

YOU DRIVE, WE CARE.



Entgelttransparenz ist kein Comp & Ben-Thema!

DKV Mobility

Frankfurt, April 2025

DKV Mobility in numbers



~ 90 years
History of purpose
driven growth



€17bn (2023)
Transaction volume



€714m (2023)
Revenue



~ 2,500 (12/2024)
Employees



~ 394k (12/2024)
Active customers



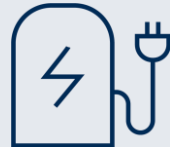
More than 50
Service countries



~ 69k (12/2024)
Fuel service
stations



~ 24k (12/2024)
Alternative fuel
service stations



~ 893k (12/2024)
EV charge points



~ 35k (12/2024)
Vehicle service
stations



~ 8k (12/2024)
Fuel service
stations with
App&Go



Electromobility – the driving force of the future

With our tailored e-solutions, we support you on your way to electromobility.

- ~**893,000 EV charge points** all over Europe (12/2024)
- Convenient charging **@road, @work** and **@home**
- **Full-service package** from installation to transparent invoicing

Timeline | equality



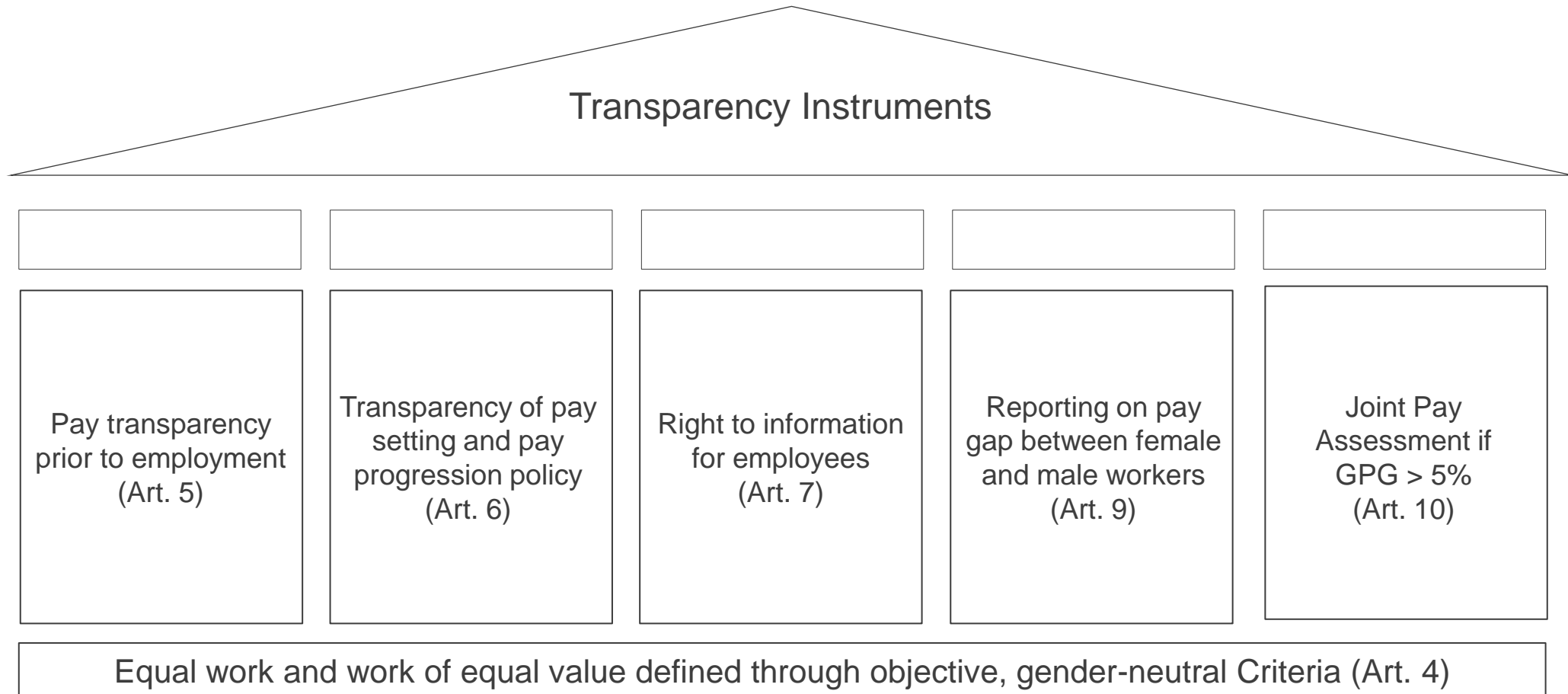
Diversity & Inclusion

Our Vision

We promote diversity, inclusion, and talent management, and care for the communities in which we operate.



Pay transparency | EU-Guidelines



Equal Pay @ DKV | employee lifecycle

1. Pre-/Onboard | Art. 4-6

- Inclusive job ads
- Diverse hiring options
- part-time options
- Grading to determine the position's salary range

2. Develop | Art. 6

- Wide range of programs (from external courses to micro-learning "on-the-job")
- Customization of learning programs Unconscious bias training
- Special program at the international women's day
- Development dialogues in the DRIVE process

6. Move | Art. 4

- Goal: 40% female managers across all management levels by 2027 (currently 38%)
- Equal participation in talent programs
- Monitoring of gender parity in promotions and new entry figures

