

2024

# Plan for Gender Equality





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## Brief Description

Banco Comercial Português is a leading Portuguese listed bank. With its decision center in Portugal, the Bank operates and acts with respect for people and institutions, focusing on the Customer, pursuing a mission of excellence, trust, and responsibility towards the communities it serves, standing out in several areas of the financial business in the Portuguese market and in all the geographies in which it operates.

Besides the domestic operation, embodied in the activity of Banco Comercial Português, under the brand Millennium bcp, and ActivoBank, Group BCP also has a prominent position in Europe, through its operation in Poland, and in Africa, through the Mozambique banking operation (in Angola, through Banco Millennium Atlântico, in which BCP holds a 22.5% stake in its share capital). And also in Macao through a full branch.



## GROUP BCP

### Commitment with Sustainability

Banco Comercial Português was recently recognized for its 18 years of participation in the United Nations Global Compact - which constituted, in 2005, one of the first accessions of Portuguese companies to this global commitment, and for its alignment with its 10 Principles that establish a set of values within the scope of Human Rights, Working Conditions, Environmental Protection and Anti-Corruption.

In Portugal, in 2015, was adopted a corporate policy on “Equality and Non-Discrimination” which was revised in 2020, originating the new policy on “Diversity and Equal Opportunities”, based on principles of diversity, inclusion, equality, equal opportunities and non-discrimination.

Millennium bcp in Portugal is also since 2017, a subscriber of the “Commitment Agreement of the Organizations for Equality Forum (IGen)”. Also, Bank Millennium in Poland subscribed, in 2018, the “Polish Charter for Diversity”, an initiative of the European Union coordinated in Poland by the “Responsible Business Forum”.

In 2021, Millennium bcp joined the WEP’s (Women’s Empowerment Principles) of the U.N. Global Compact and participates in the Steering Committee of this commitment in Portugal.

In 2022, the BCP Group also subscribed to the “Principles of Responsible Banking” of the United Nations Environment Programme Finance Initiative (UNEP FI).

## Commitment with Sustainability

In its most recent evaluations, the analyst MCSI attributed the global notation of “A” to the ESG performance (Environmental, Social and Governance) of Group BCP, while the analysts Ethifinance and Refenitiv attributed to it a notation of 70% and 78%, respectively.

In 2023, Millennium bcp was again classified, for Global Finance, the best Bank for Sustainable Finance in Portugal. Global Finance recognizes global, regional and local leadership in sustainable finance, evaluating the financing of initiatives aimed at mitigating climate change, but also those that contribute to building a more sustainable future for Humanity.

In Poland, Bank Millennium is included in the index WIG-ESG of the Warsaw Stock Exchange as a recognition for the work developed in environmental, social, economic and corporate governance issues.

From an environmental perspective, Millennium bcp, for the 3rd time in a row, and now also Bank Millennium were distinguished as companies that lead the fight against climate change, according to the “Europe’s Climate Leaders 2023” ranking by the Financial Times and Statista. Also in the 2022 edition of the CDP - Carbon Disclosure Project -, the BCP Group remained in the “Management” band, with a “B” rating.

Millennium bcp stands out for the fourth year in the Bloomberg Gender-Equality Index due to its gender equality, diversity and inclusion practices and policies. In the 2023 edition, the Bank achieved its best overall score to date with a score of 85.34%, above the 80.76% in 2022, 78.11% in 2021 and 77.79% in 2020. This classification it is also higher than the average of 73% of the 484 companies distinguished by Bloomberg in this index.



## Policy for Diversity and Equal Opportunities



Group BCP, materializing its commitment towards Sustainability and with business responsible practices set up a “Policy for Diversity and Equal Opportunities”, published on the institutional website that, in its guiding principles and guidelines, institutes values and performance references that include an unequivocal orientation for: i) the right to equality in access to jobs and at work; ii) prohibition of any form of, direct or indirect, of discrimination.

Group BCP believes also that the respect for diversity and inclusion is fundamental for pursuing the Bank’s commitments and goals. It is in that sense that the Bank recognizes the importance of fostering an inclusive, fair and flexible workplace able to guarantee a fair treatment, promote diversity and a personal and professional growth, valuing cultural diversity.

Diversity, within this context, includes characteristics such as personality, beliefs and values, gender, race, nationality, ethnic origin, religion, disability, sexual orientation, civil status, union membership and political opinions.

