

IV Human resources report and sustainability

1 Human resources report

In the group entities, attention focused on digitalization and other core issues, such as the regular process of updating the remuneration strategy, and managing changing demographics and succession planning. Tasks arising from regulatory and supervisory reporting 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 35 meetings were held by the existing HR committees or their members in the form of committee meetings of the Group HR Committee (GHRC, for information on its function see chapter I. DZ BANK Group fundamentals) as well as HR manager meetings and working group meetings. 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 HR managers workshop ‘HR and digitalization’ resulted in the introduction of an HR digitalization radar. This will be used to monitor the progress of the digitalization journey in each entity, encourage regular sharing of information on the current HR digitalization initiatives of the DZ BANK Group, and continue driving forward the growing use of digital technologies in HR.

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 the transparency of key HR indicators within the DZ BANK Group by jointly developing the HR Key Performance Indicator Cockpit (HR KPI Cockpit). A review of the current position regarding innovation and digitalization was carried out to extend HR planning and control in the individual entities and to drive forward the process of digitalization.

The Professional Development working group focused on future work, executive management development, and dialog concerning the opportunities and conditions for remote working in the various entities. The fourth group in the cross-mentoring program for heads of department started in the second quarter of 2018, with 15 mentor/mentee pairings from eight entities in the DZ BANK Group. The aim of the program is to develop the professional expertise of the participants through individual mentoring. Networking within the DZ BANK Group also plays a major role. This helps to strengthen the participants’ identification with the entities, which in turn improves employee retention. Appropriate measures in the future will put the focus more firmly on the networking of all mentors and mentees beyond the groups and pairing arrangements.

Each year, a workshop is held for all the trainees in the group entities. This also has the aim of encouraging networking within the DZ BANK Group. The workshop in 2018 was attended by 77 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. Key issues addressed by HR experts in 2018 included the future direction of the trainee programs, especially with respect to the issue of digitalization, and interaction with the target universities.

In addition to groupwide professional development activities, such as training for managers, the successful project run by the Careers working group, entitled ‘Information week: Experiencing the sense of belonging in the DZ BANK Group’, was continued in the reporting year. Successfully piloted in 2016 at TeamBank in Nuremberg and the Union Investment Group in Frankfurt, the project saw three information events staged in 2017 and two in 2018, each in a different entity. 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 41 employees, who came from different entities in the DZ BANK Group, and the feedback was very positive.

The ‘Employees attract employees’ initiative, which was launched in the third quarter of 2017 and forms part of overarching HR policy and succession planning, was successfully continued in 2018. 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 attractive 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 intragroup communications and information-sharing platform. In 2016, the activities were expanded to include a joint external careers website. Further public relations activities followed, supporting the launch of the employer brand in the external job market across Germany. In 2017, these activities included a nationwide bike-sharing campaign that was promoted on relevant social media.

Considerable use was made of internal communications channels, for example with articles about individual employees in a feature entitled ‘A day in the life of...’. In the year under review, employer branding responsibilities were transferred from the entities to the relevant line functions. Employer branding is now a firmly established element of the entities’ HR policy and has a dedicated new website at karriere.dzbankgruppe.de.

1.3 DZ BANK Group Career Prize

In 2018, the DZ BANK Group Career Prize was awarded jointly by the entities in the DZ BANK Group for the tenth time. The Career Prize, which is worth €24,000, is awarded in recognition of outstanding academic dissertations in the area of banking and finance. A total of 220 dissertations were submitted, comprising 102 in the category of university master’s degree dissertations and 118 in the category of bachelor’s degree dissertations. The dissertations

covered a wide variety of topics ranging from frequently recurring issues such as regulation and bank management to low interest-rate policies and their possible implications for the business models of the banks. Increasing numbers of dissertations were on matters relating to digitalization, such as blockchain and cryptocurrency, and corporate social responsibility.

1.4 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. In 2018, the proportion of managerial positions held by women was 21.2 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.

1.5 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 2018, 355 participants attended a total of nine different events. All the feedback from the participants was very positive without exception. Participants included members of boards of managing directors, heads of division, and, in some cases if relevant to the topic under discussion, employees below head-of-division level. The Corporate Campus Creative Lab extends the established offering with new creative formats focused on digitalization. This will be further expanded to bolster the innovative strength of the DZ BANK Group. The ‘Digital driver’s license – my role as digital leader’ sessions are now well established and will be continued.

1.6 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)	2018	2017
Total	30,732	30,279
Employees (as at December 31, including trainees)		
Total	31,896	31,272
Employees	30,767	30,223
Trainees	1,129	1,049
Proportion of trainees (%)	3.5	3.4
Germany	28,766	28,164
ROW	3,130	3,108
Male	17,389	17,139
Female	14,507	14,133
Total proportion of women (%)	45.5	45.2
Total number of managers	3,337	3,179
Proportion of female managers (%)	21.2	20.8
Full-time	25,468	25,130
Part-time	6,428	6,142
Proportion of part-time (%)	20.2	19.6
Period of service (years)	12.7	13.0
Staff turnover (%)	8.5	6.3
Resignations (%)	4.0	3.1
Professional development days per employee	2.6	3.1

2 Sustainability

The non-financial group statement of DZ BANK AG in accordance with section 340i in conjunction with section 315b of the German Commercial Code (HGB) is combined with the non-financial statement of the parent entity in accordance with section 340a in conjunction with section 289b HGB.

The separate combined non-financial statement is contained in the 'Non-financial statement' section of this Annual Report and is available in German at www.berichte2018.dzbank.de and in English at www.reports2018.dzbank.com