

Employees

Promoting equality. Encouraging performance.

Responsibility begins in-house. This is why KfW Group attaches great importance to treating its employees with respect and appreciation. An open, trusting corporate culture that rewards achievement while bearing social factors in mind forms the framework for this mission.



48.5% is the percentage of **women** working at KfW Group



105,854 hours of continuing education were invested by KfW in 2017 for employee advancement



11.9 years is the **average period of employment** at KfW without subsidiaries

Human resources policy

KfW Group's success is based on its qualified and motivated employees. The Human Resources department's mission is to provide them with the best possible support and encouragement in their jobs. KfW Group has created a solid foundation for the sustainability of the company with a fair remuneration system, group-wide equal opportunities, reconciliation of work and life, opportunities for professional continuing education and responsible health management. KfW continuously improves the range of services and develops it in need-based and forward-thinking ways. The renewed berufundfamilie work and family audit, and the pledge to uphold the Charta der Pflege (charter concerning care-giving) in 2017 are just some of the initiatives that demonstrate KfW's commitment to its staff.

Employee structure

As of the end of 2017, KfW Group employed a total of 6,286 people, 1,665 of whom worked part-time. The fluctuation rate in 2017 was 3.3% at KfW, 7.2% at KfW IPEX-Bank and 4.6% at DEG (this information was collected in accordance with GRI standards for the first time in 2017). All figures are rounded to one decimal place. Furthermore, the figures of the group are calculated in summary form. In general, the adjusted figures do not include temporary employees, external staff or employees who work in the representative offices (locals) unless otherwise stated (overview of key figures, p. 62–70).

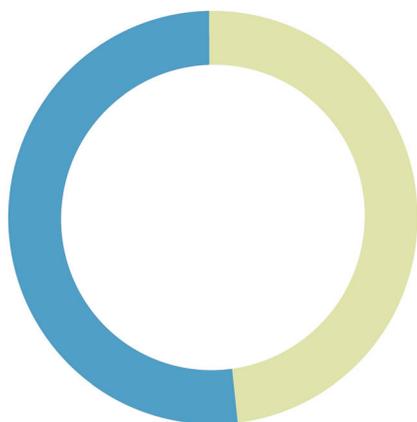
Workforce – breakdown by gender

	2015	2016	2017
KfW Group total	5,968	6,106	6,286
thereof, women	2,921	2,970	3,051
KfW without subsidiaries	4,763	4,872	4,990
thereof, women	2,327	2,361	2,398
KfW IPEX-Bank	657	673	683
thereof, women	304	316	320
DEG	548	561	613
thereof, women	290	293	333

6,286

staff were employed at
KfW Group in 2017

KfW Group employees by gender in 2017



6,286 **total employees**

■ 3,235 **men** ■ 3,051 **women**

Remuneration

In terms of working hours, holiday entitlement and remuneration, KfW staff are subject to the regulations of the collective bargaining agreement for the public and private banking sectors. The percentage of pay-scale employees is 25.4% at DEG (not including temporary staff and interns), 15.1% at KfW IPEX-Bank and 27.9% at KfW.

KfW is expressly committed to fair, transparent and non-discriminatory remuneration principles and to the same standards for the evaluation process. This was substantiated in a staff agreement concluded at the end of 2017. The remuneration systems do not draw any distinctions on grounds of gender, nationality, ethnicity or religion.

Activities that fall under collective bargaining agreements are assigned in accordance with collective bargaining pay scale groups for the private banking sector and public banks. When evaluating and assigning functions in areas not governed by collective bargaining agreements, subject matter/requirements, qualifications and special skills are taken into account. The remuneration of employees who are not covered by a collective bargaining agreement is regulated by a staff agreement at KfW without subsidiaries, and by appropriate company agreements at KfW IPEX-Bank and DEG. For the individual levels not covered by a collective bargaining agreement, different salary ranges are prescribed and form the basis for remuneration. Furthermore, the variable part is based on performance-evaluated assessments focusing equally on the achievement of qualitative and quantitative goals.

In terms of both content and substantive structure as a whole, the remuneration system of KfW without subsidiaries is based on its business model as a state-owned promotional bank. It is designed as a performance-based remuneration system and is characterised by a focus on fixed remuneration and a very small variable remuneration component compared with conventional commercial banks. The variable remuneration is set using the criteria of promotional objectives, earnings and risk, and takes the sustainability of business success into particular account. This means that KfW's remuneration system fulfils the regulatory purpose required by the German Remuneration Ordinance for Institutions (InstitutsVergV).

The amount of the overall payout volume is determined on an annual basis by the Executive Board or, respectively, the managing directors. At KfW, KfW IPEX-Bank and DEG, special benefits can be approved for employees covered by collective bargaining agreements with one-off payments. When assigning employees to foreign posts, KfW provides additional benefits which meet the local economic and safety-related requirements.

KfW Group's performance management is an annual, structured procedure that takes place across all departments. Target management and performance evaluation are both important instruments for corporate management, leadership and motivation. Performance management results create the basis for determining remuneration in KfW Group.