5. Retain | Art. 6

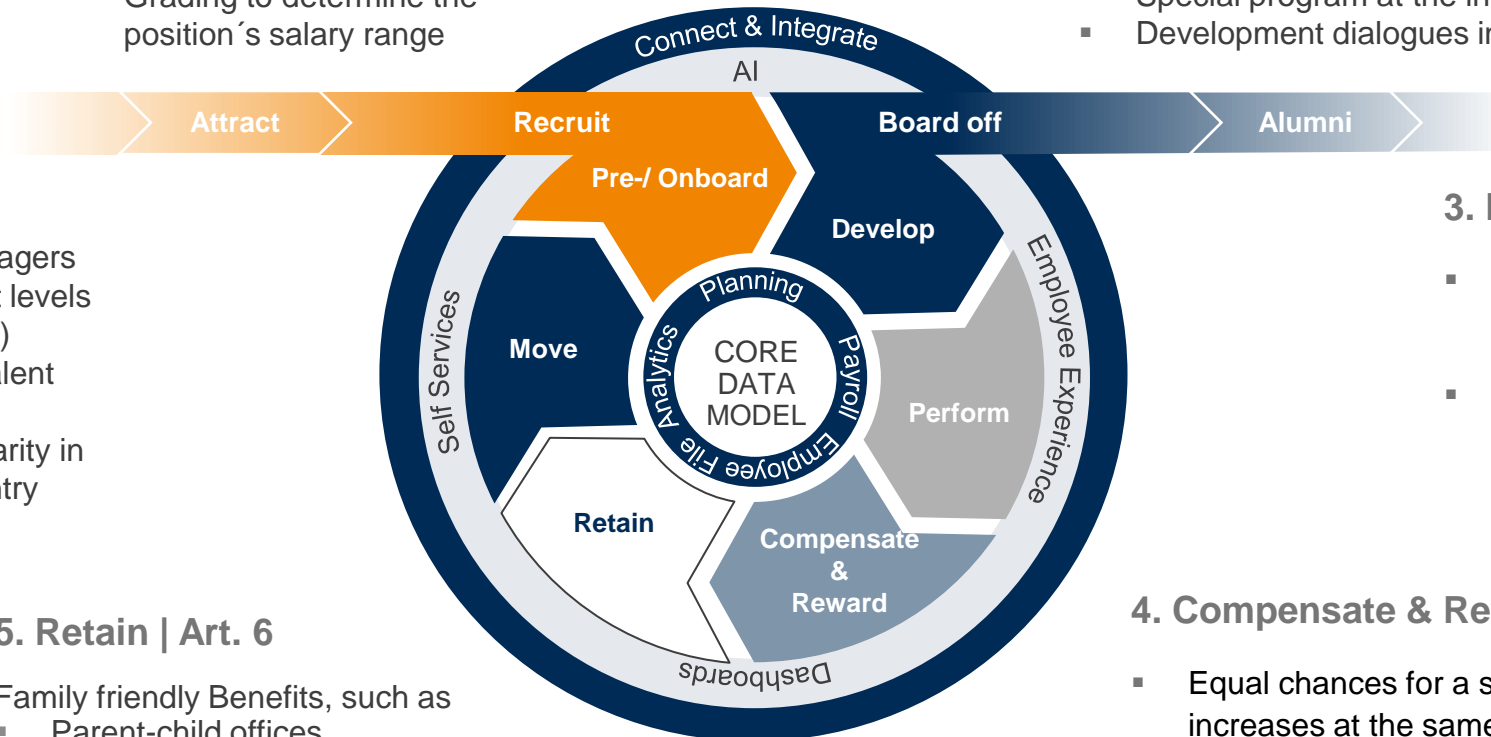
- Family friendly Benefits, such as
- Parent-child offices
 - Employee assistance programs
 - Flexible & hybrid working options

3. Perform | Art. 4

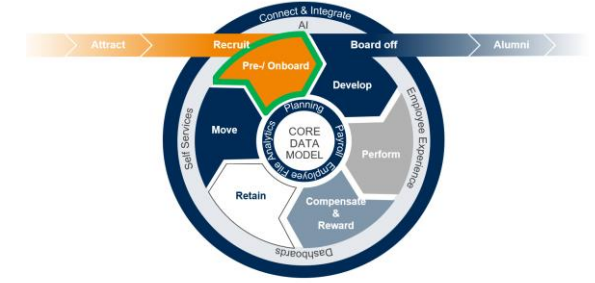
- DRIVE process: yearly target review and target setting
- Variable remuneration is linked to a financial target

4. Compensate & Reward | Art. 4, 7&10

- Equal chances for a salary increase by doing all increases at the same time
- HR analyses the gender pay gap on an annual basis and makes increase proposals
- tariff steps and merit increases during parental leave



Equal Pay @ DKV | Hiring: Grading & Paybands

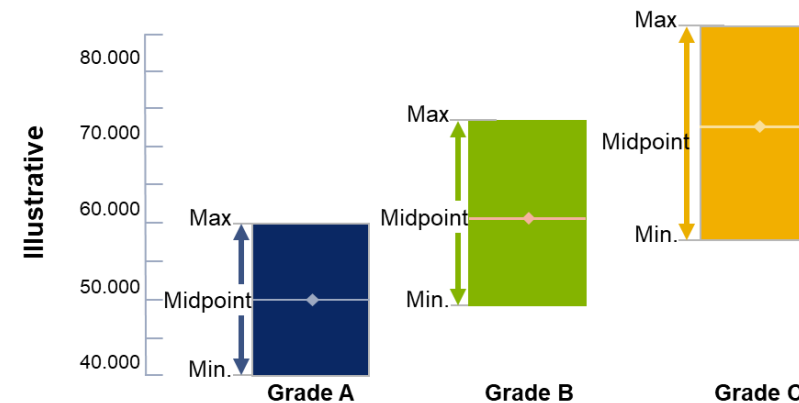
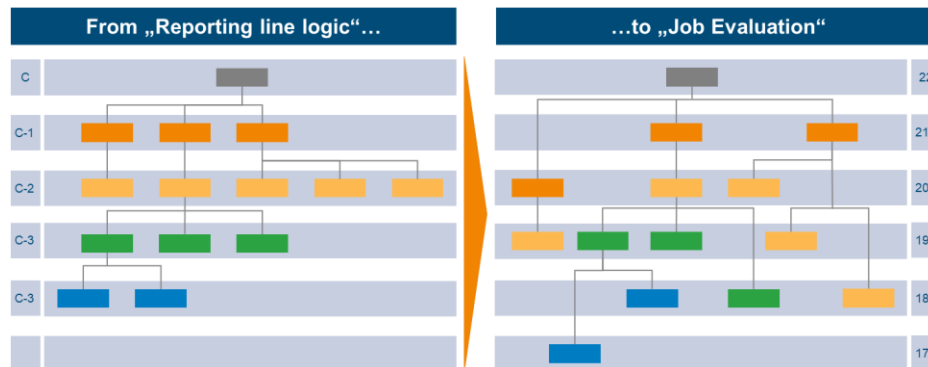


