



HUMAN CAPITAL TRAINING

POLICY

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1 GENERAL PROVISIONS

1.1 PURPOSE AND SCOPE

The Human Capital Training Policy aims to prove and highlight Banco de Fomento Angola (hereinafter referred to as "BFA" or "the Bank") corporate commitment to its Staff Members, particularly through an ongoing investment in their training, skills-building and professional development, as well as by actively and constantly supporting their work progress and the acquisition of knowledge and learning that enables and empowers them to perform their duties more effectively and in alignment with BFA's corporate strategic objectives.

To this purpose, the current Human Capital Training Policy (hereinafter referred to as the "Human Capital Training Policy" or "Policy") aims to provide the key principles and company-wide goals that regulate BFA's Human Capital Training System, as well as to set out the main duties and core responsibilities with regard to BFA's Staff members learning, training, skills-building and professional development processes, ensuring the adoption and implementation of the best corporate governance practices and the highest international management standards.

The provisions laid down in the current policy are applicable to all BFA's Staff Members who are enrolled in the training processes undertaken by the Financial Institution or through a third-party organization acting on behalf and under the authority of the Bank and, additionally, to all BFA's personnel who are engaged in the training process(es).

1.2 LEGAL, REGULATORY AND NORMATIVE FRAMEWORK

The current policy addresses the following Legislation, Regulations and Standards:

Table 1— Legislation, Regulations and Standards addressed

NAME	CLAUSE (S)
Financial Institutions Legal Framework	Law N.º 14/21 dated 19th May
Regulation on Corporate Governance and Internal Control	Notice N.º 10/21 dated 14th July
General Labour Law	Law N.º 7/15 dated 15th June
Regulation on Professional Training Institutions Accreditation	Executive Decree-Law N.º 513/21 dated 13th October

Table 2 – References - Lists the documents that served as reference for the preparation and drawing up of the current policy:

Table 2— References

NAME	VERSION
Training Regulation	1st Version

Table 3 – Relevant Internal Regulations - Lists the Relevant Internal Regulations for the subject matter regulated in this policy:

Table 3— Relevant Internal Regulations

NAME	VERSION
BFA's Code of Conduct	2019 version

1.3 DEFINITIONS AND ABBREVIATIONS

The key terminology used in the current Policy is detailed below:

1.3.1 ABBREVIATIONS

- Not applicable

1.3.2 DEFINITIONS

- Not applicable.

1.4 REGULATORY REPEAL

The current policy repeals the following regulations:

- Not applicable.

1.5 ACCOUNTABILITY

The BFA Academy is the policy-maker unit and is accountable for the ongoing updating of the current Policy.

The current Policy is expressed in the duties and accountabilities identified in this document under the heading Management Model/System.

1.6 OMISSIONS

The cases of regulatory omission should be submitted to the BFA Academy prior to the adoption of any measures.

1.7 NON-COMPLIANCE

The breach/infringement of the provisions laid down in the current policy shall be subject to review by the BFA Academy and, where appropriate, shall also be analysed and/or assessed by the Audit and Inspection Division (DAI).

1.8 CONTACT DETAILS

Any queries concerning the current policy should be submitted to the BFA Academy.

2 CONTENT REGULATORY COMPLIANCE

2.1 FRAMEWORK

The Bank is fully aware that the human capital is a key component for BFA's corporate success achievement and its main competitive differential factor in the marketplace. Accordingly, the ongoing learning, training and skill-building activities of its personnel ensures that they remain fully qualified for the efficient performance of their functions, as well as empowers the development of new skills and positively influences individual and collective behavioural change.

For this purpose, it is important to maintain an ongoing training, skill-building and professional development programme, permanently aligned with BFA's core principles and good corporate governance practices, in accordance with the Bank's business strategy and corporate culture, as well as with the regulatory requirements within the scope of the Banks's business activity.

The BFA understands that an ongoing and high-quality investment in human capital training also plays a key role in strengthening its brand as an employing entity (employer branding), which, in turn, leads to the retention of its best personnel (top professional talents).

2.2 KEY OBJECTIVES AND CORPORATE PRINCIPLES

The Bank's Management within the scope of this subject matter has laid down the following key objectives and corporate principles:

- **Individual and Collective Development** – Commitment and active participation of all BFA's Staff Members in the acquisition of individual and collective skills, making use of the best opportunities, tools, resources and means available.
- **Accountability** – Proactive accountability of all stakeholders and participants involved in the learning and training process, in the work organisation in order to guarantee availability of access to relevant training and for skills-building activities, as well as to ensure the adoption of the best international management standards and good corporate governance practices and to guarantee the implementation of the BFA's business strategy.
- **Business Alignment** – Setting up tailor-made training processes and schemes/programmes in accordance with BFA's business needs, in order to operationalise the Bank's corporate and business strategy by strengthening an organisational culture based on performance, ongoing learning, training, skills-building and professional merit. Developing technical, interpersonal and strategic skills that ensure that the Financial Institution or the Bank provides a superior and high-quality customer service.

2.3 DOCUMENTARY FRAMEWORK

The Human Capital Training Policy is underpinned by a set of documents, namely BFA's Training Regulation and Training Scheme/Programme, among other multi-level documents, in accordance with the provisions laid down in the Internal Regulations Management Policy/Manual, which sets out BFA's normative framework and the underlying approval processes.

2.3.1 TRAINING SCHEME / PROGRAMME

- The BFA's Training Scheme/Programme, which may be carried out either on an annual or multi-annual basis, must be prepared, developed and drawn up by the BFA Academy, in coordination with the Human Capital Department (HCD) and in accordance

with the learning, training, skills-building needs and tailor-made training approaches identified by BFA's departments in alignment with the Bank's corporate strategic objectives.

