



Report on equal opportunities and equal pay 2022

in accordance with Section 21 of the
Transparency of Remuneration Act
(Entgelttransparenzgesetz)

A commitment to ensuring equal opportunities for men and women is a key component of KfW's personnel policy. A fifth equal opportunities plan, effective for four years from 1 January 2020 until December 2023, has now been added along with the equal opportunities officers. The equal opportunities plan is our roadmap for promoting and consolidating gender equality at all levels of the company and implementing the requirements of the German Federal Equality Act (*Bundesgleichstellungsgesetz – "BGleiG"*) at KfW.

Ensuring a gender-sensitive remuneration policy is one of KfW's main personnel policy objectives. The collective bargaining agreement for the public banking sector that contributes to ensuring equal pay for men and women applies at KfW. Moreover, remuneration of employees not covered by collective agreement is governed by a staff agreement. The same principles of remuneration apply to women and men. Staff members are grouped into salary levels on the basis of uniform standards in terms of function, qualifications and responsibilities. Individual positioning within the salary bands for staff not covered by collective agreement is based on standardised and gender-neutral criteria. Another key element of KfW's remuneration strategy is the gender-neutrality of remuneration systems. Salaries are determined based on a grading structure in which equivalent functions are assigned to salary bands; the function assessment criteria are always gender-neutral.

KfW launched the "remuneration check" in 2019, as a result of the action under the 2016–2019 Equal Opportunities Plan, in which implementation of a salary comparison was agreed. The remuneration check is an analytical tool to make the possible causes of unequal pay visible for companies. The KfW project team, comprising representatives from HR, the Equal Opportunities Officer and the Staff Council, performed a thorough review of the existing rules and average salaries of selected functions with external project partners in a total of four workshops. The results were included in the current equal opportunities plan and provide a valuable basis for our equality agenda and to ensure a gender-sensitive remuneration policy.

KfW also offers its employees greater transparency in the provision of information under the German Transparency of Remuneration Act (*Entgelttransparenzgesetz*). In addition to the data prescribed under the act, employees also receive information on the average age and length of employment of their peer group. The additional information provides greater transparency and better facilitates comparison of salary data.

Another key priority for KfW is to increase the proportion of women in management and senior professional positions. The proportion of women in management positions at KfW is 36% (as of December 2022). Of all management staff, 17% (of which one quarter are male) have taken advantage of part-time working models. Where candidates have the same qualifications, KfW gives preference to women. The BGleiG prescribes a target of 50% at all management levels by the end of 2025.

A variety of programmes to strike a balance between career and personal life are offered in order to continue supporting women in management positions (but also to open up new opportunities for men). These programmes are under continuous further development, also taking KfW's business requirements into account. We have introduced, among other things, an emergency and holiday care service, expanded our psychosocial counselling to include a 24/7 hotline, increased the focus on combining work and care of family members, and started the Fathers' Network ("Väternetzwerk") with presentations and events to indirectly promote equal opportunities for men and women. A staff agreement on "mobile working" was also concluded in this context, enabling flexibility in terms of working location.

Increasing the proportion of women in management positions at all levels is promoted through additional personnel policy tools, such as equal involvement in talent pools, mentoring and scholarship programmes, an evaluation of gender distribution in the job application and candidate selection process based on a random sample, and a woman always included in decision-making bodies on candidate selection. We have been a founding member of the inter-company "Employers for Equality" programme since 2020, which offers a broad spectrum of training courses, workshops, discussion formats, events and meetings on issues relating to equal opportunities and diversity.

Information pursuant to section 21 (2) Transparency of Remuneration Act

	2021		2016 ¹⁾		Change
Total number of employees (average, rounded)	6,106		4,767		28%
of whom female	2,932	48%	2,315	49%	27%
of whom male	3,174	52%	2,453	51%	29%
Full-time employees	4,480		3,540		27%
of whom female	1,739	39%	1,347	38%	29%
of whom male	2,741	61%	2,194	62%	25%
Part-time employees	1,627		1,227		33%
of whom female	1,193	73%	968	79%	23%
of whom male	433	27%	259	21%	67%

¹⁾ The 2016 data does not include foreign branch offices.

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