



# OP Pohjola's DEI Guidelines

## The importance of diversity, equity and inclusion at OP Pohjola

At OP Pohjola, we regard diversity, equity and inclusion not only as values in themselves, but also as the basis of successful business activities. Enhancing people's experience of diversity and inclusion in the workplace is one of OP Pohjola's strategic goals.

To be competitive at coaching our diverse customer base in making better financial choices, we need a diverse range of professionals and ways of thinking. Diversity, equity and inclusion among employees help us to reinvent our business and develop services and products that meet our customers' changing needs. Correspondingly, diversity among staff and management helps us uphold our risk culture and principles of good corporate governance.

We value diverse life experiences and ways of thinking, as they bring a rich variety of perspectives and expertise to our workplace communities and help us to understand our diverse customer base. In an inclusive workplace, everyone contributes their expertise to help us achieve our common goals. We are more effective at solving customers' problems and developing new products, services and ways of working when we mobilise a broad range of expertise and ways of thinking.

We want to ensure equity and inclusion in our employee and customer experience by building a psychologically safe workplace and a financial services provider at which everyone can be themselves. We are developing our DEI expertise and practices throughout OP Pohjola.

OP Pohjola is the largest financial services provider in Finland and a major Finnish employer. We want to promote the wellbeing of our customers, all people who work with us, our operating region, and Finnish society in general. Enhancing the feeling of inclusion in workplaces and throughout our society is important to achieving this.

We at OP Pohjola are on a journey towards a more diverse workplace. Our commitment to promoting diversity, equity and inclusion is long-term. Promoting diversity, equality and inclusion is part of OP Pohjola's strategic priority of ensuring that it has highly skilled, motivated and satisfied personnel in the coming years.



The DEI guidelines describe the key principles and practices of diversity, equity and inclusion at OP Pohjola.

## Key elements of OP Pohjola's DEI Guidelines

The essence of OP Pohjola's DEI Guidelines lies in their goal of achieving diversity, equity and inclusion across OP Pohjola: "OP Pohjola for everyone." This goal guides our actions and illustrates what we mean by diversity, equity and inclusion (DEI) at OP Pohjola.

### **Our diversity goal: "OP Pohjola for everyone"**

We want to be the leading and most appealing financial services provider in Finland. Our values – People First, Responsibility and Succeeding Together – require that we include everyone, ensuring that no one feels left out.

In coaching our customers to make better financial choices, we must understand the daily lives and needs of our diverse customer base. Furthermore, to succeed in our changing world, we need diverse expertise now and going forward.

At OP Pohjola, everyone can be themselves; we work together to ensure that everyone feels valued. We give everyone equal opportunities to succeed in their work.

#### Diversity

- Diversity means human diversity of all kinds and acknowledgment of individual differences. Not all differences can be seen from outside.
- We encourage people to give voice to their different perspectives. We want to take the time needed to understand various perspectives to help us achieve our shared goals.
- We do not tolerate bullying, harassment or discrimination from anyone. We address inappropriate behaviour and language.



## Equity

- Equity means providing equal opportunities for everyone to succeed in their work.
- It also means accounting for different starting points, so that everyone can fully participate in the work community's activities and development.
- We support our employees and customers by ensuring that our services and facilities are accessible.

## Inclusion

- Inclusion is proactive. We all have a responsibility to include others, so that everyone feels that they belong.
- Each of us must build psychological safety and take account of each other's differences in daily encounters.
- Everyone is seen and heard at OP Pohjola. We give everyone a chance to participate in discussions.

## Guidelines and instructions related to OP Pohjola's DEI Guidelines

OP Pohjola's DEI Guidelines complement [OP Pohjola's Sustainability Programme](#). They have connections with the "We will build a diverse, equitable and inclusive workplace" section of "People and Communities" and the "We will increase diversity in our governing bodies" section of "Good Governance" in the Sustainability Programme.

Our activities are also guided by OP Pohjola's values, which are People First, Responsibility and Succeeding Together. They are further guided by the diversity-related themes included in [OP Pohjola's Code of Business Ethics](#) and [OP Pohjola's Human Rights Statement](#). The principles and goals concerning diversity on OP Pohjola's governing bodies are presented in our principles of good corporate governance.

OP Pohjola has set long-term [remuneration principles](#), which clearly and consistently summarise our basic remuneration concepts and goals. Our remuneration principles, pay policy and the terms of our performance-based bonus system are clearly documented and communicated to all staff. Each component of remuneration takes account of the need to realise the principles behind our equality and equity plans, in which the key priority is to ensure equality and equity among different age groups and genders.



## Roles and responsibilities

OP Pohjola's DEI Guidelines apply to everyone working in OP Pohjola and on its governance bodies; everyone (all staff, supervisors, other managers and executives) must ensure that the DEI Guidelines are implemented.

In approving the Sustainability Programme, OP Pohjola's Board of Directors also approves the key content of the DEI Guidelines, the diversity goal "OP Pohjola for everyone", and the related metrics and targets.

The following parties are particularly responsible for promoting the DEI Guidelines and the related targets and metrics:

- The DEI experts responsible for promoting diversity, equality and inclusion across OP Pohjola.
- The Management Team in charge of personnel and cultural matters in the central cooperative consolidated.
- The ESG Committee of OP Cooperative's Executive Management Team.
- The Board of Directors of OP Cooperative, as part of its monitoring of targets set in the Sustainability Programme.

## Implementation of the DEI guidelines

At OP Pohjola, we actively try to enhance people's sense of belonging to the work community. We encourage inclusion across teams and organisational boundaries. Inclusion happens in daily encounters and contacts in the workplace. We promote awareness of diversity, equity and inclusion and enhance our inclusive leadership competencies. To develop our DEI competencies, we offer all employees a self-study course, and discussions and workshops, on diversity and inclusion. In addition, we have built a learning path to support the daily management tasks of staff in supervisory and other leadership roles.

## Indicators and targets

To realise our overall DEI goal, in our Sustainability Programme we have set the target of building a diverse, equal and inclusive work community, in which we involve everyone and work together to ensure

that everybody feels valued and has the same opportunities to succeed in their work. We measure the experience of equity and assess the gender distribution in leadership positions. The related metrics' targets are as follows:

- An 'employee experience of equity index' of at least 4.35 annually (evaluation scale 1–5 in personnel surveys).
- Each gender has at least 40% representation in leadership positions.

A diversity-promotion metric based on the Sustainability Programme is a factor in the variable remuneration of OP Cooperative's Executive Management Team and staff in leadership roles in the central cooperative consolidated.

Staff diversity and equity themes are monitored and addressed in OP Pohjola's highest governing bodies. Such themes include pay equality between genders, the distribution of promotions, representation in leadership positions, and age distribution and recruitment.

Regarding OP Pohjola's governance, our Sustainability Programme sets the goal that membership of OP cooperative banks' boards of directors, and the central cooperative's Board of Directors and Supervisory Council, must be diverse in the manner required to enable OP Pohjola's success. We measure gender distribution: the goal of this indicator is to ensure that each gender has representation of at least 40% across OP Pohjola.