk-taking by aligning reward with risk and long-term outcomes

Achieving a balance between risk and reward is a central focus of our compensation program and an important part of how we align pay and performance. All employees have risk goals as part of the performance evaluation process, and their performance against their risk goals is considered when determining discretionary incentives. All incentives paid to our employees are subject to a risk adjustment process that begins before the grant and extends beyond payment.

We maintain a formal compensation structure to establish pay based on objective factors, including external market data, required education, skills and experience, and performance. We regularly review this structure relative to market trends and internal equity. This approach has supported sustained increases in hourly pay levels, with 96% of hourly employees earning $20 per hour or more by April 2026.

Teammate recognition programs

KeyBank celebrates teammate contributions through formal recognition programs that honor exceptional performance, milestone achievements, and exemplary service to clients and communities.

We do this through:

- Encouraging meaningful, consistent recognition via our Key Appreciation Platform
- Rewarding top performers with annual programming
- Executing enterprise-wide recognition events like Teammate Appreciation Week, a virtual holiday concert, and the Key Appreciation Challenge
- Supporting executive leaders to build and execute recognition programs that align with their values and objectives

Key Appreciation: This program enables real-time peer-to-peer and manager recognition across the organization. Developed in response to employee feedback, the program allows teammates to recognize colleagues for demonstrating our values and delivering exceptional client experiences. Through digital recognition cards, point-based rewards, and flexible redemption options including merchandise, travel, and gift cards, the program reinforces our culture of appreciation and celebrates daily contributions that drive client success.

Key Moments gift box program: Throughout their careers at KeyBank, teammates receive curated gift boxes celebrating important milestones: joining the company, becoming parents, retiring, and achieving exceptional performance.

Milestone anniversary pin program: KeyBank honors employee tenure through a commemorative pin program that recognizes dedication at five-year intervals. Each handcrafted 10K gold pin, adorned with gemstones, symbolizes teammates' commitment and contributions to Key's success. Managers are encouraged to present the custom pins as part of a team celebration, reinforcing our culture of loyalty and long-term employment.

Memorable moments with teammates

To celebrate the milestone, teammates received a bicentennial gift package in January featuring a limited-edition pin. As part of Teammate Appreciation Week in March, teammates were also invited to select a special Neighbors Make The Difference Day t-shirt and commemorative keepsake.

The bicentennial year also featured unforgettable experiences that united teammates in celebration. More than 100 teammates joined senior leadership at the New York Stock Exchange for the ceremonial bell ringing, while nearly 1,000 teammates celebrated at a Cleveland Guardians game on April 12, 2025, featuring Chairman and CEO Chris Gorman's ceremonial first pitch and a community investment check presentation — showcasing our commitment to the communities we serve.

Community engagement and teammate support

KeyBank's culture emphasizes both community service and caring for one another. Our unique programs enable teammates to support their communities through employee giving programs and volunteering.

Volunteer and community engagement

Our teammates are at the heart of our impact. We encourage and support them in sharing their skills, talents, and passions with the people and communities where they live and work. Through volunteering and nonprofit board service, our teammates contribute expertise that help our communities thrive.

Throughout 2025, our teammates continued to generously dedicate their time and talents to serve their neighbors and neighborhoods.

Highlights of their contributions include:

54,197
individual volunteer hours were logged in local communities.

518
teammates served as board members for **754 nonprofits,** contributing **15,231 hours.**

Totaling
69,428
hours spent serving our communities.

Key was named a Civic 50 Financial Sector leader for volunteerism and civic engagement for the 12th time, due in large part to our teammates' commitment and contributions.

Nearly 35 years ago, KeyBank launched its signature teammate volunteer event — Neighbors Make The Difference® Day. This annual, designated employee volunteer day is the hallmark of our commitment to our communities and a leading corporate volunteerism effort in America.

The success of this decades-long tradition is powered by a highly coordinated and targeted enterprise-wide effort. From our national director to regional site coordinators, a network of dedicated partners ensures our day of service is impactful and well organized.

