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# KfW's Equal Opportunities Plan 2024 – 2027

Balanced – gender equality in focus

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## Foreword:

The Equal Opportunities Plan represents an essential HR management and personnel development instrument at KfW and simultaneously outlines our route to promote, implement and strengthen gender equality. In addition, KfW is implementing the ESG requirements and positioning itself as an attractive and fair employer.

The Human Resources department has drawn up the new Equal Opportunities Plan for the next four years in cooperation with the Equal Opportunities Officer and her deputies. The plan is valid from 1 January 2024 to 31 December 2027. With its sixth plan, KfW is resolutely continuing on the path that it has long been successfully pursuing by constantly developing its objectives and measures.

In its guiding principle, the plan follows the legally stipulated objectives of the German Federal Equality Act:

- to achieve gender equality.
- to eliminate existing discrimination on the grounds of gender, in particular discrimination against women, and prevent future discrimination.
- to eliminate structural disadvantages and reduce the under-representation of women at management levels and in senior professional positions.
- to improve the reconciliation of family, care, private and professional life and, in particular, to increase the motivation of men to take advantage of reconciliation options.
- to take into account the particular concerns of women with severe disabilities.

The Equal Opportunities Plan contains four key objectives, broken down into sub-objectives. Specific measures have been introduced to achieve these sub-objectives. It also defines how target achievement is measured, who is responsible for it and the timeframe within which we strive for improvements. Some measures have an impact on several levels and thus simultaneously contribute to different objectives. For example, offerings for achieving a work-life balance that are used equally by men and women can also help to anchor gender equality in KfW's culture.

Implementing the measures is our joint task. In particular, managers are asked to drive development forward and pave the way for achieving targets. All employees are encouraged to actively demand the implementation of gender equality measures. The Human Resources department, the Equal Opportunities Officer and her deputies are happy to support this.



**Bernd Loewen**  
Member of the KfW  
Executive Board



**Sandra Groß**  
KfW Equal Opportunities Officer

# What is the basis of the Equal Opportunities Plan?

The Equal Opportunities Plan is based on the requirements of the German Federal Equality Act (BGleiG), which came into force in 2001 December. It was fundamentally amended in 2015 with the German law on equal participation of women and men in management positions in the private and public sectors.

The Equal Opportunities Plan is an essential personnel management and development instrument for anchoring the legally initiated equality of women and men. The aim of the law is:

- to achieve gender equality.
- to eliminate existing discrimination on the grounds of gender, in particular discrimination against women, and prevent future discrimination.
- to eliminate structural disadvantages and reduce the under-representation of women at management levels and in senior professional positions.
- to improve the reconciliation of family, care, private and professional life and, in particular, to increase the motivation of men to take advantage of reconciliation options.
- to take into account the particular concerns of women with severe disabilities.

