

# OUR TEAM

We count on a committed staff, selected by public recruit examination, always in search of excellence, one of our principles, and the qualification necessary to fulfill our mission.

## PERSONNEL PROFILE

Our team ended 2018 with 2,688 employees, of which 2,675 were hired for an indefinite period, through a public recruitment examination (1,732 males and 943 females), 12 temporarily contracted to hold positions in a committee linked to senior management, and one coming from a state body with the same purpose (in total, seven males and six females).

In both cases, the employment contract is based on the Consolidation of Labor Laws (CLT). The last public selection took place in 2012 and its reserve record expired in June 2015. Since then, in line with Federal Government guidelines, there have been no new public selections for staff reserve records.

In addition to our own personnel, we have contracted outsourcing only for services not related to our final activities, such as cleaning, technical support, security and messaging, based on pertinent regulations. In order to mitigate the labor and social security risks of outsourced workers, we monitor contracted companies' compliance with the associated legislation.

In the last three years, in order to reduce costs, we have reduced the number of outsourced workers by 21.42%.

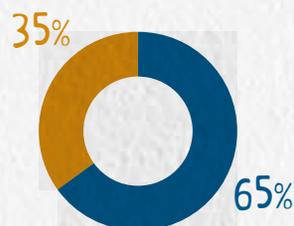
2,688   
EMPLOYEES\*

10  
employees assigned  
to public institutions

### GENDER

TOTAL

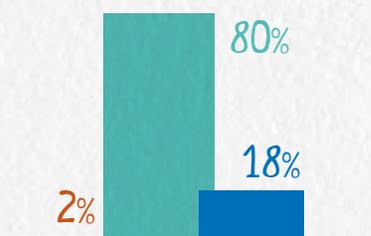
 Female  
 Male



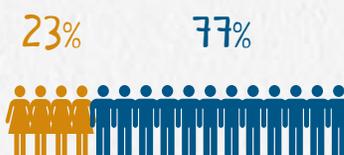
### AGE GROUP

TOTAL

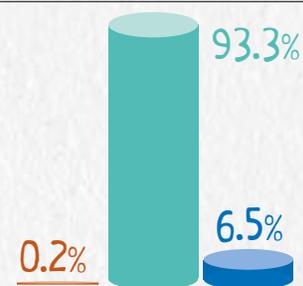
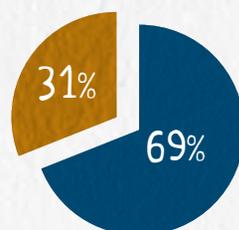
 Up to 29 years old  
 30 to 50 years old  
 More than 50 years old



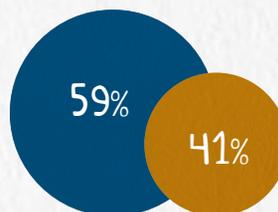
SENIOR MANAGEMENT (president, managing directors and superintendents)



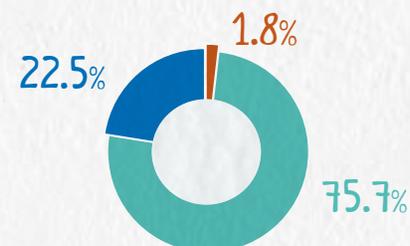
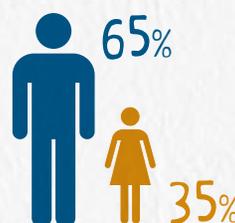
MIDDLE MANAGEMENT (heads of department and managers)



OTHER FUNCTIONS (coordinators, handlers, secretaries and others)



