



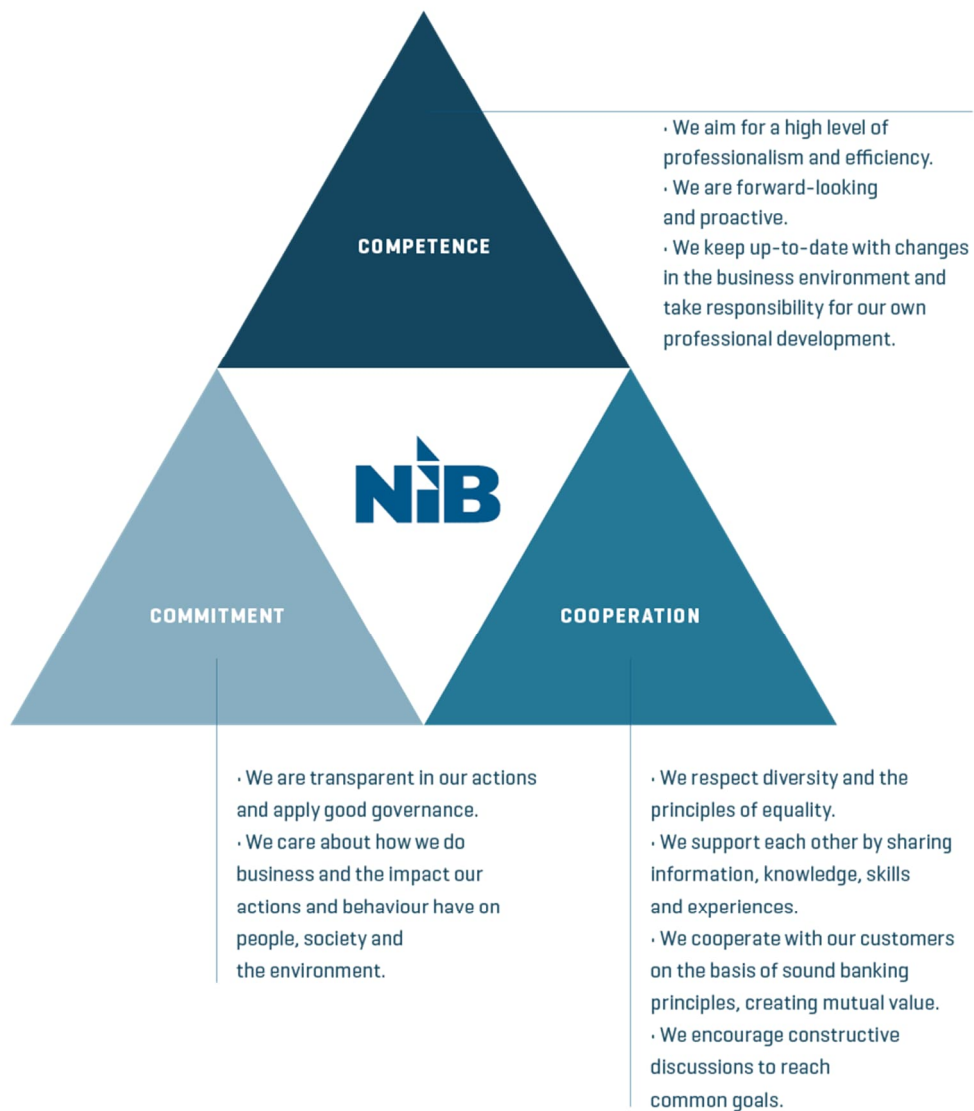
NORDIC
INVESTMENT
BANK

FINANCING
THE
FUTURE

Diversity, Equality & Inclusion Plan

2025-2027

Our values



Diversity, Equality and Inclusion at NIB

As the international financial institution of the Nordic and Baltic countries, NIB promotes a respectful workplace and a culture of openness and trust. NIB's values – competence, commitment and cooperation – guide what we do and enable us to hold ourselves to the highest standards.

Our commitment

NIB is committed to diversity, inclusion, and equal opportunities in all our activities and in all aspects of employment. These values are part of good leadership and sound business conduct.

To enhance our commitment, NIB has developed this Diversity, Equality and Inclusion Plan (“DEI Plan”) for the period of 2025–2027. The DEI Plan applies to all NIB employees, regardless of their type of contract.

The foundations of this Plan are set out in NIB's Code of Conduct for Staff, the Staff Regulations and other staff-related documents.