As of 6 January 2018, all KfW Group employees can assert their right to access information according to Sec. 10 of the German Transparency of Remuneration Act (Entgelttransparenzgesetz). To this end, they can

- learn about the criteria and procedures used to determine remuneration and
- make enquiries regarding median monthly gross remuneration and up to two salary components of a peer group of the respective other gender.

In order to ensure timely implementation in 2018, KfW, KfW IPEX-Bank and DEG each prepared their own procedures in 2017, in close cooperation with each other.

KfW Group employees with open-ended contracts – over 90% of staff – gain entitlement to pension benefits during the course of their employment, and have access to a low-interest building loan. KfW offers its employees voluntary deferred compensation for pension benefits, reimbursement for travel costs to and from work, and private accident insurance.

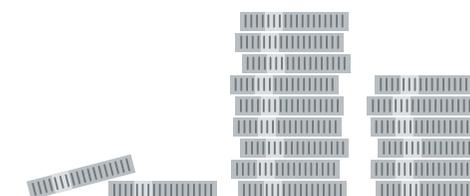
Additional company benefits do not vary according to the number of hours worked. There are a few benefits that employees with fixed-term contracts are unable to receive, for example access to a low-interest building loan. Temporary employees hired through external service providers currently only have very limited access to KfW Group's additional company benefits.

Employee participation

The German Federal Staff Representation Act (Bundespersonalvertretungsgesetz – BpersVG) governs employee representation for all employees within KfW without subsidiaries. Employee interests are represented by a General Staff Council, which is responsible for issues across all locations and meets every four weeks, and by the three local staff councils in Frankfurt, Bonn and Berlin. There are separate staff councils at KfW IPEX-Bank and DEG in accordance with the German Works Council Constitution Act. In addition, KfW IPEX-Bank's Board of Supervisory Directors is subject to co-determination. The different laws on employee participation (German Federal Staff Representation Act and Works Council Constitution Act) make it impossible to create a group works council. The responsible councils and affected employees are involved as early on as possible and in a comprehensive manner, especially during change processes. An Equal Opportunities Officer is elected by female employees at KfW without subsidiaries to represent their interests. Furthermore, the interests of severely disabled employees are represented by the relevant KfW, KfW IPEX-Bank or DEG representative for severely disabled employees.

Various interest groups are integrated into KfW's remuneration policy in different ways:

- Shareholders are incorporated according to the bylaws of KfW without subsidiaries through the Board of Supervisory Directors and the Remuneration Committee.
- Employees can exercise influence through the employee representative bodies, that is staff or works councils, according to the German Federal Staff Representation Act or Works Council Constitution Act.



KfW Group is expressly committed to fair, transparent and non-discriminatory remuneration principles

Diversity and equal opportunities

Employees in foreign offices

Local KfW Group staff working in our foreign offices are subject to the working hours and social benefits governed by their national legal requirements. These are similar to benefits offered by comparable international companies in their local areas.

Freedom of association and collective bargaining are also fully ensured for seconded staff in KfW Group foreign offices. Furthermore, all contractors awarded KfW-financed contracts for consulting, delivery and construction orders used in the implementation of FC projects are required to sign a declaration of undertaking that they will comply with the applicable labour laws, International Labour Organization (ILO) core labour standards, and the national and applicable international standards for environmental protection and occupational safety.

[KfW Group is committed to diversity and equal opportunities: nobody may be discriminated against on grounds of nationality, ethnicity, gender, religious beliefs, world view, disability, age or sexuality. This is also recorded in the mission statement for KfW without subsidiaries: “Our behaviour is shaped by respect, esteem and integrity. The balance of work and life is important to us. We want openness and diversity, and we collectively uphold decisions that have been made.”

Regular exchanges with KfW IPEX-Bank and DEG ensure that all measures and initiatives in the area of human resources policy are based on shared corporate values. Many measures of KfW without subsidiaries are therefore described in the following and supplemented by initiatives from KfW IPEX-Bank and DEG.

All Human Resource (HR) issues are derived from KfW's mandate and business strategy:

- Promotion of staff employability in ways that enable employees to fulfil KfW's promotional mandate
- Organisation of a sustainable working environment
- Setting of trends for further development of the corporate culture
- Continual improvement of employer appeal in order to recruit the best employees and retain talent

The measures, initiatives and instruments in the area of diversity and equal opportunities are described with particular emphasis on the issues of equality, work-life balance, flexible work and inclusion.

Gender equality

KfW, KfW IPEX-Bank and DEG have different corporate forms, which is why KfW and the subsidiaries operate under different laws in the area of equality. This explains why there are discrepancies such as different measures and target ratios. A commitment to ensuring equal opportunities for men and women has been a key component of KfW Group's human resource policy for the entire group, regardless of this fact.