It is within this context that, after having approved in 2015 the “Policy for Equality and Non-Discrimination”, Group BCP, in 2020, aiming at developing the integration of principles of diversity, inclusion, equal opportunities and non-discrimination, revised this corporate policy by publishing a new “Policy for Diversity and Equal Opportunities”, thus renewing its commitment towards the promotion of equal opportunities and valuing of its Employees, enhancing training and professional development and fostering non-discrimination, inclusion and diversity.

The Plan for Equality now presented is, above all, the translation into specific, tangible and consequent actions of the guidelines defined by this Policy and by the reference framework the same establishes in what concerns processes and practices for the management of people.

## Context

# Equality Plan

The regime for a balanced representation of men and women in the administration and supervisory bodies of State-owned companies and of listed companies, approved by law 62/2017 of 1 August, established, for listed companies, the mandatory requirement of making and publishing their annual plans for equality, aiming at reaching an effective equality of treatment and opportunities between men and women, promoting the elimination of discrimination due to gender and fostering the conciliation between personal, family and professional life, as per article 7 of the above mentioned law.

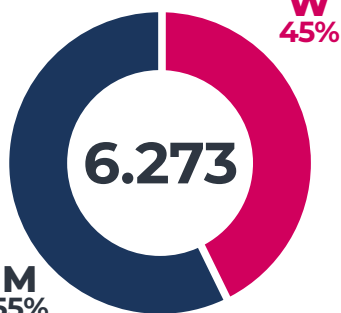
This Equality Plan is, therefore, based on the provisions of article 7 of Law 62/2017, of 1 August and its creation was based on the guidelines set forth in the “Guidelines for the preparation of Equality Plans”, that foresees the making of an auto-diagnosis for the identification of the existence of policies and practices on sex equality.

This way, the basis of the current plan is the diagnosis made by Millennium bcp on the Group’s domestic activity, i.e., the operations developed in Portugal, taking into account the following contributions:

- Guide for the self-assessment of sex equality in Millennium bcp, which enabled to assess the current situation in several components and identify priorities;
- Organizational Environmental Survey made in December 2020, with the participation of the entire population;
- Monitoring of the performance of statistical indicators on sex equality.

Hence, and notwithstanding the fact that issues such as diversity and equality already are a commitment assumed by Millennium bcp, we believe that the making of this structured Plan, as well as its execution and follow-up, shall contribute to increase the focus and attention of the Bank regarding this issue.

Because reality is dynamic, this Plan will always be under constant change, being also followed up by the Commission for Human Resources (the Management Body responsible for defining, deciding and supervising the Bank’s Human Resources policies). The Plan will be revised every year, in accordance with article 4 of the Ruling Decision 18/2019.



## DISTRIBUTION BY SEX - PORTUGAL

In Portugal the current distribution by sex tends towards a natural balance, closing on 50%.



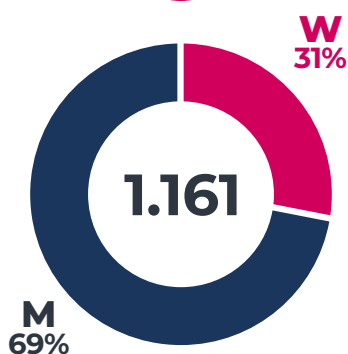
## AVERAGE AGE



## YEARS WORKING FOR THE COMPANY

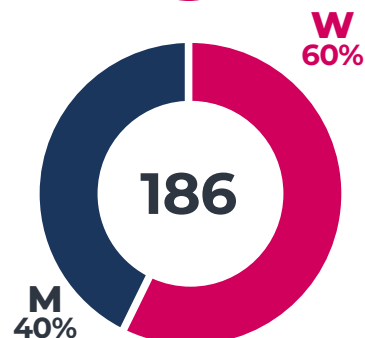


The integration over the years of several banks in BCP is reflected in these indicators.



## LEADERSHIP FUNCTIONS PORTUGAL

The convergence towards a balance in the distribution per sex in leadership functions is a process whose gap has been narrowing.