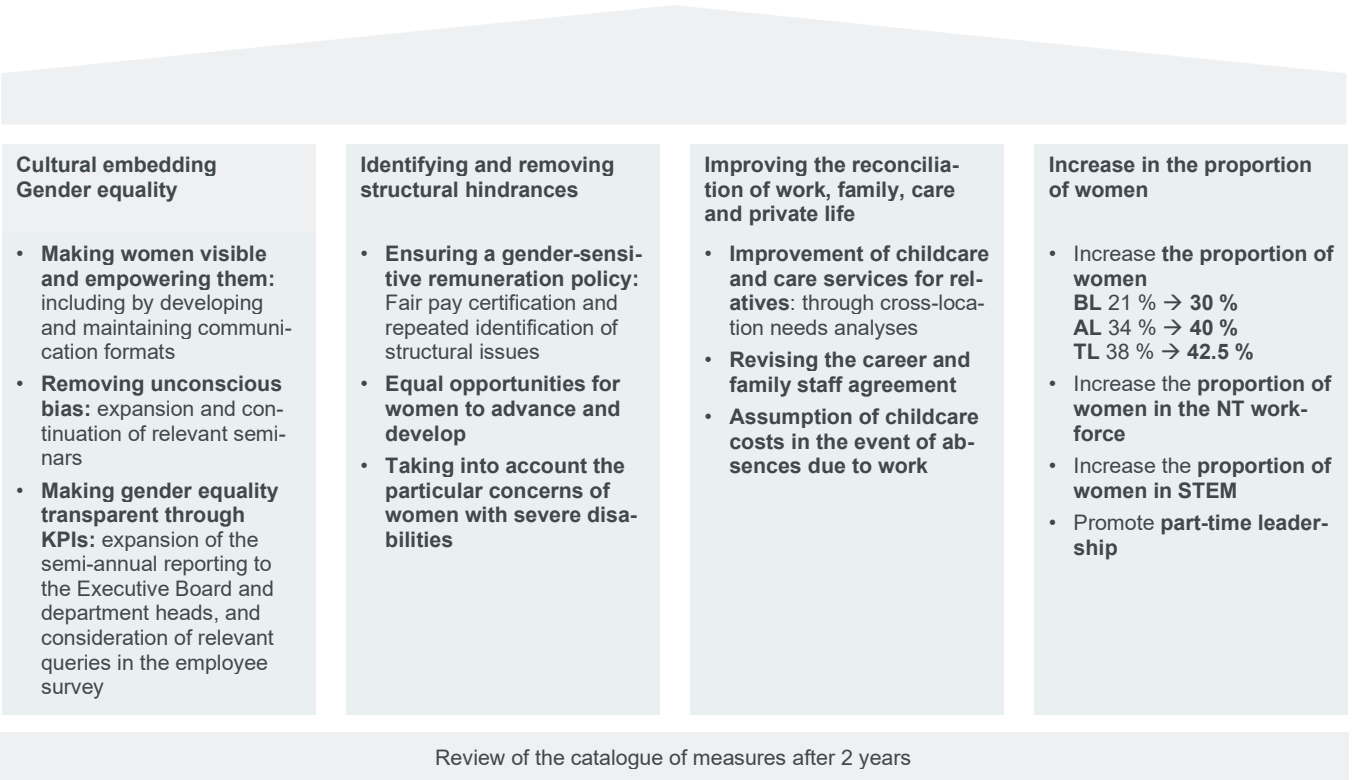
## Equal Opportunities Plan

KfW is glad to support the objectives of the Equal Opportunities Plan, not only from a regulatory point of view, but even more based on its own conviction. After all, KfW is convinced that the culture of leadership and cooperation is a central success factor for lived equal opportunities.

Current proportion of women  
(as of: 30 June 2023)

Proportion of women	Women / Total
BL: 20.8%	5 / 24
AL: 34.3%	36 / 104
TL: 38.1%	153 / 401
Total: 36.7%	194 / 529

# Targets and measures of the new 2024—2027 Equal Opportunities Plan



BL = Head of Department, AL = Head of Division, TL = Team Head, MA = employees, FK = managers

# How do we want to achieve the Equal Opportunities Plan's targets?

## 1. Target: Incorporating equal opportunities into the KfW culture

With this Equal Opportunities Plan, KfW is not only setting targets and quotas, but is above all endeavouring to establish a culture of respectful, fair cooperation, to promote and live diversity and to offer women and men fair opportunities as a matter of course. Values that match our mission statement as well as a healthy work-life balance.

In order to permanently anchor diversity in KfW's culture, we signed the "Diversity Charter" in 2019. In addition, in 2023, KfW was certified as a family-friendly company for the eighth time by berufundfamilie GmbH.

We promote the cultural embedding of gender equality at all levels by maintaining appropriate communication with all employees and managers. To ensure that we do not lose sight of our gender equality objectives during our day-to-day work, we create regular reports.

The following measures are being used to implement the first main objective:

- **Making women visible and empowered**

We develop or reinforce existing communication formats on this topic with the involvement of relevant stakeholders. For example, panel discussions with internal and external experts, webinars, articles or brochures.

- **Reducing unconscious bias**

A basic seminar on the topic has been established. We will continue and expand this and broaden the target group. The intent is that all managers engage with this issue as a first step, and then for the seminar to be offered to all KfW employees in the future.

In addition, the topic shall be incorporated into further seminars and training courses and further supported by communication measures.

- **Making gender equality transparent through KPIs**

The semi-annual reporting to the Executive Board and department heads is to be expanded to include comparative reporting of the departments (proportion of women/men, proportion of management positions, proportion of non-tariff/tariff workers, proportion of part-time).

Corresponding queries are also taken into account in the employee survey.

## 2. Target: Identifying and removing structural hindrances

A corporate culture that embeds gender equality cannot be aligned with practices that discriminate against women in their remuneration. KfW therefore pursues the objective of identifying and eliminating possible inequalities and ensuring an appropriate and gender-sensitive remuneration policy.

An important measure to achieve this target is the "remuneration check" project set up in 2019, which the HR department launched together with the Equal Opportunities Officer and the Staff Council. The check includes an analysis of the applicable rules and regulations in connection with remuneration and the existing salary structures.

It is also important to us that we offer all employees the same career advancement and development opportunities – regardless of whether or which reconciliation option they use or have used. What does that mean? In particular, we focus on potential and skills.

In accordance with our inclusion agreement, we also strive to take into account the special concerns of people with severe disabilities and, in particular, want to provide full and long-term career prospects to women with severe disabilities.

The following measures serve to achieve this main objective:

- **Ensuring a gender-sensitive remuneration policy**

To ensure our gender-sensitive remuneration policy, we will implement a regular fair pay certification process.