The fourth Equal Opportunities Plan drawn up for 2016–2019 applies to KfW without subsidiaries. KfW developed this plan together with the Equal Opportunities Officer and substantiated it with specific targets and measures. The plan thus sets new trends in line with the German Federal Equality Act (Bundesgleichstellungsgesetz) revised in 2015:

- Gender equality
- Improved reconciliation of career, family and care-giving
- Motivation – for men in particular – to make use of the offerings for this purpose



Objectives and measures of the new 2016–2019 Equal Opportunities Plan

<p>1 Increase in the proportion of women in management and positions not covered by collective bargaining agreements</p> <ul style="list-style-type: none"> – Quotas for management levels (Heads of Department 17%, Heads of Division 26% and Team Heads 35%) – Define quotas for expert levels – Increase employer appeal for women – Continue to use successful processes and instruments 	<p>2 Incorporate equal opportunities into the culture</p> <ul style="list-style-type: none"> – Recruit managers as promoters – Create transparency for equal pay – Establish cultural awareness of equal opportunities 	<p>3 Reconciling career, family and care-giving</p> <ul style="list-style-type: none"> – Optimise family-oriented offerings – Expand framework of services for providing care – Motivate men to use work-life balance offerings – Use flexible working hours and locations 	<p>4 Human resources policy aligned with the various phases of life</p> <ul style="list-style-type: none"> – Analyse and further develop effective instruments – Develop and implement new human resources policy elements
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Illustration of the 2016–2019 Equal Opportunities Plan for KfW without subsidiaries

The Human Resources department will review the implementation of measures in the first half of 2018 in cooperation with the Equal Opportunities Officer. The result will be recorded in written form and communicated to all participants.

In the context of the measures which have already been implemented, human resources policies aligned with the various life phases were developed; matters such as various working hour models will be revised again within the context of the project for flexible work models and illustrated with specific case studies in 2018. This is expected to illustrate applicability during various phases of life. Human resource policy that takes the various phases of life into account is also a key component in many of the measures and instruments.

In addition to information about the Equal Opportunities Plan and the resulting KfW measures, the targets and the respective percentages for women in KfW IPEX-Bank and DEG management positions are also listed in the following.

Increasing the proportion of women in management and senior specialist positions

The recruitment processes and HR development tools already introduced to increase the proportion of women as part of KfW's 2011–2015 Equal Opportunities Plan (without subsidiaries) have been successfully integrated into ongoing HR processes. Attention is given to ensuring that the selection commission is filled in a manner that is as gender-balanced as possible during the selection processes.

KfW without subsidiaries will continue to pursue the objective of increasing the proportion of women in management and senior specialist positions using both internal promotions and external recruitment until 2019. These measures are expected to achieve a target ratio of 35% in team management, 26% among the Heads of Division and 17% among the Heads of Department.

Proportion of women in management in 2017



in %	KfW without subsidiaries	DEG	KfW IPEX-Bank
Executive Board	16.6		
Members of the Management Board		33.0	25.0
Heads of Department	12.0	22.2	–
Heads of Division	30.4	35.9	27.8
Team Heads	33.0	–	27.3

Status December 2017. Figures were left out in categories where those hierarchy levels do not exist. The Group was not presented as a whole due to these deviating hierarchy levels. The information is based on absolute numbers of employees.

In the course of implementing new requirements in conjunction with the German Limited Liability Companies Act (GmbH-Gesetz), KfW IPEX-Bank set itself a target of a proportion of 31.6% women at the level of Head of Department by 30 June 2017. This target figure was narrowly missed, but would have been exceeded if one additional Head of Department position had been staffed with a female employee. The 27.5% target figure set for the Team Head level was achieved by 30 June 2017. The new target figures for 30 June 2022 remain at 31.6% for the level of Head of Division and 30% for the level of Team Head. The target figure of 25.0% (one in four) for the proportion of women in management board positions was fulfilled by 30 June 2017. The key date of 30 June has been used since target figures for managers were introduced at KfW IPEX-Bank.

31.4%
of management
positions in KfW Group
are filled by women

In the context of compliance with the German Limited Liability Companies Act, DEG defined a minimum target for management-level positions by 2021 in which proportions of 33% for the top management level, 22% for the Head of Department level and 30% for the Head of Division level were stipulated. All targets were fulfilled or even exceeded. The equal opportunities concept there continued to develop further in 2017, including activation, promotional and development measures in line with equal opportunities.

Incorporating equal opportunities into the culture

Incorporating equal opportunities requires role models and time to succeed in the long term. KfW Group also continued the transition in 2017 by applying best-practice examples. In addition to mentoring programmes and group coaching sessions, regular shadowing also took place to this end. During shadowing, employees accompany managers for several days and receive practical insights into their work routines. In general, female managers, representatives from the Human Resources department and the Equal Opportunities Officer are incorporated into all selection processes.]✓

Reconciling career, family and care-giving

An even work-life balance is an important prerequisite for the health, employability and professional further development of staff. In particular, this applies to employees with family responsibilities. In addition to childcare, providing care for family members has increasingly become part of those responsibilities.

So, for 2018, KfW and KfW IPEX-Bank intend to further expand the support on offer for better reconciliation of work and private life – in the areas of childcare, elder care, and psychosocial counselling, in particular. An example of this occurred at the end of 2017 when a further cooperation partner was selected to supplement the already available social counsellors on site. This partner counsels KfW and KfW IPEX-Bank staff to provide support during family crises and professional conflict situations. In addition to personal counselling, there is also a 24-hour hotline available seven days a week.