On Wednesday, June 4, 2025, **5,156** teammates volunteered in person and online in communities across our footprint for this annual day of service. Team members completed **594** projects in **37** regions from Maine to Alaska.

KeyBank teammates volunteering for Neighbors Day Make The Difference Day, Wednesday, June 4, 2025.

Supporting communities through giving

KeyBank supports the communities where we live and work through employee giving programs that amplify individual generosity with Foundation matching gifts.

- **Employee matching gift program:** The KeyBank Foundation matches employee contributions dollar-for-dollar, up to $2,000 annually per employee. Board members or capital campaign committee members of qualifying nonprofits can receive an additional $2,000 match.
- **Community leadership gift program:** Eligible employees can direct up to four $500 grants annually to qualifying nonprofits through the KeyBank Foundation.
- **Disaster response 2:1 matching gifts:** During disasters and emergencies, KeyBank doubles employee relief donations through 2:1 matching, up to $2,000 per employee — in addition to the standard matching gift program.
- **United Way campaign:** Through our annual employee giving campaign, teammates support United Way's work addressing economic hardship, supporting veterans and seniors, and removing barriers to growth opportunities in our communities.

Key teammate impact

Employee donations and matching gifts	$2.1MM
Community leadership gifts[9]	$150.5K
United Way pledge and corporate match	$1.7MM
Total Employee Impact	**$4.0MM**

Honoring our bicentennial through employee-directed giving

In celebration of our bicentennial, the KeyBank Foundation launched a special giving initiative empowering teammates to direct Foundation funds to the nonprofits that matter most to them.

> "I donated to VeloSano through the Cleveland Clinic Foundation to help fund cancer research specifically for the doctor who treated me!"

Amy Kilbane

> "I chose Junior Achievement of Central New York. They do a lot to teach financial education and entrepreneurship in grade schools primarily in disadvantaged areas."

Douglas Kofahl

> "[I donated to] the American Heart Association, as many individuals close to me have been affected by cardiovascular disease."

Gianna Coderre

Thanks to the enthusiastic participation of more than 6,800 teammates, the program delivered over $1.3 million in donations to more than 4,100 nonprofits across our footprint. This milestone reflects our shared commitment to strengthening the communities we serve and supporting the missions that move us.

To read more about support our philanthropic efforts, visit the Transformative philanthropy section.

[9] The Community Leadership Gift Program provides up to four $500 grants to qualifying organizations per year per eligible employee through the KeyBank Foundation.

Sustaining an inclusive culture

KeyBank is committed to sustaining an inclusive workplace where every teammate has the tools and resources to succeed. We provide equal opportunities across all aspects of employment and value the different perspectives, experiences, and backgrounds all our teammates bring.

Our vision for an inclusive workplace

KeyBank envisions a workplace where disability is recognized as a form of diversity that strengthens our organization, where accommodations are provided seamlessly, where teammates feel empowered to bring their whole selves to work, and where accessibility is considered from the beginning of every initiative. We are committed to making this vision a reality through sustained investment, leadership commitment, teammate engagement, and a culture of continuous learning and improvement.

Hiring and development

Our reasonable accommodations process supports teammates from interview through retirement. Teammates can request accommodations at any time — including during the application process — and our team works collaboratively to understand specific needs, implement effective solutions promptly and confidentially, and provide potential candidates with equal opportunity to demonstrate their qualifications.

Once hired, KeyBank provides assistive technology and workplace resources at no cost, including screen readers, speech recognition tools, ergonomic equipment, adjustable workstations, and specialized monitors. Beyond technology, we offer workplace modifications such as flexible schedules, remote work options, accessible facilities, and physical workspace adaptations.

Building awareness and community

We provide disability awareness training for all teammates, with specialized training for managers and HR professionals. Our business resource groups create supportive communities and raise organizational awareness.

In 2025, KeyBank's Champions of People with Disabilities business resource group received the National Organization on Disability (NOD) ERG Excellence Award for Making a Difference, recognizing the group's leadership in creating measurable impact through disability inclusion education and awareness, professional development programs, and community engagement.