

# SUSTAINABILITY REPORT 2013



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## JOINT MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS AND THE CHAIRMAN OF THE EXECUTIVE COMMITTEE

The economic and financial context continued to be very demanding in 2013 at the global level and in particular at the national level, treating the subsistence of many families as well as the balanced and sustainable development of companies, with direct impact on the activity and profitability of the financial sector.

During the year, despite the focus on strengthening the balance sheet, more rigorous risk management and guaranteeing the solvency and future viability of the bank, BCP Group sought to pursue dynamic strategies, adjusted to the new challenges imposed by various interested parties in the different geographies where the bank operates.

The main objective of the sustainability policies adopted by the bank, fostering a culture of social responsibility, has been to positively influence the bank's long term value proposition, balancing the wellbeing of the people and the communities where it is present with the preservation of the environment.

The bank developed numerous socially-directed actions, among which the following deserve particular emphasis: : i) the work of the Millennium bcp Foundation, which strengthened the national nature of its support, continuing to focus on initiatives in the area of culture that helped showcase the bank's own heritage; ii) the "More Mozambique for Me" programme which included an integrated and coherent set of initiatives in support of areas of intervention as diverse as health, education, school sports and civil society through community development; and iii) the Microcredit operation in Portugal, which continues to support and award entrepreneurs with viable projects, supporting 201 transactions and helping create 519 jobs in 2013, despite the recession in Portugal and the high rate of unemployment.

For products and services, particularly in Portugal, the bank continued to support Customers with financial difficulties through its advisory service and by promoting solutions appropriate to Customer capacity to repay, to avoid default.

We also looked to sustain and develop the economies where we operate by lending to small and medium-sized companies, and through dynamic, subsidized credit lines with protocols for a wide range of business sectors.

The involvement of Employees at all operations of the bank in community action with the aim of improving living conditions was a constant. In Portugal, there was a deepening of the relationship with the Food Bank, reflected in a rise in volunteer participation at the national level.

In the context of economic adversity the need to continue to support financial literacy programmes was essential, and the bank developed a set of activities designed to improve knowledge of financial concepts, promoting inclusion and appropriate financial practices, to help generate more sustainable social development.

As to the environment, the efforts to reduce the bank's cost structure and improve operating efficiency went hand-in-hand with efforts to reduce the bank's ecological footprint, optimizing processes and equipment as well as increasing awareness of the need to adopt more environmentally responsible practices.

At a time of great challenges, when we have to comply with very demanding targets imposed by the Restructuring Plan agreed with the European Commission's Competition Directorate, BCP Group remains firmly committed to maintaining rigor in all its activities, with the goal of ensuring an appropriate response to the many challenges posed by the current circumstances.



**Nuno Amado**

President of the Executive Commission  
Vice-President of the Board of Directors



**António Monteiro**

Chairman of the Board  
of Directors

# KEY INDICATORS

	Unit	2013	2012	2011	2010	2009	Change 13/12
<b>CUSTOMERS</b>							
<b>TOTAL OF CUSTOMERS</b>	Thousands	5,169	5,523	5,384	5,163	5,008	-6.4%
Interest paid on deposits and interbank funding	Million euros	1,148	1,774	1,722	1,160	1,330	-35.3%
Claims registered	Number	78,028	81,146	74,638	75,934	101,531	-3.8%
Claims resolved	Percentage	92.6%	94.1%	98.5%	99.0%	100.9%	
<b>ACCESSIBILITIES</b>							
<b>BRANCHES</b>	Number	1,518	1,699	1,722	1,744	1,774	-10.7%
Activity in Portugal		774	839	885	892	911	-7.7%
International activity		744	860	837	852	863	-13.5%
Branches opened on Saturday		131	131	148	74	25	0.0%
Branches with access conditions to people with reduced mobility		1,137	1,031	1,015	1,142	624	10.3%
Internet	Users number	1,352,188	1,303,603	1,204,624	1,112,317	963,905	3.7%
Call Center	Users number	230,046	257,963	276,315	287,184	562,578	-10.8%
Mobile banking	Users number	339,095	221,475	165,636	163,645	71,109	53.1%
ATM	Number	3,341	3,658	3,708	3,904	3,885	-8.7%
<b>EMPLOYEES</b>							
<b>PORTUGAL EMPLOYEES</b>	Number	8,584	8,982	9,959	10,146	10,298	-4.4%
<b>INTERNATIONAL EMPLOYEES <sup>(1)</sup></b>	Number	10,076	11,383	11,549	11,224	10,987	-11.5%
<b>LABOUR INDICATORS <sup>(2)</sup></b>							
Breakdown by professional category	Number						
Executive Committee		36	34	36	42	33	5.9%
Senior Management		165	175	207	206	203	-5.7%
Management		1,874	1,981	2,013	2,019	1,900	-5.4%
Commercial		11,013	11,966	12,599	12,288	11,947	-8.0%
Technicians		3,921	4,040	4,226	4,156	3,903	-2.9%
Other		1,711	2,223	2,486	2,586	2,665	-23.0%
Breakdown by age	Number						
<30		3,710	4,335	4,998	4,992	5,250	-14.4%
[30-50[		11,510	12,716	13,142	13,178	12,687	-9.5%
>=50		3,500	3,368	3,427	3,127	2,714	3.9%
Average age	Years	36	36	35	35	34	1.2%
Breakdown by contract type	Number						
Permanent		17,504	18,906	19,709	19,531	19,291	-7.4%
Temporary		894	1,272	1,769	1,706	1,360	-29.7%
Trainees		329	241	89	60	n.a.	36.5%
Employees with working hours reduction	Number	169	157	184	171	142	7.6%
Recruitment rate	Percentage	6.6%	7.2%	10.5%	9.6%	6.0%	
Internal mobility rate	Percentage	15.9%	24.9%	17.7%	15.2%	25.6%	
Leaving rate	Percentage	9.1%	13.1%	10.2%	9.1%	10.3%	
Free association <sup>(3)</sup>	Percentage						
Employees under Collective Work Agreements		99.7%	99.7%	99.7%	99.9%	99.9%	
Union Syndicated Employees		75.9%	76.2%	76.2%	79.3%	83.4%	
Hygiene and safety at work (HSW)							
HSW visits	Number	376	621	655	673	462	-39.5%
Injury rate	Percentage	0.0%	0.0%	0.0%	0.0%	0.0%	
Death victims	Number	0	0	0	0	0	
Absenteeism rate	Percentage	3.8%	3.5%	4.3%	4.5%	3.8%	
Lowest company salary and minimum national salary	Ratio	1.7	1.7	1.5	1.4	1.4	-2.0%
<b>ENVIRONMENT</b>							
Greenhouse gas emissions	tCO <sub>2</sub> eq	82,639	87,878	74,356	81,736	95,614	-6.0%
Electricity consumption <sup>(4)</sup>	MWh	123,131	138,932	140,085	139,411	152,145	-11.4%
Production of waste <sup>(5)</sup>	t	1,311	1,553	1,474	1,038	1,934	-15.6%
Water consumption	m <sup>3</sup>	378,728	439,550	393,623	415,522	435,329	-13.8%
<b>SUPPLIERS</b>							
Time of payment and time contractually agreed, in Portugal	Ratio	1	1	1	1	1	0.0%
Purchase from local suppliers	Percentage	92.6%	90.6%	90.7%	90.5%	92.4%	
<b>DONATIONS</b>							
	Million euros	3.2	3.4	3.2	3.8	2.4	-6.6%

<sup>(1)</sup> Number of Employees for all operations, except Poland, which are reported full time equivalent (FTE).

<sup>(2)</sup> Employees information (not FTE) for: Portugal, Poland, Romania, Angola, Mozambique and Switzerland.

<sup>(3)</sup> The value reflects only operations where the regimes are applicable. Collective work agreement: Portugal, Mozambique and Angola. Syndicate: Portugal, Mozambique and Angola.

<sup>(4)</sup> Total of electricity consumption, includes the electricity consumption of central cogeneration in Portugal.

<sup>(5)</sup> Does not include Mozambique and Angola.

n.a. - Information not available.

## INTRODUCTION

Millennium bcp has published a Sustainability Reports every year in a structured and systematic manner since 2004 (the Social Responsibility Report in 2004).

In 2009, Millennium bcp decided to include a brief chapter in Volume I of the Annual Report on the Sustainability-related activities carried out by the Bank and to publish the full version of the Sustainability Report only in digital format.

In 2010, in a further alignment of sustainable development policies and social responsibility with the business strategy of Millennium bcp, this Report became part of the Annual Report. The document “Progress and Targets” was also published, describing the development of the actions set out in the Sustainability Master Plan. This reporting method adopted in 2010 continued to be used in 2011 and 2012.

In 2013, Millennium bcp decided to include a chapter - Responsible Business - on Sustainability in the Bank's Annual Report and to publish in a separate volume a document detailing the activities developed during the year for the group BCP. This report - Sustainability 2013 - is only available in digital format. This document, with an international scope, aims to meet the expectations BCP Group's Stakeholders via the regular materiality tests and the ongoing feedback through normal communication channels.

This report was compiled in accordance with the principles set forth by the Global Reporting Initiative 3.1 (*GRI*), for level A+ and the respective supplement of the financial sector, the principles of inclusivity, materiality and responsiveness of the Ruling AA1000APS (2008) and verified by an external entity in compliance with the principles defined in the *International Standard on Assurance Engagements 3000*.

The methods used to estimate the indicators and reporting limits are detailed at the end of the report in the Methodological Note. Additional information, the GRI indicators table and the compliance with the Global Compact Principles, can be consulted at [www.millenniumbcp.en](http://www.millenniumbcp.en), Sustainability area.



# RELATION WITH STAKEHOLDERS

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## RELATION WITH STAKEHOLDERS

To identify and be able to meet the expectations of its Stakeholders, Millennium bcp keeps a close and transparent relation with all interested parties, based on an ongoing and straightforward dialogue established through its several communication channels.

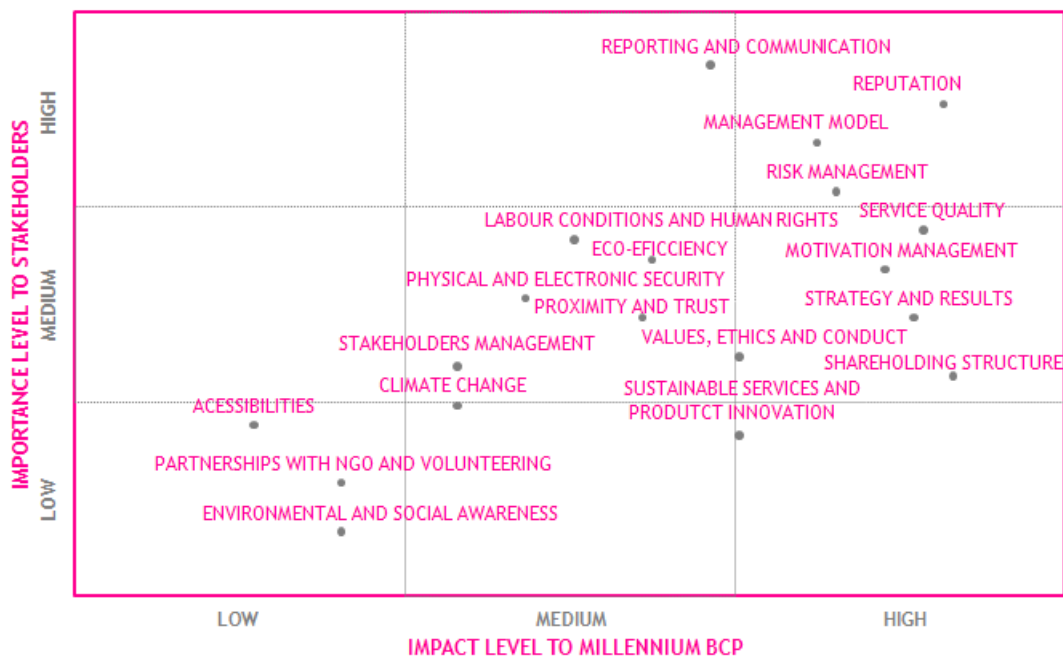
## IDENTIFICATION AND INTEGRATION OF EXPECTATIONS

The strategy of Millennium bcp in the wake of Sustainability is translated in the Sustainability Plan (SP), a plan of commitments that aggregates a number of actions to be carried out by the Bank. The definition of the actions part of the SP is based on a balanced relation between the identified material issues, the Bank's available resources and the economic and market framework existing at the time.

In 2009 the Bank defined in the first SP of the Bank for the triennial 2010 – 2012, a first set of actions that were carried out until the end of 2013. In 2013 the Bank made and defined a new SP for the two year period 2014 – 2015. The material issues identification process included: consultation and analysis of studies - financial sector trends -; more relevant and frequent issues – Analysts (ESG) -; PDS Millennium bcp 2010 - 2012; consultation to the most important divisions, consultation to Employees.

## MATERIALITY MATRIX

The identification and follow-up of the issues deemed material by the Stakeholders of Millennium bcp, led to the identification of strong points and improvement opportunities in the Bank's activity, helping the Bank to determine its strategy in the wake of Sustainability, translated, formally, in the Sustainability Plan.



The Sustainability Plan 2014 - 2015, herein presented intends to face the main expectations identified during the regular surveys made to the Bank's main Stakeholders.

## SUSTAINABILITY PLAN 2014 - 2015

SIZE	ACTION LINE
Ethics and professional conduct	<p>Enhance the ties established between the Employees and the Bank's Values</p> <p>Foster a culture of compliance and a strict management of risk</p> <p>Publish clear policies on the prevention of corruption, on health and safety issues, human rights and the protection of maternity</p>
Service Quality	<p>Implement and improve the satisfaction evaluation processes</p> <p>Create mechanisms for the immediate detection and management of improvement opportunities in the services provided to Customers</p>
Accessibilities	<p>Improve the implementation of differentiated working hours</p> <p>Enhance and promote accessibilities for individuals with special needs</p>
Proximity and reporting	<p>Enhance the proximity and involvement with the Bank's Shareholders</p> <p>Improve the institutional report in the wake of Sustainability</p> <p>Make a consultation to identify the Stakeholder's expectations</p>
Management of expectations	<p>Consult the Bank's Stakeholders to know and meet their expectations</p> <p>Collect and implement ideas suggested by the Employees on Sustainability issues</p>
Motivation	<p>Identify best performances at Client Service level</p> <p>Support the adoption of healthy lifestyles</p> <p>Improve the mechanisms ensuring a greater proximity between the Employees and top managers</p>
Products and Services	<p>Consolidate the Bank's position in the micro credit market</p> <p>Improve the negotiation and search for solutions able to meet the increasing financial difficulties of the Customers</p> <p>Promote and launch products that observe social responsibility principles and cope with the new environmental challenges</p>
Share and promote awareness	<p>Institutionalize the donation of the Bank's furniture and IT equipment to institutions in need</p> <p>Implement social and/or environmental awareness actions common to the entire Group</p> <p>Launch a financial literacy program transversal to the Bank</p>
Volunteer Actions	<p>Structure a volunteering program for and with the participation of the Employees</p>
Partnerships	<p>Develop campaigns together with nongovernmental organizations and charitable institutions to foster a sustainable development</p>
Fundação Millennium bcp	<p>Improve the identity of Fundação Millennium bcp</p>
Social and environmental risk	<p>Promote climate changes awareness near corporate clients developing their activities in sectors more exposed to risks and environmental regulations</p> <p>Identify and classify Corporate Clients with greater environmental and social risks</p> <p>Formalize compliance with social and environmental requisites in the relation established with Suppliers</p>
Environmental performance	<p>Enhance the measures for the reduction of consumption</p> <p>Implement measures aimed at the reduction of waste and the creation of a formal recycling process</p> <p>Formalize and communicate Environmental Performance quantitative objectives</p>

# ECONOMIC RESPONSIBILITY

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## ECONOMIC RESPONSIBILITY

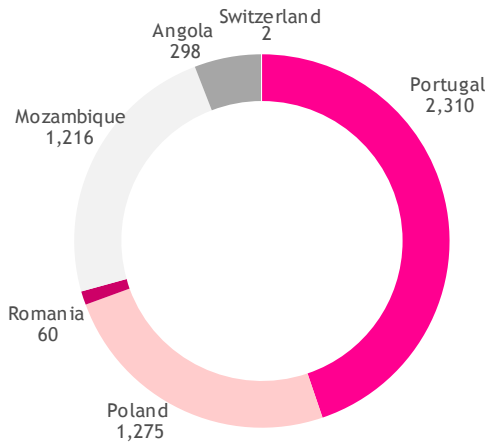
BCP Group develops its activity in a responsible manner towards Employees, Customers, Shareholders and remaining *Stakeholders*, guiding its performance by the compliance with internal principles of rigour and with the regulations issued by the regulatory authorities.