Framework services for care-giving

In order to support employees as they provide care for their relatives, KfW Group has established a wide range of care-giving services:

- Information: Comprehensive informational material for employees is available to download from the intranet, including a practical guide, customised to meet the needs of KfW and KfW IPEX-Bank, for employees who have children with disabilities and other relatives in need of care entitled “Pflegefall – Was nun?” (In need of care – what happens next?) and an emergency folder that can be used to record all of the relevant personal details that might be needed in an emergency.
- Training: In 2017, KfW and KfW IPEX-Bank continued the “HR informiert” (HR informs) lecture series with a lecture titled “Ist es nur Vergesslichkeit oder doch schon Demenz?” (Is it just forgetfulness, or is it dementia?). Over 700 employees took advantage of the opportunity to participate.
- Advice: company long-term care guides were trained and are available in three German locations as the first port of call at work for employees on matters relating to long-term care. They help staff navigate the multitude of services available. They also point out additional services from external contact partners.
- Pledging to uphold the Charta der Pflege (Charter of Rights for People in Need of Long-Term Care and Assistance) in 2017: the charter is a voluntary acknowledgement of the work performed by employees in caring for family members. It was established in 2011 and is the first nationwide charter in Germany that sheds light on employers’ existing activities in the area of “work and care-giving”. For KfW and KfW IPEX-Bank, this is an important step in further balancing work and provision of care.



Charter of Rights for People in Need of Long-Term Care and Assistance

- WDS Care GmbH was selected at the end of 2017 as a supplemental service provider offering care and assistance. Based on years of experience in this area, WDS offers a special support and care concept for “Eldercare – Vereinbarkeit von Pflege und Beruf” (Eldercare – reconciling care-giving and work) for KfW and KfW IPEX-Bank to provide as much support as possible for affected employees during this difficult phase. WDS Care GmbH is a member of the corporate programme “Erfolgsfaktor Familie” (success factor family).
- DEG has teamed up with the external service provider pme Familienservice to offer employees the opportunity to learn about care-giving options on the market, support when searching for suitable care-giving personnel or home carers, or support when searching for an institution and enquiring about financing options.

Childcare

The work-life balance packages KfW Group offers are diverse. One concept applied at every location is the parent-child office. This provides workspaces for parents and an abundance of space and playing facilities for children up to 12 years old. The last office of this type opened in Frankfurt at the beginning of 2017 and has been enjoying high levels of use ever since. Furthermore, KfW and KfW IPEX-Bank have maintained a company kindergarten at the Frankfurt location since 1973 with capacity for 45 children and also reserve ten slots for childcare in the Erasmus kindergarten and 66 day care slots in two facilities. Supplemental measures like emergency childcare for bridging childcare gaps at short notice, assistance for finding babysitters and au pairs, and a comprehensive holiday programme are provided. All these childcare options are available for KfW and KfW IPEX-Bank staff. DEG not only offers its employees a childcare allowance, it also provides access to pme Familienservice emergency childcare options and support when organising regular childcare options.

Work and family audit

Together with KfW, KfW IPEX-Bank was awarded the certificate “audit berufundfamilie” (work and family audit) – an initiative of the non-profit Hertie Foundation – in 2017 for the sixth time in a row for its strategically planned, family-friendly human resource policies. DEG has been awarded this certificate since 2012.

Flexible forms of work

KfW Group enables its employees to combine their work and family lives as well as possible, each in their own unique ways. To do so, it offers them a wide range of part-time models.

KfW without subsidiaries has introduced new working hours policies since mid-2015 that include autonomous working hours and a clear plea for flexible work hours and increased use of home office options, initially for non-pay-scale employees. The pilot phase of the new staff agreement for working hours was extended in 2017 to the end of 2019. The staff agreement aims to raise awareness of working hours-related issues, and also aims to achieve a systematic move away from a culture that is based on how many hours someone spends in the office to one that focuses on the results that an individual achieves. The stated objective of the agreement is to give employees more responsibility and to allow more flexible arrangements in terms of working hours and place of work, while taking KfW’s business needs into account at the same time.



KfW, KfW IPEX-Bank and DEG once again received the work and family audit certificate in 2017

Inclusion

[KfW Group supports the inclusion of persons with severe disabilities as an aspect of exercising its social responsibility. With the inclusion agreement between the general representative for those with severe disabilities for KfW without subsidiaries and the General Staff Council of KfW without subsidiaries, it affirms the target of promoting inclusion in the coming years in line with the UN Convention on the Rights of Persons with Disabilities for KfW without subsidiaries.

The overarching objective of the inclusion agreement is to facilitate access to employment at KfW without subsidiaries for severely disabled persons while taking staff requirements into account, on the one hand. The professional development of severely disabled employees is to be supported on the other hand. Publishing this statement on both the intranet and on KfW's website substantiated the obligations associated with this statement. The Human Resources department has drawn up a project "Förderung von Inklusion" (promoting inclusion) to meet the requirements associated with this statement. An analysis of the current situation and the resulting associated measures were discussed with different hierarchy levels and the representative for severely disabled individuals. A catalogue of measures was developed collectively. Several of these initiatives could already be implemented in 2017; however, the majority of them will be implemented in 2018 and 2019.