NO FUNCTION



\* President and four external directors not included



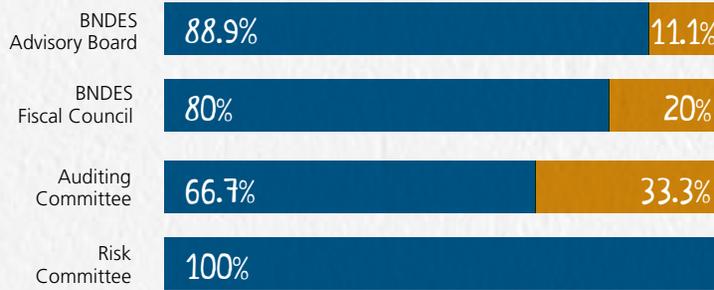
GRI INDICATORS:

102-8 | 102-35 | 102-36 | 102-37  
102-41 | 201-3 | 401-1 | 401-2  
401-3 | 403-1 | 403-2 | 403-3  
403-4 | 404-1 | 405-1 | 405-2

### BNDES COLLECTIVE BODIES

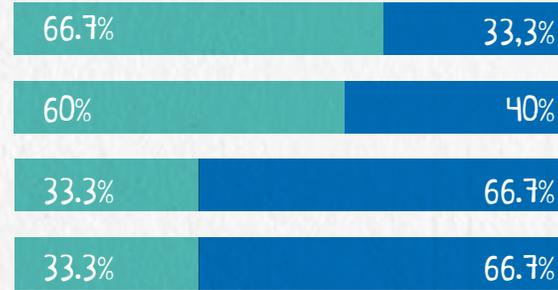
#### PER GENDER

Female  
Male



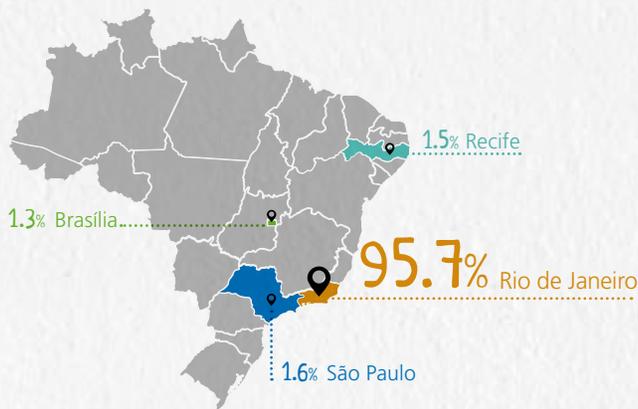
#### PER AGE GROUP

Up to 29 years old  
30 to 50 years old  
More than 50 years old

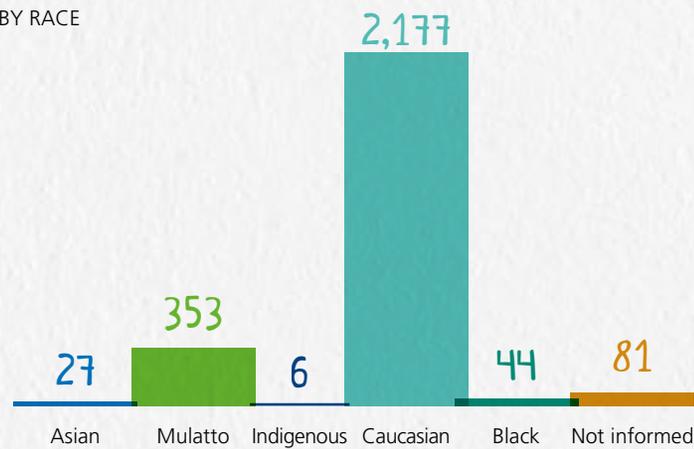


### EMPLOYEES

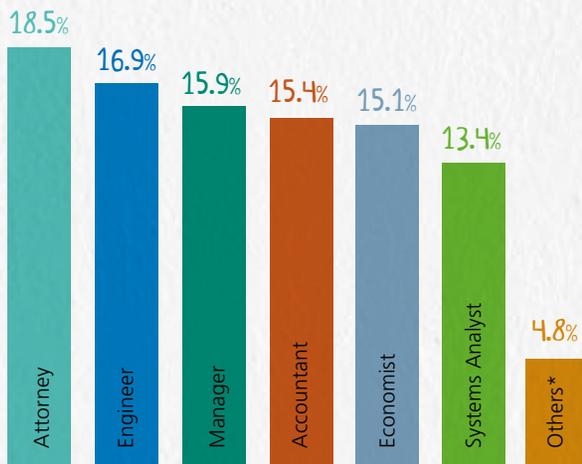
#### BY OPERATIONAL UNITY



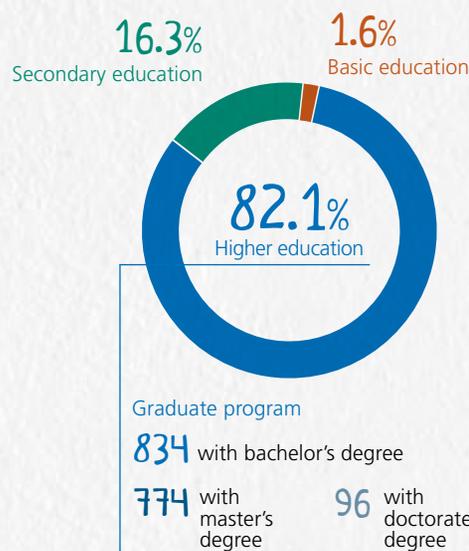
#### BY RACE



#### WITH UNDERGRADUATE DEGREE



#### EDUCATION



\*Architect, archivist, librarian, geologist, psychologist, communications professional and commissioned position

**12**  
ADMISSIONS  
(external advisors)

**82**  
RESIGNATIONS

**1.7%**  
TURNOVER RATE

## EMPLOYEE ALLOCATION

According to our strategy, in 2018, we established a reference quantitative (QR) for each of our divisions, which serves as a parameter to define employee minimum and maximum limits that each unit can have.

The sizing study can take into account information on the history of people allocation, workload assessment, strategic priorities, minimum standards of control scope (number of employees subordinated to a manager) and benchmarking of other institutions, among other indicators.

The Organization and Management corporate project was responsible for resizing our divisions as part of its scope. The type of activity performed by each division – transactional (more standardized and supportive activities) or analytical (more complex activities, which require further analysis) – was also considered an objective criterion of the methodology.