In addition, we will continue to identify structural issues. Structural issues entail effective and sustainable compensation measures by the specialist division concerned.

Reducing the salary gap remains a clear objective of KfW.

- **Equal opportunities for women to advance and develop**

The managers highlight prospects for women, especially after starting a family.

The existing offers for this will be promoted and further developed. (For example: training/coaching on positioning, such as “Shaping my career”, “Leadership – is this for me?”, development in new specialist roles, etc.). In order to obtain information on the agile world after a long absence, we offer information portals and further training courses such as the Scrum Portal, the “Toolbox”, various communities such as the Community of Practice, and an e-learning course on scrum fundamentals.

Corresponding queries in the employee survey (MAB) are also taken into account.

- **Taking into account the particular concerns of women with severe disabilities**

KfW offers women with severe disabilities full and long-term career prospects. (see inclusion agreement). For example, attention is paid to opportunities to participate in talent programmes.

### 3. Target: Improving the reconciliation of work, family, care and private life for women and men

The desire for work-life balance plays a major role in our society – for women and men alike. And family demands such as childcare or caring for relatives should not upset this balance. We are committed to continuing to support our employees – women and increasingly men – in reconciling these challenges in a healthy way.

Through a location-specific survey, we would like to evaluate the need for childcare and care reconciliation services in order to optimise the existing measures and services.

We also want to motivate men in particular to become more involved in caring for their children or relatives and to accept our special reconciliation options. For this purpose, we have set up a “father network” in which we offer lectures, workshops and opportunities for exchange.

To achieve the third main objective, the following measures are planned

- **Improving childcare and care for relatives**

We are conducting a location-specific survey on the need for childcare and care for relatives. Based on the results of the survey, we are reviewing appropriate measures and developing solution proposals taking into account the infrastructure conditions and cost/benefit aspects.

- **Revising the career and family staff agreement**

We are modernising the career and family staff agreement and are considering introducing new building blocks for work-life balance. We take professional and private interests into account and strive for a healthy balance.

- **Assuming care costs in the event of absence from work**

A proposed procedure for assuming costs for care was prepared in 2023. The implementation of the proposal, including clarification of the interfaces and all communication on the topic, is to take place in the first half of the term of the sixth Equal Opportunities Plan.

## 4. Target: Increasing the proportion of women in management and senior specialist positions

We continue to strive to increase the proportion of women in management and senior professional positions by 2027 and have therefore formulated clear target values that we want to achieve through internal promotion and development of female employees as well as through targeted measures in external recruitment. This is in line with the objectives of the last Equal Opportunities Plan, in which we were able to exceed the targeted proportion at division management level.

In order to achieve this objective, the following measures are planned:

- **Increasing quotas for the proportion of women in management positions**

We aim for the following proportion of women at management levels:

- Female Heads of Department (BL): 30%.
- Female Heads of Division (AL): 40%
- Female Team Heads (TL): 42.5%

- **Increasing the proportion of women in STEM areas**

We inspire and motivate more women for professions and positions in the STEM field, through role models, sessions to exchange ideas, networking opportunities, communication measures and transparency about new roles, as well as good communication about sources of knowledge and learning opportunities. Cooperation with TTS will be expanded for this purpose.

Women are preferred in the application process if they are equally suitable in these cases, as well.

- **Promoting part-time leadership**

We continue to promote the establishment of tandem partnerships (e.g. by setting up a tandem exchange, communicating about tandem opportunities, organisation of network events and advising managers) and part-time management with the necessary framework conditions.

We review the framework conditions for part-time work/leadership and derive any necessary improvements from them.

## Implementation and evaluation

- The Equal Opportunity Plan applies for four years from January 2024.
- Implementation is the responsibility of our managers in particular.
- The Human Resources department provides support with instruments and measures.
- The Equal Opportunities Officer promotes, supports and monitors the implementation of the Equal Opportunities Plan's objectives.
- All employees are invited to participate in the implementation and to take advantage of the opportunities arising from the Equal Opportunities Plan.
- A review takes place after two years.

## Excerpt from the assessment

	June 2019	June 2023
<b>Total employees</b>	5,347	6,075
Of which women	48.3%	47.8%
<b>Heads of Department</b>	23	24
Of which women	8.7%	20.8%
<b>Heads of Division</b>	96	104
Of which women	27.1%	34.3%
<b>Team Heads</b>	368	401
Of which women	36.4%	38.1%
<b>Part-time managers</b>	16.8%	25.8%*
Of which women	78%	60%*
<b>Childcare places</b>	121	121
Daycare	66	66
Kindergarten	38	24
Nursery	17	21
<b>Parental leave (number)</b>	369	246
Of which women	221	169
Of which men	148	77

\* Figures from October 2023



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