



## Human Resources Management at Banco do Brasil

At Banco do Brasil, we seek, in a constructive and transparent manner, to face the challenges of reconciling business competitiveness with the construction of a more sustainable and socially fair world.

To move forward in this direction and attentive to the international scenario and the needs of our country, as well as the direction of the financial sector, we also consider the Sustainable Development Goals (SDGs), launched in 2015 by the United Nations (UN), to guide our strategy and management of Corporate Sustainability.

BB's people management policies and practices are guided by meritocracy, commitment to the company's values, cultural and digital transformation, innovation and improvement of the customer and employee experience.

Employee career planning and development are encouraged through management tools and corporate succession and career advancement programs, with relevant actions, reconciling organizational strategies with professional growth expectations.

We seek to promote programs and initiatives related to talent attraction and retention, human capital development, and occupational health and safety to increase business competitiveness and employee satisfaction.

In this context, Attraction, Retention, and Development of Talents, as well as Diversity are material topics in sustainability for Banco do Brasil, as we believe that the greater proportionality of the representation of gender and race makes professionals of different origins, skills, experiences and points of view work together to achieve the same goal.

Thus, we hope to continue to generate long-term value for both shareholders and other stakeholders, and to contribute to a fairer and more equal society.

### HUMAN CAPITAL DEVELOPMENT

Corporate education is a tool for us to achieve the company's purpose and strategic goals, as well as to reinforce organizational values. The results of training actions are evaluated through the Integrated Training, Development and Education Programs Evaluation System (SIAP), whose purpose is to provide comprehensive and reliable information for decision-making and improvement of actions, the educators performance, trained staff, organizational results, and resource allocation.

In the tables below, we present the main indicators related to staff training and development in 2020, calculated based on FTE (Full-Time Equivalent). The indicators referring to the total number of BB employees can be found in the Annual Report 2020 (p. 209 to 211 – [see here](#))



## Training and development

Average hours per FTE of training and development	2020
Total hours of training and development	6,059,020
FTE	78,237
Average hours per FTE of training and development	77.44

Average amount spent per FTE on training and development (R\$)	2020
Investment on Training and Development	50,419,408.00
FTE	78,237
Average amount spent per FTE on training and development	644.44

Average hours per FTE of training and development by gender	2020		
	Women	Men	Total
Total hours of training and development	2,670,867	3,388,153	6,059,020
FTE	32,519	45,718	78,237
Average hours per FTE of training and development	<b>82.13</b>	<b>74.11</b>	<b>77.44</b>

Average hours of training and development by function	2020					
	Top Management	Management	Advice	Operational	Technical	Total
Total hours of TD&E*	12,531	466,828	1,707,023	3,803,640	68,998	6,059,020
FTE	350	8,501	31,686	36,730	970	78,237
Average hours per TD&E FTE	<b>35.80</b>	<b>54.91</b>	<b>53.87</b>	<b>103.56</b>	<b>71.13</b>	<b>77.44</b>

\* TD&E: Training, Development and Corporate Education

## TALLENT ATTRACTION AND RETENTION

For Banco do Brasil, the attraction, retention, satisfaction and development of talents is a material topic. We believe that investing in these aspects is essential for business continuity and a way to remain competitive in an environment of digital transformation and customer focus.

At BB, selections and hiring of new employees take place through a public contest, according to the need for personnel identified for each region. The degree of the required qualification is determined based on the requirements of the position, but also considers the promotion of social inclusion. Internal vacancies are filled by company employees, taking into account the qualifications of the candidates and the necessary requirements for the position.

In the tables below, we present the main indicators related to hiring and employee turnover rates in 2020. Additional information is available in the 2020 Annual Report (p. 205 to 207 – [see here](#)).



### Hiring of new employees and positions filled by internal candidates

Hiring of New Employees (FTE) <sup>1</sup>								
	2017		2018		2019		2020	
	Qtd	%	Qtd	%	Qtd	%	Qtd	%
<b>Hiring</b>	<b>287</b>	<b>2,25</b>	<b>167</b>	<b>5,43</b>	<b>30</b>	<b>0,47</b>	<b>4</b>	<b>0,21</b>
<b>Age group</b>								
<30 years old	166	57,84	46	27,54	6	20,00	0	0,00
30-50 years old	117	40,77	117	70,06	23	76,67	4	100
>50 years old	4	1,39	4	2,40	1	3,33	0	0,00
<b>Gender</b>								
Men	189	65,85	95	56,89	16	53,33	2	50,00
Women	98	34,15	72	43,11	14	46,67	2	50,00
<b>Average hiring cost/FTE (R\$)</b>	<b>470,00</b>		<b>354,00</b>		<b>230,00</b>		<b>230,00</b>	

<sup>1</sup> Upon hiring, all employees work 6 hours a day (Full-Time Equivalent).