## MILLENNIUM NETWORK

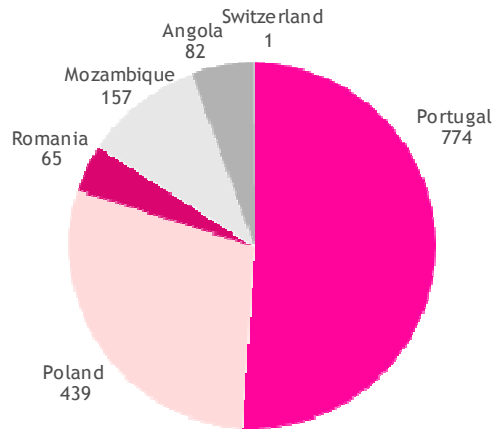
Millennium bcp is a bank with its decision-making centre in Portugal. It is the largest listed Portuguese bank, serving approximately 5.2 million Customers with a network of 1,518 branches in Portugal and abroad. The international activity of Millennium is carried out by banking operations headquartered in affinity markets and in countries with recognized growth potential – Poland, Romania, Switzerland, Mozambique and Angola.

BCP Group also ensures a presence in the five continents by means of representation offices, branches, business protocols and business promoters.















**CUSTOMERS**  
Thousands



**BRANCHES BREAKDOWN**  
N.º of Branches



### MILLENNIUM IN THE WORLD

	America	Asia	Europe	Africa	Oceania
Representation offices	 1  2	 1	 1  3  2	 1	
Branches		 1			
Business protocols	 1  1		 1  1  1		
Business promotor					 1

## ACCESSIBILITIES

BCP Group seeks to be near its Customers by means of diversified distribution channels – Branches, *Internet*, *Call Centre*, *Mobile Banking*, ATM (*Automated Teller Machines*) and POS (*Point of Sales*) – to respond to Customer needs.

### REMOTE CHANNELS AND SELF-BANKING

	Internet	Call Centre	Mobile Banking	ATM	POS
Portugal	536,360	95,181	72,525	2,190	34,194
Poland	772,391	31,500	79,062	555	-
Switzerland	354	-	-	-	-
Romania	20,794	1,713	2,508	67	788
Mozambique	20,230	101,652	185,000	415	5,004
Angola	2,059	-	-	114	1,215
<b>TOTAL INTERNATIONAL</b>	<b>815,828</b>	<b>134,865</b>	<b>266,570</b>	<b>1,151</b>	<b>7,007</b>
<b>TOTAL</b>	<b>1,352,188</b>	<b>230,046</b>	<b>339,095</b>	<b>3,341</b>	<b>41,201</b>

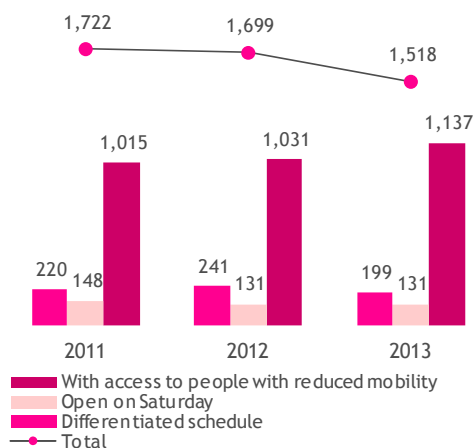
There are considered Customers/ active users those who used Internet, Call Centre or Mobile Banking at least once in the last 90 days.

As part of the bank's social commitment, it promotes accessibility for disabled persons in all channels used to contact the Bank: i) Branches are accessible to individuals with a reduced mobility; ii) internet offers functions that observe the recommendations issued by the *Web Accessibility Initiative* (WAI). In Poland, Bank Millennium was the first Bank to be awarded with the certificate "*Internet site without barriers*"; and iii) the bank uses POS equipment for blind Customers such as mobile phones and keyboards that are programmed to give vocal instructions. The *Call Centre*, available 24 hours per day, and *Mobile Banking*, for the rapid and easy access that they represent, are also privileged access channels for disabled or blind persons.

The Branches continue to represent a relevant contact channel for most Customers. In order to meet the accessibility needs of its Customers, the Bank has diversified the hours it is open to the public in the several countries where it operates. Of particular note are the Saturday hours that, in Angola, occur in more than 50% of the branches. In its international operations the bank has a total of 131 branches that open on Saturdays. In Portugal, 187 branches have differentiated office hours going from 8:30 to 19:00.

### BRANCHES' ACCESSIBILITIES

N.º of Branches



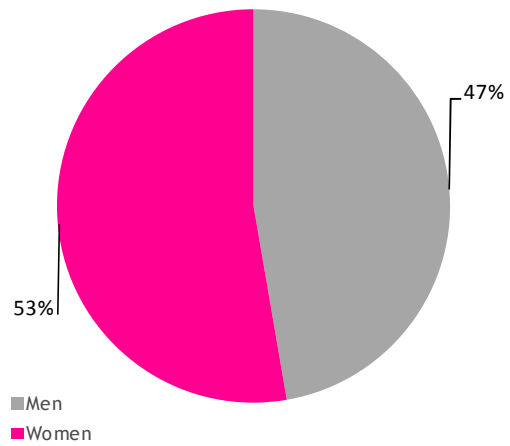
## EMPLOYEES

BCP Group gives all its Employees fair and equal treatment, with equal opportunities, promoting meritocracy at all stages of their professional careers, defining remuneration in accordance with his/her category, professional career and degree of compliance with established goals, observing a salary ratio of 1:1 between men and women with similar functions and levels of responsibility.

Early on BCP Group established a set of values and performance guidelines applicable to all Employees, including: i) regardless of his/her hierarchical level or responsibility, all Employees must act in a fair manner, refusing any discrimination situation; ii) adherence to the ten principles of the *Global Compact*, according to which Millennium recognises and supports the freedom of association and the right to the collective negotiation of work contracts and rejects the existence of any form of forced and mandatory work and of child labour.

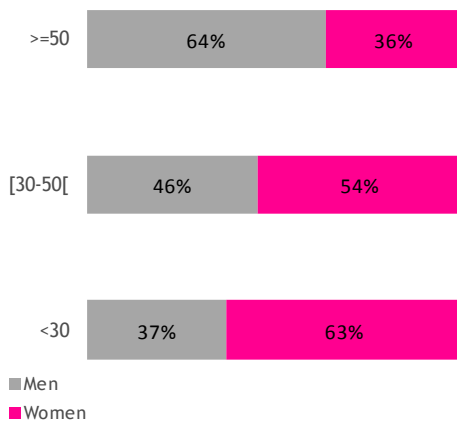
### BREAKDOWN BY GENDER

Percentage



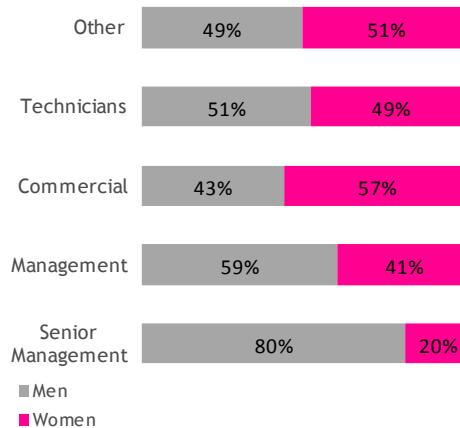
### AGE BREAKDOWN BY GENDER

Percentage



### PROFESSIONAL CATEGORY BY GENDER

Percentage



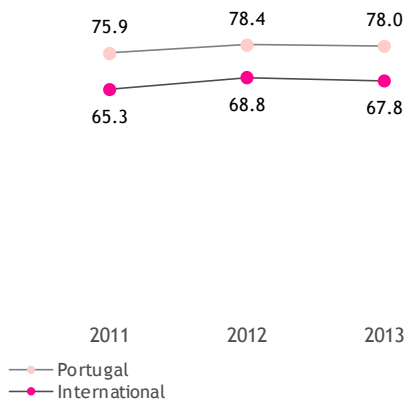
## MOTIVATION AND SATISFACTION

The Employees are one of the strategic pillars of BCP Group. For this reason it is essential for the Bank's dynamics and sustainability, to use an annual survey to check the levels of: i) global satisfaction; ii) satisfaction with the organic unit; iii) satisfaction with the direct manager; and iv) motivation.

Registering a slight fall in the global participation, less 3 i.p. (index points) compared with 2012, the survey taken in the beginning of 2013 recorded a participation of 81% of the Employees. The decrease resulted from a smaller participation in Portugal, Poland and Romania. The results attained, in global satisfaction – 71.7 i.p. - a decrease that, although not significant, was mainly the result of the figures from Romania and Mozambique. In Portugal, the figures remained aligned with those of previous years. Satisfaction with the Organic Unit did not show any significant deviation, presenting a global value of 76.4 i.p. Satisfaction with the Direct Manager, 78.7 i.p., increased slightly, (1 i.p.), influenced by the majority of the operations. Motivation was the indicator that showed the most significant increase, reaching the highest value of the last years: 73.3 i.p.. This value was particularly influenced by the Employees in Portugal who showed a level of motivation of 80 i.p., a result that, if seen within the current economic and social context of the country and of the Bank, is particularly significant.

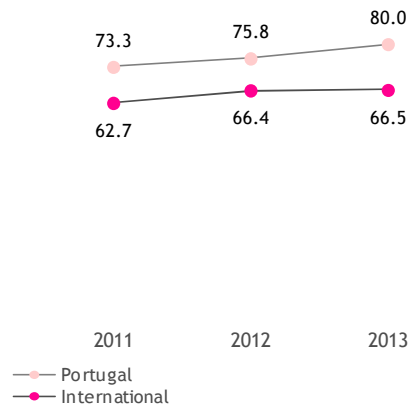
### EMPLOYEES SATISFACTION

Index points



### EMPLOYEES MOTIVATION

Index points



## TRAINING

At BCP Group, training has always been a priority for developing the professional and personal skills of the Employees. The search for excellence in the quality of the service provided to the Customers implies the identification of the training that most fits the specific needs of each Employee.

### TRAINING

	2013	2012	2011	Change 13/ 12
<b>NUMBER OF ACTIONS</b>				
Through physical attendance	1,734	1,640	2,266	5.7%
E-learning	723	506	642	42.9%
Distance learning	138	120	155	15.0%
<b>NUMBER OF PARTICIPANTS <sup>(1)</sup></b>				
Through physical attendance	36,144	27,508	25,299	31.4%
E-learning	199,269	120,925	118,428	64.8%
Distance learning	84,533	24,328	25,906	
<b>NUMBER OF HOURS</b>				
Through physical attendance	308,877	441,419	660,312	-30.0%
E-learning	125,718	129,366	145,445	-2.8%
Distance learning	245,745	35,880	185,905	
<b>By Employee</b>	<b>36</b>	<b>30</b>	<b>46</b>	<b>21.2%</b>

<sup>(1)</sup> The same Employee could have attended various training courses.

In Portugal, training was provided to approximately 99% of the Employees, with an average of 38 hours of training per Employee. Although the total number of training hours, 324,590 hours, is in line with the previous year, online training registered a significant increase, helped by the integration of new calculation criteria. The training plan was particularly aimed at the credit recovery and commercial areas. In the credit recovery areas, the plan was based on transformation programmes: i) communication and motivation actions for the teams; and ii) leadership actions for managers. In the commercial areas, the emphasis was on training in team leadership, provided to the Commercial Managers, and training on the sale of banking products and/or services given to 5,252 Employees, more than 243,240 hours of training. Training in compliance involved more than 8,086 Employees, 9% of which were Employees exercising *management functions*.

In Poland, the Bank continued to give a special attention to training in leadership techniques for Employees exercising management functions, and about 400 Employees received training. Commercial training actions - support to sales, service to the Customer and products - were also developed and involved more than 4,200 Employees. In terms of compliance, Bank Millennium trained 4,048 Employees.



Millennium bank in Romania increased the training given to Employees of the retail network and the Programme “*Developing Top Performers*”, for those exercising commercial functions, trained 253 Employees. Within the scope of the specific functions, highlights include: i) training in sale of banking products and / or services provided to more than 294 Employees; and ii) continuation of the training following the Culture of Rigour programme, involving 634 Employees.

In Mozambique, Millennium bim used mainly the following programs: i) initial training – aimed at newly-admitted Employees. The Bank provided 144 hours of training; ii) basic training – to acquire a general knowledge that facilitates daily activities. This involved 1,488 Employees; and iii) specialized training for Employees with technical or specific functions - provided to 107 Employees.

Banco Millennium Angola provided training to 74% of its Employees, focused mainly on commercial and compliance issues. It maintained its strategy in behavioural technical and transversal training and reinforced the training given through the e-learning platform.

## TALENT MANAGEMENT

Managing individuals is a foundational vector and one of the strategic pillars of the competitiveness and sustainability of BCP Group. Together with the development of generic and specific competences it is crucial, from the a perspective of the Bank's sustainability, to identify Employees with potential and talent to exercise functions with greater responsibility and complexity.



Development programmes are specially designed for Employees showing high performance levels and potential and provide: i) a more global vision of the business and of the Organization's best practices to the newly-admitted Employees; and ii) for Employees with experience, the opportunity to acquire crucial competences enabling them to, in the future, exercise functions with a higher degree of complexity and responsibility.

In 2013, in Portugal and in Poland, and for the first time in Mozambique, there were several career development programmes underway. In Angola, similar programmes are scheduled to take place during 2014.