The new control scope reference used considered the level of transactional effort of each organizational unit, defining greater control range for those with greater transactional effort.

### ALLOCATION OF HUMAN RESOURCES PER AREA OF WORK

PLATFORM	QUANTITY	%
Integrated Management	484	18.01
Finalistic macroprocess (business)	1,437	53.46
Support	767	28.53
<b>Total</b>	<b>2,688</b>	<b>100.00</b>

## SELECTION OF EXECUTIVES

All trust positions up to deputy managing director level are occupied by permanent staff employees. The Presidency's chief of staff and advisory functions may be occupied by temporarily contracted

employees, as long as they account for a maximum of 2% of the staff.

In the second half of 2018, all trust positions (with the exception of secretaries and advisors) were defined by selection process. Seventy-two selections were performed, all with wide dissemination of vacancies and previously established criteria. There were 2,033 registrations, with an average of 28.2 registered per vacancy. The first phase of the selection processes was composed of curricular punctuation (higher education) or theoretical test (secondary education) and then, in a previously disclosed number, the best ranked were invited to the interview phase. Of the selected candidates, 36 were transferred from other units and 42 did not exercise executive function.

## REMUNERATIONS AND BENEFITS

In the hiring for an indefinite period, there is no differentiation in the admission of men and women – all participate in public sector recruitment examination and are selected based on their performance. When hired, they are admitted obligatorily at the first level of the position and salary plan, regardless of previous experience, gender or selection score, earning the same remuneration.