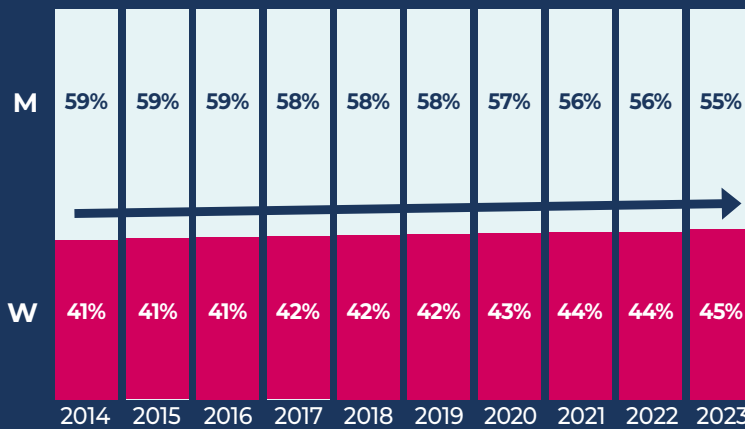


## RECRUITMENT 2023 PORTUGAL

The Recruitment in 2023 (accumulated until October) show the continuance of convergence towards parity.

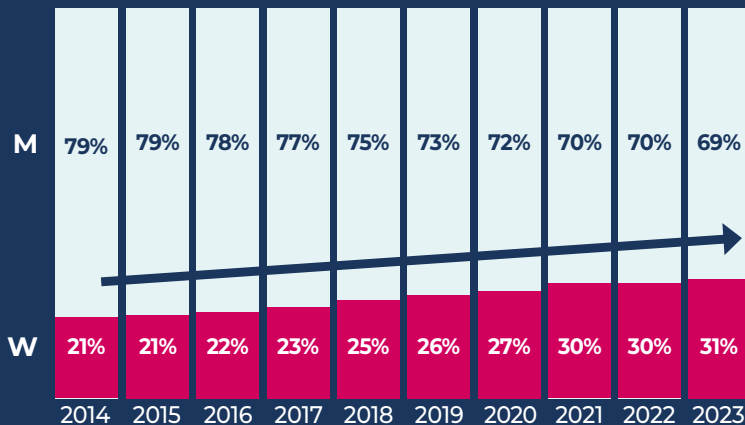


## Evolution W/M Total



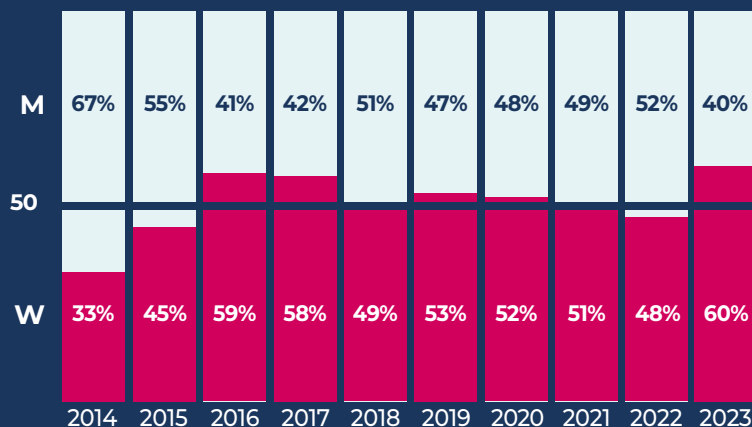
The evolution of global sex parity in the Bank has shown in the last years, via recruitment, a real convergence.

## Evolution W/M Leadership



The representation of women in leadership positions, despite low, has evolved very favorably in the last few years.

## Evolution W/M Recruitment



Since 2015, that the percentage of women admitted every year has exceeded its weight in the Bank's global parity, with visible effects in the improvement of parity.

