

# Legislation and collective agreements: The Jyske Bank Group's policy on diversity

## Purpose

The objective of the diversity policy is to ensure that the Group always has the best possible managers and employees with both good personal qualities and necessary professional competencies. The Group strategy is based on the acknowledgement that committed, competent, dynamic and responsible employees are important prerequisites for the success of the Jyske Bank Group. The diversity policy supports the strategy by ensuring that all competent candidates can come into play when filling vacancies without regard to gender, age, ethnicity, religion or other factors that have no bearing on the candidate's ability to perform the duties of the job.

According to Danish law, the policy and the activities related to it focus especially on improving opportunities for the underrepresented gender and on efforts to increase the number of female managers at all levels until both genders are equally represented. Generally, efforts are made to achieve adequate diversity and balance in management groups and in other relevant professional and business contexts.

## Framework and principles

Access to development and career opportunities shall be open and equally available to all employees. The Group's business requirements set the framework enabling employee policies, job postings, terms of employment and development programmes to contribute to diversity at all levels by establishing as much openness as possible for employees with the relevant background.

Each employee is responsible for his or her own learning and development, which also includes positioning himself or herself for new duties. Particularly in connection with managerial positions and other positions involving great responsibility, it is important that the employee has the sufficient motivation and displays initiative to become a candidate for the position.

The Group offers opportunities for targeted professional, personal and managerial development for the individual employee. HR draws up the specific policies, terms and development programmes that are offered to the Group's employees.

## Methods

The Group encourages all employees fully to make use of their talents and seek out the development opportunities and jobs that may contribute to the realisation of their talents. Diversity is incorporated as a visible theme in all relevant activities, including:

- the Group seeks to be a source of inspiration for enhanced diversity in internal communications and outwardly to prospective employees
- managers, HR partners and others with developmental responsibility urge anyone with leadership talent to apply for management training and management positions
- diversity is an area of focus in strategic development, financial ratio dialogues and other development activities

- when filling positions, applicants are assessed specifically in terms of diversity, and alternative candidates are considered if the field of applicants is overly homogeneous
- before starting a management-development process, participants are assessed specifically in terms of diversity, and alternative participants are considered if the group of participants is overly homogeneous.

It is the responsibility of HR to ensure a constant and up-to-date offer of relevant development opportunities and terms of employment, such as

- management training and development programmes
- efficient methods for the introduction and onboarding of new managers, for instance a mentoring scheme
- the opportunity of maintaining a sustainable work-life balance, also when performing rather demanding job functions, for instance within management.

### **Follow-up on certain targets**

To illustrate the development within the gender composition of the Group's management positions as well as other relevant diversity themes, HR will at least once a year follow up on the diversity in selected areas, such as

- participation in material training programmes and courses of development (key employees, trainees, management training, development programmes, tailor-made courses and special initiatives)
- inflow of new managers at all levels, number of candidates for managerial positions
- turnover of other managers (inflow from outside and resignations).

The follow-up shall at least cover diversity as regards gender and age, and other parameters will be included according to relevance to the individual areas. The results of the follow-up will be reported to the responsible decision-makers at HR, and proposals will be submitted for initiatives in the event of any negative development