### DEVELOPMENT PROGRAMMES

ADDRESSEES	PROGRAMMES	PARTICIPANTS	COUNTRY
RECENTLY RECRUITED EMPLOYEES	Young Specialist	17	Portugal
		5	
	People-Grow	6	Mozambique
EMPLOYEES WITH EXPERIENCE		10	Poland
	Expert Start Up	14	
	Growing People	6	Mozambique
	Master in Millennium	38	Portugal
	Grow Fast	18	

## EVALUATION AND RECOGNITION

At BCP Group, the individual performance evaluation models based on a process of counselling and oriented towards the development of competences increase the opportunities for a dialogue between the hierarchies and their Employees, enabling the development of a culture of personal accountability.

The level of involvement of the Employees in the evaluation process – of those who evaluate and those that are evaluated - was the same when compared with previous years and the evaluation process registered a participation of around 96%. In Portugal, of the 99.8% of Employees evaluated and concerning the satisfaction with the evaluation process, 74% of the Employees replied that they are - satisfied and very satisfied - and the percentage of discontentment did not reach 1%. The international activity evaluated 91% of its Employees and registered a discontentment rate under 0.5%.

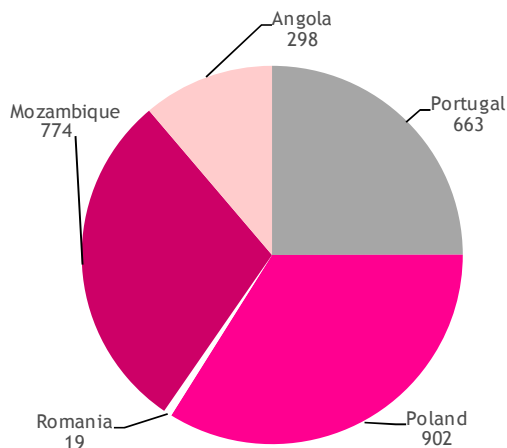
Together with a permanent attitude of incentive towards Employee development and the adoption of practices of excellence, BCP Group maintains a policy of recognition of the merit and the commitment shown by each Employee by means of: i) an incentive system applied throughout the Bank; ii) a plan of professional development based on merit; and iii) specific awards attributed to Employees who were excellent in the exercise of their functions.

Because of the economic results registered by the Group, a generalized distribution of incentives was not carried out. However, the African operations, because of the activities developed and their sustained growth, distributed income. In Angola this went to 100% of the eligible Employees and in Mozambique to 82% of the Employees.

BCP Group, alongside the formal performance evaluation process, identifies and recognises Employees who were excellent in the performance of their functions by means of specific awards, notably the Excellence Award - delivered at the Bank's objectives meetings. In 2013 Poland distinguished 7 Employees, Romania 10 Employees, Angola 29 Employees and Mozambique 5 Employees.

#### Promotions

Number of Employees



In Portugal, the challenges of the current economic environment justified an even more attentive and concerned management and an increase in the lowest remunerations, those earning between 800 and 1,200 Euros per month. Around 4.5% of the Bank's Employees benefited from this wage review.

## INNOVATION

BCP Group continues to focus on ongoing improvement, believing in the significant value generated by innovation processes, stimulating creativity and the sharing of experiences by all Employees.

The internal programmes for the generation of ideas – Mil Ideias (A Thousand Ideas) -, in Portugal, - Call 2 Action -, in Poland and the recent programme – Ideias que Contam (Ideas that Matter) - in Mozambique are based on the recognition that the Employees are a creative force able of generating ideas of value, representing a means to value and boost their individual abilities through direct participation by presenting an idea and indirect through comments or votes. These programmes enable improvements in internal processes of the organization and increase the value of the offer of products and services to Customers.

#### PROGRAMMES ENCOURAGING THE GENERATION OF IDEAS

	2013	2012	2011	Change 13/ 12
Employees who presented ideas	672	522	799	28.7%
Ideas presented	1,023	704	1,107	45.3%
Approved ideas	32	15	68	113.3%

## NUMBER OF EMPLOYEES

In 2013, compared with the previous year, the number of Employees of BCP Group decreased 3% (-513 Employees), including the sale of the Greek operation. Of the 18,720 Employees of the Group, 54% performed functions in the international operations and 46% in Portugal.

## EMPLOYEES

	2013	2012	2011	Change 13/ 12
<b>TOTAL IN PORTUGAL</b>	<b>8,584</b>	<b>8,982</b>	<b>9,959</b>	<b>-4.4%</b>
POLAND	5,956	6,073	6,367	-1.9%
SWITZERLAND	67	68	69	-1.5%
ROMANIA	562	639	690	-12.1%
MOZAMBIQUE	2,476	2,444	2,377	1.3%
ANGOLA	1,075	1,027	893	4.7%
<b>TOTAL INTERNATIONAL</b>	<b>10,136</b>	<b>10,251</b>	<b>10,396</b>	<b>-1.1%</b>
<b>TOTAL</b>	<b>18,720</b>	<b>19,233</b>	<b>20,355</b>	<b>-2.7%</b>

In Portugal, the number of Employees continued to decrease, although less significantly than in the previous year. 314 Employees left the Bank, 84% via mutual agreements and/or retirement plans. Of the Employees who left the Bank, 47% performed commercial functions.

In Poland, 117 Employees left the Bank (-2%), a lower number than in the previous year, and the Bank reached the end of 2013 with 5,956 Employees. Although less significant than in 2012 (-48 Employees), the recruitment process of the Bank kept a regular pace and the Bank admitted 675 new Employees. 831 Employees left the Bank, a 21% decrease in departures compared with the previous year. Some 53 % left by their own initiative, and of those who left, 67% performed commercial functions.

The operation in Romania registered the most significant decrease in staff (-77 Employees), a variation of 12% compared with the previous year, ending 2013 with 562 Employees. The recruitment process, in line with the previous year, brought in 96 Employees, a figure that was not fully offset by the 173 departures, of which 73% were mutually agreed. Of those who left, 62% performed commercial functions.

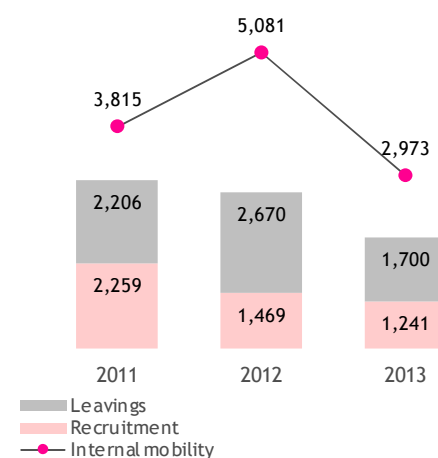
In Mozambique, Millennium bim continued to increase its staff, though not as much as in 2012 (-24%), and 208 Employees joined the Bank. Concerning departures, 176 Employees left the Bank, of which 65% left by their own initiative. Of those, 56% performed commercial functions.

Banco Millennium Angola continued to increase its staff (5%), showing a variation less significant than the previous year due mainly to the recruitment process that, notwithstanding the recruitment of more 247 Employees, registered a reduction of 23% versus 2012. Of the 199 departures, 77% were departures by initiative of the Employee and 73% of those Employees performed commercial functions.

BCP Group sees mobility as an opportunity for Employees to develop their professional careers and their skills. The bank fosters, whenever possible, contact with different realities of the group. As a result, Employees' internal mobility is of strategic importance for Millennium. In 2013, 16% of the Group's Employees were involved in internal mobility processes, notably in Portugal and Mozambique where, respectively, 22% and 34% of Employees moved from their areas/ departments.

## EMPLOYEES TURNOVER AND MOBILITY

N.º of Employees



## ETHICS AND PROFESSIONAL CONDUCT

At BCP Group respect for the bank's mission and values and also compliance with its strategy all depend on each Employee. Therefore the bank fosters a culture of rigour and responsibility, based on permanent information disclosure, training and monitoring mechanisms, to ensure strict compliance with the established rules of conduct.

### COMPLIANCE OFFICE

The Compliance Office's mission is to ensure that all management bodies, the functional structures and all the Group's Employees comply with the legislation, rules and requirements (internal and external) that guide the activities carried out by the Bank and its subsidiary companies in order to avoid the risk of the institution incurring in legal or regulatory sanctions, financial losses or negative effects in terms of reputation, resulting from non-compliance with the laws, codes of conduct and good business practices and duties that bind the company.

In 2013, within the scope of the prevention of money laundering and terrorism financing, the optimization of the *software* for the monitoring of entities and transactions (Actimize) helped improve the quality of the instruments used to prevent this risk, widening the scope for the type of transactions detected, enabling the decentralization of the first line of transaction monitoring into the business and operational lines, thus increasing Employee involvement in the money laundering and terrorism financing prevention process. The teams of the Compliance Office trained the commercial staff to provide them with the necessary skills to deal with complex oversight processes, namely those presenting non-neglect able risks, in order to

#### EMPLOYEES IN COMPLIANCE TRAINING ACTIONS <sup>(1)</sup>

AML/CTF, Market Abuse, Internal Control, Monitoring of Transactions and Legal Subjects

	2013	2012	2011	Change 13/ 12
Activity in Portugal	845	1,057	10,038	-20.1%
International Activity	6,733	16,726	4,466	-59.7%
<b>TOTAL</b>	<b>7,578</b>	<b>17,783</b>	<b>14,504</b>	<b>-57.4%</b>

<sup>(1)</sup> The same Employee could have attended various training courses.

decrease operational risks and fraud.

Ensuring Employee compliance requires the implementation and adaptation of the processes in force in the Group to all the regulatory alterations, as well as training and the ongoing flow of information on relevant issues. In addition to training on money laundering and terrorism financing prevention issues, the Bank continued to provide Employees, through the Bank's intranet, with relevant information on how to comply with the duties of integrity, honesty, solvency and financial integrity foreseen in the Code of Conduct; any violation or non-compliance with those duties is sanctioned in accordance with the provisos of the internal regulations.

In accordance with the regulations in effect, the Bank gave the Compliance Office the function of supervising and validating all content of advertising items, detached or included in advertising campaigns of products and services commercialized by the Group. The trend, already observed in 2012, of compliance with the duties of information and transparency in the advertising of financial products and services was consolidated by the Marketing and Communication Departments and Millennium bcp did not have any administrative proceeding brought against it by the Bank of Portugal or the CMVM.

#### COMMUNICATIONS TO LOCAL JUDICIAL ENTITIES

	2013	2012	2011	Change 13/ 12
<b>OWN INICIATIVE</b>				
Activity in Portugal	112	185	209	-39.5%
International Activity	178	338	255	-47.3%
<b>RESPONSE TO REQUESTS</b>				
Activity in Portugal	297	114	239	160.5%
International Activity	223	972	912	-77.1%
<b>TOTAL</b>	<b>810</b>	<b>1,609</b>	<b>1,615</b>	<b>-49.7%</b>

## INTERNAL AUDIT

The main mission of the Audit Department is to ensure before the Bank's *Stakeholders* the efficiency and adequacy of the Bank's internal control system as a whole and also ensure the adequacy of the governance and risk management processes used by the Bank and by the Group. The audit programs include the assessment of behavioural issues, compliance with legislation and with all the remaining rules and codes of conduct, the proper use of the delegated competences and the respect for the performance principles in force in what concerns the relations established with the Customers, internal and external.



Throughout 2013, as an integral part of the execution of its Activities Plan, the Audit Department also assessed the issues related with the management of environmental and social practices resulting from or related to the object of each audit in particular. Regarding the the audits made to the business networks, a key point is mechanisms in place to prevent money laundering and to detect such illicit practices. The prevention and mitigation of the risk of fraud as well as the detection and investigation of fraud attempts or situations, internal or external, and the execution and monitoring of any resulting disciplinary or judicial proceedings are also a priority in the distribution of resources allocated to the Audit Department. The Audit Department made 84 preventive control procedures that originated around 529 individual assessments of potentially anomalous situations. All the claims, complaints or denunciation of situations that show socially inappropriate behaviours by the Employees, either among themselves or relating to Customers, are also assessed and investigated and originate disciplinary proceedings whenever justified.

**A COMMITMENT..**

The assessments carried out by the Department and the irregular situations reported by other organic units of the Bank originated 241 preliminary investigation proceedings and 31 disciplinary proceedings brought against Employees of the Bank in Portugal. Currently there are 16 proceedings underway. None of the cases involved situations of corruption.

### DISCIPLINARY PROCEEDINGS AS RESULT OF RULES VIOLATION

Activity in Portugal

	2013	2012	2011	Change 13/ 12
Internal rules	20	17	18	17.6%
External rules	11	19	20	-42.1%
<b>TOTAL</b>	<b>31</b>	<b>36</b>	<b>38</b>	<b>-13.9%</b>

## SERVICE QUALITY

At Millennium bcp the quality of service is ensured by the ongoing implementation of initiatives that enhance rigour and control of execution, ensuring that the operational and business processes function in an efficient and reliable manner, continuously monitored and improved, contributing to a progressive increase of Customer satisfaction.

In Portugal, Millennium bcp received the "Consumer Choice" award for the 2nd consecutive year. This award is attributed by CONSUMERCHOICE – Centro de Avaliação da Satisfação do Consumidor.



### SATISFACTION SURVEYS

In Portugal, the Bank implemented the "Customer Experience" model, an innovative method where Customers evaluate the experiences they had with the Bank, enabling the Bank to immediately identify those with the lowest satisfaction indexes and perform in a proactive and efficient manner in order to understand why those ratings occur. In the Mass Market segment, 62% of the Customers recommend the Bank's services (promoters) and 19% presents an index of low recommendation (detractors). For the Prestige segment the numbers are similar, as 57% of the Customers promote the Bank and 15% of the Customers present an index of low recommendation. More than 85,000 people were contacted. In 2014, the model will be extended to more experiences: i) the contact

**WE KNOW  
WHAT COUNTS**

established by the Company Customers with their Business Managers; ii) the service provided by the Contact Centre; and iii) the *Internet Banking* service.

The Bank CSI (Customer Satisfaction Index) study, conducted by Marktest for the financial sector, highlighted the Bank's position in the 2nd quarter in the indicators - "Satisfaction with the competence /professionalism of the Employees at the counter", "Satisfaction with the contacts established" and "Satisfaction with the Branch's working hours". In BASEF Banca (a competition assessment study also carried out by Marktest), Millennium bcp reached in 2013 the best ranking in recent years in the indicator "Satisfaction with the Quality of Service".

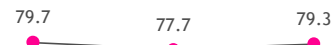
The Bank continued with the "Mystery Shopping" actions in the Mass Market Branches, doubling the number of visits compared with 2012.

20 studies/surveys were carried out to monitor Customer Satisfaction with the different Direct Channels and Business Networks, namely: i) *Internet Banking* for Individuals, ii) *Internet Banking* for Companies, iii) Mobile Banking, iv) Contact Centre, v) Companies and large Companies and vi) Private Banking. The index of satisfaction with the remote channels increased compared with the previous year and, notably the satisfaction with the Contact Centre (telephone service), which rose from 83 i.p. to 90 i.p. In the *Internet Banking* service (individuals and companies) more than 90% of the Customers replied that they are satisfied or very satisfied. The mobile services continued aligned with the previous year, with 91% of the Customers satisfied or very satisfied.

In the international operations, the global Customer satisfaction index rose compared with the previous year, helped by the significant increase registered by Mozambique, which went from 60 i.p. to 71 i.p.

