



Human Resources Management at Banco do Brasil

We from Banco do Brasil 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 Human Resources 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. In addition, we consider safety and health at work as one of the main institutional pillars, adopting practices that provide healthy and safe working conditions.

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 to attracting and retaining talents, developing human capital, and occupational health and safety in order to increase business competitiveness and employee satisfaction.

In this context, the themes attraction, retention and development of talents and diversity are material in sustainability for Banco do Brasil, as we believe that the greater proportionality of gender and race representation makes professionals different origin, skills, experience and points of reference work together to achieve the same goal.

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



DEVELOPMENT OF HUMAN CAPITAL

Corporate education is a resource for achieving the Bank's purpose and strategic objectives, in addition to reinforcing organizational values. The results of training actions are evaluated through the Integrated Training Program Evaluation System (SIAP), whose purpose is to provide comprehensive and reliable information for decision-making and improvement of actions and the performance of educators and of 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 [2021 Annual Report \(p. 57\)](#).

Training and development

Average hours per FTE of training and development	2021
Total hours of training and development	7,872,493
FTE	72,676
Average training and development hours per FTE	108.32

Average amount spent per FTE on training and development (R\$)	2021
Total hours of training and development	62,360,238
FTE	72,676
Average training and development amount spent per FTE	858.06



Average training and development hours by function	2021		
	Women	Men	Total
Total hours of training and development	3,283,890	4,588,603	7,872,493
FTE	30,425	42,251	72,676
Average hours of TD&E per FTE	107.93	108.60	108.32

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

Average hours of training and development by role	2021				
	Management	Advice	Operational	Technical	Total
Total hours of TD&E*	2,800,271	866,448	4,080,528	125,246	7,872,493
FTE	31,436	8,247	31,961	1,032	72,676
Average hours of TD&E per FTE	89.08	105.06	127.67	121.39	108.32

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



Average hours per FTE of training and development stratified by race	2021						
	Asian	White	Indigenous	Brown	Black	Not informed	General Total
Total hours of training and development	241,804	5,755,916	14,222	1,613,919	245,728	904	7,872,493
FTE	2,101	53,344	119	14,891	2,213	8	72,676
Average hours of training and development per FTE	115.08	107.90	119.51	108.38	111.03	113	108.32

Average hours per FTE stratified by age group	2021			
	< 30 years old	30 - 50 years old	> 50 years old	Total years old
Working hours	140,704	6,237,609	1,494,180	7,872,493
FTE	1,113.00	57,412.00	14,151.00	72,676.00
Average hours per FTE	126.41	108.64	105.58	108.32



ATTRACTION AND RETENTION OF TALENTS

The attraction, retention, satisfaction and development of talent is, for Banco do Brasil, a material theme. We believe that investing in these aspects is fundamental for business continuity and a way to remain competitive in a context of digital transformation and customer focus.

At Banco do Brasil, selections and external hiring take place through a public contest, according to the need for personnel identified for each region. The degree of 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, considering the qualifications of the candidates and the requirements necessary for the exercise of the position.

In 2021, an external selection was carried out to provide 2 thousand vacancies for Clerk - Commercial Agent, another 2 thousand of reserve registration, to work in business units across the country, and another 240 vacancies for Clerk - Technology Agent, more 240 of reserve registration, with a focus on IT knowledge for operations in Brasília. This was the largest contest in the country and had more than 1.6 million entries. The classified and qualified candidates are called according to the company's needs, the classification obtained in the Microregion/Macroregion/State, and the validity period of the contest.

In the tables below, we present the main indicators related to hiring and employee turnover rates in 2021. Additional information is available in the 2021 [Annual Report \(p. 160 and 161\)](#).



Hiring and moving in internal positions

New Contracts (FTE) ¹								
	2018		2019		2020		2021	
	Amount	%	Amount	%	Amount	%	Amount	%
Hiring in the period	167	5.43	30	0.47	4	0.21	18	0.67
Age Group								
<30 years old	46	27.54	6	20.00	0	0.00	4	22.22
30-50 years old	117	70.06	23	76.67	4	100	14	77.78
>50 years old	4	2.40	1	3.33	0	0.00	0	0.00
Gender								
Men	95	56.89	16	53.33	2	50.00	9	50.00
Women	72	43.11	14	46.67	2	50.00	9	50.00
Average hiring cost (R\$)								
	354.00		230.00		230.00		300.00	

¹ At the time of hiring, all employees work 6 hours a day (Full-Time Equivalent).