In order to increase the proportion of severely disabled employees, KfW without subsidiaries already began directing human resource marketing activities toward severely disabled people as potential employees in 2016. In 2017, these measures included visiting recruiting events with, by and for severely disabled employees in order to directly contact potentially suitable applicants. Last year, DEG participated in the city of Cologne's pilot project "Mentoring for university graduates with disabilities/health impairments in the transition from higher education institutions into small and mid-

sized companies". The project's aims included testing this staff development instrument for needs-based, successful and inclusive staff management to increase companies' perception of university graduates with health impairments as potential experts and managers.

KfW without subsidiaries once again slightly exceeded the statutory quota of 5% for the employment of severely disabled staff in 2017 with a figure of 5.6%. The statutory quota for employment of severely disabled staff at KfW IPEX-Bank was 1.6%. At DEG, it was around 3.7%. The definition of jobs to be taken into account and used for these calculations and determination of the quota are stipulated by volume nine of the German Social Code (SGB IX). The figures are calculated using the software prescribed by the German Federal Agency of Employment.

Overall, permanent employment relationships are to be created and maintained. This will encourage managers to appropriately take into account individual reduced productivity resulting from the disabilities of severely disabled employees and those in comparable situations. This also applies to cases of reduced personal performance for which an employee is not responsible in a given evaluation year (for example, due to a prolonged illness). Using the familiar evaluation sheet, the rendered services are to be assessed in a fair, balanced way independent of gender, part-time status or other similar factors.

To appropriately represent the interests of KfW locations not including subsidiaries, a representative for severely disabled individuals will be selected by the severely disabled employees at the locations. DEG and KfW IPEX-Bank also have a selected representative body for severely disabled individuals that represents the interests of this employee group.] ✓



KfW is systematically advancing promotion of severely disabled people with numerous inclusion measures

Professional prospects

Conflict management

Employees who feel they are discriminated against for reasons contained in the German General Equal Treatment Act (AGG) can contact the respective AGG representative. No new suspected cases were reported at KfW without subsidiaries in the reporting period. Suspected cases are generally recorded by an internal complaint unit, analysed and handled in collaboration with the respective people or departments. Furthermore, the KfW Fair Play agreement (not including subsidiaries) includes a counselling concept that demonstrates ways of solving conflicts; trained conflict resolution officers are available for consultation. As a supplementary measure, a stable committee system made up of the Staff Council, Equal Opportunities Officer and representative for severely disabled employees ensures a plurality of contacts.

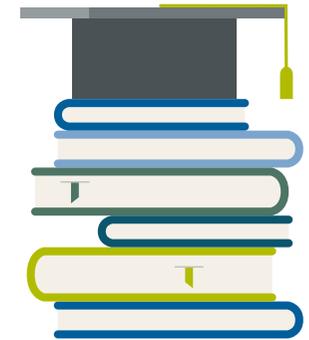
Attracting, developing, and retaining capable employees is key to the long-term success of KfW Group in view of demographic and social changes – and is a question of responsibility as well. In its management principles, KfW commits to creating a trustful working environment. All instruments for developing and selecting managers are based on a behaviour-based competence model and are aligned with a clearly defined target vision for good management.

Training

KfW Group allows employees to enter their professions through several paths. It trains them in different professions at all locations as required. The total number of interns, sandwich degree students, and vocational and graduate trainees at KfW without subsidiaries was 210 as of 31 December 2017 (previous year: 216). This equated to a training rate of 4.2% (previous year: 4.7%). In the same period, the training rate was 2.5% at KfW IPEX-Bank and 2.3% at DEG.

As of the end of 2017, 134 young people were undergoing their first vocational training course (previous year: 133) at KfW without subsidiaries, of whom 71 were sandwich degree students (previous year: 70). The number of graduate trainees stood at 47 as of 31 December 2017 (previous year: 56). In the course of the year, 129 students completed internships at KfW (previous year: 122), all in compliance with the guidelines of the Fair Company Initiative.

The application process is adapted for severely disabled applicants.



From culinary training to sandwich degree programmes, KfW Group offers diverse training opportunities at all of its locations

In cooperation with a Frankfurt-based association that aims to promote career advancement for women, KfW without subsidiaries has been offering its traineeship for “office management specialists” also as a part-time model since 2016. This means that single mothers, for example, can be given the opportunity to complete a traineeship in a way that is reconcilable with their personal circumstances.

Professional development

KfW Group offers its employees a wide range of continuing education opportunities. These opportunities are available to all employees and managers at KfW Group. If the company has a specific need, KfW brings in external training providers.

Management training, interpersonal and communication skills, language courses and technical training were the priorities during the period under review. This internal offering was supplemented with external training measures. One priority area in 2017 was training project managers and project staff. The average number of hours of continuing education per employee for 2017 was 17.9 hours for KfW employees, 14.6 hours for KfW IPEX-Bank staff and 10.7 hours for DEG employees.

Further development

All KfW Group employees receive feedback from their superiors about their performance during the past year in the context of an annual performance review.