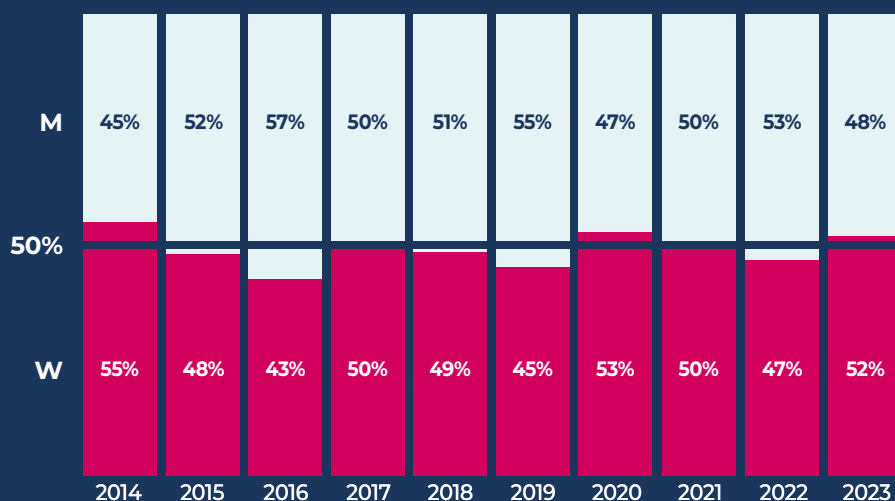
Note: The 2023 information refers to the period Jan-Oct

# Millennium bcp

## Recent evolution



### Evolution W/M Promotions



Note: The 2023 information refers to the period January-October

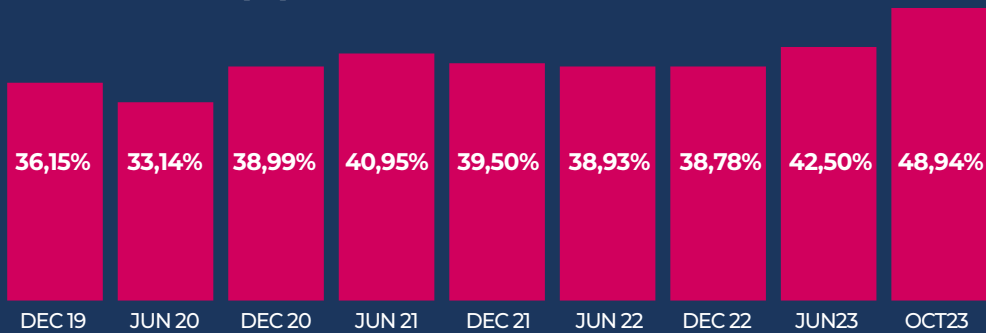
The Bank established a Policy for Remunerations and Promotions based on the definition of reference remunerations for each function existing in the Bank.

The Bank defines, every year, as a priority for promotion, the Employees with a performance above average, taking also into account employees with remunerations

below the reference for the function exercised, regardless of the employee sex.

Considering the Bank's history in terms of average seniority of each sex, the execution of this policy has been contributing for the achievement, in the last years, via the promotions awarded, of a real and desirable convergence of wages between men and women.

Evolution Promotions W  
to leadership positions



The % above refers to the average of the last 12 months preceding the date indicated.

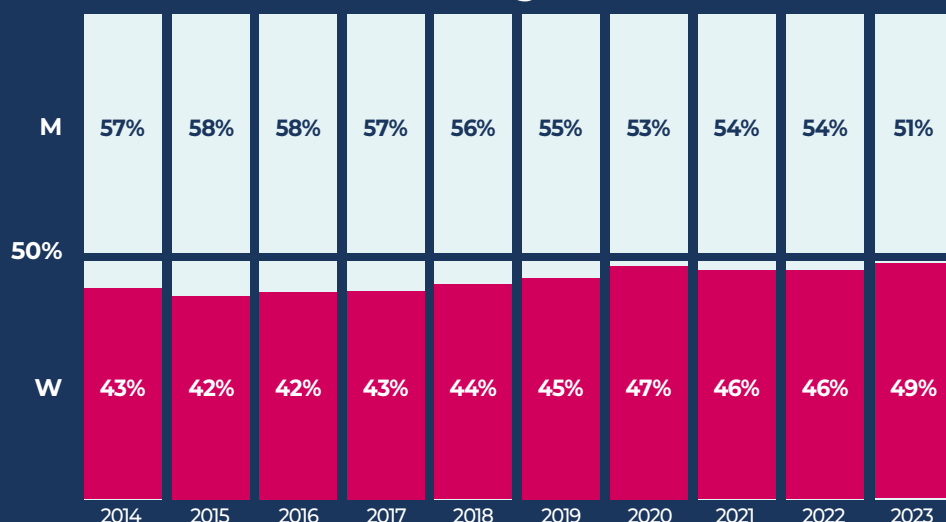
Specifically analyzing the promotions for Leading positions, we can observe that the weight of women in new promotions to leadership positions has evolved favorably, approaching its weight in parity in the Bank.