Objectives

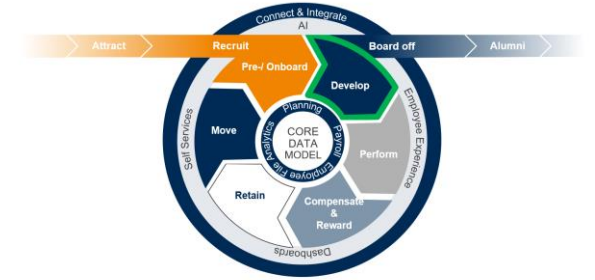
- Transparency and **comparability** of job requirements across different job families
- Reduction of **subjectivity** or favouritism when setting pay
- Foundation for the development of further HR processes: Compensation structure, job descriptions, recruiting, job titles, career levels, ...

Principles

- The **function** is evaluated, not the job holder
- The function is evaluated without reference to the salary
- The function is evaluated as defined today
- Relevant are the main, permanent and recurring core tasks



Equal Pay @ DKV | Learning Offer



Personal & professional skills, languages

- **Inhouse** training and **external** training
- Digital learning platforms: **LinkedIn Learning & Udemy**
- **Language courses:** Learnship (individual/group) & Babbel (digital)



DKV Mobility Topics

- Sessions on Artificial Intelligence / **Copilot and Financials at DKV Mobility**
- **Who Knows Teaches** (learning from employees on various topics)



Leadership Development

- **Leadership trainings** based on our Leadership Principles for different topics and levels, e.g. prospective FK (Exploring Leadership), new leaders (Licence to Lead) or experienced managers (internal and external offers)



Mentoring & Coaching

- Internal mentoring programs 'MentorMe'; external mentoring programs
- **Coaching**



Programs

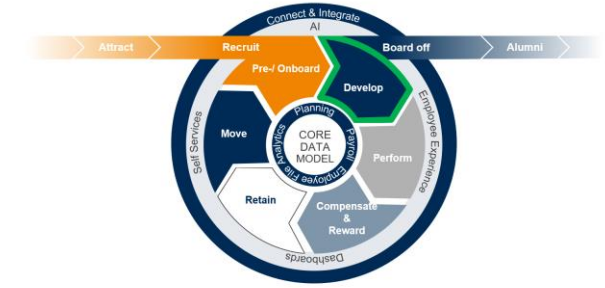
- **Front Runners** Talent Program
- **GROW** Project Management Program

Equal Pay @ DKV | DRIVE

DRIVE Your Performance

Implementation of a new and fully digitized goal management system to better manage performance throughout the year.

This ensures a close link with the Group's strategy and DKV's mottoes.

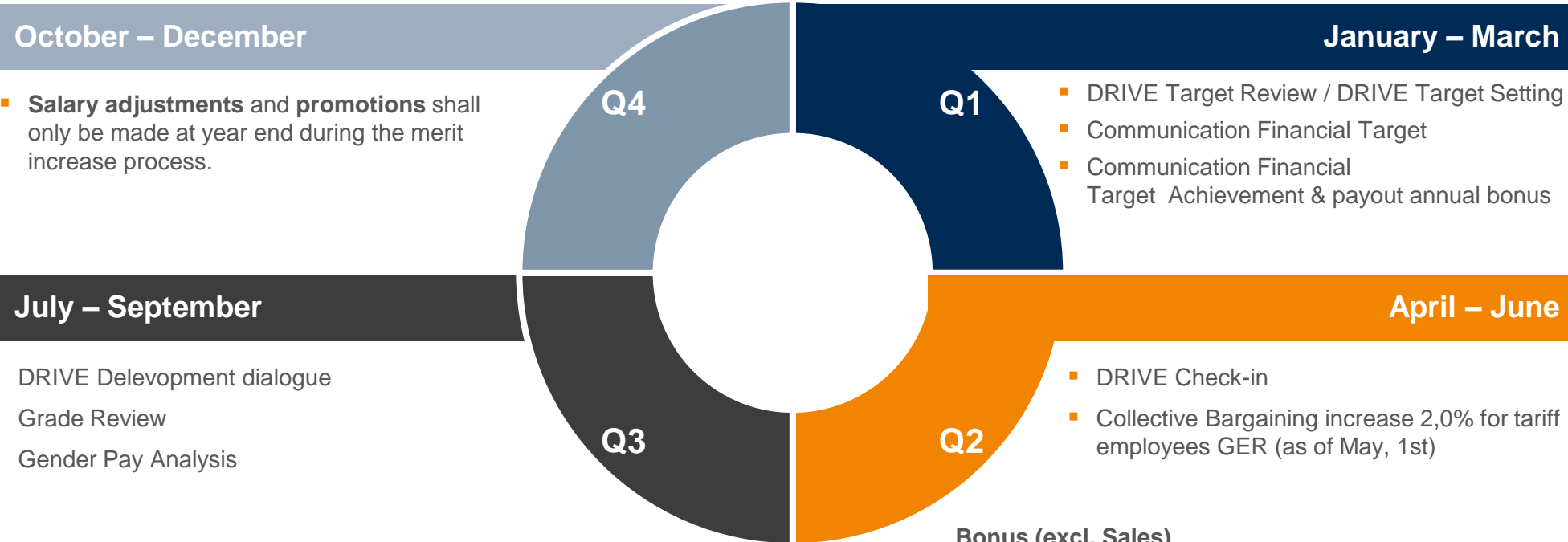
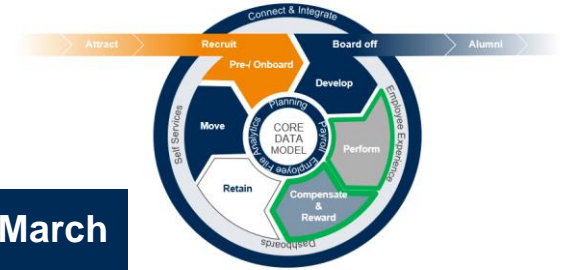