Other topics discussed during this conversation are qualifications, development and feedback. Beyond the annual performance review, managers can use a structured 360-degree method to collect feedback from superiors and employees. This serves as a reflection of leadership behaviour and encourages positive, constructive feedback culture and cooperation. This feedback makes it possible to derive targeted individual training measures.

Successor management for management positions creates transparency concerning the succession situation at different hierarchy levels and serves as the foundation for internal recruiting recommendations. Candidates for leadership positions are required to successfully complete the appropriate potential procedure for team or division management positions. The central challenges for managers include personal credibility and authority in their appearance and actions. The leadership competence model developed specifically for KfW without subsidiaries creates the basis for this.

For managers themselves, KfW without subsidiaries offers various opportunities for exchange like the FiT network – Führen in Teilzeit (part time management). Heads of Teams, Divisions, and Departments can exchange experiences here in moderated roundtable discussions. The FiT models facilitate long-term performance for the company at all hierarchy levels because management does not have to be connected to full-time employment; units can be managed part-time or in tandem. This makes prospective investments in the development of managers’ potential profitable. Overall, the proportion of part-time managers is stable and was 16% in 2017.

105,854
training hours for KfW
Group employees

Safety and health

Digitalisation

Digitalisation offers KfW Group a wealth of opportunities in personnel development and change management. The focus is on the changes in working relationships, management and communication caused by digitalisation in the long term. The term “new work” often used in this context shows that a change in mindset will be required in the future. KfW without subsidiaries has been preparing its employees for “new work” in a structured manner since 2016. Employees, the Staff Council and entire organisational entities are addressing the new forms of collaboration in workshops, learning journeys and hands-on days.

A key tool in this process is the digital academy that was established in 2016. KfW and KfW IPEX-Bank have been promoting the exchange of knowledge and experience of digitalisation via the intranet and virtual platforms since the beginning of 2017. The participants are from a pool of in-house and external experts to provide impetus and opportunities to KfW and KfW IPEX-Bank to try out agile working methods. The digital academy for KfW without subsidiaries was developed in line with the spirit of “new work” by the Human Resources department and the Digital Office from group management and was set up on an interdisciplinary basis.

To maintain and increase its employees’ performance capacity over the long term, KfW Group relies on preventive health management. This is geared towards appropriate design of work and workspaces, risk avoidance in the workplace and accident prevention. Since 2014, KfW Group has been systematically expanding its corporate health management. The aim is to maintain and sustainably encourage employees’ job satisfaction and employability.

Health management

Preventive healthcare is the basis for a healthy daily working life at KfW Group. It is rooted in various measures:

Health check: The voluntary check-up from KfW and KfW IPEX-Bank for upper management was already expanded to the Team Head level in 2016. The tool allows individuals to undergo a physical check-up to measure their endurance and also includes an optional assessment of their personal risk of occupational burn-out. A consultation session held after the check-up provides individuals with advice on how to change their lifestyle based on the results of the examination. Half of the more than 400 Team Heads have already taken part in the check-ups, with encouraging results: the participants have above-average levels of physical fitness compared with the average population.

Preventing psychological strain: Risks arising from high levels of psychological strain are surveyed by KfW without subsidiaries in the context of risk assessment. Together with the managers, measures are developed and implemented for work tasks with increased psychological strain. An analysis of psychological strain is conducted with the help of a screening procedure developed by the University of Potsdam: observation interviews are used to analyse the jobs of a representative sample of employees. Furthermore, possible stress



50% of Team Heads
have participated in
check-ups to date

factors are recorded, evaluated and, where necessary, reduced. The overall picture is very positive. Any need for action is tackled systematically.

Corporate sports programme and increased awareness:

KfW Group offers a broad spectrum of subsidised corporate sports offerings. Furthermore, it also offers prevention courses. For example, DEG introduced the health platform “DEG-machtfit” (DEG gets you in shape) in 2017. This platform provides access to numerous subsidised and certified fitness and health courses. So far, 80% of DEG employees have registered for the platform.

In order to further raise awareness about health issues, KfW Group initiated the Gesundheitsaktionstage (physical fitness days). In 2016, a health week focusing on circulation, back health, nutrition and exercise took place at the KfW branch office in Bonn, Germany. In 2017, a cardiovascular health activity day was offered in Frankfurt. During this day, a team event was presented about the chain of rescue and resuscitation. The idea came from the Occupational Health Office and enjoyed popularity when it was conducted in the following months. The resulting education format “Verhalten im Notfall” (response in medical emergencies) will continue to be offered and the team is delighted that it is in high demand. DEG also organised a health week in 2017 focusing on digitalisation and health.

Care from company physicians: KfW’s Occupational Health Office is available to staff at all locations and to all KfW IPEX-Bank employees. In KfW’s Frankfurt offices, the office is staffed five days a week and provides emergency care, immunisations and counselling for KfW secondees. In the Berlin and Bonn offices, the Occupational Health Office is staffed on certain days. Secondees posted outside of Europe and those going on business trips to countries outside of Europe are at increased risk for infectious diseases. These groups of people are thus given regular health counselling and check-ups. If necessary, they are also vaccinated.