DEI Governance

NIB's Diversity, Equality & Inclusion Group is the steering group responsible for developing measures to promote diversity and equal opportunities across the Bank's internal operations. The DEI Group is headed by the Head of Human Resources, who is a member of NIB's Executive Committee, and consists of employee representatives from different departments within NIB.

The Group develops NIB's DEI Plan and proposes action points based on employee feedback. The DEI Plan is approved by NIB's President and presented to the Board of Directors. The Head of HR reports regularly to senior management and the Board of Directors on the progress made on the DEI targets.

Diversity

We define diversity as the involvement of people from a wide range of different backgrounds in our work community. Diversity incorporates all elements that make an individual unique. We aim for diversity among our employees and within our teams with respect to gender, age, nationality, ethnic origin, social background, etc. For us, diversity is about valuing, respecting and acknowledging the differences between people, and seeing those differences as an asset for NIB.

Equality

For us, equality means that we commit to the fair treatment of all our employees. Equality is based on the belief that we respect the worth of each individual and that we all should have opportunities for professional growth and for utilising our talents, irrespective of our personal characteristics or beliefs.

To this end, NIB provides all employees with equitable professional growth and career opportunities. A separate training strategy is in development.

As established in the Code of Conduct, NIB does not tolerate discrimination, and no one shall be discriminated against on the basis of sex, gender identity, age, nationality, ethnic origin, disability, family status, sexual orientation, religion, health, political views or any other comparable circumstance. This commitment to non-discrimination applies to all employees and extends to all relevant aspects of the employment lifecycle, including recruitment, promotion, job assignments, remuneration, training, and benefits.

Inclusion

Inclusion means that everyone at NIB feels appreciated as an individual and is able to make a meaningful contribution to their work. We foster a work environment that welcomes all employees into our community, and where everyone feels valued and supported. Harassment is not tolerated at NIB, and we strive to provide protection to individuals that face concerns in these matters.

Focus areas of the DEI Plan 2025–2027

For the period of 2025–2027, NIB's DEI Plan focuses on three main areas: 1) *Promoting workforce diversity by enhancing our recruitment approach*; 2) *Strengthening equality and fairness around compensation*; and 3) *Fostering an inclusive and flexible workplace culture*.

These targets are connected to NIB's long-term business strategy on diversity, engagement and leadership. To achieve progress in these areas, a number of specific action points have been identified. The DEI Group will follow-up on the action points formulated in this Plan and provide a report to the Executive Committee and the Board of Directors in 2027.

1. Promoting workforce diversity by enhancing our recruitment approach

Diversity plays a crucial role in recruiting and retaining employees. NIB seeks to attract candidates with different professional qualifications, different skill sets, styles of thinking and experience.

NIB's long-term targets for 2030 and beyond include achieving at least 40% representation of each gender in managerial positions and to increase the share of the international member country workforce to at least 25%.

The proposed action points are:

- Review NIB's recruitment process and approach to increase the number of women in managerial positions and the number of international member country workforce
- Launch NIB's Young Professional Programme and further develop the Summer Traineeship concept to provide mentorship and foster NIB's future talent pipeline
- Offer training for hiring managers to unlock biases and to enable us to create more diverse talent pools for our vacancies

2. Strengthening equality and fairness around compensation

NIB is committed to gender pay equality. Our objective is to ensure equal and fair remuneration for work of equal value, regardless of employees' gender, age, race, or other comparable criteria, as well as equal treatment in the evaluation of the quality of work. It is our aim to identify and close any potential pay discrepancies that may exist.

The proposed action points are:

- Structure NIB's compensation framework more clearly by introducing job grading methodology, conducting salary benchmarking surveys and creating a new compensation strategy/policy
- Support equal and fair pay by developing an action plan to address possible pay discrepancies

3. Fostering an inclusive and flexible workplace culture

Increased awareness around diversity, equality, and inclusion helps us to enhance the communication with our employees and other stakeholders. Transparency allows us to build trust and inclusion, not only internally but also externally.

NIB conducts anonymous employee engagement surveys twice a year to understand developments in employee engagement and wellbeing. The survey results allow us to respond to changes in our working culture and environment.

The proposed action points are:

- Further adjust our flexible work arrangements by learning from the employee engagement survey results related to remote working and monitoring of work time
- Provide training and conduct awareness-raising activities around DEI matters and support the development of an inclusive work culture at NIB
- Support our managers to gain DEI insights from survey results to promote continuous development across the institution