Skills and training and quality of work - workshop 6

• ‘Training 50+ with ING-DiBAAustria’, Dieter Doetsch, ING DiBa
• ‘Skills development in high-level older employees’, Serena Zottino, Eurosystem Sistemarca Group

Moderator: Sandra D’Agostino, Head of Design Methodologies and Tools for Skills and Transition Units, Isfol
Training 50+ with ING-DiBa

A Success Story

Dieter Doetsch

Rome – 29.5.2012
www.ing-diba.de
ING Bank has a European footprint and strong growth potential

**ING Direct** is active in Canada

**Retail Banking** is #2 bank in the Netherlands and #4 bank in Belgium; also active in Central and Eastern Europe

**ING Commercial Banking** has an international network in 40 countries with key positions in Structured Finance and Financial Markets

**ING Direct** is active in Austria, France, Germany, Spain, Italy and the UK

**Retail Banking** is active in China, India and Thailand

**Retail Banking** in Australia
Regional Offices in Germany and Austria

- ING-DiBa currently has approx. 3,000 members of staff at four locations

- Frankfurt (Head Office): 1,500 employees
- Hanover: 560 employees
- Nuremberg: 790 employees
- Vienna: 130 employees

as of 2/12/2011
ING-DiBa – Direct Bank since 1965

3,000 employees

7.4 Million customers

EUR 60 billion
mortgages and consumer loans volume

1,200 ATMs

EUR 86 billion savings volume

EUR 109 billion
total assets

EUR 109 billion
total assets
Development Employee Figures

<table>
<thead>
<tr>
<th>Year</th>
<th>Figures</th>
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<tr>
<td>2002</td>
<td>621</td>
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<td>2003</td>
<td>914</td>
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<td>2004</td>
<td>1,802</td>
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<td>2005</td>
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<td>2006</td>
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<td>2007</td>
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<td>2008</td>
<td>2,740</td>
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<tr>
<td>2009</td>
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<tr>
<td>2010</td>
<td>2,750</td>
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<tr>
<td>2011</td>
<td>3,000</td>
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Employee Mix

Age Structure (2011-12-31)

- < 25 years 182 employees = approx. 6%
- 25 to 34 years 876 employees = approx. 31%
- 35 to 44 years 1,033 employees = approx. 36%
- 45 to 50 years 364 employees = approx. 13%
- > 50 years 399 employees = approx. 14%

- average age = 38 years
Professions Trained at ING-DiBa

- Banking Clerk (m/f)
- Commercial Agent In Dialogue Marketing (m/f)
- Office Communication Assistant (m/f)
- IT Specialist (m/f) in the Field of System Integration
- IT Specialist (m/f) in the Field of Application Development
- Bachelor of Science in Business Informatics at Duale Hochschule Mannheim
- Bachelor of Arts in Banking at Duale Hochschule Mannheim and Hessische Berufsakademie Frankfurt
Award-winning: ING-DiBa’s Programme “Training 50+”

Our trainees 50+ stand out for their great deal of...

- Motivation
- Commitment
- Learning aptitude
- Interpersonal skills
- Ability to deal with conflicts
- Flexibility over time
- Reliability
- Experience

Current training course “Banking Assistant”
Thank you for your attention
Backup-Material
Employee Mix (2/2)

rate female/male

- 60% women
- 40% men

rate female/male in management position

- 40% women
- 60% men
ING-DiBa – Milestones

1965

1994

1998

1999

2003

2004

2010

2011

ING Group buys 49% stake in DiBa

Acquisition of Bank GiroTel

Acquisition of Entriun

ING acquires remaining 51% in DiBa

4 millionth customer

7 millionth customer

Integration of ING Commercial Bank

First Pfandbrief Issuance

One Bank

- Integration of ING Bank's commercial banking activities in Germany as of August 31, 2011
- Established as ING Bank, branch of ING-DiBa AG
- Disciplined approach in developing ING-DiBa into an universal bank
- ING Bank has defined Germany as Homemarket