

Diversity Policy

1. Objective

We believe that diversity in the workforce contributes positively to performance and development. Consequently, the objective of the diversity policy is to ensure that the Group always has the best possible composition of managers and employees in relation to personal qualities and professional competencies. Our Group strategy is based on the acknowledgement that committed, competent, action-oriented and responsible employees are important prerequisites for growth at the Jyske Bank Group. The diversity policy supports this by ensuring that all qualified 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.

The policy and the activities related to it focus, among other things, 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 diversity and balance in management groups and in other relevant professional and business contexts.

2. Framework and principles

Access to development and career opportunities shall be open and equally available to all employees. 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.

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.

3. Methods

The Group encourages all employees to seek out the development opportunities and jobs that may contribute to the realisation of their talents. In the efforts to increase diversity this is incorporated as a visible theme in all relevant activities, including:

- challenges to increased diversity via the internal communication and toward potentially new employees
- managers, HR partners and others with developmental responsibility urge anyone with leadership talent to apply for management training and positions
- diversity is an area of focus in strategic development, financial ratio dialogues and other development activities
- when filling positions, applicants are ambitiously assessed 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 ambitiously assessed 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
- possibility of maintaining the right work-life balance, irrespective of the job performed.

4. 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
- distribution of applicants and persons invited to an interview
- turnover of other managers (inflow from outside and resignations)
- gender composition at all management levels

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 by HR, and proposals will be submitted for initiatives in the event of any negative development. In addition, HR follows up on the efforts initiated to ensure focus on the subject and the effect of the efforts.