**CUSTOMERS SATISFACTION**

Indexpoints



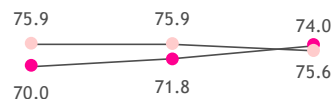
—●— International activity

In Poland, 90% of the Mass Market Customers replied that they are satisfied with the Bank. One indicator - products and services – rose compared with the previous year, from 75 index points (i.p.) to 77 i.p. In the Prestige segment, the global satisfaction index is 79 i.p., and particular notice must be given to the account manager, with 86 i.p. Corporate Customers evaluate the Bank with 81 i.p. and the main satisfaction drivers are the account manager (91 i.p.) together with the products made available. Concerning the channels used to contact the Bank, the mobile service - Telemillennium - notwithstanding the increase compared with 2012, only ensures the satisfaction of 58% of the Customers. On the other hand, the website – Millennet – is the channel that shows the highest satisfaction level, 86 i.p. In the Prestige segment more than 90% of the Customers replied that they are satisfied or very satisfied with the Telemillennium and Millennet channels.

In Angola, the focus continues to be the actions carried out by the "Mystery Shopping", which visited approximately 62% of the Branches. The results, presented to the Commercial Departments (including Managers and Sub-Managers), enable the discussion of improvement opportunities and action plans. There was also a study made of dormant (inactive) Customers to understand how to increase their involvement with the Bank. More than 600 Customers were included in the survey, which was complemented with *Focus Group meetings*.

**INTERNAL CUSTOMERS SATISFACTION**

Indexpoints



—●— International activity  
—●— Activity in Portugal

Regarding the quality of the internal service, the Bank continued to make surveys of the opinion of the Employees on the services provided by the Bank's departments – internal Customers – aiming to identify opportunities to improve internal procedures, especially those that have a direct impact on the Customer. The international activity registered a significant increase, because of the Romanian operation, which went from 70 i.p. to 86 i.p.

In Portugal, the new Evaluation of Experiences model was also put into action to evaluate the internal Customers in the commercial network supporting areas - MAgeas and SOS Rede -.

## COMPLAINTS

In Portugal, complaints are managed by the Customer Care Centre (CAC). In the CAC, the total number of complaints was in line with the previous year. The majority of the complaints (68%) are related with current accounts, transactions made with cards and automated services.

In Poland, the number of complaints presented decreased 7% compared with the previous year. The majority of the complaints, 60%, came from problems related with current account and card transactions. To improve the satisfaction with the complaints resolution process, the Bank defined as a goal a 7 day deadline to conclude the process, reducing it from the current 17 day deadline.

The Romanian operation showed the greatest number of complaints since the beginning of its activities, an increase of 73% compared with 2012. A significant portion of the complaints was caused by card transactions, a commercial campaign made by SMS and login problems in *Internet Banking*.

In Angola, the number of complaints recorded increased 108%, an increase explained by the significant expansion of the network, the increased level of demand evidenced by the Customers and a greater awareness of their rights. Most of the complaints are related with transfers and banking withdrawals.

### CLAIMS

	2013	2012	2011	Change 13/ 12
<b>CLAIMS REGISTERED</b>				
Activity in Portugal	24,487	24,170	20,643	1.3%
International activity	53,541	56,983	54,001	-6.0%
<b>CLAIMS RESOLVED</b>				
Activity in Portugal	21,800	23,195	19,928	-6.0%
International activity <sup>(1)</sup>	50,444	53,182	53,601	-5.1%
<b>AVERAGE CLAIMS RESOLUTION TIME (DAYS)</b>				
Activity in Portugal (working days)	6	6	5	0.0%
International activity				
Romania, Mozambique and Angola (working days)	14	10	9	44.8%
Poland and Greede (calendar days)	17	13	14	30.8%

<sup>(1)</sup> Includes valid claims related with the disregard of the privacy of Customers in Poland (95) and in Mozambique (3), based on the wrong processing of personal data and operational errors.

Millennium bcp's Customers may submit complaints for acts or omissions of Employees of the Bank to the Ombudsman's Office. All the complaints addressed to the Ombudsman are first handled and managed by the CAC, then analysed by the Ombudsman Office, which gives a final opinion to complaints received in connection with prior claims presented by the Customers that obtained an unfavourable decision. During 2013, the Ombudsman managed 61 New Complaints received under previous unfavorable decisions appealed by Customers, and 807 complaints referred to the respective services of the Bank, to ensure the treatment and final answer of claimants. The issues - from a product or financial standpoint - that raised the greatest number of claims made by Customers were those related with "Deposit Accounts", "Insurance Policies", "Home Loans" and "Cards", representing an average of 67% of the new claims.

### OMBUDSMAN OF MILLENNIUM BCP

Activity in Portugal

	2013	2012	2011	Change 13/ 12
<b>NEW CLAIMS PROCESSED</b>	<b>61</b>	<b>66</b>	<b>81</b>	<b>-7.6%</b>
<b>NEW CLAIMS CONCLUDED</b>				
Concluded successfully	20	16	17	25.0%
Concluded with dismissal	40	46	61	-13.0%
Average response time (days)	10	13	14	-23.1%

# SOCIAL RESPONSIBILITY

SUSTAINABILITY REPORT 2013





## SOCIAL RESPONSIBILITY

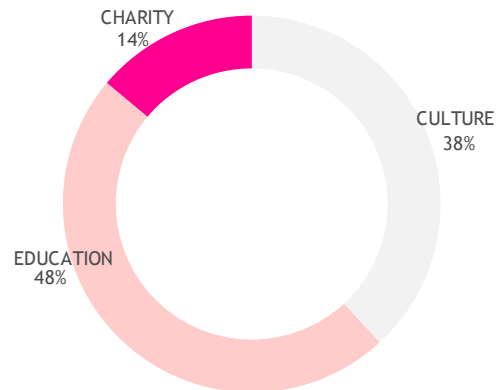
The strategy of Millennium bcp is the promotion of a culture of social responsibility through the development of actions for and with several groups of *Stakeholders* that, directly and indirectly, contribute to the social development of the countries where it operates. It is within this proximity to the communities that Millennium bcp has materialized its social responsibility policy, focusing its intervention on cultural, educational and social initiatives.

## SHARING AND PARTICIPATING

In Portugal, Millennium bcp continues to promote and create opportunities for the participation of its Employees as volunteers in actions to support the external community:

- It supports the Junior Achievement Portugal (JAP) in its entrepreneurial, creativity and innovation projects through the help given by the Bank's Employees, as volunteers, in programmes carried out in elementary and secondary schools and universities. JAP distinguished Millennium bcp with the Associate of the Year award since it was the company that provided the largest number of volunteers. For the school year 2013/ 2014 the Bank had with around 100 registered volunteers.
- Concerning the food collection campaigns carried out by the Portuguese Food Bank, Millennium bcp was present, helping in the separation and storage of food in the collection warehouses. In the campaign made in December, the Bank helped at a national level and ensured a participation of more than 300 volunteers, Employees and their relatives.

DONATIONS ALLOCATED FOR INTERVENTION AREA  
Percentage



The Bank also helped the actions carried out by its own departments that, together with those carried out in a transversal manner, gave an important contribution towards compliance with the social commitments assumed by the Bank:

- The Operations Department promoted the following actions: i) "DOar bem à 1ª" – collection of paper (magazines, newspapers &c., brought by the staff of the Department to be delivered to the Food Bank, as part of "Paper for Food" campaign. The 5 tons of paper collected enabled the Food Bank to purchase 1,000 litres of milk to be distributed via its support network; ii) "DOa a tua camisola" (Give your shirt) – taking advantage of the Christmas spirit, this action encouraged Employees to donate shirts and /or other clothing to be delivered to Cáritas Portuguesa. More than 2,000 items were donated.
- Concerning the IT Department, the following initiatives are of note: i) "Litros de Solidariedade" (litres of Solidarity) - launched to gather packages of milk given by Employees to be delivered to Comunidade Vida e Paz and to Cáritas Portuguesa. The department managed to gather more than 1,200 litres of milk; ii) Second edition the campaign "Bolsa de Livros – IT" (collection of books) campaign - an initiative to increase the exchange and re-use of school books by the Department's staff. The remaining books, around 550, were delivered to the Parish of São Marcos and to Cáritas Portuguesa.
- The Direct Banking Department joined, for the 4th consecutive year, with Microsoft Portugal and EPIS for the 5th Edition of the "Safer Internet Day" initiative. At 75 schools, around 150 volunteers, some of them Employees of Millennium bcp, raised awareness for a safer and more responsible use of the internet and social networks. Around 12,000 people attended, including parents, senior citizens and teachers. The DBD also continued to collect goods



to deliver to the Parish of Porto Salvo, supported by donations from Employees. These actions involved the collection of school material, clothing and food.

- The Marketing Department entered into an agreement with the American Express and Turismo do Porto e Norte de Portugal and the ACAPO (Associação dos Cegos e Amblíopes de Portugal), to produce a Guide to the North of Portugal and Oporto in Braille, as well as an audio model available at the Sá Carneiro Airport. This initiative enabled access to the Guide to individuals with visual disabilities.

The Bank regularly supports non-profit entities (schools and hospitals), through the donation of IT equipment and office furnishings that can be reused. The bank has a protocol signed with Entrajuda, the main beneficiary. In 2013, the bank donated more than 1,720 pieces of IT equipment (CPUs, screens and keyboards) and furniture (desks, tables, filing cabinets and chairs).

Millennium bcp joined the 5th National collection of used batteries promoted by Ecopilhas and installed collection points in 400 Branches and in the Buildings of the Central Services. With a total of four million units collected, 10% of which by the Bank, the campaign was able to donate two portable video-endoscopy devices to the IPO (Portuguese Oncology Institute) located in Lisbon.



ActivoBank joined the Cruz Vermelha Portuguesa (Portuguese Red Cross) and launched an institutional campaign wherein the Bank gave 10 Euros per each new account opened, to the programme Portugal Mais Feliz (a Happier Portugal). The campaign allowed the delivery of 38,900 Euros to Cruz Vermelha Portuguesa to support Portuguese families in need.

As part of the “Movimento para a Empregabilidade”, (Movement for Employability) promoted by the Instituto de Emprego e Formação Profissional (IEFP) together with the Fundação Calouste Gulbenkian and COTEC – Associação Empresarial para a Inovação, Millennium bcp took in 100 interns. With 12 month duration, the traineeship intends to provide an opportunity for young individuals with masters degrees or PHDs to contact with the entrepreneurial world.

In Poland, Bank Millennium continues to carry out a significant number of actions, notably:

- A partnership established with the United Way Foundation for a program to fight against the isolation of disabled artists, supporting their development and the promotion of their creative activities, and i) making its headquarters available to exhibit their works of art and an auction for fund raising, with the participation of more than 400 Employees; and ii) delivery of a donation, as part of two 10 Km races, encouraging the Employees to run for a good cause. More than 30 Employees participated.
- Marathon Ecco – the bank participated again in the greatest race for solidarity made in Poland with the purchase of entries for 150 Employees who ran in support of three entities, the Foundation TVN “You Are Not Alone”, the radio Zet Foundation and the Warsaw Zoo.
- The bank maintained the programme for the collection of goods (clothes, shoes, school material and toys), donated by Employees to be delivered to unprotected children. These actions are carried out three times per year and collected more than 3,000 items.
- Concerning education, highlights include the following: i) the programme Bancários Millennium, aiming at helping Economics university students in their first contacts with the labour market. The program is paid and may also give them the possibility of joining the Bank. 24 students participated. ii) partnership established with the AISEC, an international student association, in a context of a closer contact with the academic community by means of a group of events and training actions and workshops sponsored by the Bank that provide the students with the access to a number of training actions and workshops. This also enables the Bank to learn more about the needs and expectations of the youth segment.

In Romania, the Bank supported projects that simultaneously aggregate education and culture:

- Collaborated with the Art Management Association (AMA) on “World in your school” project, providing access to the culture of various countries to 3,000 children from several schools. The classes on Portugal focused on traditional Portuguese cooking and art, where the participants learned how to paint tiles. The project, organized by AMA with the support of the Bank, was also sponsored by the Portuguese Embassy.
- The support given to the Portuguese Embassy in Romania continued, including the commemoration of Portugal Day and of the days celebrating the Portuguese culture. The Bank believes that these events

enable Romanians to increase their knowledge of the Portuguese culture and traditions, in addition to promoting the Portuguese culture.

In Mozambique, the Bank's social commitment is materialized by the More Mozambique for Me programme, which continues to support projects in the areas of health, education, culture, sports for children and young people, as well as community development:



- Support given to institutions – continuation of a regular support to several institutions, notably schools. Involving more than 5,500 children, this institutional aid consisted in the donation of food and school materials, IT equipment, clothes and toys.
- Uma Cidade Limpa Pra Mim (A Clean City For Me) - an initiative in its 7th Edition, involving more than 2,300 students and teachers from 20 schools in a programme that emphasizes the importance of healthy hygiene habits. The participating schools received a participation award and sports material for the practice of physical education.
- Partnership with AMOR - Recycling Project - for the 4th consecutive year. This project is a benchmark for recycling and reuse of solid waste, handling an average of 120 tons of waste per month.
- Millennium bim mini basketball tournament - already in its 8th Edition, this involved 1,600 athletes aged from 8 to 12, from 9 cities. Millennium bim was distinguished by FIBA África - an international entity that aggregates the Basketball Association of the African Continent, for its support to basketball.
- Mais Desporto para todos (More sports for everyone) - with the goal of supporting school sports. It offers equipment for the students to practice physical education so that they may complement this activity with School Sports. Around 10 schools from 3 provinces received support.
- Race Millennium bim - 8th Edition of the race, it intends to foster the development of this sporting activity and the development of new talents. More than 1,000 athletes participated.
- Millennium bim Responsável (Responsible Millennium bim) - company volunteer action where 40 Employees of the Bank helped to install physiotherapy and entertainment equipment in the kindergarten of Matola (province of Maputo), improving the housing conditions of 60 children with special needs.
- Cruz Vermelha de Moçambique (Mozambique Red Cross) – programme for the provision of primary health care by specialized professionals to the communities affected by the floods that devastated some parts of the country. More than 10,000 individuals benefited from this support.
- Exclusive sponsor of the Núcleo de Arte e Fundo para o Desenvolvimento Artístico e Cultural (FUNDAC) - an 80-year-old institution that is recognized as a space where major personalities of the world and of Mozambican art and culture get together.
- Water well in the province of Tete – construction of a fountain in Domué, a benefit for hundreds of families that used to walk long distances to get water. In addition to the fountain, the Bank also offered proper receptacles for the transportation and conservation of water.



- Ajuda de Desenvolvimento de Povo para Povo – Cidadela das Crianças (Development Assistance - the City of Children) - this supports teaching of sewing, giving a practical and constructive knowledge to children at risk.

- Road Safety Campaign - carried out in a partnership with the Police Department of the Republic of Mozambique (PRM) and with Impar – Seguradora Internacional, it comprised lectures given by Police Agents to 10,000 students from 20 schools.
- The Project AZGOZITO - included in the 3rd Edition of the Festival AZGO, enables the participating students to enrich their school curricula and learn new musical skills. More than 200 children took part in this project.

