

Our People

Corporate Culture

At Addiko Group, our culture is constantly evolving, reflecting our principles of trust, integrity and clear performance orientation. Our vision is to deliver a modern customer experience based on convenience and speed. We emphasize cohesion, diversity, fostering talent and equality while always maintaining the success of Team Addiko at the core of our entrepreneurial values. We are unconventional bankers encouraging innovative solutions and a culture of togetherness in which we respect feedback and nurture human relationships. A culture in which “WE” means that every individual has its own space, and everyone is part of the team.

We do this by empowering our leaders to lead the change, reinforcing employee engagement, and strengthening values and behaviours in our daily activities. We are focused on building a great place to work and are proud of our employees and their achievements.

Values

We defined the Addiko values and behaviours by communicating and interacting with employees. The objective is to integrate our values and behaviours into the unconventional banker’s culture that we have built.

It is reflected in the way we recruit employees, evaluate performance, and develop leaders. They encourage us to align our actions to drive efficiency, mutual respect, and sustainable growth.

Our core values:

We Focus on Consumers

We Execute with an Entrepreneurial Mindset

We Lead by Example

We Collaborate

We are Accountable



Human Resources

The Human Resources (HR) function oversees people management and related processes across Addiko Group. HR’s strategy is to establish a modern HR function reflecting practices of top European banks. The Group HR function is situated in Zagreb with HR departments in each country. Group HR provides

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guidance on people strategies, the performance cycle, compensation, benefits, recruitment, education and learning as well as talent development.

In the countries, HR's role is to partner with the business, working with managers to build and retain high performance teams and ensuring employees are trained and performance focused. We consistently measure our culture regularly, via employee engagement and rolling out improvement plans.

Engaging Employees

In order to nurture the cultural transformation across the Group, leadership teams at Addiko regularly engage virtually or physically through employee town hall meetings, breakfasts with the Management Board and workshops to actively share and discuss strategic performance updates and employee questions.

We celebrate the winning teams across our countries and have re-designed our head offices, ensuring a modern and safe working environment. We have embraced working from home as a new way of working. Our offices and collaboration tools encourage frequent, solution oriented and open collaboration. Our offices are unified across the countries, reflecting the Addiko brand and cultural values.

Diversity & Inclusion

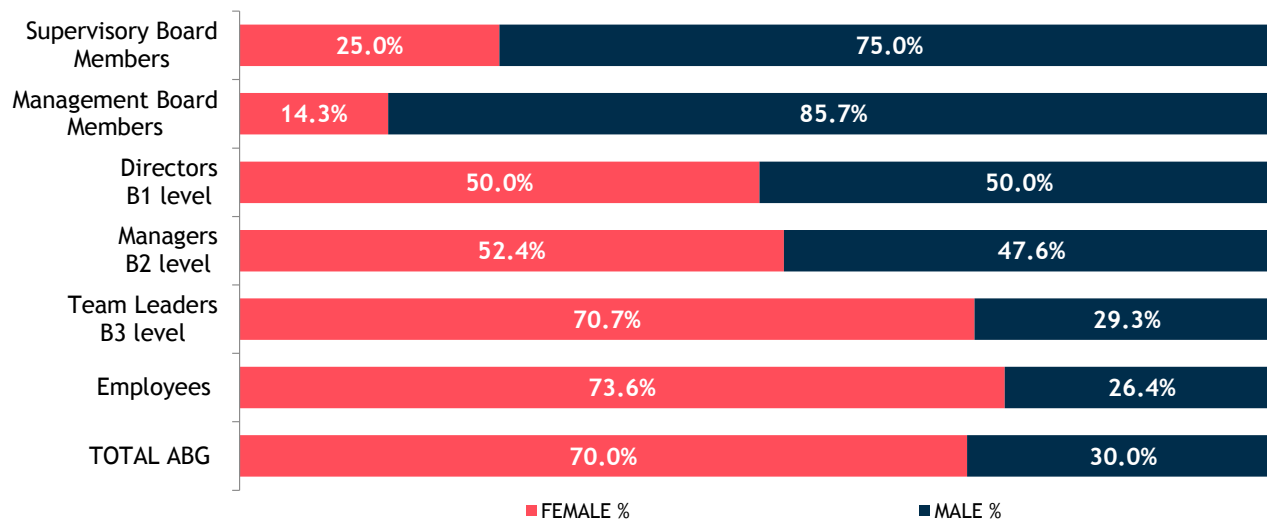
Addiko is an employer that works across six countries, speaking a diversity of languages and reflecting the cultural diversity of Central and South-eastern Europe. Each selection process is transparent and ensures promoting equal opportunities for all candidates. We are committed to building an inclusive workforce regardless of nationality, religion, ethnicity, sexual orientation, gender, age, or marital status in all our CSEE banks. In 2020, we have focused on our commitment to increasing diversity on our Management and Supervisory Boards and elevated the female to male representation in our Supervisory Boards from 25% to 31%.

