



Diversity & Inclusion Policy

Diversity and Inclusion go hand in hand, but cover a different angle. Diversity in the workplace describes the variation in personal, physical, and social characteristics, such as gender, ethnicity, age, and education. It covers more the “what”.

Inclusion refers to integrating everyone in the workplace and valuing everyone’s contribution, allowing their differences to coexist in a mutually beneficial way. It covers more the “how”. The goal of inclusion is to make everyone feel accepted, ready to share their opinions and thoughts without hesitation.

At KBC we approach these concepts in a specific manner, further described in this Policy.

Our starting point is our corporate culture PEARL+

At KBC corporate culture is at the heart of everything we do.

Our corporate culture is named PEARL+ and every letter has a particular meaning :

Performance

Empowerment

Accountability

Responsiveness

Local embeddedness

+ : the focus on cooperation and the joint development of solutions and ideas within the group.

Connected to **Pearl+** is also the value **Respect**. Treating each other in a respectful and responsible manner is a key value we apply towards our customers. We expect the same to be applied amongst colleagues.

From the perspective of Inclusion, we stimulate and create a corporate culture where :

- everyone is treated in a respectful manner
- everyone dares to be him- or herself and share his/her opinion
- an open mindset prevails

In this way Inclusion leads to active involvement of every colleague, increasing the level of collaboration in line with the “+” of Pearl+.

This connection to corporate culture is also shown by the fact that at group level the Diversity & Inclusion agenda is part of the Corporate Culture unit at Corporate HR. This function supports the Group Executive Committee on policy matters related to Diversity, consolidates the reporting and triggers awareness throughout the organization. Every core country has a similar local function, embedded in the local HR department.

A community of the Diversity contact points per country is in place. Quarterly calls are organized in order to inform each other about action plans and best practices. A smart copy mindset is stimulated, and where possible solutions and approaches are re-used.

Our general commitment on Diversity & Inclusion

A general commitment on Diversity & Inclusion is requested from all managers throughout KBC based on the following principles :

- respect as a basis
- equal opportunities are provided to employees, at all levels, in all roles, at all stages of their careers, in all HR processes, looking at performance and future potential as criterium
- being aware of and avoid conscious and unconscious biases

In addition to this respect for diversity, KBC prohibits all discrimination and unequal treatment, regardless of whether it is:

- direct or indirect;
- based on race, gender, marital status, sexual orientation, age, family status, disability or religion;

A zero tolerance is applied in case of flagrant disrespectful behavior towards a colleague, such as :

- Abusing a position in dealings with colleagues,
- Making insulting remarks about others,
- Acting in a way that undermines the integrity or dignity of colleagues,
- Bullying, harassing or discriminating colleagues.

Reference is also made to [KBC's Code of Conduct](#) applicable to all employees group wide.

In case of a reasonable suspicion about actual or potential wrongdoing, every colleague has a moral duty to report this to the appropriate level of authority. As stated in our [Policy for the Protection of Whistleblowers](#), the submission of such a report will lead to an independent investigation, which will be carried out confidentially and impartially. KBC has measures in place to protect the whistleblower, but also to protect and safeguard the rights of the person about whom concerns have been raised.

Our specific focus on Gender Diversity

All types of Diversity are part of our general approach, embedded in our culture and starting from the value of Respect.

From a policy point of view, a specific focus is put on [Gender Diversity](#). Based on our principle of [Local Embeddedness](#), every business or country can decide to add specific actions or focus on other diversity areas, in line with the context they are operating in.

With regard to Gender Diversity, the **long term ambition** is to work towards a distribution of leadership at all levels which is in line with the general workforce proportion. Our core countries and business units are defining the approach they deem necessary, adapted to the local culture and situation. As an absolute minimum all **legal obligations** on the matter need to be implemented in every country.

Our approach is built on **3 levers** which are interconnected in order to achieve our goal :

1. Attract and develop female colleagues with the right skills and ambition

Ensure the availability of **female colleagues** who

- hold and develop skills, relevant today and tomorrow
- with focus on skills of the future
- who are willing to use these skills where and when KBC needs them the most

2. Management Commitment

KBC does not impose hard targets, because decisions should be made based on performance, skills and potential.

Alternatively, Senior Management is invited to formulate **ambition levels** on women in leadership positions, which are adapted and tailored to the specific environment, accompanied by an action plan and a timing by when these ambitions will be reached. All action plans are discussed at the respective Management Committee and consolidated for challenging and approval at the Group Executive Committee every half year.

In all decisions on hiring, promotion and development, as a principle it is requested to consider candidates from both genders. In this way focus is kept on the matter and an evolutionary progress can be achieved. At group level this principle is applied on appointments for TOP300 and nomination as top talent.

3. Supporting HR processes and practices

The HR function has a supporting role and embeds a diversity angle in relevant processes :

- A challenging role for HR at nominations and promotions, creating awareness for the topic
- Gender neutral vacancy descriptions
- Employer branding
- Integrating “unconscious bias” as a topic in the learning offer
- Aiming for a Gender balanced talent pipeline

Internal transparency

The mentioned ambition levels and action plans are shared within the company with all employees through internal communications

External reporting

KBC Group includes reporting on Diversity in its annual Corporate Social Responsibility report :

- Workforce population (% of women in workforce / % of newly hired women / % turnover)
- % women in leadership positions on different levels
- Evolution of women in TOP300
- Evolution of women in top talent pool