Internal vacancies filled by employees (FTE) ²								
	2018		2019		2020		2021	
	Amount	%	Amount	%	Amount	%	Amount	%
Fillings in the period	2,911	94.57	6,304	99.53	1,926	99.79	2,687	99.33
<30 years old	125	4.29	381	6.04	141	7.32	72	2.68
30-50 years old	2,482	85.26	5,392	85.53	1,666	86.50	2,309	85.93
>50 years old	304	10.44	531	8.42	119	6.18	306	11.39
Men	1,810	62.18	3,713	58.90	1,101	57.17	1,735	64.57
Women	1,101	37.82	2,591	41.10	825	42.83	952	35.43

² All internal vacancies are filled by BB employees.



Employee turnover rates

The increase in the turnover rate compared to 2020 results from the launch, in 2021, of programs with incentives offered by the Bank to employees who are interested in leaving the company: Staff Adaptation Program (PAQ) and the Extraordinary Resignation Program (PDE). The functions covered, the number of dismissals and other rules of the Programs are defined in accordance with BB's strategy. Through these programs, 5,533 employees requested the termination of their contract and received the benefits, especially those who met the conditions for retirement by the INSS and/or supplementary pension entity.

The higher turnover rate for age groups close to or above 50 years old results from the availability of the retirement complement of the Caixa de Previdência dos Empregos do Branco do Brasil (Previ), from the age of 50.

Employee turnover rates				
	2018	2019	2020	2021
Total turnover rate (%)	2.22	4.41	2.31	8.90
Age Group				
<30 years old	0.19	0.16	0.07	0.21
30-50 years old	1.17	1.58	1.37	3.27
>50 years old	0.86	2.68	0.87	5.42
Gender				
Men	1.45	2.98	1.40	5.44
Women	0.77	1.43	0.91	3.46
Voluntary turnover rate (%)	1.87	4.05	2.03	8.48
Age Group				
<30 years old	0.17	0.14	0.06	0.21



Employee turnover rates				
	2018	2019	2020	2021
30-50 years old	0.89	1.34	1.19	3.01
>50 years old	0.81	2.57	0.78	5.26
Gender				
Men	1.18	2.71	1.19	5.11
Women	0.69	1.34	0.84	3.37

DIVERSITY

Actions to promote diversity in BB's staff are guaranteed by the general human resources policies, by the Code of Ethics, in addition to internal rules for professional advancement programs that include pro-gender equality actions in internal recruitment and selection.

We have also matured the devices and actions in favor of gender equity, in the sense of awareness, accountability and organic construction of internal representation.

In the tables below, we present the main indicators referring to the composition of the workforce, calculated based on FTE (Full-Time Equivalent). Some of the indicators referring to the total number of BB employees can be consulted in the 2021 [Annual Report \(p. 166 to 168\)](#).

**Composition of staff by gender 2021**

Diversity Indicator	% (FTE)
Participation of women in the total workforce (as % of the total workforce)	42.45
Participation of women in all management positions, including junior, middle and senior management (as % of total management positions)	36.85
Participation of women in junior management positions, i.e. first level of management (as % of total junior management positions)	41.17
Participation of women in senior management positions, i.e. no more than two levels away from the CEO or comparable positions (as % of total senior management positions)	12.24
Share of women in management roles in revenue-generating roles (e.g. sales) as a % of all these managers (i.e. excluding support roles such as HR, IT, Legal, etc.)	37.49
Participation of women in STEM-related positions (as % of total STEM positions)	19.74

**Composition of staff by race/ethnicity 2021**

Composition based on, specify	Participation in the total workforce (% of the total workforce) (FTE)	Participation in all management positions, including junior, full and senior (% of total management workforce) (FTE)
Asians	2.89	2.14
Blacks and browns	23.53	23.21
Whites	73.41	74.55
Indigenous	0.16	0.10
Other please specify: Not declared	0.01	

Staff composition by other minorities 2021

Diversity Indicator	% (FTE)	Coverage % (FTE)
People with disability	1.70	100
LGBTQI+	Not yet monitored	
Age groups		
<30 years old	2.55	100
30-50 years old	77.95	100
>50 years old	19.50	100



Complaints on Code of Ethics non-compliance

The Code of Ethics guides on the values that must be practiced by senior management, employees, interns, apprentices, managers and employees of contracted companies, and those who are acting or providing services on our behalf or for us.

With each update of the Code, we promote a communication campaign to the staff (intranet, e-mail and corporate systems) for dissemination, knowledge and registration of science to the document. All publics are encouraged to report suspicious situations to the Internal Ombudsman, and failure to comply with the guidelines of the Code of Ethics results in solutions according to the seriousness of the irregularity, its circumstances and the participation of the employee involved. More information on the topic can be found in the 2021 [Annual Report \(p. 120 to 122\)](#).

The following table presents the reports of violations of Bank's Code of Ethics guidelines in 2021.