Banco Millennium Angola has mainly been supporting cultural initiatives and actions involving the participation of its Employees:

- As part of the support given to Angolan Artists, the bank sponsored the "Desenhos Pau-a-Pique e outros Registros" exhibit of the well-known Angolan artist Francisco Van-Dúnem, (VAN) at the Centro Cultural Português (Portuguese Cultural Centre) in Luanda. VAN displayed more than 10 works based on traditional construction materials.
- The bank sponsored the 2013 Latin American Intercultural Award – which distinguished writers Aniceto Márcio de Moura Batalha (Employee) and Carlos Pedro in recognition of their creativity in the development of literature, literary art and poetry. The awards ceremony was organized by the Secretariat for Culture and Education of the Municipality of Rosário, one of the most prestigious centres of Latin American culture in Argentina.
- To celebrate Environment Month, the bank encouraged Employees and relatives (mainly children) to participate as volunteers in the action "Let's plant a Tree". This event was held in the primary schools of the city of Kilamba, Province of Luanda and had the participation of around 30 Employees. 50 trees were planted in 5 schools.

## FINANCIAL LITERACY

In Portugal, Millennium bcp has contributed to increase the level of financial literacy and the adoption of appropriate financial behaviour, mainly through communication:

- Millennium bcp participated in the Working Group of the Associação Portuguesa de Bancos (Portuguese Banks Association), together with several financial institutions, thus contributing to the development and launching of the APB's Financial Literacy website, Good Practices, Sound Accounts.
- The bank promotes on its institutional website the following instruments: Finance Manager and the kit for unexpected expenses. These are two independent instruments to help Customers manage their personal and family budgets.
- The Facebook page "Mais Millennium" (More Millennium) continues to provide: i) savings tips; ii) strategies to achieve more efficient management of the family budget; and iii) useful information on taxes and other fiscal issues.



In Romania, Millennium bank launched a communication platform called "The Savings League" aimed at providing support to individual Customers in the management of their financial budget. Providing information on the best banking products and services and on the cost of associated fees, the product - wage account - represented the most important communication platform, supported by a strong promotional campaign, appearing in regular publications, on the radio, on the institutional website, on Facebook and in the Bank's Branches.

The financial literacy project of Millennium bim - Banking Olympics - part of the programme "Mais Moçambique Pra Mim" (More Mozambique for Me) is meant to encourage secondary school students to answer questions about banking. With the presence of 10 secondary schools, 20 of the 400 students that took the test went to the finals of this competition.



The schools were awarded with the space “More knowledge for all”, adequate for studying and researching the issues talked about during the Olympics. The students also received several prizes, including new accounts with Millennium bim.

In Angola, Banco Millennium Angola signed an agreement with the National Bank of Angola for the development and implementation of a Financial Education Programme to aid consumers manage their income, helping them make savings and investment decisions.

## FUNDAÇÃO MILLENNIUM BCP

The guidelines of the Foundation include a growing focus on activities related to Culture, Education and Charity, based on a patronage support strategy. To accomplish its goals in terms of sustainability, the foundation applies the “Model for the Analysis of Impact on Society”, which takes into account three measurements: immediate effect; changes in society and benefits. In 2013, it focused on the geographical distribution of the patronage granted, to make it less centralized.



### CULTURE

As part of the focus on culture, the Bank gave precedence to initiatives for the Conservation and Disclosure of the Bank’s Heritage:

- Maintenance of the Archaeological Nucleus at the Rua dos Correeiros (ANRC). Visiting hours were increased and access to relevant initiatives were promoted, including: “International Day of Monuments and Sites”; “Museums Day”; “Museums Night”; “Jornadas do Património”. The ANRC received 9,884 visitors.
- Exhibits - Millennium Gallery – temporary exhibits: i) *Baixa em Tempo Real* – a space for the interpretation of downtown Lisbon “Baixa Pombalina/Chiado”, by means of interactive and technological installations, and an accessibility project aimed at visitors with special needs. It received 5,567 visitors; ii) *A Sardinha é de Todos!*, a partnership with EGEAC presented 294 sardines and received 28,591 visitors. iii) *Estudos Sobre a Cegueira* – paintings by the Romanian painter Laurențiu Mîdvichî on all forms of blindness. iv) *Pintura Naturalista na Coleção Millennium bcp*, show of naturalist paintings as part of the project of itinerant exhibitions called Art for All Millennium bcp. It received 3,390 visitors.
- Traveling exhibitions - *Art for All* –: i) *100 Anos de Arte Portuguesa nos 100 Anos do Museu Nacional de Machado Castro*, in Coimbra. It received 17,034 visitors; ii) *A Pulsão do Amor* - in Porto - Fundação Dr. António Cupertino de Miranda. It received 1,227 visitors iii) *Cristos* by José Rodrigues in the Millennium bcp Collection, at Museu de Arte Contemporânea (museum of contemporary art), in Funchal.

To help modernise the most significant Portuguese museums, the Foundation supported the following:

- Museu Nacional de Arte Antiga (MNAA) (Portuguese museum of ancient art) - grant for the recovery of the roof of the *Capela das Albertas* at MNAA and for the permanent and temporary exhibits.
- Museu Nacional do Azulejo (MNAz) (Portuguese tile museum) - patronage for the requalification of the *D. Manuel room* and for the catalogue *O Exótico nunca está em casa? A China na faiança e no azulejo portugueses* (séculos XVII-XVIII) and recovery of the Altar of St. Anthony.
- Museu Nacional de Arte Contemporânea– Museu do Chiado (MNAC), the Portuguese museum of contemporary art: i) support for the exhibition *As coleções do MNAC 1850-1975*. Presentation of the Modern and Contemporary Art collection in Portugal from 1850 to the present day; and ii) *A Invenção Contínua* – works by Jorge Oliveira.

Other initiatives:

- Teatro Nacional D. Maria II – protocol to support the tour of the show *Gil Vicente na Horta*.
- Fundação Arpad Szenes: i) exhibit by Vieira da Silva in the Millennium bcp Collection; and ii) Yonamine exhibit - Sofia Pidwell.

- Exhibit *Martelinhos de S. João* - Design competition for Martelinhos de S. João'13 (reproduction of the soft plastic hammers used in the St. John's festival in Oporto), by the Fundação da Juventude (Youth Foundation), in Oporto - at Palácio das Artes – Fábrica de Talentos.
- Fundação António Cupertino de Miranda - re-edition of the Guide to the Paper Money Museum to support school tours. More than 1,500 books distributed.
- Architecture Triennial: continuation of the support for the prizes of the Lisbon Architecture Triennial. This year, the Millennium bcp Competition for Universities of the Lisbon Triennial challenged university students from the whole world, receiving 48 applications from teams from 10 countries.
- Municipality of Lisbon – *TODOS - Caminhada de Culturas* – 5th edition of the project promoted by the Municipality and denominated *Lisboa Encruzilhada de Mundos*.
- Ar.Co – Centro de Arte & Comunicação Visual – support to publish a book/ catalogue of the exhibition “Abecedário - 40 anos do Ar.Co”, at the Museu Nacional de Arte Contemporânea - Museu do Chiado. 2,000 copies were printed. The exhibit received 6,940 visitors.
- Millennium bcp Heritage Fair, in cooperation with Spira - Revitalização Patrimonial –, a meeting point for entities and professionals of the area and a platform for public events in general. It received 2,120 visitors.
- Pro Dignitate – Fundação de Direitos Humanos (Human Rights Foundation) – promoted and carried out several actions within the scope of culture and defence of human rights. This involved 100 trainees and included a wide area of Portuguese speaking countries.
- IPRIS - Instituto Português de Relações Internacionais e Segurança, the Portuguese institute for international and security relations – support to the initiatives within the scope of international relations and political science, publishing articles and holding conferences.
- Centro Português de Fundações (Portuguese foundations' centre) - 13th National Meeting of Foundations, held on October 1 at the lecture hall of Fundação Eugénio de Almeida.



## EDUCATION AND RESEARCH


The Foundation is committed to cooperate with teaching and science research projects that promote an innovative and entrepreneurial spirit in teaching new and current generations.

- A scholarship programme of the Fundação Millennium bcp aimed at students from Portuguese-speaking African countries and from Timor (PALOP). In 2012/2013, this programme had 12 scholars.
- A partnership with Millennium bim to give scholarships to young people that evidenced academic merit and lack economic means. 3 scholarships were granted.
- Protocol with Banco Millennium Angola to support Angolan college students in the Management and Economics areas. 13 applications have been considered.
- Support to the MSc in Law-Politics of Instituto de Cooperação Jurídica – Faculdade Eduardo Mondlane, in Mozambique.
- Universidade Católica Portuguesa: i) Faculdade de Ciências Económicas e empresariais – Lisbon MBA scholarships; ii) Faculdade de Ciências Humanas – “The Lisbon Consortium” scholarship; iii) Faculdade de Direito – Support to three foreign students of the “Master of Laws”.
- Instituto de Direito Bancário, da Bolsa e dos Seguros (BBS): Support for post-graduate degrees in Banking Law, in cooperation with the Faculty of Law of the University of Coimbra.
- Universidade Autónoma de Lisboa - Observare (external Relations Observatory) - support to the investigation project "Metamorphosis of Violence".
- Associação Empresários pela Inclusão Social (EPIS) – programme “New good students – Mediators for academic success in the 3rd cycle”.

- Instituto de Ciências Sociais da Universidade de Lisboa - Doctorate in Climate Changes and Sustainable Development Policies.
- Confederação Nacional das Instituições de Solidariedade (National Association of Charitable Institutions): i) Studies in the social and economic impact on the charitable institutions (IPSS): “4 Estudos de Caso - Impacto económico-social das IPSS e proposta de estratégia de atuação para a sua maximização”; ii) Programme GOS – Gestão de Organizações Sociais (management of Social Organizations) – programme part of a partnership with the AESE - Escola de Direção de Negócios and ENTRAJUDA.
- The StartUp Programme (6th edition) of Junior Achievement Portugal - promoting the development of entrepreneurial programmes with university students, in which 40 students participated.
- Platform for a Sustainable Growth (PCS) – a project for the creation of a sustainable development model targeted at competitiveness. The research and consolidation of the data was carried out by the 400 members of PCS and the initiatives undertaken, involving around 1,500 participants.
- Instituto de Medicina Molecular (IMM) - grants for research into the treatment of brain tumours, through a three-year protocol (2012-2014).

## CHARITY

In a particularly difficult economic context, the Foundation increased its support for charitable activities.

- Portuguese Food Bank – in terms of food collection campaigns: i) support to the production of bags; and ii) donation for the purchase of tuna fish – 20,000 Kg.
  - Associação Portuguesa do Síndrome Asperger (APSA) - Project Casa Grande – A Support Centre providing services addressed to people with Asperger Syndrome, their family and the community in general. The Centre will directly help 53 people with Asperger.
- 
- Centro Doutor João dos Santos – i) Support for the 2013 Therapeutic Holiday Camp for children at risk, improving their communication and independence abilities. 46 children participated.
  - Publishing the book “Imagens para o Futuro” (Images for the Future), celebrating the 100th anniversary of the birth of Dr. João dos Santos, a noteworthy physician, psychoanalyst and professor. 1,000 copies were printed.
  - ACAPO- Associação dos Cegos e Amblíopes de Portugal – publishing a Braille version of the children's book “A Menina que Vivia no País Azul”, by Antónia Costa Rodrigues, who offered her author's rights to ACAPO.
  - Associação para o Estudo e Integração Psicossocial – Houses First project for homeless people. The programme intends to promote participants' independence and integration in the community. 50 people are assisted.
  - Make-A-Wish Foundation: Fulfilling the wishes of children and young people between 3 and 18 years old with serious illnesses.
  - Associação Vida Norte – support for activities that promote the social, professional and family inclusion of pregnant women at risk.
  - Associação Portuguesa de Pais e Doentes com Hemoglobinopatias – support for professional workshops for training/informing the family and health care providers of patients with haemoglobinopathies (325 people).
  - Instituto de Apoio à Criança - helping make children's services more humane so as to alter the behaviour of the people who deal with children on a daily basis. Training actions and support to create and maintain play areas that reach around 5,500 children.
  - Companhia de Jesus – Project Rabo de Peixe (Azores): camp for 200 children, mini-camp for 30 mothers and children and camp for 30 teenagers.

- Associação BUS - Bens de Utilidade Social – an institution that gathers for free several goods and provides them to institutions and families in need.
- Associação de Doentes com Lupus: supporting activities for raising awareness about Lupus in society and for the integration of patients. Igreja Paroquial de Nossa Senhora da Vitória – house for young people.

## PRODUCTS AND SERVICES

### MICROCREDIT

In Portugal, Millennium bcp's Microcredit continues to be recognised as an alternative funding source for entrepreneurs, playing a fundamental role in the current Portuguese context because it effectively fights unemployment, poverty and social exclusion. In 2013, the strategic focus of Millennium bcp's Microcredit continued to be a strong component of institutional disclosure, making the service more dynamic with local entities, closer to socially excluded populations in a methodical and systematic way, by: i) holding meetings, about 600, with institutions, Municipalities, Parishes and Schools; and ii) participating in about 160 events to promote employment and entrepreneurship, highlighting Microcredit's role as instrument to fight unemployment and social exclusion.

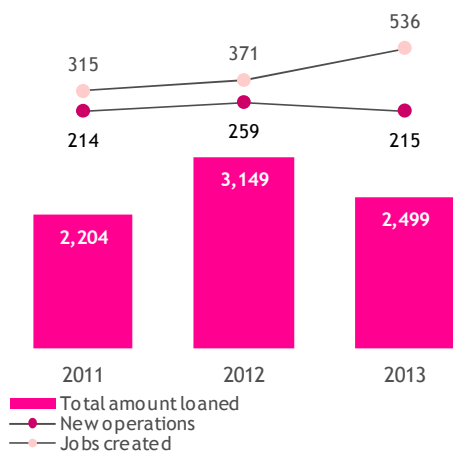
Millennium bcp's Microcredit signed 34 protocols of cooperation for entrepreneurship, and the financial intermediation protocol with the Associação Nacional de Direito ao Crédito (ANDC) was renewed, aiming to provide a specific Microcredit line.

To get closer to Micro-Entrepreneurs the Bank opened a new Microcredit Centre in downtown Lisbon, ensuring better access and greater visibility. The Bank once again awarded the Realizar Prize (2nd edition) – a Microcredit and Entrepreneurship Award that recognizes the entrepreneurial spirit, creativity, innovation and energy of Millennium bcp's micro entrepreneurs.

As a result of all the work carried out, Millennium bcp Microcredit financed 215 new operations, with a total credit granted amounting to 2.5 million euros, helping create 536 jobs. The credit volume granted to the 967 operations in the portfolio on 31 December 2013 was of 10.1 million euros, with outstanding principal of 7.33 million euros and 1.36 million euros in past due loans.

