

We are especially committed to fostering a corporate culture and creating the conditions so that all of our staff, with their diverse backgrounds and individual circumstances, can benefit from equality of opportunity and thus equal opportunities for development within our bank. In order to achieve a greater capacity for innovation and a more effective risk culture within our organisation, we have introduced a Diversity Management programme.

Helaba strives to ensure that all employees, irrespective of age, gender, ethnicity, diversity in terms of education, professional background, origin, gender or sexual identity, disability, etc., can fully participate in and contribute to the long-term success of the company by designing measures based on stages of life and equal opportunities. Helaba's goal is a culture that is guided by a diversity of outlook, a spirit of mutual trust and a sense of individual initiative for the greater good.

In this respect, we place a special focus on promoting the career development of women:

- For instance, going forward we have made a voluntary commitment to appointing women to more than 30 % of all management positions and
- to increasing the proportion of women in Helaba's young professional and development programmes to 50 %.
- This will be accompanied by seminars specifically designed for women as well as tailored mentoring programmes.

As an employer, Helaba is aware of its responsibility and has also established suitable processes to ensure a diverse and modern working environment

- The bank's in-house life stage model takes the different phases of our employees' professional and private lives into account.
- Helaba has signed an inclusion agreement that promotes the participation of people with disabilities by integrating and including them into the workplace.
- Helaba actively supports the creation of various staff networks, such as the LSBTIQ network.
- We use human resource management tools to help our staff in achieving a balance between their professional and family lives, for example by offering a wide range of part-time working options.
- With regard to our corporate culture, Helaba has been a signatory to the Diversity Charter ("Charta der Vielfalt") for around 10 years and is committed to equal opportunities.

A diversity working group, which is made up of staff council representatives, members of the representative body for severely disabled staff and members of staff from the Human Resources and Legal Services division, reviews the progress of the measures that have been adopted and reports the findings to the bank's CEO. We continuously evaluate and monitor our progress and make appropriate improvements to our package of measures.