This indicator is part of the sustainability indicators included in the Bank's risk monitoring framework, named RAS – Risk Appetite Statement.

This information is analyzed monthly by the Bank's Committee for Risk Assessment.



## Evolution W/M Training



Note: The 2023 information refers to the period January-October

The Bank continues to develop an extremely significant effort in training to provide the employees with the knowledge and abilities to better perform their functions and progress to functions involving a higher degree of responsibility. We must underline the efforts made in the training of digital skills and in new ways to organize work versus the new challenges placed by digital transformation, as well as for the reinforcement of leadership skills.

This training effort has recorded a participation from women above their weight in the Bank's parity, translating an increasing effort on women's development, to enable their assumption of higher responsibilities.

We must point out the following:

- The Program for the Development of Leadership Competences, denominated MPower addressed to employees with the potential to assume leading positions, where women are participating in line with their weight in the Bank's parity;
- The participation of Millennium bcp in the last 4 years in the training program PROMOVA, (addressed to women with potential for the exercise of top management positions, with one participant and one Coacher").
- Equal participation of Employees (by gender) in the recent LEAD Program, which is an Integrated Management Program (Postgraduate course) taught by ISCTE for leadership development.

## EQUALITY PLAN

# Plan of actions for 2020 to 2023

## Summary of the Actions Implemented

Millennium bcp always has particular importance to sex equality within the scope of management of Employees and has been incorporating internal initiatives, policies and procedures in its management strategy with the purpose of giving equal opportunities to all its employees. The Action Plan defined for the years 2020 to 2023 has structured this effort, with the implementation and development of specific measures during these years, which are summarized in table below:

### PRINCIPLES

#### Commitment of the top management with sex diversity and equality

#### Measures Implemented

- Regular monitoring by the Human Resources Commission of the implementation of the Plan of Actions approved by the Executive Committee for each year;
- Revision of the Corporate Policy on Diversity and Equal Opportunities;
- Making of the Code of Good Conduct for the Prevention and Fight Against Harassment and for the Promotion of Equality and non-Discrimination;
- Promotion, in internal documents, of the use of good practices in terms of neutral and/or inclusive language;
- Reinforcement of the participation in the activities of iGen – Organizations for Equality Forum;
- Inclusion, for the fourth consecutive year, in the Bloomberg Gender-Equality Index, remaining in the select group of companies, in the world, stood out in terms of implementation of practices and policies on gender equality, diversity and inclusion;
- Participation in the study Women Matter from McKinsey, contributing with information and data of BCP;
- Adherence to the WEP's (Women's Empowerment Principles) of the U.N. Global Compact and participates in the Steering Committee of this commitment in Portugal.

### PRINCIPLES

#### Management indicators regularly monitored

#### Measures Implemented

The Human Resources management indicators produced every month and analyzed by the Executive Committee and by the Audit Committee include nowadays indicators related with sex equality. The indicator that shows the weight of women in promotions to leadership positions is now part of the integrated sustainability indicators of RAS (Risk Appetite Statement) of the Bank, which are analyzed every month by the Committee for Risk Assessment.

## PRINCIPLES

### Strict application of the remunerations and promotions policy

#### Measures Implemented

From 2020 to 2023, despite the strong cost discipline in progress, which imposes limitations on the amounts available for promotions, the annual merit promotion process was implemented in all years of this period. This process was executed observing the principles defined in the remunerations and promotions policy, with impact on a real convergence into wage equity, with women representing in 2023, 52% of the employees promoted, a percentage above its current representation.

## PRINCIPLES

### Increased participation of the under-represented sex in programs to develop Leadership competences

#### Measures Implemented

- In the Program for the Development of Leadership Competences, denominated MPower addressed to employees with the potential to assume leadership positions, women recorded a participation in line with their weight in the bank's parity, a fact that will enhance future growth in the percentage of women exercising leadership positions, as new editions take place.
- In October 2023, the 5th edition of the inGenious Program – Trainee Academy began, which is a 9-month development program for young talent, integrating the Bank's technology, analytics and financial areas. There were 87 participants in this edition, with a 49% representation of women.
- Sex equality has also been promoted in the leadership skills development programs. The LEAD program that began in November 2023 has 52% female participation.
- Millennium bcp participated in the 4 editions of the Training Program of Project PROMOVA, with one female participant and one female Coacher in each of the year.
- Millennium bcp supports and participates since 2016 in the Girl Move Academy project, which aims to help young Mozambican women to have access to more and better training to break the cycle of poverty and build a better future;