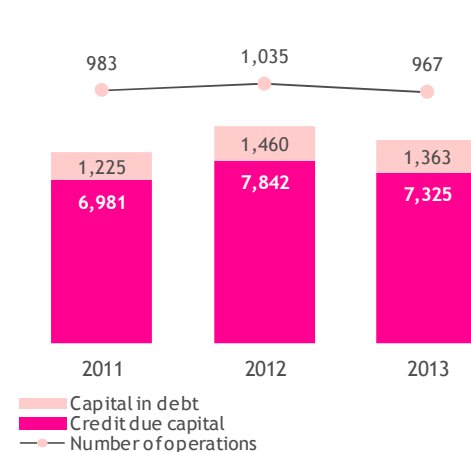
#### MICROCREDIT ACTIVITY

Thousand euros



#### MICROCREDIT LOAN PORTFOLIO

Thousand euros



The indicator - new operations - don't compare with previous years, updated the criteria.

### FINANCIAL ADVISORY SERVICE (FAS)

Aiming to support Customers struggling with financial difficulties, and to avoid defaults, the bank in Portugal focused on promoting and applying FAS packages. The Bank's concern continues to be proposing to Customers the most appropriate solution for their available budget, to ensure they can keep meeting their liabilities by reducing costs with credit payments.



As part of the FAS packs, in 2013 there were 44,883 amendments to contracts (16,795 real-estate loans and 28,088 in consumer loans) with a restructuring value of 1.6 billion euros (1.04 billion euros in real estate loans and 1.25 million euros in consumer loans).

## COMPANY SUPPORT SOLUTIONS

In Portugal, Millennium bcp has continued to strengthen its support to companies through protocol credit lines, matching the industry and the economy's specifics:

- Within the scope of the protocol established with the Instituto do Emprego e Formação Profissional (IEFP) and with the Mutual Guarantee Societies, the bank continued to provide support to investment projects involving the creation of companies by unemployed people, offering them subsidized credit lines, through the: i) Microinvest Line – which supported 31 entrepreneurs with a total 451,000 euros granted; and ii) Invest+ Line – which supported 17 entrepreneurs, with a total of 886,000 euros.

- Under the protocol signed with the Portuguese State through the Instituto Financeiro para o Desenvolvimento Regional (IFDR) and the Mutual Guarantee Societies, the Bank continued to grant the INVESTE QREN credit line to companies facing treasury management needs and that seek to implement investment projects. Millennium bcp funded 11 operations totalling 1.53 million euros.



- Designed for SMEs that intend to support investment projects or increase working capital, the PME Crescimento and PME Investe credit lines under the protocols signed with IAPMEI, PME Investimentos (Line Managing Entity) and the Mutual Guarantee Societies, allowed the Bank to fund 4,213 operations, amounting to 312.61 million euros.

- To support Agriculture and Fishing, the Bank signed a protocol with IFAP (Instituto de Financiamento da Agricultura e Pescas), to fund companies through the PRODER/ PROMAR and IFAP Curto Prazo credit lines. Millennium bcp funded 84 operations totalling 3.87 million euros.



- Credit lines resulting from a protocol established between Millennium bcp and Turismo de Portugal for the purpose of enabling companies to benefit from a credit line for projects aimed at the requalification of tourist complexes and the development of new tourist complexes, restaurants and leisure facilities. More than 460,000 euros in funding granted.

In Poland, support for small and medium-sized enterprises (SMEs) is granted as part of the of energyc and technological development plan, through POISEF (Polish Sustainable Energy Financing Programme) and technological credit, respectively:

- The POISEF Eko energy, managed by the European Bank for Reconstruction and Development (EBRD), allows companies to access funding for investment projects that increase the energy efficiency of the company and/or the use of renewable energies. The business receives professional advice from engineers and financial experts. 431 operations were executed, between credit and leasing, totalling 15.17 million euros.
- Technological loans, funding meant for the purchase of technology that allows companies launch new products, processes and services with significant improvements. With total funding of 5.36 million euros, 11 operations were granted.

In Angola, the Bank signed a Memorandum of Understanding with the Angolan Finance Ministry and the Economy Ministry that includes the offer of a subsidized credit product to Micro, Small and Medium-Sized Enterprises (MPME) and to individual Micro, Small and Medium-Sized Entrepreneurs (MPMES) certified by the INAPEM (Instituto Nacional de Apoio às Pequenas e Médias Empresas). This partnership allows the Bank to align its know-how and corporate objectives by increasing domestic production and internal investment, reducing imports and creating jobs. Millennium bcp funded 102 operations totalling 21.11 million euros.

## SOCIAL INCLUSION

In Portugal, for Entities that are part of the social industry, Millennium bcp provides the Non Profit Association Account, a current account with special conditions that requires no minimum deposit to open and has no maintenance and overdraft fees. 308 accounts were opened under these conditions. To ease the inclusion of institutions from the third sector in the financial system, a protocol was signed with the Instituto de Emprego e Formação Profissional, Cooperativa António Sérgio para a Economia Social and the Mutual Guarantee Societies, defining the Social Investe credit line to support the social economy. Millennium bcp funded 4 operations totalling 294,000 euros.



In order to include individual Customers (resident and non-resident) with low incomes in the financial system, the Bank provides the Minimum Banking Services Account, a current without associated costs. This account can be used with a debit card and through online banking. The provision of this service results from a protocol to implement Minimum Banking Services between the Portuguese Government, the Bank of Portugal and several Portuguese Banks. In 2013, 422 accounts were opened, 256 of which were new and 166 were conversions from other accounts.

## CHARITABLE CARDS

In Portugal, the credit cards issued by Millennium bcp continue to promote solidarity:

- Loyalty Programme - gives Customers the possibility of exchanging the points on the card into donations to charitable institutions. The Visa/Mastercard network and the Membership Rewards Programme from American Express gave over 5,500 euros to Cáritas Portuguesa, Liga Portuguesa Contra o Cancro, Unicef, Casa do Gaiato, Acreditar, Ajuda de Berço, Cerci and AML.
- The cards – Free Júnior, Prestige, Go!, Classic, Gold and M Ordenado – continued to allow their holders to take advantage of the partnership with ZON Lusomundo's movie theatres, offering two tickets for the price of one for the chosen film. In the last year, over 200,000 Customers took advantage of this offer.

In Poland, the WWF Millennium MasterCard, available to Customers since 2008, includes an environmental commitment. For each card subscribed, the Bank transfers half the first annuity and a percentage of each transaction to WWF in Poland (the World Wide Fund For Nature - a well known and one of the most influential NGOs working for environmental conservation). In 2013, more than 12,000 euros were transferred, totalling 1,715 cards, of which 724 were subscribed during 2013.



In Mozambique, the Bank provides the “Woman” debit card, for the female segment, which offers, in addition to discounts at a set of business establishments, health insurance that covers treatment expenses for breast and uterine cancer and childbirth health care.

## E-STATEMENT

Millennium bcp has contributed to decreasing the use and circulation of paper by sending e-statements and making regular communication campaigns by e-mail, to promote the subscription of this service. The service, which is more accessible, practical and rapid for Customers and which contributes to decreasing our ecological footprint, shows significant numbers: i)

in Portugal one third of the Customer base already subscribes to the service, and 53% of the statements issued were sent by e-mail; ii) in Poland, 73% of total statements were sent by e-mail; and iii) in Mozambique, the statements of credit cards provided through online Banking amount to 62%.

At ActivoBank the complete statement is always sent by e-mail unless the Customer explicitly requests otherwise and 96% of the Customers receive statements by e-mail.



## SRI FUNDS (SOCIALY RESPONSIBLE INVESTMENT)

Millennium bcp meets the needs of investors who consider it important to contemplate social and environmental risk factors in their financial investments, placing at their disposal, for subscription, Responsible Investment Funds.

In Portugal, the funds are available through: i) the Millennium bcp online platform – which sold 15 environmental funds, in the water and energy areas, totalling over 4.04 million euros in the portfolio, with total subscriptions on 11 of them above 160,000 euros; and ii) ActivoBank – which provided 16 investment funds, 7 of which were ethical funds and 9 were environmental funds. Of these 16 funds, by the end of the year 10 had participation units subscribed that totalled an amount in the portfolio above 650,000 euros.

In Poland, Bank Millennium also has a strong SRI funds offer, aimed at Prestige Customers. This offer focuses investments on businesses that incorporate within their principles environmental concerns, namely climate changes. Of the 5 funds available, 4 registered 21.3 million euros in subscriptions for the year.

## EMPLOYEES BENEFITS

BCP Group provides a set of social benefits to its Employees that go beyond what is required by law.



## HEALTH AND SAFETY

In Portugal, Poland and Romania, Millennium's Employees have medical clinics and a group of full time doctors, who ensure the provision of curative medicine, occupational medicine and medical assistance. Employees are also provided with a regular and broad medical check-up, largely surpassing what is defined by law for occupational medicine.

In Mozambique, Millennium bim provides: i) medical office, where, in addition to general medical appointments, Employees can also access some specialities and basic health care; ii) an HIV office, for the prevention and monitoring of this disease; and iii) a social support office, for counselling Employees with severe social needs.

### HEALTH SERVICES <sup>(1)</sup>

	2013	2012	2011	Change 13/ 12
<b>MEDICAL SERVICES</b>				
Appointed held	37,503	38,008	39,206	-1.3%
Check-ups made	9,192	10,810	10,775	-15.0%
<b>HEALTH INSURANCE</b>				
Persons covered	49,724	55,345	52,688	-10.2%

<sup>(1)</sup> Includes active and retired Employees.

In Portugal, for more complex health issues, the Employees, whether active or retired, their spouses and children also have access to healthcare at the Navarra Clinical University.

Regarding pandemics or other situations that may severely and broadly impact the health of the Employees, Millennium defines and discloses contingency plans together with the Bank's Medical Services and the local health authority.

BCP Group provides a workplace that enables its Employees to undertake their activities with minimum risk and maximum productivity. To guarantee these conditions, the premises are regularly monitored, there are occupational safety and health (HST) visits to the premises, to find and correct problems. In 2013, more than 370 visits were made in the Group.

In Romania, the Occupational Safety and Health Committee, composed of 9 Employees, decides on various issues related to the Employees' health and well being, analysing also proposals on the prevention of work accidents, occupational illnesses and introducing improvements in work conditions.

## CREDIT

Millennium's Employees have the possibility of obtaining credit for the acquisition of a permanent residence under special conditions. The credit is granted abiding by the credit risk assessment principles set by the Bank's regulations. Employees may also benefit from loans for social purposes that, among others, serve to meet credit needs for education or health expenses, repairs made in their own home or in a rented one and the acquisition of other goods and services of an exceptional nature.

### CREDIT TO EMPLOYEES <sup>(1)</sup>

Million euros

	2013		2012		2011	
	AMOUNT	EMPLOYEES	AMOUNT	EMPLOYEES	AMOUNT	EMPLOYEES
<b>MORTGAGE</b>						
In portfolio	911.8	11,527	1,007.8	12,292	1,067.4	12,784
Granted in the reporting year	20.8	336	31.0	437	58.6	710
<b>SOCIAL PURPOSES</b>						
In portfolio	22.7	3,814	25.0	4,695	28.9	4,911
Granted in the reporting year	8.1	1,316	9.1	1,206	9.2	1,140

<sup>(1)</sup> Includes active and retired Employees.

In Portugal, Employees with term contracts do not have access to the specific conditions of the credit lines for the acquisition of a permanent residence or to loans for social purposes. Part-time Employees have access to the benefits common to all, but whenever those benefits are related to the number of working years, the value of the benefit is computed based on effective work time.

## SUPPORT FOR EDUCATION

BCP Group continued to promote academic qualification, providing financial support to Employees who, by their own initiative, wish to get undergraduate degrees, post-graduate degrees or executive training equivalent to a post-graduate degree or a masters degree, which is relevant for their careers and the Group. In 2013 over 2,000 Employees received this support, borne by the Bank, of more that 60% of the expenses. The Bank also continued to provide foreign language courses, mostly English.

In Portugal, in terms of education and through monthly subsidies, the Bank also supports: i) Employees who qualify as Student-Employee, granting a total of 16,333 euros, to 96 Employees; ii) Employees with children of school age, supporting 5,329 Employees, totalling 1.75 million euros; and iii) children of deceased Employees of school age, supporting 159 children and young people with 324,756 Euros.

## CULTURE AND LEISURE

In Portugal and in Mozambique, all Millennium Employees have access to various benefits through the Millennium bcp Club and the MilleVantagens Programme, respectively, by means of business partnerships for advantageous conditions in several areas: health and wellbeing, education, culture and leisure, travel and transportation, hotels, clothing and telecommunications. It is anticipated that in 2014 will be also released a similar project in Angola.

In Portugal, Employees and/or family members who become members of the Millennium bcp Club have available a set of cultural, leisure and sports activities to enjoy in their free time. In 2013, over 290 events were held that had 11,560 participants. In terms of training, 15 courses were held with a total of 290 participants. With the money collected at the entrance of the Christmas Celebration, a donation of 11,500 euros was given to the Centro Social e Paroquial de Nossa Senhora da Vitória, in Oporto. Including active and retired Employees and their family members, the Millennium bcp Club currently has over 37,000 members.

The Employees who work at Tagus Park have available a free daily bus service for travelling to and from Lisbon.

In Poland, Employees who are members of MilleKlub, a recreational club that promotes initiatives outside work hours - sports, travel, culture and art projects -, can submit ideas / initiatives within these areas and manage them to completion, with the possibility of co-funding of up to 50% of the project. In 2013, 2,746 Employees benefited from this support, being able to accomplish their projects.

## SUPPLIERS

At Millennium bcp, the selection process of Suppliers obeys criteria of global competence of the company, functionality and flexibility of the specific solutions to acquire and continuous capacity of providing the service, which assumes financial soundness and compliance with the sustainability rules set forth. In all the Group's operations, preference is given to purchasing from Suppliers of the respective country, registering 93% in payments to local Suppliers.

The Bank's main Suppliers are companies that publish their economic, environmental and social performance, assuring a responsible purchase of goods and services.

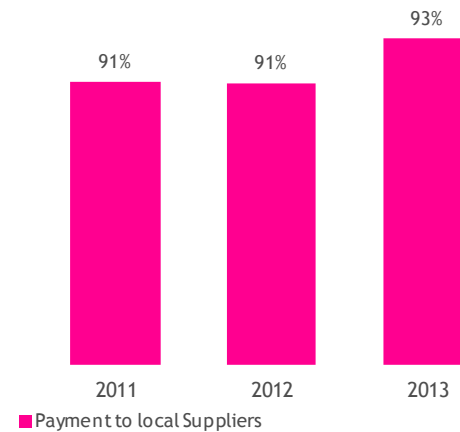
In Portugal and Poland, certain supply contracts define sustainability commitments, namely related to labour practices. Presently, in Portugal, 465 Suppliers subscribe to these commitments, 80% of which are subject to continuous monitoring.

As part of the evaluation, Millennium bcp's Suppliers are subject to a permanent process, based on: i) the relationship they maintain with Technical Competence Centres; ii) performance assessment actions and on the identification of improvements; and iii) existing decision-making processes to execute investments and renew contracts.

The Bank has tools and methodologies that enable it to check and make payments to Suppliers within the terms defined in the contracts, 30 days in most countries.