Positions filled by internal candidates (FTE) <sup>2</sup>								
	2017		2018		2019		2020	
	Qtd	%	Qtd	%	Qtd	%	Qtd	%
<b>Positions filled</b>	<b>12.476</b>	<b>97,75</b>	<b>2.911</b>	<b>94,57</b>	<b>6.304</b>	<b>99,53</b>	<b>1.926</b>	<b>99,79</b>
<b>Age group</b>								
<30 years old	380	3,05	125	4,29	381	6,04	141	7,32
30-50 years old	10.056	80,60	2.482	85,26	5.392	85,53	1.666	86,50
>50 years old	2.040	16,35	304	10,44	531	8,42	119	6,18
<b>Gender</b>								
Men	7.526	60,32	1.810	62,18	3.713	58,90	1.101	57,17
Women	4.950	39,68	1.101	37,82	2.591	41,10	825	42,83

<sup>2</sup> All internal positions are filled by employees of BB.



## Employee Turnover Rates

Employee Turnover Rates				
	2017	2018	2019	2020
<b>Total turnover rate (%)</b>	<b>1,6</b>	<b>2,22</b>	<b>4,41</b>	<b>2,31</b>
<b>Age group</b>				
<30 years old	0,2	0,19	0,16	0,07
30-50 years old	0,8	1,17	1,58	1,37
>50 years old	0,5	0,86	2,68	0,87
<b>Gender</b>				
Men	1,1	1,45	2,98	1,40
Women	0,5	0,77	1,43	0,91
<b>Voluntary turnover rate (%)</b>	<b>1,22</b>	<b>1,87</b>	<b>4,05</b>	<b>2,03</b>
<b>Age group</b>				
<30 years old	0,14	0,17	0,14	0,06
30-50 years old	0,57	0,89	1,34	1,19
>50 years old	0,50	0,81	2,57	0,78
<b>Gender</b>				
Men	0,83	1,18	2,71	1,19
Women	0,39	0,69	1,34	0,84

The average rate of total employee turnover between 2017 and 2020 reduced to 2.63%, compared to 4.66% (2016 to 2019). The average rate of voluntary employee turnover between 2017 and 2020 also dropped to 2.30%, compared to 4.20% (2016-2019).

## DIVERSITY

Actions to promote diversity in BB's workforce are guaranteed by general human resources policies, by the Code of Ethics, and also by regulations for professional growth programs that include actions for gender equality in recruitment and internal selections.

We have also improved the mechanisms and actions that favor gender equality, though awareness raising, accountability and organic construction of internal representation.

In the tables below, we present the main indicators related to the composition of the workforce, calculated based on FTE (Full-Time Equivalent). Some of the indicators referring to the total number of BB's employees can be found in the 2020 Annual Report (p. 209 to 211 – [see here](#)).



### Workforce breakdown by gender 2020

Diversity Indicator	% (FTE)
Share of women in total workforce (as % of total workforce)	<b>41.56</b>
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	<b>36.30</b>
Share of women in junior management positions, i.e. first level management (as % of total junior management positions)	<b>39.84</b>
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions)	<b>13.64</b>
Share of women in management positions in revenue generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	<b>37.03</b>
Share of women in STEM related positions (as % of total STEM positions)	<b>20.12</b>

### Workforce breakdown by race/ethnicity 2020

Breakdown based on, please specify:	Share in total workforce (as % of total workforce) (FTE)	Share in all management positions including junior, middle and senior (as % of total management workforce) (FTE)
Asian	<b>2.95</b>	<b>2.5</b>
Black and brown	<b>23.08</b>	<b>22.19</b>
White	<b>73.78</b>	<b>75.19</b>
Indigenous	<b>0.18</b>	<b>0.12</b>
Other, please specify: not informed	<b>0.01</b>	

**Workforce breakdown by other minorities 2020**

<b>Diversity Indicator</b>	<b>% (FTE)</b>	<b>Coverage (%) (FTE)</b>
People with disability	<b>1.70</b>	<b>100</b>
LGBTQI+	<b>Not yet monitored</b>	
<b>Age groups</b>		
<30 years old	<b>2.46</b>	<b>100</b>
30-50 years old	<b>77.16</b>	<b>100</b>
>50 years old	<b>20.37</b>	<b>100</b>