DRIVE Your Development

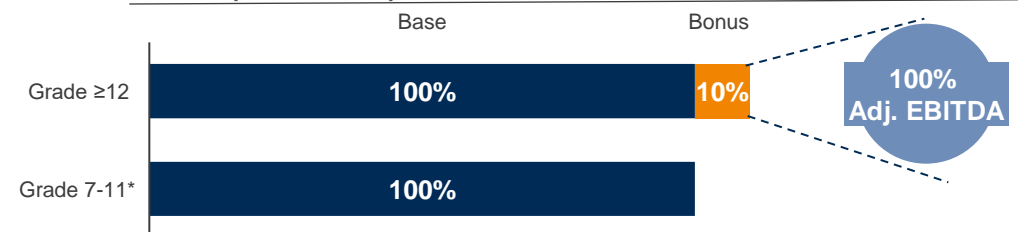
Implementing a more dynamic competency management to develop our employees in the best possible way to meet the demands of the role.

Establishment of an annual development dialogue to develop employee competencies and promote the feedback culture.

Equal Pay @ DKV | Compensation Calender



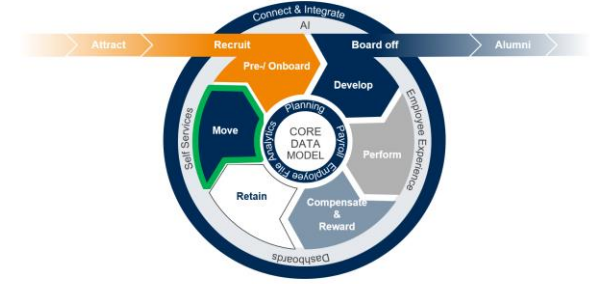
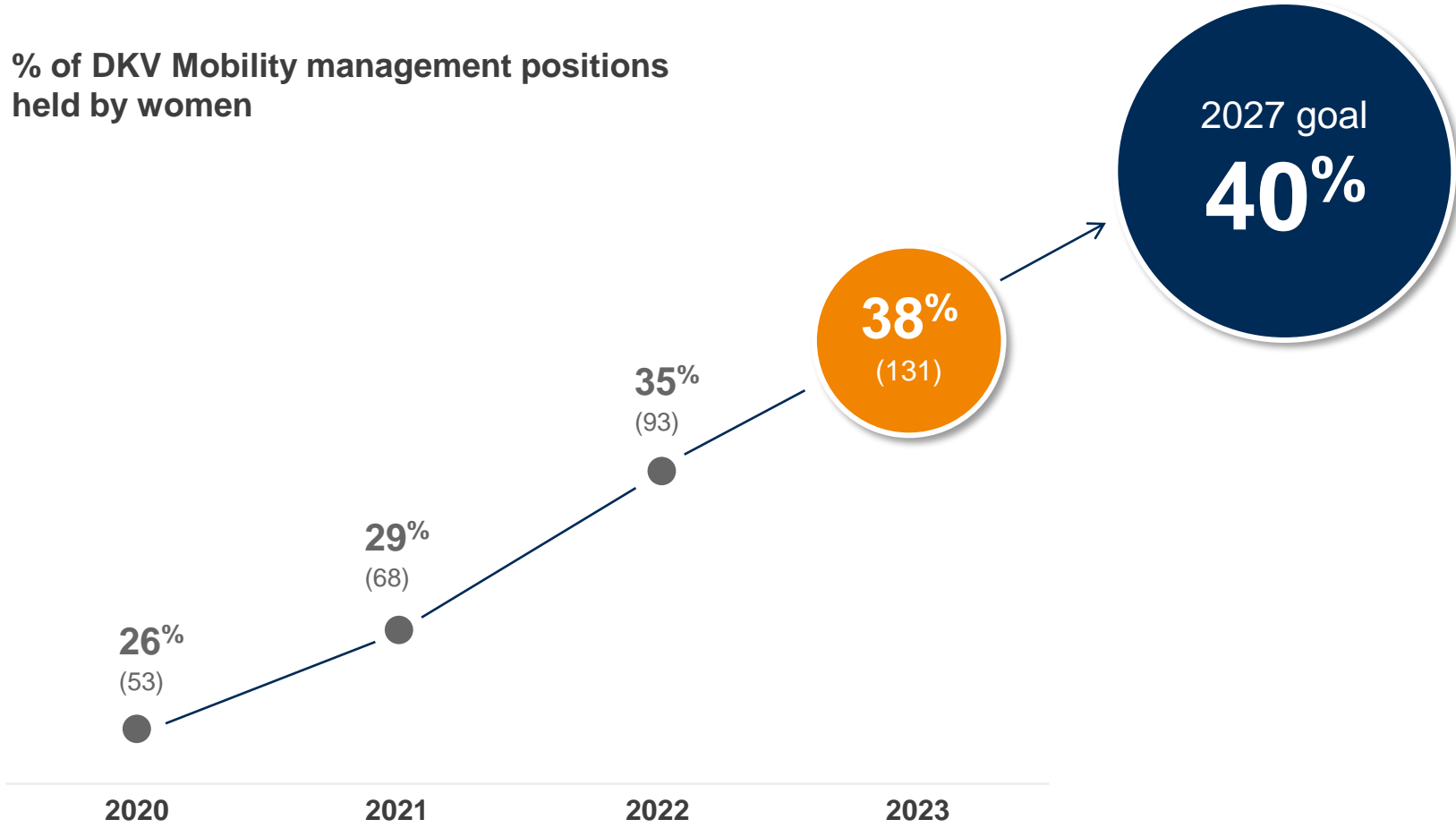
Bonus (excl. Sales)