The salary progression occurs by readjustments in the Collective Labor Dispute, by level-to-level evolution in the positions and salary plans according to process of annual promotion or by taking office in executive positions. Employees at the same level or in same executive function earn equal remunerations regardless of gender.

Our demands related to supplementary social security, personnel policy, salaries and benefits are analyzed and approved by the Secretariat of Coordination and Governance of State-owned Enterprises (Sest).

All employees fall under the Collective Bargain Agreement (ACT), with a right to the same salary readjustment index, as well as to benefits of health and dental care, life insurance, educational assistance

program (babysitter allowance, nursery school allowance, and fundamental and high school allowance), meal allowance and food allowance, in addition to profit and results sharing (PLR) and remuneration compatible with the market.

PLR payment is only made in case of net profit and payment of relevant dividends, and depends on the achievement of targets in indicators of strategic priorities, financial sustainability and priorities of the areas. The PLR agreement is approved by BNDES's Board of Directors and Sest and is negotiated with the unions.

In 2018, employees started to pay the transportation allowance – previously covered by BNDES – up to 4% of the base salary, as approved in the ACT.

In compliance with Resolution CGPAR 23/2018, we instituted the health care benefit in the reimbursement modality for employees admitted as of March 19, 2018. For these cases, we reimburse up to 50% of the amount contracted with private health insurance companies. Our participation may not exceed the employee's participation.

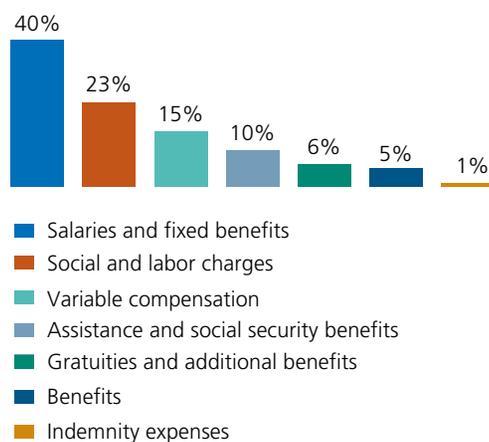
We also offer, in accordance with the Programa Empresa Cidadã (Citizen-Company Program), paternity leave of twenty days and option to extend the maternity leave up to 180 days. In 2018, there were 95 maternity leaves, 104 paternity leaves, with 100% of return of those whose leave ended by December 31, 2018.

We also provide breastfeeding support rooms and a daily allowance of one hour for the mother until the child is one year old, and special leave is granted to mothers or fathers of preterm infants in need of hospitalization.

## PERSONNEL EXPENSES

In 2018, total expenditure on active employees – from the permanent staff, assigned, commissioned position transitory post employees, members of the Board of Directors and from statutory boards and committees – was R\$ 1,928 million.

## DISTRIBUTION OF EXPENSES WITH ACTIVE EMPLOYEES



## REMUNERATION OF SENIOR MANAGEMENT, ADVISORY BOARD AND COUNCIL MEMBERS

The global remuneration policy for senior managers and Advisory Board members – composed of fixed remuneration, variable compensation, benefits, rights and obligations – is prepared and analyzed annually by the BNDES Remuneration Committee with support from the Human Resources and Planning divisions and the President's Office, according to Sest guidelines. Subsequently, it is submitted to deliberation by the Advisory Board and by BNDES's General Meeting. The remuneration and benefits granted to our directors are available at our website.

### Senior Management

The members of our statutory Board of Directors are entitled to **fixed monthly fees**, as well as rights and benefits such as thirty-day leave, housing allowance, food allowance and meal allowance, health plan, and compensatory remuneration during the period of quarantine. The variable compensation of senior managers, agreed with Sest, does not include bonuses, gratuities and stock-based gains.

Long-term benefits are not granted to executives temporarily hired, including lending (a practice prohibited to all financial institutions under BCB regulation).

