

IV Human resources report and sustainability

1 Human resources report

In the group entities, attention focused on innovation, digitalization, and other core issues, such as the regular process of updating the remuneration strategy. The standardization of reporting in line with regulatory and supervisory requirements also formed an integral component of HR activities across the group.

1.1 HR activities across the group

During the reporting year, a total of 37 meetings were held by the existing HR committees or their members. The Group HR Committee, GHRC, (for information on its function see section 3.2.3 in chapter I DZ BANK Group fundamentals) met twice, HR managers five times (including one workshop). Within the six working groups, members held discussions on 30 occasions ranging from working group meetings to conference calls. In addition, all members remained in close contact with each other during the course of the year with the aim of progressing joint HR activities.

The members of the Remuneration working group worked closely together on the regular update of the joint remuneration strategy and also on implementing the requirements arising from the German Remuneration Transparency Act (EntgTranspG).

The HR Planning and Control working group has made a major contribution to measuring and managing HR activities within the DZ BANK Group by jointly developing the HR Key Performance Indicator Cockpit (HR KPI Cockpit). The empirical values provided by the tool enhance transparency and comparability within the individual entities, for example for the purposes of strategic HR planning in relation to demographic change. In 2017, a review of the current position regarding innovation and digitalization was carried out to facilitate further work on the future structure of HR planning and control in the entities and to drive forward the process of digitalization.

Future work, HR activities in start-ups, and the advancement of women were the focus of the

Professional Development working group. In 2016, the professional development program for women at DZ BANK had for the first time begun with a seminar that was open to female employees from all entities in the group. The training session 'Success strategies for women in business' was offered on two dates, in each case with capacity for ten participants, and was fully subscribed. The sessions offered genuine added value for the participants, together with the opportunity to exchange information and extend personal networks. The feedback was universally positive, with the result that the series was continued in the year under review. A separate activity, the cross-mentoring program for heads of department, started again in the second quarter of 2016 with 18 mentor/mentee pairings from eight entities in the DZ BANK Group. Two of the mentors had already experienced the program as mentees. The program is due to run again for the fourth time during 2018.

Each year, a workshop is held for all the trainees in the group entities to encourage networking within the DZ BANK Group. The workshop in 2017 was attended by 80 trainees. Job shadowing in another entity within the DZ BANK Group is a standard component of each trainee program. The Trainee working group coordinates the range of networking options available. One of the key issues addressed by HR experts during the year under review was the future direction of the trainee programs, mainly because of the significant rise in the demand for IT professionals across all departments.

In addition to groupwide HR development activities, such as training for managers, a project run by the Careers working group, entitled 'Information week: Experiencing the sense of belonging in the DZ BANK Group', was successfully continued in the reporting year. Three further information events, each over three days, were held at DZ BANK, DZ PRIVATBANK, and R+V Versicherung in 2017, having been successfully piloted in the previous year at TeamBank in Nuremberg and the Union Investment Group in Frankfurt.

These information events actively help to nurture group identity. Such events offer new perspectives, promote an understanding of particular requirements in other entities, encourage a greater depth of professional dialog, and thereby produce employees capable of spreading the message among others.

The events also present new vocational areas, support overarching succession and career planning, and help the DZ BANK Group to position itself as an employer of choice. Participation was open to any employee who had registered beforehand. The events were attended by a total of 83 employees, who came from different entities in the DZ BANK Group, and the feedback was very positive.

The third quarter of 2017 saw the launch of the 'Employees attract employees' initiative, which also forms part of an overarching HR policy and succession planning. The DZ BANK Group's own employees serve as active representatives of the business and, alongside HR officers, help to communicate the message that the entities in the group are excellent employers.

1.2 DZ BANK Group's employer branding campaign

The objective of the campaign is to establish the DZ BANK Group as an employer in the marketplace and thereby attract suitable candidates and retain existing employees over the long term with the aim of safeguarding the future viability of the DZ BANK Group.