- In addition, the Training Scheme/Programme must be reviewed and assessed, in order to gauge its appropriateness, once every six months or whenever deemed appropriate by the BFA Academy, in collaboration with the Human Capital Department as well as with the Portfolio Director (The member of the Board of Directors with management responsibility for that business area).
- Concerning the Training Scheme/ Programme assessment, the mid-term and/or annual performance assessment carried out by the Heads of the Departments is taken into account, as well as the training/skills-building needs motivated by internal structural changes, legislation amendments and/or updates as well as other urgent and critical external requirements, in order to ensure that BFA's staff members' performance is in alignment with the Bank's corporate strategy and business objectives.
- The training system process, the training paths (general and regulatory), the typologies, the modalities, and the different organizational formats of the training courses, including their periodicity and compulsory nature, will be laid down in the Training Regulations.

2.4 GOVERNING BODIES

2.4.1 BOARD OF DIRECTORS (BOD)

The Board of Directors ("BOD") is the ultimate management body accountable for BFA's Human Capital Training System, performing its duties in accordance with the provisions set forth in the BOD's internal regulations. Within this scope, the BOD is particularly responsible for the following:

- To approve the Human Capital Training Policy;
- To foster, drive and implement high standards of professional integrity and ethical conduct as an integral part of the Bank's corporate culture, promoting a training system consistent with BFA's business and organizational purpose, as well as fostering the commitment, involvement and engagement of all BFA's Staff Members through their exemplary actions, professional conduct, attitudes and behavioural patterns;
- To lay down the Bank's corporate strategic guidelines, directives and business goals with a view to drive human capital empowerment and professional development;
- To ensure that there is an effective and appropriate corporate framework concerning the training programme management, and that it may assign and entrust this responsibility to another management body, if deemed necessary.

2.4.2 EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS (ECBOD)

The Executive Committee of the Board of Directors is responsible for the Bank's day-to-day management, carrying out its assigned functions and duties as set forth in the BOD's internal regulations. Within this scope, the BOD is particularly entrusted with the following duties:

- To ensure the Human Capital Training System implementation, as well as its compliance, according to the planned procedures;
- To ensure that the training, skills-building and professional development of the Bank's human capital are aligned with BFA's business strategy;
- To provide the appropriate infrastructure, logistical and human means, tools and resources in order to ensure the proper implementation and management of the BFA's comprehensive training scheme/programme;
- To approve the Bank's Training Scheme/Programme.

2.4.3 BFA'S ACADEMY (BFA BANKING TRAINING CENTRE)

- To assist in the setting up and development of the current Policy;
- To structure and develop the entire training process, taking into account the needs identified by BFA's departments and business units, in alignment with the human capital training framework and the Bank's corporate strategy;
- To draw up, recommend and implement the Training Scheme for the Bank's Staff members each year, and to control the execution of the corresponding programme within the time parameters established;
- To ensure the coordination and logistics related to the implementation of the training courses and activities;
- To monitor and evaluate the training courses and activities, keeping a record of the participants attendance and results achieved;
- To report the BFA's Human Capital Training System overall results, in particular the level of the participants' performance, thus enabling ongoing improvement.

2.4.4 HUMAN CAPITAL DEPARTMENT (HCD)

- To support the BFA Training Academy, particularly, but not limited to, by providing information resulting from the training processes ensured by the Human Capital Department (HCD), that is relevant for the identification of the BFA's training needs or for the identification of the Staff's position framework within the Bank.

2.4.5 OTHER BANK DEPARTMENTS

It is incumbent on all the Bank's Departments Managers:

- To identify and continually assess the training needs of its teams and the individual needs of BFA's Staff Members, taking into account, but not limited to, the training assessment process and the individual professional development plan;
- To ensure that the training and professional development of its team and Staff members comply at all times with the rules and procedures promoted by the Bank through internal regulations;
- To approve or authorise, when applicable, the participation of Staff members in training courses and activities, with particular attention to individual requests for training.

2.4.6 BFA'S STAFF MEMBERS

- To ensure compliance with the schedule and attendance of the training courses and activities, with assiduity and punctuality, until their completion, in order to acquire as much knowledge and new professional skills as possible, as made available to them by the Bank;
- To refrain from any conduct or action that may result in damage or discredit to the training courses/activities and to the participants, including the sharing of the training contents with external persons, without being duly approved and/or authorised to do so;
- To inform with due notice and justification their hierarchical superiors/senior management of any circumstance or event that compromises the attendance of the training course(s) or session(s).

2.5 MANAGEMENT MODEL/SYSTEM

The BFA's management system adopted is laid down in the [Training Regulation](#) document and is structured on the basis of a series of phases and associated training activities, carried out in a systematic and ongoing manner, which aim to promote the ongoing improvement of the Bank's training process.

2.6 EXCEPTIONS

Any exceptions related to the terms and provisions laid down in the current document must be duly documented and formally approved by the Board of Directors (BoD).

DOCUMENTARY CONTROL

DOCUMENT PROPERTIES

Table 4— Document properties

DOCUMENT PROPERTIES					
Name:	Human Capital Training Policy				
Type:	Policy	Classification:	PÚBLICO		
Version:	2	Reference:	POL/ACADEMIA/001/V02	SG Reference	Not Applicable
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Publication Date:	05/12/2022	Effective date:	05/12/2022		
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Availability:	This document is updated on BFA's Intranet and on the Bank's website.				