The Annual Variable Remuneration (RVA) policy includes the members of the Board of Directors, as a form of participation in the results. The remuneration has its own program and is conditioned to the existence of accounting profit. The maximum amount to be paid per manager in the form of variable compensation is limited to 4.5 times the base value of the remuneration in force on the effective payment date, respecting the same rule applied to other employees.

### Advisory Board and Council Members

Pursuant to Law 9,292/1996 and the BNDES Statute, the remuneration ceiling of members of the Advisory Board and the Fiscal Council is limited to 10% of the average monthly remuneration of the Bank's directors.

In addition, the remuneration of the members of the BNDES's Auditing Committee cannot be less than 10% of the average monthly remuneration of the directors, nor inferior to the remuneration of the BNDES's Fiscal Council.

The members of the **Risk Committee**, constituted in 2018, have remuneration of equal value to the fiscal council members, being also bound to the effective participation in committee meetings.

The members of the Advisory Board and of the Fiscal and Auditing committees are not allowed to participate in the profit-sharing program.

## CAREER PLAN

Throughout 2017 and 2018, we carried out studies, technical analyses and proposals to improve our career conditions. After the organizational diagnosis and the mapping of the executive and technical positions, the Career Map was elaborated – a set of career trajectories applicable to the BNDES, which will serve as a basis for human resource actions and provide employees with better planning of the development and evolution of their careers.

## INDIVIDUAL PERFORMANCE MANAGEMENT (GDI)

Through this tool, managers and subordinates align their expectations regarding activities and behaviors expected in the year, for subsequent monitoring, evaluation and feedback. The GDI has three stages: agreement, monitoring and evaluation.

## PROFESSIONAL AND PERSONAL DEVELOPMENT

In 2018, we invested approximately R\$ 12.2 million in training, certification and language programs, as well as graduate programs (with 60 new participations), totaling 175,759 hours, in an average of 65.7 hours of training per employee.

We expanded training with internal instructors and offered new courses, with emphasis on data science, with blockchain courses and their applications, storytelling with data and microstrategy.

We also expanded the internal distance education program, which now has 15 courses and 22 video tutorials (all with internal instructors), in addition to 57 recorded events, all hosted on an open source learning platform.

### NUMBER OF HOURS AND TOTAL NUMBER OF PARTICIPATIONS IN TRAINING

TYPE OF TRAINING	NUMBER OF HOURS	NUMBER OF PARTICIPATIONS
Short term and certification	82,017	1,545
Contracted	2,304	96
Internal instructor	30,041	2,121
Abroad	1,791	54
Languages	26,338	539
Graduate program	33,268	60
<b>Grand total</b>	<b>175,759</b>	<b>4,415</b>

## eSOCIAL

In 2018, the Federal Government officially opened eSocial to begin data transmission.

After fulfilling our obligations for phases I and II (initial and scheduled events, and nonrecurrent events), we started phase III. This phase, related to the payroll events, brought a greater complexity, since it involved crossing and integration with the other already triggered events, demanding improvements in processes and systems.

We also began preparation for phase IV implementation, whose deadline for completion is July 2019, with adjustments in processes related to health, safety and occupational medicine.

## DIVERSITY AND INCLUSION

We have an institutionalized policy of gender equity and valuing diversity that reaffirms our continuous commitment to eliminating all forms of inequality and discrimination in our work environment and in the institutions of our relationship chain.

Being recognized as an inclusive company, able to understand and meet the needs of society as well as inducing clients' practices to promote a discrimination-free environment are some of the guidelines of this policy. Currently, 1.6% of our employees are disabled.

As specific actions developed during 2018, we highlight the extension of the pilot project of partial teleworking for employees returning from maternity and paternity leaves; dissemination in social networks of programs such as Pronaf Mulher, aimed at projects of interest to rural women producers; support and conversations on topics related to management, delivery, postpartum and adoption for employees, outsourced employees or partners of employees/outsourced employees, as well as their companions; the analysis that pointed out that the dimensions of gender and race do not significantly interfere with the professional ascension of our functional body; among many others.