Occupational safety

As employees of a financial service provider, KfW Group staff are at low risk for health hazards and injuries. Absence rates are therefore not considered the primary focus.

The number of reported work-related accidents from work, commuting and corporate sports programme accidents is 116 in the entire Group. All of the employees are represented through existing occupational safety committees. KfW Group complies with the rules for occupational safety and health when making agreements with the occupational safety committees. In particular, KfW’s aim is to make arrangements that take health-promoting aspects into account when it comes to the working environment.

KfW and KfW IPEX-Bank conduct mandatory e-learning training courses and inform their employees about the hazards connected to their work as well as preventive measures. This course takes place once annually.

Employee figures

All figures are rounded to one decimal place. Furthermore, the figures of the group are calculated in summary form. In general, the adjusted figures do not include temporary employees, external staff or employees who work in the representative offices (locals) unless otherwise noted.

KfW Group employee structure

Number	2013	2014	2015	2016	2017
KfW Group ¹	5,539	5,728	5,966	6,104	6,286
thereof, women	2,715	2,824	2,921	2,970	3,051
KfW	4,365	4,541	4,763	4,872	4,990
thereof, women	2,143	2,238	2,327	2,361	2,398
KfW IPEX-Bank	630	649	657	673	683
thereof, women	296	302	304	316	320
DEG	531	538	548	561	613
thereof, women	276	284	290	293	333

Employees covered by collective bargaining agreements in %

	2013	2014	2015	2016	2017
KfW Group	27.4	27.5	26.8	29.0	26.3
KfW ²	28.4	28.5	27.9	27.5	27.9
KfW IPEX-Bank ³	19.4	17.1	16.4	16.0	15.1
DEG ⁴	31.3	30.9	29.0	28.5	25.4

¹ Including the group-owned Finanzierungs- und Beratungsgesellschaft mbH (FuB) financing and consulting company, consolidation businesses and Executive Board members, Management Board members and employees not actively working.

² Including hourly wage employees, but not trainees, sandwich degree students, graduate trainees and interns

³ Including trainees

⁴ Not including trainees, interns and temporary workers

Employees with fixed-term contracts in %

	2013	2014	2015	2016	2017
KfW Group	10.4	9.3	10.1	10.8	10.2
thereof, women	56.3	55.8	53.1	52.2	54.8
KfW	11.1	10.1	10.9	10.6	10.4
thereof, women	55.1	55.9	54.5	53.1	54.7
KfW IPEX-Bank	7.3	5.2	4.4	3.9	5.1
thereof, women	63.0	43.8	31.0	42.3	54.3
DEG ⁵	9.0	8.6	10.5	10.7	14.2
thereof, women	62.2	63.0	50.9	48.3	55.2

Part-time staff in %

	2013	2014	2015	2016	2017
KfW Group	21.7	21.5	24.9	25.7	26.5
thereof, women	82.0	81.6	81.4	80.0	78.4
KfW	22.7	24.2	24.8	25.7	27.0
thereof, women	81.1	81.0	79.4	78.4	76.5
KfW IPEX-Bank	16.2	19.9	21.6	23.2	23.1
thereof, women	92.3	86.8	90.0	85.6	86.1
DEG	19.0	21.0	22.6	23.7	26.0
thereof, women	79.2	82.3	87.1	88.0	86.9

⁵The data differ from the 2015 Sustainability Report due to adjustments in the survey basis.

90%
of employees have an
unlimited contract

Employees by region¹ in %

		2017
KfW	Germany	98.2
	World excluding Germany	1.8
KfW IPEX-Bank	Germany	97.3
	World excluding Germany	2.7

¹Data by region are not collected separately for DEG.

Period of employment and fluctuation in KfW Group average period of employment in years

	2013	2014	2015	2016	2017
KfW	11.6	11.7	11.6	11.7	11.9
KfW IPEX-Bank	8.3	9.0	9.4	10.1	10.5
DEG	10.1	10.4	10.5	10.9	10.7

Fluctuation in %¹

KfW	2.8	2.3	2.7	2.6	3.3
Ratio of women	2.4	1.8	2.5	2.5	1.6
Ratio of men	3.1	2.6	2.9	2.7	1.7
KfW IPEX-Bank²	4.2	3.3	5.9	2.1	7.2
Ratio of women	6.8	4.3	2.8	0.9	2.8
Ratio of men	1.8	2.3	5.3	2.3	4.4
DEG³	3.7	3.0	3.4	2.5	4.6
Ratio of women	2.6	0.9	1.4	2.0	2.1
Ratio of men	1.1	2.1	4.7	2.2	2.4

¹ Based on cost-effective FTEs (Full Time Equivalents) in the past and calculated with regard to the average cost-effective personnel of the respective gender. Since 2017, the quota has been calculated with regard to all employees and is based on absolute employee figures on the reporting date 1 December 2017.

Temporary employees, external staff, employees who work in the representative offices (locals) or staff with fixed-term contracts that have expired are not taken into account. The survey includes all employees that voluntarily left the organisation or are no longer available due to termination, retirement or a fatal work-related accident (calculation according to the GRI standard).