## PRINCIPLES

### Recruitment of new employees using sex diversity and wage equality criteria

#### Measures Implemented

As defined in the Plan, in the recruitment processes, the Bank always tried, whenever possible, to present candidates from both sex, with equal wages for the exercise of similar functions. As a result of this practice, and despite the focus of admissions being concentrated on professionals with digital skills, currently with a higher male prevalence in the labor market and in university, from the total of recruitments made until the end of October 2023, 60% were women, a fact that contributes for a favorable progressions towards total sex parity.



## PRINCIPLES

### Work-Life balance support

#### Measures Implemented

- Reinforcement of the Program for the Protection of Parenting, with a closer follow-up of newly-parents by the Human Resources Division and creation of a specific space on the company's intranet containing all the information related with parenting; attribution of the afternoon off on the birthday of the child of an Employee (until the child's 12th birthday, inclusively); attribution of two half-days off work in the first year of each educational cycle, enabling the parents to be with their children; increase of the birth support allowance to 849,42 euros net and attribution of a child monthly allowance and a quarterly study allowance, covering all educational levels;
- Significant investment in technology and training to enable Employees to perform their functions in teleworking, whenever the functions they develop so allow and there is no reduction in productivity.
- Promotion of sporting and cultural activities through Clube Millennium bcp;
- Enhancement of Protocols with services of a varied nature, in education, health and leisure, with benefits extended to the household;
- Following the latest results of the internal climate survey, in the Divisions where the attribute work-life balance showed that improvements were needed, the Bank defined specific actions plans, per Division, to improve this specific attribute.
- Provision of the transportation services BusUp - Taguspark Buses – and increasing its routes, improving the mobility of the Employees that work in Taguspark;
- Improvement and increase of the in-premises restaurants and mess rooms for employees, with fridges and microwaves installed.



# Plan of Actions for 2024

Considering that the Actions Plan presented for 2023 and its evolution, we present herein the actions plan that we intend to continue to develop and strengthen in 2024, with the structure and detail indicated by the Commission for Equality in Labor and Employment (CITE). The plan presented comprises all the companies of Millennium bcp that operate in Portugal.

## DIMENSION

### Company's strategy, mission and values

## PURPOSE

**Commitment of the top management with gender diversity and equality Management indicators regularly monitored**

**Measure** - Sex diversity and equality included in the Bank's Strategic Agenda.

**Unit Responsible** - Board of Directors

**Units involved** - All Divisions

**Implementation status** - Measure implemented

**Budget** - No specific future costs

**Indicators** - Policies of the Strategic Agenda

**Target** - Updating and Publishing Policies

**Measure** - Approval by means of mandate attributed by the Executive Committee of a Plan of Action relating to Sex Equality, with a regular monitoring by the Commission for Human Resources.

**Unit Responsible** - Executive Committee and HR Commission

**Units involved** - All Divisions

**Implementation status** - Measure implemented with update in the 4th quarter of every year

**Budget** - 28 thousand euros per year

**Indicators** - Monitoring by the HR Commission

**Target** - Plan executed

**Measure** - Commitment to the target of at least one third for representation of the sex that is under-represented in the management body.

**Unit Responsible** - Board of Directors

**Implementation status** - Measure implemented (\*) with continuity in its execution

**Budget** - No specific future costs

**Indicators** - Percentage of under-represented sex

**Target** - At least 1/3 of the under-represented sex

**Measure** - Commitment to the goal that by the end of 2024, 35% of leadership positions across the Bank will be held by the sex under-represented.

**Unit Responsible** - Executive Committee and HR Commission

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - No specific future costs

**Indicators** - Percentage of women in leadership positions

**Target** - 35% women in leadership positions by the end of 2024

Note: The figures indicated in the Budget result from the estimation of costs with human resources, benefits for workers and external supplies allocated to the development of each measure.

(\*) - Measure implemented at the 2022 General Meeting, according to information available on the Bank's website.