## INTERNAL COMMUNICATION

### NEW INTRANET

In order to improve the internal public's experience, contribute to the corporate strategy and expand the reach of content

on projects, operations and institutional initiatives, we redesigned our main internal communication channel, the intranet. Among the main changes, we highlight: usability improvement, information restructuring, layout redesign and creation of new sections and functionalities.

### BNDES EM MOVIMENTO CAMPAIGN (BNDES ON THE MOVE)

To promote engagement of the functional body in the **strategic planning** and corporate projects of 2018, a continuous internal communication campaign titled BNDES em Movimento was carried out.

## COMPLEMENTARY PENSION PLAN

In December 2018, Sest approved the technical deficit plan recorded by the Basic Benefit Plan (PBB) of the BNDES Workers' Social Security and Assistance Fund (Fapes), which combined an extraordinary contribution and reduction of benefits to be granted.

Lump-sum death benefits and pensions were identified as the most appropriate options to compose the equation plan. These rights shall be reduced to all those who are not yet receiving the pension benefit, and shall take effect as follows:

- Pensions: reduction of the benefit amount to 50% of the family quotas, plus 10% per dependent, with limitation to five dependents, and the calculation must be made on the amount of the retirement benefit.
- Lump-sum death benefits: will correspond to twice the value of the reference unit.

The maximum term for the adjustment of the deficit is 25 years, equivalent to one and a half times the duration of PBB liabilities.

Also in December, the National Superintendence of Pension Funds (Previc) approved all the proposed changes to the PBB regulation, which include, in addition to the measures to address the plan deficit, the closure of PBB to new participants, among others.

Learn more in the section *Our strategy* (page 11)

## HEALTH AND SAFETY IN THE WORKPLACE

We maintain three formal commissions on health and safety at work (SST), which represent 100% of employees in their actions, namely: Internal Commission for the Prevention of Accidents (Cipa), the Auxiliary Escape Teams (EAE), and the paramedic teams.

Additionally, the collective labor agreements have been encompassing themes of this nature, such as performing regular simulations of evacuation from the Bank's main building in Rio de Janeiro; the provision of information on accidents and occupational diseases to the labor union; and the establishment of the Specialized Service in Safety Engineering and Occupational Medicine (SESMT) together with Fapes.

We maintain the Environmental Risk Prevention Program (PPRA) updated and conduct the Medical Control Program (PCMSO) and other health preventive programs, following legal requirements. All these initiatives help us to achieve reduced rates of absenteeism, as well as absence of activities that represent to the employees a high incidence or a high risk of diseases related to their occupation.

SST RATES <sup>(1)</sup>	2018
Injury rate (TL) <sup>(2)</sup>	5.00
Occupational disease rate (TDO)	zero
Lost working days rate (TDP) <sup>(3)</sup>	5.59
Absenteeism rate (TA) <sup>(4)</sup>	2.94
Deaths caused by work accident or occupational disease	zero

(1) Data refer to the period from 1.1.2018 to 12.31.2018.

(2) Frequency of accidents with injuries. Considering 2,000 hours of annual exposure per employee (NBR 14,280), that is, 2,000 hours x number of employees per region, based on employees of 12.31.2018. There were 27 accidents (6 typical and 21 en route).

(3) Working days, considered from the day after the injury to the day before the return. Total of lost working days due to labor accidents (typical and en route). The total number of days scheduled is 5 days/week x 44 weeks/year (considering vacations) for each employee involved. TDP = lost working days/programmed days x 100.

(4) Medical absence. Weekends and holidays, study leave, maternity/paternity leave, leave extension and advance, bereavement, marriage/honeymoon license and monitored time-off are not included. The total number of days scheduled is 5 days/week x 44 weeks/year (considering vacations) x number of employees per region, based on employees of 12.31.2018. TA = days absent/days scheduled x 100.