Addiko actively promotes diversity by closely measuring and monitoring talent statistics and talent development. As part of building an inclusive workplace, the focus is upon establishing a framework to promote equality and equal opportunities for women and men.

Addiko launched its Diversity and Inclusion policy and respective initiatives in 2019 to increase the number of women in management and leadership positions. Three-year gender targets were set and achieved for the Management Board and Supervisory Board representation to identify ready-now successors, both female and male, by year-end 2021. New targets have been set for the upcoming three years through which female representation on management and supervisory board at Group level should achieve at least 30% representation. Additionally, focus will be on strengthening an inclusive corporate culture where demonstrating 'diversity of thought' in team leadership is encouraged. The Supervisory Board members across the Group reflect the wide aspects of diversity and inclusion regarding gender, age structure and nationality. All vacancies for managerial and leadership positions aim to include equal gender representation ensuring we select the best person qualified for a job.

The principles of diversity and inclusion aim to strengthen the foundations and good practices of an inclusive work environment aiming to manage talent diversity, ensure financial equality, raise awareness, provide career opportunities, and promote flexible working arrangements for our employees.

Throughout most of 2021, the number of women in the Supervisory Board of Addiko Bank AG was 33% however due to resignations and related organizational changes, female representation in Addiko Bank AG's Supervisory Board has temporarily returned to 25% effective 31 December 2021. The talent pool for female representatives is an area of specific focus where the addition or departure of a single female board member can have a seemingly significant impact on the statistical representation.



Source: Company reports, December 2021

Selection & Recruitment

The selection & recruitment process is an integral pillar of Addiko’s culture. Employees are selected based on their skill sets and their culture fit to Addiko. HR is responsible for managing the selection and recruitment process, by seeking people with excellent industry experience, a passion to learn and the willingness to roll up their sleeves in continuously developing Addiko.

Onboarding of new employees begins from the moment an employee has signed the offer letter to the point when the employee has completed the probation period. New hires may be assigned a so called “buddy” as a guide and receive an induction plan while all managerial positions (B1 directors) are given a structured onboarding plan to be completed within the first six months of their arrival to the Bank.

Rewards

Addiko offers a competitive compensation and industry standard discretionary variable pay or annual bonus, depending on position and function. Our remuneration policy is in line with the European Banking Authority Guidelines on Sound Remuneration (EBA guidelines) and varies slightly by country to ensure alignment with local market regulations and practises.

Learning & Personal Growth

Addiko employees have many on-the-job, in-class and digital opportunities for learning and development in their career. We encourage employees to apply for jobs internally and encourage cross-departmental transfers. Participation in transformation and group projects also enhances career experiences. In Addiko we believe in:

- life-long learning and a 'can do' attitude
- the 10-20-70 development rule - 10% in class training, 20% mentoring and feedback and 70% on the job development
- every employee being responsible for managing their own career

Addiko Academy offers Group-wide trainings in leadership, banking, risk management, sales and compliance. Our focus is to ensure effective leadership skills, regulatory compliance, strengthened customer facing competencies, building data analytic competencies and underpin the focus on our prudent risk approach through eLearning and other internal or external training opportunities. We

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embrace a straightforward and approachable leadership style with an ability to work well in remote and matrix teams. Building trust and working closely with many diverse teams is important. As a result, we expect our leaders to Lead by Example setting daily examples.

Talent Development

Addiko is committed to strengthen talent development via building talents and successors across all layers. This is done by encouraging key employees to network with industry peers. Our leaders participate in 360° feedback to provide opportunities for professional growth. We hold a series of panels annually in the form of the “People Forum”, which is the foundation of talent management in Addiko for identifying successors, development plans and career options for employees.

We have launched the Addiko Mentoring program focusing on growing talents for future leadership roles from within and strengthen the opportunity for learning and knowledge sharing. We have organized over 150 mentoring partnerships in 2 years from which most of our management board members actively participate as mentors.

A Positive Work Place

We recognize that our employees have many responsibilities and roles in addition to their work at Addiko Bank. Where the job allows, we encourage work from home and flexible working options. As much as possible, we try to respect the personal lives of our employees. We have received numerous Employer Awards and Certifications. These also encourage continual improvement of PEOPLE management processes.

Employer Recognition awards across Addiko Group 2017 - 2022



Our corporate culture encourages community participation. We hold 'Addiko Cares' community events that underline the values and culture of our Bank. These include community clean-up projects and spending time with the less fortunate in our communities. Although the COVID-19 pandemic changed our working environment, our commitment to contribute to our local community has persisted. We

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participate in community clean-up projects and have more recently held sales competitions where a part of the reward was a commendable donation from Addiko Bank to a non-profit local community organization selected by employees in the winning team. We will continue to look for new and innovative ways to link our Bank and our employees to their local communities.