- Functions ≥ Grade 12 receive a 10% bonus linked to Adjusted Group EBITDA
- Functions < Grade 12 do not receive a bonus

Equal Pay @ DKV | female leadership

% of DKV Mobility management positions held by women



% women by management level (31 Dec 2024)

14% (4)

Top Managers
(MB, EB, EC)

28% (38)

Director, Head of, SUL

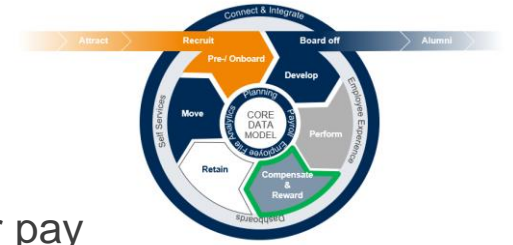
47% (103)

Team Managers,
Team Leaders

Equal Pay @ DKV | How do we get there?

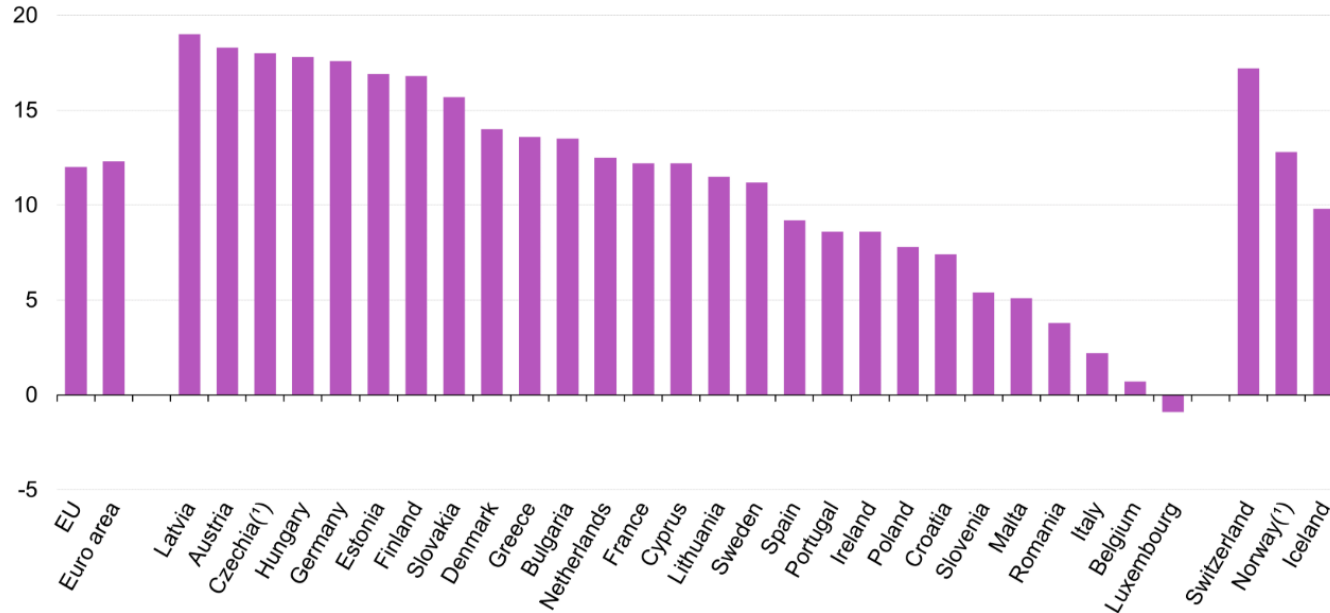


Gender pay gap | EU



The unadjusted gender pay gap, 2023

(difference between average gross hourly earnings of male and female employees as % of male gross earnings)



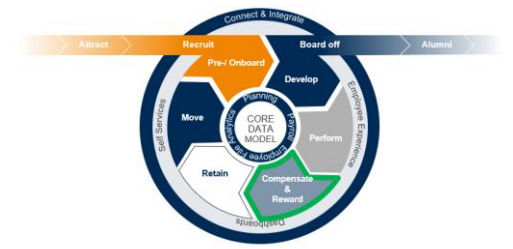
Note: For all the countries except Czechia and Iceland: data for enterprises employing 10 or more employees, NACE Rev. 2 B to S (-O); Czechia: data for enterprises employing 1 or more employees, NACE Rev. 2 B to S; Iceland: NACE Rev. 2 sections C to H, J, K, P, Q. Gender pay gap data for 2020 are provisional until benchmark figures, taken from the Structure of Earnings survey, become available in December 2024