### SUPPLY CHAIN

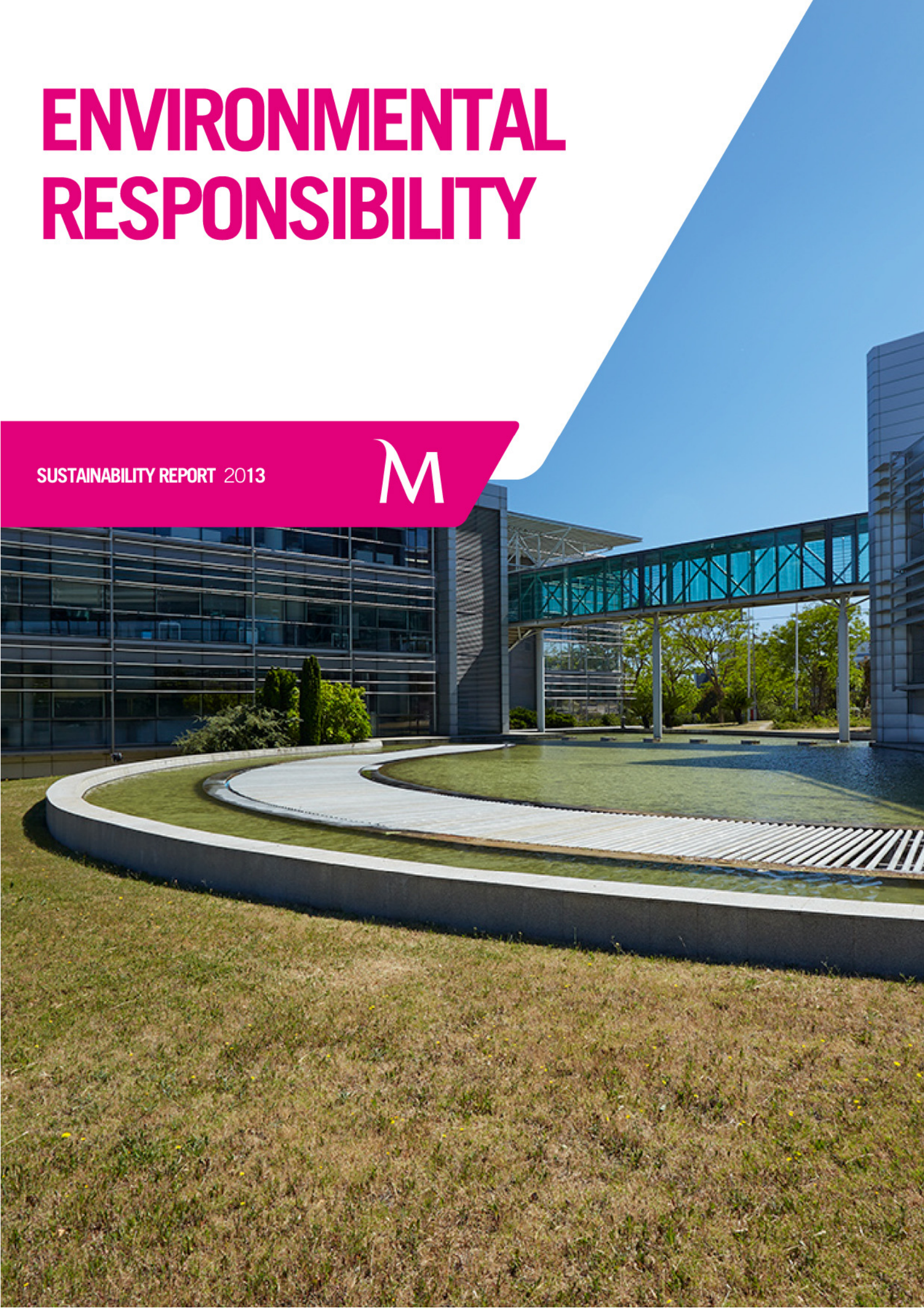
Percentage



■ Payment to local Suppliers

# ENVIRONMENTAL RESPONSIBILITY

SUSTAINABILITY REPORT 2013



## ENVIRONMENTAL RESPONSIBILITY

BCP Group, aware of its environmental impacts, continued its effort to minimise its ecological footprint by promoting the best practices in reducing electricity use, greenhouse gas emissions and consumption of natural resources.

In Portugal, within environmental commitment, Millennium bcp defined goals for reducing ecological footprint for 2014, 3% for paper and cardboard, 4% for water consumption, 11% for electricity consumption and 3% for CO<sub>2</sub> emissions.

Based on a continuous improvement rationale, the Bank is the path to Eco efficiency, and investing in two large areas:

- **Optimisation of processes and equipments** – Investments to improve the Bank's processes and its equipment and infra-structure.
- **Environmental awareness** – Involving Employees and Customers in the adoption of more responsible environmental practices.

## OPTIMISATION OF PROCESSES AND EQUIPMENTS

To produce more and better with less, Millennium invests in the continuous optimisation of its processes and activities and in the renewal of its equipment and infra-structure. All actions are carried out based on rigorous cost-benefit analysis and have as fundamental premise maintaining the quality of the service provided and increasing the satisfaction of the Bank's Customers. By investing a large part of resources available to minimise environmental impacts, optimising processes and improving equipments and infra-structures, the Bank saves water, materials and energy and subsequently has less greenhouse gas emissions.

## PORTUGAL

In Portugal, in 2013 and similarly to the work being carried out in previous years, several measures were put in place to reduce the Bank's electricity use and increase energy efficiency, achieving significant average monthly reductions of consumption.

All energy efficiency measures in place allowed estimated savings of around 2,600 MWh corresponding to

IMPLEMENTED MEASURES	Monthly reduction
Adjustment of the schedules of functioning of the interior illumination of the buildings in the Tagus Park	3,875 kWh
Optimization of the parameters of functioning of the equipment of cold water production for the conditional air systems	7,576 kWh
Optimization of the functioning of the ranks of transformation in the installations equipped with more than what a transforming one	29,167 kWh
In the building of the August Street it was proceeded the installation from systems of recovery of heat in the three main units of air	13,750 kWh

an estimated reduction of greenhouse gas emissions of 778 tCO<sub>2</sub>eq.

At Tagus Park and at 53 branches, the Bank started a diagnosis, which will take place over 24 months, of energy consumption of the infra-structure and heating, ventilation and air conditioning systems (HVAC), aiming to manage them more efficiently and reduce consumption.

As part of the efforts to reduce energy consumption, the policies in place regarding Employee travel, as a result of budget restraints, resulted in video and audio conferences becoming an everyday practice for Bank Employees, registering an expressive increase (161%) in the number of Employees who participated

in Webex sessions, rising from 4,905 participants in 2012 to 12,794 in 2013. The collective transportation of Employees to Tagus Park, by bus, registered a 2% increase in demand in terms of average daily number of passengers.

In 2013, the Bank continued to strive to use less paper, with 53% of statements being sent by e-mail, a 12% increase compared with 2012. The Bank also recorded an increase in online bank slips, which now represent 91% of all bank slips issued. In the large majority of documents issued, both for Customers and Employees and internal administrative processes (statements, bank slips, salary receipts, account opening and mortgage loans documents), there was a clear preference for digital documentation, with around 84% of documents being issued in soft copy.

#### Programme “Ser Lean DO (Being Lean OD)” (Operations Division)

In 2013, Millennium bcp strengthened the continuous improvement programme for procedures “Being Lean OD”, created in 2010 for the purpose of promoting operational excellence (optimising processes). This helped spread a culture of continuous improvement (Lean) amongst the Bank’s Employees.

Through an IT application to support the management of the continuous improvement and of the work methods based on: mapping procedures; work standardisation; Root Cause Analysis and visual management, the Programme was able to identify around 1,400 opportunities to improve the quality of the procedures and/or decrease related costs. Presently, the Being Lean OD programme involves around 800 Employees and in 2013 it was broadened to include the Financial Operations Department and the Human Resources Division.

In 2014 the Lean Academy was created with the goal of applying the Lean methodology to other Bank’s Divisions and to ensure the necessary support in the teams where this approach has already been implemented. The Academy consists of a team of permanent support and various implementation teams, which will promote the optimization of processes in the areas, ensuring a strong support to the “Lean Agents”, Employees who have the role of agents of change, in the dissemination of the Lean spirit and in the implementation of Sustainability tools.

Globally, the Being Lean OD programme led to an estimated decrease of 1.6 million paper sheets in 2013 and helped release 130 m<sup>2</sup> of physical space.

## POLAND

Bank Millennium continued its effort to reduce energy consumption and minimise greenhouse gas emissions, accomplishing several actions and good practices, namely:

- The continuous monitoring of energy consumption in branches continued through invoice control, creating a ranking of branches according to energy consumption. Whenever possible and economically viable the bank applies the improvement recommendations issued by energy audits.
- Within the scope of IT equipment, besides replacing older computers for new ones with 33% less energy consumption, the Bank continued to invest in the Verdiem project and in the Computer Cloud Programme, both launched in Poland in 2012. Project Verdiem, through the technological installation that enables the centralised management of IT equipment, placing them on stand-by and off-mode in periods when they are not being used, enabled a global decrease of energy consumption of around 40%. The Computer Cloud, which consists in making the Bank’s data centres virtual, enables savings of up to 20% in the energy consumption of these devices.
- Regarding the vehicle fleet and following the programme for replacing older cars for new cars meeting the Euro 5 regulation, burning less fuel and with lower CO<sub>2</sub> emissions, in 2013 the Bank was able to have 78% of its cars meet the Euro 5 regulation.

In terms of water management and similarly to what is being done in terms of electricity, Millennium Bank continuously monitors the water consumption of the branches by controlling invoices. The branches are ranked according to consumption and those that have higher consumption are audited. Whenever possible and economically viable the Bank applies the improvement recommendations resulting from the audits.

The decrease in the use of materials, especially paper, translated into several actions, namely:



- Creation of the “8 in 1” contract for a package of basic products for new Customers. With this contract, a new Customer who purchases several services with the Bank receives only one contract, instead of one per product, thus reducing the consumption of paper, ink and toner cartridges.
- Control, in a more detailed manner, of the distribution of materials for advertising campaigns within the scope of the quantities required and necessary, for the purpose of decreasing the costs of these campaigns as well as paper consumption.

In Poland, the Bank also aimed to decrease of paper and plastic use through a mechanism for controlling the purchase of materials, in place since 2012.

## OTHER COUNTRIES

In all the other countries where Millennium operates, though less representative in terms of size and consequently in terms of environmental impacts due to energy and natural resources consumption, there are also concerns that are common to all, such as: energy consumption; paper consumption; Employee travel.

Romania is shrinking its car fleet and decreasing the number of trips Employees make. The bank also established practices to reduce materials consumption such as re-using cardboard boxes and the existence of specific software in printers to prevent the occurrence of undesired printing.

Millennium bim in Mozambique undertook efforts to cut down on hard copies, sending about 65% of statements to Customers by e-mail.

In Angola, branches were fitted with timers that shut down the main energy-guzzling equipment in non-working hours, thus contributing to save energy and costs.

## ENVIRONMENTAL AWARENESS

The Employees' environmental awareness has been considered by Millennium as strategic in decreasing the Bank's environmental impacts.

### PORTUGAL

In Portugal, Employee awareness was raised to the importance of adopting a more responsible environmental attitude through the continuous communication programme “Green IT”, in place since 2010, with the goal of decreasing the Bank's main consumptions with environmental impact and simultaneously reducing costs. In 2013, as part of the communication plan, highlight also include, in addition to the regular disclosure of environmental information to raise the Employees' awareness on the website and in all the newsletters “IT's our News”, the production and disclosure of the Green IT newsletter – “We all can make a difference”, focusing the importance of the Employees in the effort to cut down energy and resources consumption. The programme "Consumption Dashboard" continued to be applied, enabling the control of the number of print-outs made in all the Bank's divisions and a campaign was launched on the IT portal to cut down 20% of the prints in the IT Division, achieving a 28% decrease.

### POLAND

In Poland, Bank Millennium took part, for the fourth consecutive year, in the world wide initiative “Earth Hour”, shutting down advertising signs in branches and in buildings for one hour as a signal to the general community on the impacts caused by man's actions. The Equitrac programme, created in 2012 to control and report on the number of print-outs ordered by the Employees, continued to raise awareness to the importance of decreasing paper usage.

#### Customer awareness

In 2013, Bank Millennium launched an advertising campaign in the social media to promote Customer investment in energy efficiency projects, as part of the Polseff programme. The programme, managed by the European Bank for Reconstruction and Development (EBRD), was created for the purpose of supporting projects that promote energy efficiency.

### Environmental Manual for Customers and Employees

An environmental manual was launched to raise Customer and Employee awareness for the importance of decreasing the main environmental impacts of resources consumption. Encompassing issues such as recycling electronic devices, as well as the responsible use of resources such as water, energy and raw materials, the manual is a practical tool to cut back on environmental impacts.

## ECOLOGICAL FOOTPRINT

Millennium regularly monitors a set of environmental performance indicators that measure the level of eco-efficiency of the Bank against. The main resources consumption with environmental impact, namely: water, energy, greenhouse gas emissions and materials.

In 2013, the main environmental impact consumption, when analyzed in total reduced, reflecting the continuous Bank's effort to improve their eco-efficiency. However when we analyze the environmental performance indicators expressing the Bank's consumption per Employee, there is a slight increase in energy consumption, in materials and in greenhouse gas emissions. This increase is due to the overall reduction of the number of employees of the Millennium bcp between 2012 and 2013.

MILLENNIUM GROUP ECOLOGICAL FOOTPRINT BY EMPLOYEE <sup>(1)</sup>

	Unit	2013	2012	2011	Change 13/ 12
<b>CONSUMPTION BY EMPLOYEE</b>					
Ink cartridges and toners	kg	1.8	1.8	1.7	3.2%
Paper <sup>(2)</sup>	kg	70.8	70.7	72.3	0.1%
Plastic <sup>(3)</sup>	kg	4.7	4.5	3.8	5.1%
Water (Human consumption) <sup>(4)</sup>	m3	19.1	19.5	18.0	-2.2%
Electricity <sup>(5)</sup>	MWh	6.6	6.5	6.8	0.7%
Total Greenhouse Gas emission	tCO2eq	4.4	4.1	3.6	6.8%

<sup>(1)</sup> Includes Portugal, Polónia, Greece (2011 e 2012), Romania, Mozambique, Angola (2012 e 2013).

<sup>(2)</sup> Indicator strated to enclose the external paper consumption.

<sup>(3)</sup> Excludes Mozambique, Romania in 2011 and Greece in 2011 and 2013.

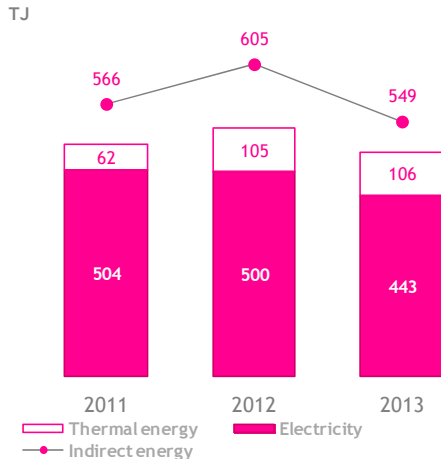
<sup>(4)</sup> Excludes irrigation water and cooling towers. Excludes Switzerland.

<sup>(5)</sup> Includes cogeneration power plant.