² Values prior to 2017 without temporary workers and interns, 2015 and 2016 calculated based on the absolute number of employees

³ Includes fixed-term contracts (applies to data prior to 2017); without temporary staff

New employees by gender

	2013	2014	2015	2016	2017
KfW (headcount)	333	428	603	506	535
in % (total workforce)	7.6	9.4	12.7	10.4	10.7
Women (in % ¹)	49.3	47.9	48.1	47.4	47.5
KfW IPEX-Bank (headcount)	42	39	33	44	61
in % (total workforce)	6.7	6.0	5.0	6.5	8.9
Women (in % ¹)	61.9	64.1	48.5	47.7	47.5
DEG (headcount)	35	18	73	50	113
in % (total workforce)	6.6	3.4	13.4	8.9	18.4
Women (in % ¹)	65.7	61.1	53.4	44.0	60.2

¹ Proportion of women among the new employees

New employees by age group in absolute numbers

	2017
KfW	
Age group < 30	296
30 ≤ age group ≤ 50	206
50 < age group ≤ retirement age	33
KfW IPEX-Bank	
Age group < 30	42
30 ≤ age group ≤ 50	15
50 < age group ≤ retirement age	4
DEG	
Age group < 30	62
30 ≤ age group ≤ 50	47
50 < age group ≤ retirement age	4

709
new employees
were hired by KfW
Group, KfW IPEX-Bank
and DEG in 2017

Training and education in KfW Group quota in %

	2013	2014	2015	2016	2017
KfW ¹	4.6	4.3	4.8	4.7	4.2
KfW IPEX-Bank ²	3.2	2.2	2.4	1.8	2.5
DEG ³	5.7	5.0	3.8	3.0	2.3

Training measures

in hours					
KfW	96,808	63,740	87,128	78,412	89,346
KfW IPEX-Bank ⁴	-	-	-	-	9,924
DEG	5,120	4,576	5,392	4,872	6,584

¹ Trainees, sandwich degree students, graduate trainees and interns

² Trainees and interns

³ Trainees and interns

⁴ Training hours for KfW IPEX-Bank are initially being surveyed separately for 2017.

Employees on parental leave

	Men	Women	Total
Number of employees who took parental leave in 2017			
KfW Group	189	271	460
KfW	132	203	335
KfW IPEX-Bank	38	42	80
DEG	19	26	45

Number of employees who returned from parental leave to the workplace in 2017

KfW Group	156	140	296
KfW	103	100	203
KfW IPEX-Bank	37	25	62
DEG	16	15	31

Number of employees who ended their parental leave in 2016 and were still under contract 12 months later (2017)

KfW Group	137	112	249
KfW	100	84	184
KfW IPEX-Bank	25	19	44
DEG	12	9	21

460

KfW Group
employees took
parental leave
in 2017

Employees with disabilities in KfW Group severe disability quota¹ in %

	2013	2014	2015	2016	2017
KfW	5.2 ²	5.4	5.4	5.5	5.6
KfW IPEX-Bank	0.8 ²	0.8	0.9	1.3	1.6
DEG	2.8	2.4	2.3	2.5	3.7

¹ Surveyed according to disabilities law

² The data differ from the 2015 Sustainability Report due to adjustments in the survey basis.

Percentage of women in KfW Group women in %

	2013	2014	2015	2016	2017
KfW	49.1	49.3	48.9	48.5	48.1
KfW IPEX-Bank	47.1	46.5	46.3	47.0	46.9
DEG	52.4	52.8	53.5	52.4	54.3

Women in management positions

KfW¹	28.9	29.9	29.4	30.2	31.4
Middle management ²	23.8	24.4	24.4	28.1	30.4
Senior management ³	20.0	21.4	17.4	12.0	12.0
KfW IPEX-Bank⁴	22.2	25.0	25.3	26.0	27.3
Middle management ²	22.2	31.6	35.3	31.3	27.8
Senior management ⁵	25.0	25.0	0.0	20.0	25.0
DEG⁶	28.0	30.0	30.8	30.8	33.3
Middle management ²	28.0	29.3	30.2	32.6	35.9
Senior management ³	30.0	33.3	33.3	22.2	22.2

¹ Team Head, Head of Division, Head of Department

² Head of Division

³ Head of Department

⁴ Team Head, Head of Division and Management Board

⁵ Management Board

⁶ Head of Division, Head of Department



48.5% of KfW Group staff are female

Personnel expenditure and provisions in EUR million

	2013	2014	2015	2016	2017
Expenditure on personnel (KfW Group)	541	585	630	634	668
Pension provisions (KfW Group) ¹	1.4	2.0	1.7	2.0	2.0

¹ And provisions for similar obligations (IFRS II)

Work-related accidents at KfW Group in Germany

	2013	2014	2015	2016	2017
KfW Group	87	76	71	113 ¹	116 ³
thereof, fatalities	0	0	0	1 ²	0

¹ According to KfW's Occupational Health Office, the increase in work-related accidents in 2016 is due to the increase in commuting accidents and injuries during corporate sports activities.

² Commuting accident

³ This number includes all registered work, commuting and corporate sports injuries and is increasing due to the growing number of employees.