⁽¹⁾ Estimated data
⁽²⁾ Definition differs (see metadata)
⁽³⁾ 2018 data

Source: Eurostat (online data code: sdg_05_20)

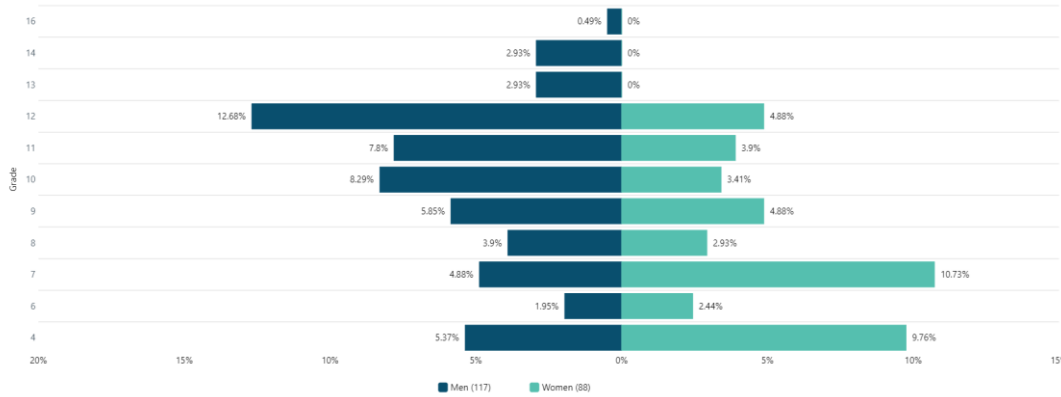
[File:Figure 1 The unadjusted gender pay gap, 2023.png - Statistics Explained](#)

- Unadjusted gender pay gap differs within the EU from -0,9% in Luxembourg to 19,0% in Latvia
- Average: 12,0%
- Germany: 17,6%
- Gender pay gap much lower for young employees
- Gender pay gap higher in the private sector



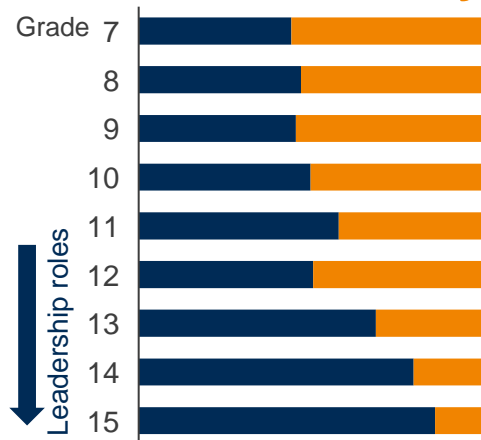
Gender pay gap | gender distribution

Glass ceiling analysis

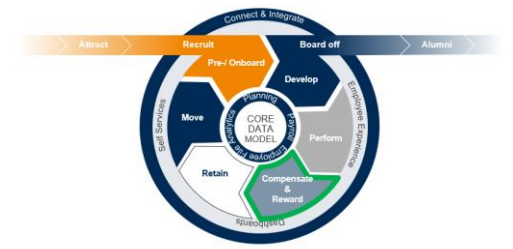


- The unseen, yet unbreachable barrier that keeps minorities and women from rising to the upper rungs of the corporate ladder, regardless of their qualifications or achievements (The United States Federal Glass Ceiling Commission)

Gender distribution by grade

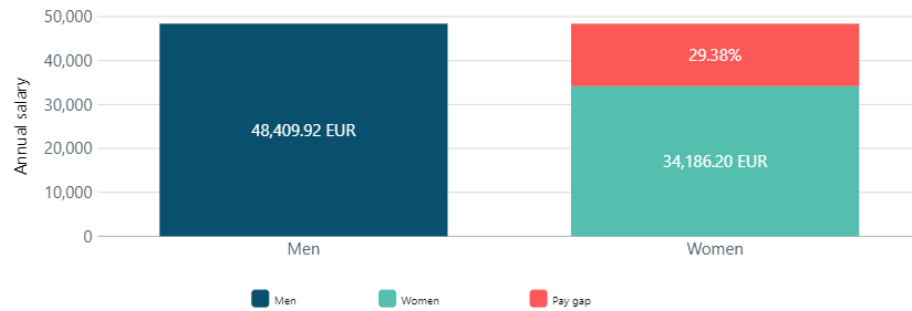


- A job grade describes the seniority & expectations for a role
- Fewer women in higher paid grades, esp. 13-15



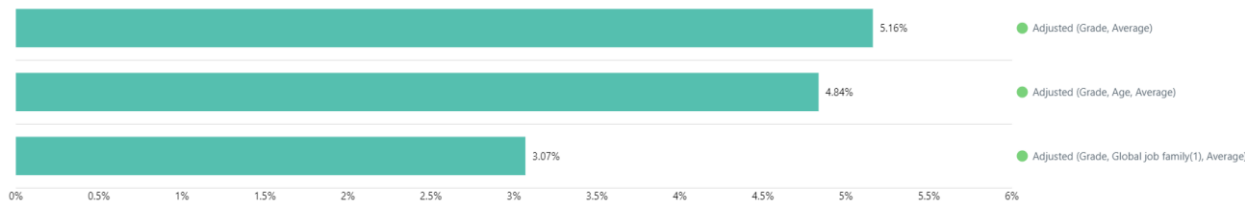
Gender pay gap | calculation

Unadjusted gender pay gap



- Difference between average salary of men and women
- parts of the difference in earnings of men and women can be explained by
 - differences in the average characteristics of male and female employees
 - differences in the financial returns for the same characteristics