## PURPOSE

### Management indicators which are regularly monitored

**Measure** - Creation of a dashboard of management indicators regarding gender diversity, regularly updated.

**Unit Responsible** - Human Resources Division

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 5 thousand euros per year

**Indicators** - Creation of the Indicators DashBoard

**Target** - DashBoard updated monthly

**Measure** - Regular disclosure of the Bank's management indicators at the level of the Human Resources Commission and of each first Line Division of the Bank.

**Unit Responsible** - Executive Committee and HR Commission

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 24 thousand euros per year

**Indicators** - Document with the regular disclosing of indicators

**Target** - Disclosure according to the Plan

## PURPOSE

### Public disclosure of information related with gender diversity.

**Measure** - Publication of more relevant information on labor indicators in the Sustainability Annual Report of the Bank, on issues related with gender diversity.

**Unit Responsible** - DESC – Sustentabilidade

**Units involved** - Human Resources Division

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 31 thousand euros per year

**Indicators** - Quality and depth of the information published

**Target** - Report Publication

## PURPOSE

### Support and public dissemination of measures accelerating gender diversity and inclusion.

**Measure** - Sponsorship of the Teresa Bonvalot, four-time national champion who represented Portugal at the 2020 Olympic Games and who also became the WSL European champion.

**Unit Responsible** - Communication Division

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - n.d.

**Indicators** - Policies of the Strategic Agenda

**Measure** - Sponsorship of the surfer Marta Paço, European and World Adapted Surfing Champion. The Bank thus reinforces its association with sport, supporting an athlete who, despite being at the beginning of her career, has already shown her talent worldwide.

**Unit Responsible** - Communication Division

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - n.d.

**Indicators** - Policies of the Strategic Agenda

## PURPOSE

### Creating greater awareness among Employees of the issue of sex equality.

**Measure** - Publication of news on the Bank's internal channels about diversity and sex equality, as well as dissemination of the distinctions obtained by the Bank in this area.

**Unit Responsible** - Communication Division

**Units involved** - Human Resources Division

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 5 thousand euros per year

**Indicators** - News releases

**Target** - Evolution of the mindset of Employees





## DIMENSION

### Harassment at work prevention Practice

#### PURPOSE

**Commitment with the prevention of the practice of harassment at work and promotion of equality and non-discrimination.**

**Measure** - The HRD developed, together with the employees' representatives, a Code of Good Conduct for the Prevention and Fight Against Harassment and for the Promotion of Equality and non-Discrimination, with the creation of an incident reporting and analysis process.

**Unit Responsible** - Human Resources Division and Compliance Officer

**Units involved** - All Divisions

**Implementation status** - Measure implemented

**Budget** - No specific future costs

**Indicators** - Internal Code that accommodates and regulates this theme No. of incidents reported.

**Target** - Code made, published and disclosed Incident analysis and reporting.

## DIMENSION

### Equal working conditions

#### PURPOSE

**Strict application of the remunerations and promotions policy.**

**Measure** - Deriving from the execution of the promotions policy in effect, the exclusion of employees classified as priority for promotion must be duly justified and assessed by the Human Resources Commission.

**Unit Responsible** - HR Commission

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 33 thousand euros per year

**Indicators** - No. of employees identified as a priority excluded

**Target** - Reduction versus the previous year

**Measure** - The Human Resources Division will analyze the functional progression proposals considering equity criteria in merit versus the group of Employees exercising similar functions, regardless of sex.

**Unit Responsible** - Human Resources Division

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 23 thousand euros per year

**Indicators** - No. of functional progression analysis

**Target** - Application of equity criteria in merit and sex

## DIMENSION

### Equality in access to jobs

#### PURPOSE

**Recruitment of new employees using sex diversity and wage equality criteria.**

**Measure** - Whenever possible, HRD will seek, in the external recruitment and selection processes (R&S), to present, for the filling in of a vacancy, a candidate of each sex.

**Unit Responsible** - Human Resources Division

**Units involved** - Divisions involved in the R&S

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 234 thousand euros per year

**Indicators** - Internal rules to define this guideline

**Target** - Rules made and published

## DIMENSION

### Initial and ongoing training

#### PURPOSE

**Increased participation of the sex less represented in the programs for the development of Leadership competences.**

**Measure** - Promotion of a greater participation of the less represented sex in the programs for the development of leadership abilities through the identification of male and female employees with greater potential, together with the adjustment of some training contents, when appropriate.