The campaign was initiated back in 2014 with the launch of an internal communications and information-sharing platform. In 2016, the activities were expanded to include a joint external careers website featuring vacancies across the group. Further public relations activities ensued, supporting the launch of the employer brand in the external job market. In 2017, these activities included a countrywide bike-sharing campaign that was promoted on relevant social media. Internal communications channels were also expanded and enhanced, for example with features about individual employees such as 'A day in the life of...'. In this particular case, the feature followed a typical day in the life of a member of the Board of Managing Directors or an employee responsible for a special type of work and included the opportunity to make contact via a chat facility.

1.3 DZ BANK Group Career Prize

In 2017, the DZ BANK Group Career Prize was awarded jointly by the entities in the DZ BANK Group for the ninth time, although it was the sixteenth time that the prize had been awarded overall. The Career Prize, which is worth €24,000, is awarded in

recognition of outstanding academic dissertations in the area of banking and finance. In the reporting year, 244 dissertations were submitted, comprising 119 in the category of university master's degree dissertations and 125 in the category of bachelor's degree dissertations. The dissertations addressed both traditional financial issues and also new fintech trends.

1.4 Absolventenkongress

For a number of years now, the DZ BANK Group has had a joint stand at the Absolventenkongress in Cologne, showcasing the group's huge variety of opportunities at one of Germany's biggest job fairs for graduates just starting their careers and young professionals. The event in 2017 was the seventh time that the DZ BANK Group had shared its stand with the BVR, presenting themselves together as the cooperative financial network.

1.5 Advancement of women

In 2011, the entities in the DZ BANK Group had issued a letter of intent declaring their intention to provide active support for the advancement of women in their careers, a measure necessary to safeguard the competitiveness of the group over the long term. The initiative is supported by joint events such as the 'Success strategies for women in business' training. The potential offered by women is also one of the specific factors the group aims to take into account in its recruitment and development of management trainees. The proportion of women participating in the latest cross-mentoring program was 50 percent. In 2017, the proportion of managerial positions held by women was 20.8 percent. Other measures taken in support of this objective include, for example, action to ensure all entities in the DZ BANK Group regularly obtain *auditberufundfamilie®* certification or sign the diversity charter. The target ratios specified in the statutory requirements were implemented in the individual entities.

1.6 Corporate Campus for Management & Strategy

The Corporate Campus for Management & Strategy was set up in 2010 as a think tank and as an information-sharing and strategy platform for senior managers in the DZ BANK Group. It has become successfully established and is now in its eighth year. In 2017, 220 participants attended a total of 11 different events. All the feedback from the participants was very positive without exception. Participants included

members of boards of managing directors, heads of divisions, and, in some cases if relevant to the topic under discussion, employees below head-of-division level. The Corporate Campus Creative Lab was added to the established range of activities, offering creative events focusing on digitalization with the aim of further bolstering the innovative capabilities of the DZ BANK Group. The 'Digital driver's license – my role as digital leader' sessions have now become well established and further sessions are scheduled going forward. Further information can be found at www.corporatecampus.dzbankgruppe.de

1.7 Taking responsibility for employees

The individual DZ BANK Group entities continued to provide services aimed at promoting the health of employees, such as attractive sporting opportunities within the company and special courses on preventing illness. Flexible working hours and part-time working models, together with other services aimed at improving work-life balance, are also included in the range of options and form a permanent part of HR policy in each entity.

FIG. 5 – EMPLOYEE DATA

Employees (average for the year, excluding trainees)		
	2017	2016
Total	30,279	29,341
Employees (as at December 31, including trainees)		
Total	31,272	31,225
Employees	30,223	30,142
Trainees	1,049	1,083
Proportion of trainees (%)	3.4	3.5
Germany	28,164	28,097
ROW	3,108	3,128
Male	17,139	17,089
Female	14,133	14,136
Total proportion of women (%)	45.2	45.3
Total number of managers	3,179	3,178
Proportion of female managers (%)	20.8	20.0
Full-time	25,130	25,302
Part-time	6,142	5,923
Proportion of part-time (%)	19.6	19.0
Period of service (years)	13.0	12.7
Staff turnover (%)	6.3	5.5
Resignations (%)	3.1	2.7
Professional development days per employee	3.1	3.3

2 Sustainability

DZ BANK is required to prepare a non-financial statement pursuant to section 289b (1) in conjunction with section 315b (1) HGB.

The non-financial statement for the DZ BANK Group is available in German at

www.berichte2017.dzbank.de