Adjusted gender pay gap

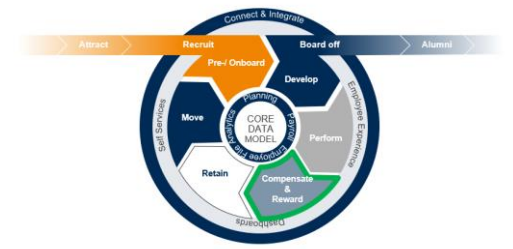


Differences in pay can be explained by

- Job Grade / Career level
- Age, Job tenure
- Career breaks
- Part-time work

Pictures: gradar.com

Gender pay gap | detailed analysis

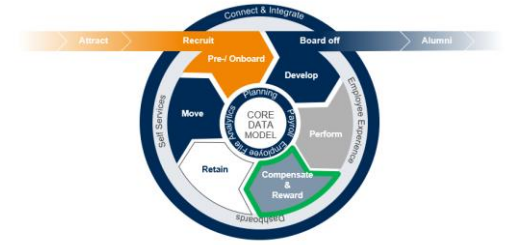


- By job family
- By org unit
- Individual cases (seniority, skills, performance, ...)



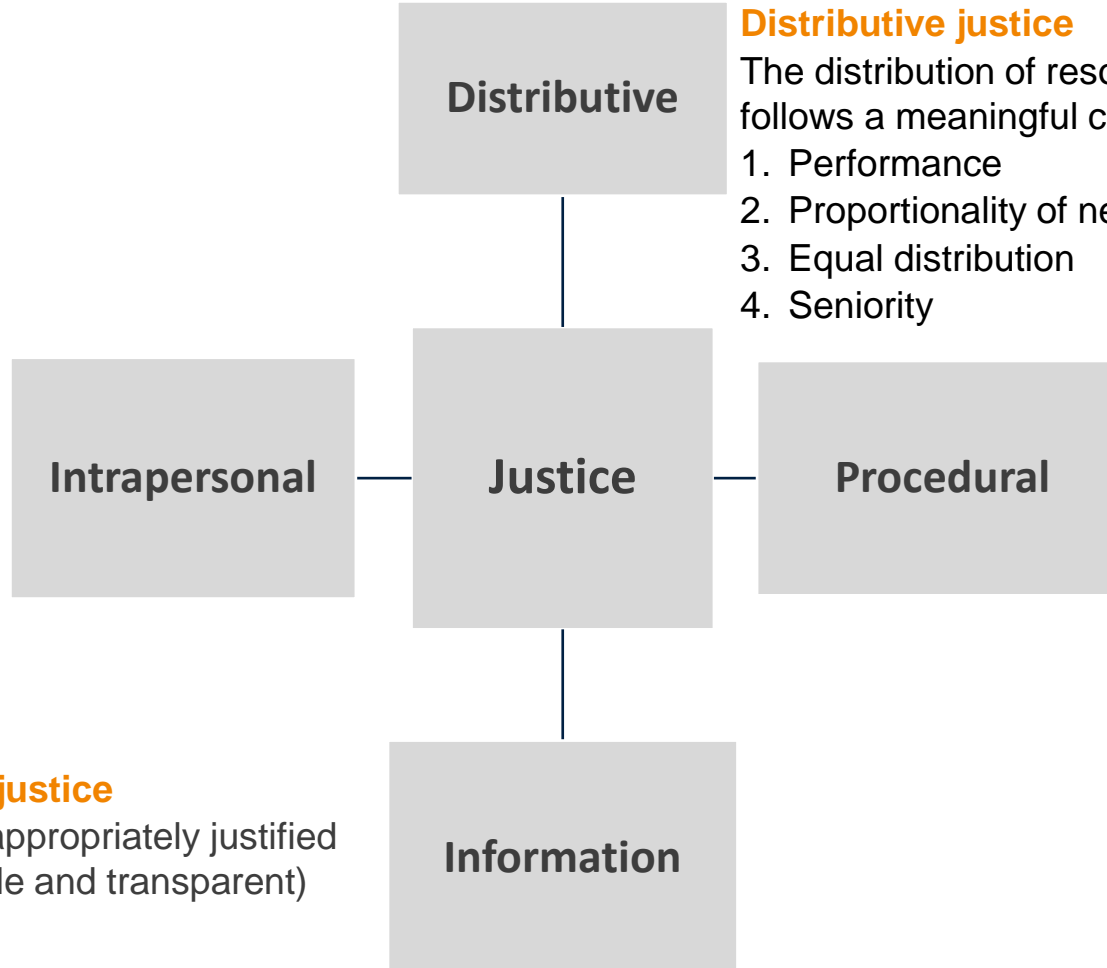
Pictures: gradar.com

Justice | dimensions



Intrapersonal justice

People who are affected by a decision are treated honestly and with respect



Distributive justice

The distribution of resources (rewards and work equipment) follows a meaningful criterion:

1. Performance
2. Proportionality of need
3. Equal distribution
4. Seniority

Procedural justice

A decision-making process follows general rules:





- Decision-makers are neutral
- Wrong decisions are corrected
- Affected parties are allowed to participate
- Equals are treated equally

Informational justice

Decisions are appropriately justified (comprehensible and transparent)