**Unit Responsible** - Human Resources Division

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 557 thousand euros in 2024

**Indicators** - % of participation of the less represented sex

**Target** - Participation above % in parity

**Measure** - Identification of employees with high potential in the less represented sex and its regular follow-up by the Commission for Human Resources

**Unit Responsible** - Human Resources Division; HR Commission

**Units involved** - All Divisions with identified Employees

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 90 thousand euros per year

**Indicators** - Employees identified and monitored

**Target** - Progression recorded by the identified employees

**Measure** - The Leadership Succession Plan must, whenever possible, indicate a potential successor of each sex, if both have the competences and merit to exercise the function.

**Unit Responsible** - Human Resources Division; HR Commission

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - No specific future costs

**Indicators** - No. of plans completed with potential successors from both sex

**Target** - Equal to sex parity

**Measure** - Introducing specific themes relating to sex diversity and sustainability into training in general and leadership training in particular.

**Unit Responsible** - Human Resources Division

**Units involved** - All Divisions

**Implementation status** - Measure to be implemented in 2024

**Budget** - 50 thousand euros per year

**Indicators** - No. of trained employees

**Target** - 50% in 2024

**Measure** - Curative Medicine services at the Bank's main facilities (Tagus Park and Porto) with areas of General Medicine, Psychology and Nutrition.

**Unit Responsible** - Human Resources Division

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 511 thousand euros per year

**Indicators** - Degree of Satisfaction of the Employees with Services

**Target** - > 80 points

## DIMENSION

### Parenting Protection. Conciliation of professional life with family and personal life

#### PURPOSE

##### Work-Life balance support

**Measure** - Greater promotion of the Program for the Protection of Parenting in force, namely with a closer follow-up by the Human Resources on staff, in key-moments, such as the return from parental leave.

**Unit Responsible** - Human Resources Division

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 453 thousand euros in 2024

**Indicators** - Degree of Satisfaction of the Employees with the Program

**Target** - > 70 points

**Measure** - Organising of work in a way that allows for remote working in a more permanent manner or on an occasional basis, as a way to help parents to reconcile their professional responsibilities with family commitments.

**Unit Responsible** - Human Resources Division; HR Commission

**Units involved** - All Divisions with functions compatible with remote work

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 33 thousand euros per year

**Indicators** - % of Employees working at home (partial or total) with compatible functions

**Target** - 30% in 2024

**Measure** - Structured adjustment of the commercial objectives of Employees during the breastfeeding period.  
Human

**Unit Responsible** - Resources Division; Marketing Division

**Units involved** - All commercial areas

**Implementation status** - To be implemented in the 1st half of 2024

**Budget** - No specific future costs

**Indicators** - % of Employees with adjusted objectives

**Target** - 100%

**Measure** - Considering the results of the 2023 Climate Survey on balance between work and family, the HRD should propose Action Plans with a global scope (Bank) or more specific (Division) to improve this attribute.

**Unit Responsible** - Human Resources Division; HR Commission

**Units involved** - All Divisions

**Implementation status** - To be implemented in the 1st half of 2024

**Budget** - No specific future costs

**Indicators** - Proposed Action Plans

**Target** - Action Plans implemented





**Measure** - Monitoring and Follow-up of the rates of use of parental leaves.

**Unit Responsible** - Human Resources Division

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 30 thousand euros per year

**Indicators** - % of use of parental leaves

**Target** - > 90%

**Measure** - Monitoring the non-penalty in the performance evaluation of Employees due to absences for reasons of family assistance.

**Unit Responsible** - Human Resources Division

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - 55 thousand euros per year

**Indicators** - Follow-up by the HRD of Employees placed in this Group

**Target** - > 90%

**Measure** - The scheduling of meetings and work events should, whenever possible, be done in a balanced way with the conciliation of work and family.

**Unit Responsible** - All Divisions

**Units involved** - All Divisions

**Implementation status** - Measure implemented with continuity in its execution

**Budget** - No specific future costs

**Indicators** - Preparation and publication of procedure

**Target** - Published procedure

**Measure** - Implementation of measures to encourage a better conciliation of professional and personal life.

**Unit Responsible** - Human Resources Division

**Units involved** - All Divisions

**Implementation status** - Measures partially implemented

**Budget** - 25 thousand euros per year

**Indicators** - Measures implemented

**Target** - Plan executed



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