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Strategic Guidelines for Training and Further Education

Strategic Guidelines of Raiffeisen Niederösterreich-Wien for Training and Further Education

Training and further education at Raiffeisen Lower Austria-Vienna are a central cornerstone for securing the future viability and competitive strength of our institution. Our strategic guidelines are aligned with the requirements of our customers, legal regulations, and internal processes, and promote the development and maintenance of professional, methodical, and personal competencies. The alignment is managed by the specialized department of Personnel and Organizational Development under the leadership of HR management and in close coordination with the Executive Board, based on a regular comparison of existing and required competencies of the workforce.

Competence Development and Adaptability

We place great importance on the continuous development of professional expertise, methodical skills, and personal strengths. In doing so, we consider the changing expectations of our customers as well as technological, legal, and market-related changes. The imparting of critical future competencies such as digital skills, AI know-how, and sales expertise is an integral part of our learning programs. Personal growth and the full utilization of one's potential to achieve top performance are the focus.

Individual Support and Sustainable Succession Planning

Key performers and high potentials are systematically identified and specifically supported through comprehensive training programs. Individual development plans and mentoring programs support personal and professional advancement. Sustainable succession planning ensures long-term business success and guarantees continuity in key positions.

Leadership Training & Further Education for Top Management

We promote the acquisition of leadership competencies that encompass professional expertise as well as social and methodical skills. Our leaders are systematically prepared for their part as role models and shapers of a positive corporate culture. Special emphasis is placed on fostering change and innovation capabilities as well as the ability to individually support and motivate employees. This ensures that our leaders meet the high demands of a dynamic environment and actively contribute to the strategic goals of Raiffeisen Niederösterreich-Wien. For top management and employees in key functions, Fit & Proper trainings are regularly conducted to ensure that necessary competencies are demonstrable in the annual re-evaluation of Fit & Properness.

Diverse Learning Formats, Inclusive Programs, and Knowledge Transfer

Our learning portfolio includes a balanced range of in-person training, e-learning, exchange formats, and networks to meet diverse learning needs. The programs are open to all employees regardless of diversity characteristics and promote an inclusive learning culture. Ensuring knowledge transfer into everyday work is a central concern. Through targeted measures, we promote the sustainable integration of learned content into daily work, thereby strengthening the innovation capability and performance of our institution.

Resources and Responsibility

We provide sufficient budget and time resources for training and further education to enable effective learning. Leaders are responsible for supporting and promoting their teams, while employees take personal responsibility in the learning process. Educational needs are defined in the annual employee appraisal discussion, and corresponding training measures are agreed upon. Close cooperation with our own educational institutions and qualified trainers ensures practical and high-quality implementation.

With these guidelines, we create a learning-supportive environment that enables our employees to successfully meet current and future challenges and jointly secure the sustainable success of Raiffeisen Niederösterreich-Wien.

Reporting on Training and Further Education

At Raiffeisen Niederösterreich-Wien, great emphasis is placed on qualitative training and further education. Basic qualification is provided by professionally qualified trainers and experts through in-house training facilities (MODAL and Raiffeisen Campus) in the form of "Raiffeisen Bank Trainings." This is also reflected sustainably in relevant key figures. In addition to developing personal and social skills, compliance with relevant legal obligations in all product and process topics as well as investor protection is emphasized. This includes, among others:

- Investor protection – especially the "Securities Supervision Act" (WAG)
- Money laundering and terrorism financing – various anti-money laundering directives
- Consumer financing – especially the "Consumer Credit Act"
- Insurance consulting – especially the "Insurance Distribution Directive" (IDD)
- Securities consulting – especially the "Markets in Financial Instruments Directive" (MiFID I & II)
- Mortgage and real estate financing advice – especially the "Mortgage and Real Estate Credit Act" (HKG) & the "Employee Categories and Evidence Regulation" (MiKaNv)
- General legal matters such as data protection (GDPR), handling of artificial intelligence (EU AI Act), information security, ESG (CSRD), operational risks (CRR), or Fit & Proper guidelines

1. General Key Performance Indicators on Education

a. Total expenses on Training and Further Education at Raiffeisen Niederösterreich-Wien

YEAR	2020	2021	2022	2023	2024*	2025
total expenses	1.224.297 €	1.520.226 €	1.671.604 €	1.507.451 €	1.633.030 €	1.699.121 €