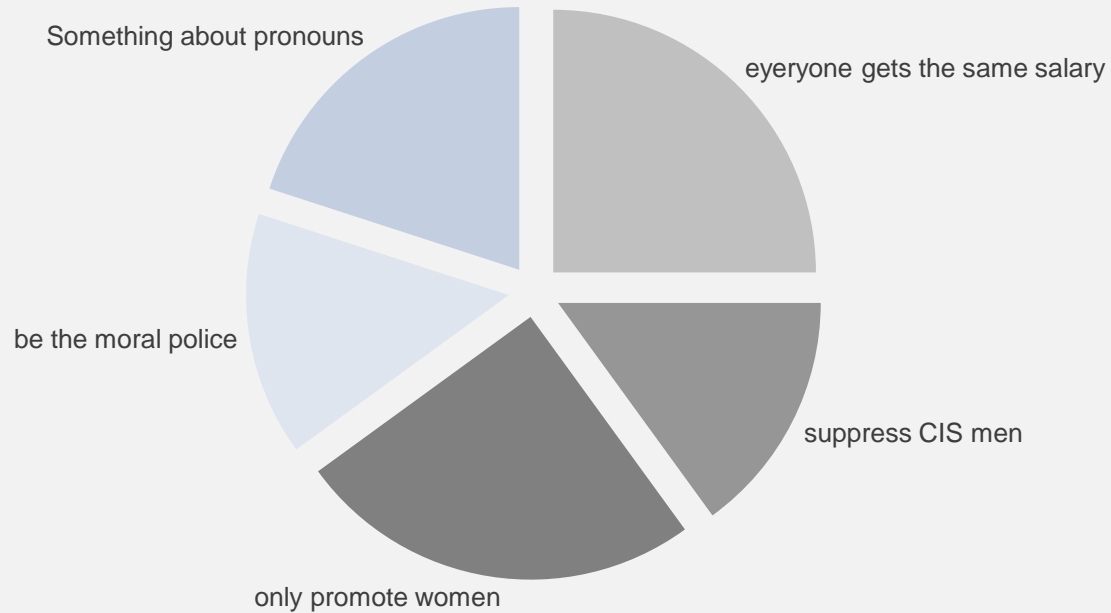
Female empowerment | 8 measures that make a difference

- **Diversity Targets**
„The hard currency“
- **Recruitment**
Inclusive job ads
Part-time option
Diverse hiring slate
- **Promotions**
Career progression of women
Equal participation in talent programs
- **Compensation Guidelines**
Merit increases during maternity leave
Tariff steps during maternity leave

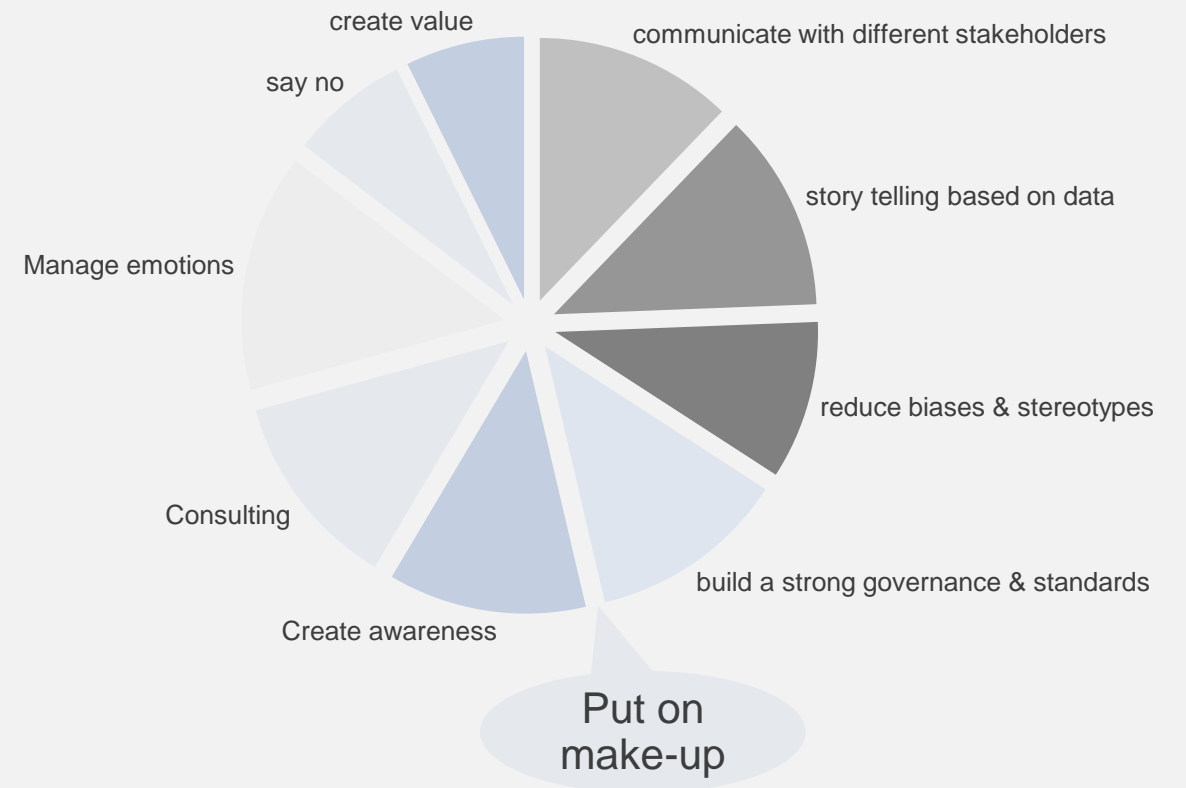
- **Data**
Diversity reporting, KPIs
Equal pay
Business deep dives & action plans
- **Role Models**
Visibility of female leaders
Involve men
- **Tackling Bias**
Unconscious Bias training
Embed in people processes
- **Family-friendly Benefits**
Parent-child office, employee assistance program, flexible working

What people think, what Equal Pay is about...

What people think, what I do...



What I actually do...



How we all can contribute

Build your own network!

Be an ally!

Recognize the business value of equality and equal pay!

Actively support women in their development by creating positive PR ad helping them to step out of their comfort zone!

YOU DRIVE, WE CARE.



Thank you

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