Finding	Treatment	2019	2020	2021	Variation % 2020-2021
Signs of Irregularity	Disciplinary Determination	193	197	134	-31.97
Disappointing Sociofunctional Behavior	Internal Ombudsman Case Study	201	119	75	-36.97
Inappropriate Communication and Mild Deviations in Behavior	Repositioning Feedback	329	249	278	11.64
Conflicts Between Two Employees	Conflict Mediation	280	270	231	-14.45
Administrative Affairs	Forwarded to Process Managers or Units Involved	434	402	351	-12.68
Complaints received by the Internal Ombudsman in 2021: 1,069					



ISO 45001 Certification

In 2022, the Banco do Brasil Headquarters Building, in Brasília, won the ISO 45001 international certification, which recognizes the company for its excellence in the way it manages the health and safety at work of its own and outsourced employees. It is one of the first banks in the country to have a building certified in this standard, which makes it a reference within the international financial sector when the topic is Health and Safety Management at Work (OSH) and Social and Environmental Sustainability.

ISO 45001 represents an important achievement for Banco do Brasil. The certification arose from the commitments made by BB in its Sustainability Plan - Agenda 30, which sets out the main objectives for strengthening corporate sustainability. Taking care of the health and safety of workers, whether they are themselves or third parties, is a fundamental pillar for the sustainability of our company.

What is ISO 45001?

ISO 45001 is an international standard for the Occupational Health and Safety Management System, focused on improving the performance of companies regarding health and safety at work. Standard 45001 assumes that the company is fully responsible for carrying out actions that promote and ensure the physical and mental health of all its employees.



Bureau Veritas Certification

BANCO DO BRASIL S/A.

Saun Quadra 5, Bloco B, Torres I, II e III, S/Nº, Asa Norte, Torre I: Andar 1 a 16, Sala 101 a 1601, Torre II: Andar 1 a 16, Sala 101 a 1601, Torre III: Andar 1 a 16, Sala 101 a 1601 - 70040-912 - Brasília/DF - Brasil

Bureau Veritas Certification Holding SAS - UK Branch certifica que o Sistema de Gestão da organização acima foi avaliado e encontrado em conformidade com os requisitos da norma detalhada abaixo

ISO 45001:2018

Escopo de Certificação

Certification Scope

ATIVIDADES BANCÁRIAS, SUPORTE OPERACIONAL E ADMINISTRATIVO DO BANCO DO BRASIL; GESTÃO DA INFRAESTRUTURA TÉCNICA, UTILIDADES E SERVIÇOS PRESTADOS PARA A OPERACIONALIZAÇÃO DAS INSTALAÇÕES ONDE SÃO DESENVOLVIDAS AS ATIVIDADES RELACIONADAS COM A OPERAÇÃO DO BANCO DO BRASIL - BRASÍLIA - DF.

Bureau Veritas Certification Holding SAS – UK Branch certifies that the above organization's management system has been evaluated and found to comply with the requirements of the standard detailed below

Banking activities, Operational and Administrative Support of Banco do Brasil; Management of Technical Infrastructure, Utilities and Services provided for the operation of the facilities where activities related to the operation of Banco do Brasil - Brasília - DF are carried out.

Data de início do ciclo original:	20-05-2022
Validade do certificado anterior:	NA
Data da auditoria de recertificação/certificação:	05-05-2022
Data de início do ciclo de certificação / recertificação:	20-05-2022
Sujeito à operação satisfatória contínua do sistema de gestão da organização, este certificado é válido até:	19-05-2025

Original cycle start date: 05.20.2022

Validity of the previous certificate: NA

Date of recertification/certification audit: 05.05.2022

Start date of the certification/recertification cycle: 05.20.2022

Subject to continued satisfactory operation of the organization's management system, this certificate is valid until: 05.19.2025

Certificado N°: BR038169 Versão: 1 Data de emissão: 20-05-2022

Certificate n°: BR038169
Issue date: 05.20.2022

Version: 1



Employee Engagement

The diagnosis of an organizational culture represents the internal scenario and is one of the elements factored for definition of drivers. From 2017 to 2020, after the survey strategy was revised by our organizational behavior department, only the Organizational Climate and Engagement Survey was applied annually.

In 2021, two different surveys were conducted: Organizational Climate Survey and BB Engagement Survey. The engagement survey is conducted by an external company (Instituto Gallup), with a proprietary evaluation and calculation methodology different from previous years, which required targets to be resized accordingly. It compares the Bank's engagement results with other financial and non-financial companies in the market, representing a valuable input in connection with people management practices for the decision-making process.

The survey was applied to a sample of up to 49,999 employees, which was equivalent to approximately 57.32% of BB's total employees in October 2021. Until 2020, the organization's total employees were considered to calculate coverage of the data, and with the change in the methodology of the Survey, in 2021, the calculation of the ideal sample size began to be used. In this way, we achieved total coverage as it is a sample greater than the minimum necessary to be statistically representative.