* 2024 additional out-of-budget-expenses of € 177.000,- for training related to the Retail Transformation

b. Expenses on Training and Further Education per employee

YEAR	2020	2021	2022	2023	2024	2025
expenses per employee	1.087 €	1.188 €	1.264 €	1.113 €	1.144 €	1.153 €

c. Training hours

Total training hours	2021	2022	2023	2024*	2025
male mangagers	3.415,72	3.824,21	2.577,80	4.172,21	3.651,42
female Managers	1.324,79	1.550,78	1.171,65	1.834,23	2.012,19
male employees	16.237,30	17.947,24	17.119,51	20.995,37	16.084,66
female employes	18.345,40	17.355,49	19.164,70	21.492,75	19.614,74
Total	39.323,21	40.677,71	40.033,66	48.494,56	41.363,01
thereof personal development	n/a	n/a	n/a.	n/a	1.911,50
thereof anti-corruption	n/a	n/a	n/a	1.644,00	1.755,20

* In 2024, comprehensive training measures were implemented as part of the retail transformation, the introduction of a new corporate culture, and training related to the digital performance management tools.

2. Compliance with Regulatory Training and Certification Requirements

Based on legal requirements, Human Resources (HR) maintains an internal training matrix from which all employees can determine whether and how frequently the training and further education are relevant for them. Compliance with these requirements is regularly monitored by HR, and appropriate measures are taken in case of non-compliance (e.g., revocation of advisory authorizations). Upon joining the company, these trainings are automatically assigned via the learning management system. By July 2027, the following mandatory training requirements are implemented:

- Information Security / DORA annually for all employees
- Anti-Money Laundering & Compliance with Financial Sanctions annually for all sales and sales-related employees
- Compliance for employees in confidentiality areas annually, otherwise every three years
- Anti-Fraud / Data Protection / Operational Risk & Internal Control System every two years for all employees
- Foreign Account Tax Compliance Act / Common Reporting Standards / Qualified Intermediary or US Withholding Tax every 3 years, especially for customer advisors
- Cash Handling Training for cashier activities annually
- Compliance with MiFID II: 15 hours of relevant continuing education plus annual recertification test for all securities advisors
- Compliance with IDD: 15 hours of relevant continuing education annually for all insurance advisors
- Compliance with HIKrG: recertification test every 3 years for all financing advisors involved in home purchase and construction
- ESG & Sustainability / Artificial Intelligence one-time for all existing and newly hired employees

For highly qualified advisory services concerning private and corporate clients, customer advisors receive specialized training. Nearly 200 employees have already participated in the 4.5-day Sustainable Finance course, and approximately 50% of securities advisors in private customer business and 100% in private banking have completed the ESG Advisor training.

3. Performance and Potential Assessment

At Raiffeisen Niederösterreich-Wien, an annual employee appraisal is conducted comprehensively with all employees for individual development and performance evaluation. This involves setting new goals and assessing their achievement, as well as evaluating competencies. Based on both, training and further education measures are planned and implemented. By comparing performance and potential, different employee groups are identified and corresponding development and career measures are offered.

4. Learning Programs and Knowledge Transfer

Learning at Raiffeisen Niederösterreich-Wien is supported through various formats and focused on different aspects in addition to professional training. Special emphasis is placed on digital and social knowledge transfer:

- Digital training programs on our learning platform, which also serves the purpose of educational documentation and reporting.
- Development programs for different professional groups, such as apprentices, trainees, high potentials, or senior employees.
- Coaching and mentoring for employees and leaders, for example upon joining the company, for women with high development potential, or when taking on a new role.
- Conveying and embedding the values of our corporate culture.
- Diversity and inclusion across all diversity dimensions. Various web-based trainings are available to all employees on our learning platform. Additionally, the topic is addressed in workshops and sensing journeys.
- Environmental, social, and corporate governance aspects of sustainability.
- Job rotation and experiential stays, such as in the "Discover" program, where employees visit Raiffeisen network-banks in other countries of the European Union.
- Networks for professional and social exchange, such as the women's network "She Connects," the AI guild, or the Digi Café.
- Fit & Proper training series for executives and employees in key functions to maintain management competencies and know-how, with a focus on banking and financial markets as well as their legal requirements arising from regulations, laws, and guidelines of European and Austrian provisions.



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