## ENERGY

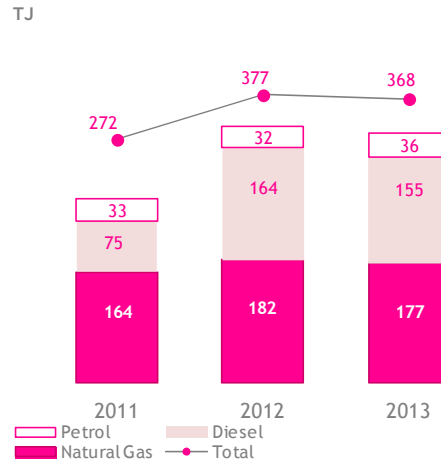
In terms of energy, Millennium monitors the direct and indirect consumption of energy. The use of indirect energy, which corresponds to the electricity and thermal energy acquired, met 60% of the Bank's energy needs in 2013.

INDIRECT ENERGY CONSUMPTION <sup>(1)</sup>



<sup>(1)</sup> Includes electricity consumption for Portugal, Poland, Greece (2011 and 2012), Romania, Mozambique, Switzerland (2013) and Angola (2012 and 2013). Includes thermal energy in Poland and central co-generation in Portugal.

DIRECT ENERGY CONSUMPTION <sup>(1)</sup>



<sup>(1)</sup> Includes Portugal, Poland, Romania, Mozambique, Angola (2013) and Greece (2011 and 2012).

The consumption of indirect energy went down 9% compared with 2012. This significant decrease in indirect energy consumption occurred mainly due to the 11% decrease verified in Portugal in the consumption of electricity, caused by the energy efficiency measures in place and by closing 70 branches and two back office buildings. Poland and Romania also contributed to decreasing indirect energy use in the Bank, due to the decrease of electricity consumption by 2% and 20% respectively, compared with 2012. Globally, the Bank decreased electricity consumption by 11%.

In Portugal, the co-generation central in Tagus Park decreased its energy production by 6% compared with 2012, producing 16% of all the electricity used in Portugal.

Millennium's direct energy consumption corresponds to the energy the Bank consumes through the fossil fuels purchased, namely diesel, gasoline and natural gas. The Bank's consumption of direct energy dropped 2%, due to the 8% decrease in energy consumption in Portugal. Total direct energy use in Portugal represents around 57% of total consumption of this type of energy in the Bank. The decrease registered in Portugal was caused by the decrease in consumption of all fossil fuels, especially natural gas with a 4% decrease. The reductions registered in Portugal in the consumption of direct energy are justified by the decrease in the number of branches and back office buildings and by the decrease in the vehicle fleet, especially cars with gasoline engines. Also contributing to the reduction of the Bank's direct energy consumption was the 6% reduction verified in Angola in the diesel consumption for equipment, which represents 21% of all direct energy consumed by Millennium. The high diesel consumption for equipment in Angola results from the necessity to produce electric energy through generators due to the interruptions of the supply on the part of the public grid.

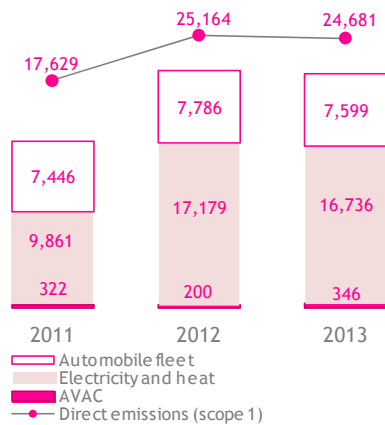
## GREENHOUSE GAS EMISSIONS

As part of the effort to decrease greenhouse gas emissions and fight climate change, Millennium computes and monitors its carbon footprint and takes part every year in the Carbon Disclosure Project (CDP), having already participated five times.

The Bank's carbon footprint follows the decreasing trend recorded for the consumption of direct and indirect energy, with total greenhouse gas emissions down 6% compared with 2012.

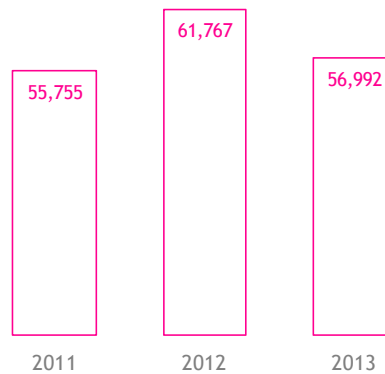
- Scope 1 emissions result from the use of fossil fuels, namely: gasoline; diesel and natural gas (direct energy) and leaks from HVAC equipment. Scope 1 emissions contributed 30% of all emissions from Millennium (24,681tCO<sub>2</sub>eq), 2% less than in 2012, reflecting the 2% decrease recorded in the consumption of direct energy.
- Scope 2 emissions, totalling 55,691tCO<sub>2</sub>eq, represent 69% of Millennium's greenhouse gas emissions, mainly caused by the consumption of indirect energy, the Bank's energy consumption standard. Compared with 2012, emissions were down 8%, due to the 9% decrease in the use of indirect energy. The emission reduction was less than the variation of indirect energy consumption, due to the worsening of the emission factor associated to the purchase of electricity in Portugal.

**DIRECT GHG EMISSIONS (SCOPE 1) <sup>(1)</sup>**  
tCO<sub>2</sub>eq



<sup>(1)</sup> Includes Portugal, Poland, Romania, Mozambique, Angola (2012 and 2013) and Greece (2011 and 2012).

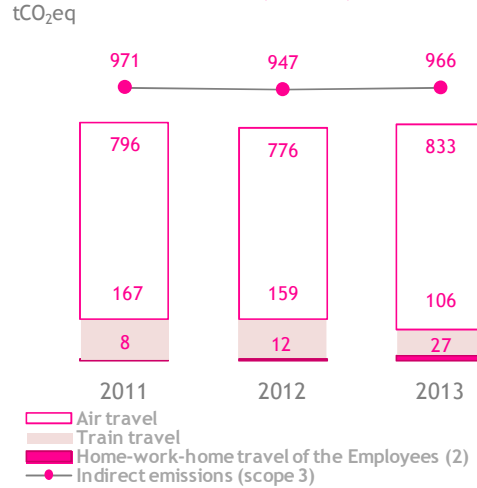
**INDIRECT GHG EMISSIONS (SCOPE 2) <sup>(1)</sup>**  
tCO<sub>2</sub>eq



<sup>(1)</sup> Includes the electricity and thermal energy acquired emissions in Portugal, Poland, Romania, Mozambique, Switzerland (2013), Angola (2012 and 2013), Greece (2011 and 2012).

▪ Scope 3 emissions are those resulting from Employee commuting as well as train and airplane travel for business purposes. These increased 2% compared with 2012, due to the higher number of air travel for work purposes by Employees in Portugal and Poland. The emissions resulting from Employee commuting also increased due to the higher number of buses for collective transportation between Lisbon and Tagus Park.

**INDIRECT GHG EMISSIONS (SCOPE 3) <sup>(1)</sup>**

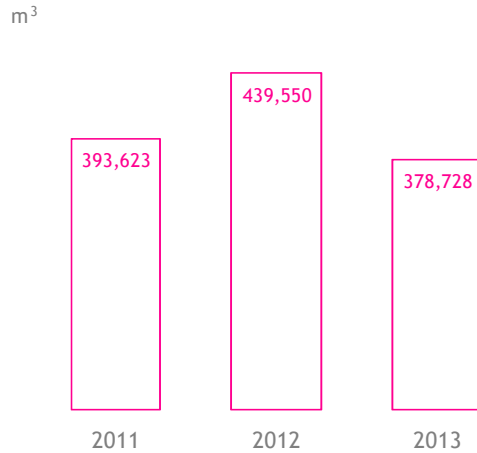


<sup>(1)</sup> Includes emissions in Portugal, Poland and Romania. <sup>(2)</sup> Includes Home-work-home travel emissions of the Employees for Portugal.

**WATER**

Total water consumption at BCP Group declined 14% compared with 2012 due to the decrease verified in Portugal (8%), Mozambique (19%), Poland (15%) and Angola (8%). In Portugal, Millennium bcp consumes water from the public network and from the rainwater collection system at Tagus Park, used exclusively for watering green areas. In 2013 water consumption from these two sources amounted to 209,437 m<sup>3</sup> and 2,226 m<sup>3</sup> respectively.

**WATER CONSUMPTION <sup>(1)</sup>**

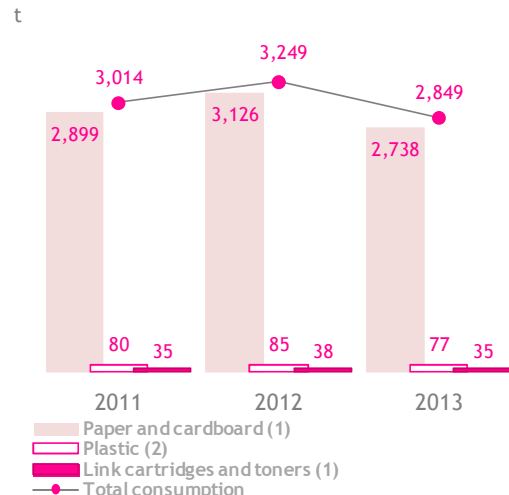


<sup>(1)</sup> Includes Portugal, Poland, Romania, Mozambique, Greece (2011 and 2012) and Angola (2012 and 2013)

**MATERIALS AND WASTE**

In 2013, the Bank decreased its consumption of the main materials, namely paper and cardboard, plastic and ink and toner cartridges, by 12% compared with 2012, due to a general decrease in most countries. The most significant materials used by the Bank in terms of quantity are paper and cardboard, which decreased by 12%, as a result of the initiatives to use digital documents implemented in all the countries, leading to a total decrease of paper and cardboard consumption in Portugal (11%), in Poland (20%), in Romania (12%) and in Angola (8%). Similarly, the consumption of plastic and ink and toner cartridges went down by 9% in both cases.

**MATERIALS CONSUMPTION**



<sup>(1)</sup> Includes Portugal, Poland, Romania, Mozambique, Greece (2011 and 2012), Angola (2012 and 2013) and Switzerland (2013). <sup>(2)</sup> Includes Portugal, Poland, Greece (2012), Romania (2012 e 2013), Switzerland (2013) and Angola (2012 e 2013).

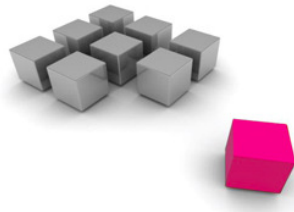
In terms of waste, Millennium has agreements with entities specialised in collecting, transporting and reusing the main types of waste materials, namely: paper and cardboard, plastic and ink and toner cartridges. In line with the reduction recorded in the use of materials, waste production also decreased in Portugal and abroad, by 17% and 13% respectively. In Portugal, the most significant decrease in waste produced between 2012 and 2013 was in terms of paper and cardboard, due to the nationwide collection of waste from the branches' archives for destruction in 2012, which increased significantly the amount of paper and cardboard disposed of that year.

## WASTE PRODUCED BY THE MILLENNIU GROUP

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	Paper and cardboard			2013	Plastic			Ink cartridges and toners		
	2013	2012	2011		2012	2011	2013	2012	2011	
Activity in Portugal	704.7	859.9	661.1	60.6	66.6	65.1	22.8	24.2	26.0	
International activity <sup>(1)</sup>	505.3	579.9	703.2	15.6	17.6	14.9	2.3	4.5	3.8	
<b>TOTAL</b>	<b>1,209.9</b>	<b>1,439.9</b>	<b>1,364.3</b>	<b>76.2</b>	<b>84.2</b>	<b>80.0</b>	<b>25.1</b>	<b>28.7</b>	<b>29.8</b>	

<sup>(1)</sup> Poland, Romania and Greece (2011 and 2012).



**A VISION THAT UNITES,  
A COMMITMENT THAT DISTINGUISHES**

# METHODOLOGICAL NOTE

## SCOPE OF THE REPORT

The scope of the indicators reported is international and included the following operations in 2013: Portugal, Poland, Romania, Mozambique, Angola and Switzerland.

## REPORT LIMITATIONS

Most quantitative indicators have records that go back three years. The most significant limitations of the report are related to the comparison and analysis of the indicators' evolution.

In 2010 began the reporting of Angola and Switzerland operations, to the economic and social indicators, and are not directly comparable with reported in the 2009 sustainability report.

In 2013 we proceeded to the recalculation of all environmental data presented in 2012, in order to include the absolute values of Angola and so enable comparability with the Bank values reported in 2013. In 2013, failed to report Greece, operation however alienated. Thus, much of the annual variations of the indicators should be interpreted as and may be impacted by the Greek operation output BCP Group.

## CALCULATION CRITERIA

### Social Indicators

#### Rotations

New hire rate = (number of new Employees hired) / (total number of Employees) \*100

Internal mobility rate = (number of Employees in internal mobility processes) / (total number of Employees) \*100

Turnover rate = (number of Employees that left the company) / (total number of Employees) \*100

#### Absences

Absenteeism rate = (total number of workdays with absences recorded) / (48\*5\*total number of Employees) \*100

#### Health

Workplace injury rate = (number of Employees that were injured while at work) / (total number of Employees) \*100

48\*5\*total number of Employees – maximum work potential in the organisation per year, wherein 48 represents the number of work weeks and 5 represents the number of working days per week.

## Environmental Indicators

### Energy

**Consumption of natural gas and liquid fuels** – Total estimated based on the purchase of these fuels. The FHV (Fuel Heating Value) of the fuels used to compute energy is based on the Global Reporting Initiative, available at [www.globalreporting.org](http://www.globalreporting.org), and APA (Portuguese agency for the environment), available at [www.apambiente.pt](http://www.apambiente.pt).

**Consumption of electricity** – Total estimated based on the electricity bills.

### Greenhouse Gas Emissions (GHG)

**Scope 1 Greenhouse Gas Emissions (resulting from the consumption of direct energy)** - the factors for the emissions of liquid fuels and natural gas used were provided by the Green House Gas protocol (GHG Protocol), available to the public at [www.ghgprotocol.org](http://www.ghgprotocol.org).

**Scope 2 Greenhouse Gas Emissions (resulting from the consumption of indirect energy)** - the estimated values are based on the consumption of electricity and thermal energy by Millennium bcp and the national emissions factors were computed using the national energy mix. For Portugal, the emissions factors used were the ones made public by EDP Comercial, available at [www.edp.pt](http://www.edp.pt).

For international operations, the Bank used the emission factors of the 2009 Green House Gas Protocol, available at [www.ghgprotocol.org](http://www.ghgprotocol.org), and the data for the 2011 national energy mix of the International Energy Agency – Statistics and Balances of OECD and NonOECD Countries, available to the public at [www.iea.org](http://www.iea.org)

**Scope 3 Greenhouse Gas Emissions (resulting from train and airplane travel and Employee commuting)** - the emission factors for bus, train and plane travel used were provided by the Green House Gas protocol (GHG Protocol), available to the public at [www.ghgprotocol.org](http://www.ghgprotocol.org).

### Water

The total consumption of water is estimated based on the analysis of the water meters and on the financial data.

### Materials

**Consumption of paper and cardboard** – Total estimate based on the purchase of these materials and numbers in stock records. The weight of the paper units were found using standard paper measurements issued by the ISO 216 standard.

**Plastic consumption** - Total estimate based on the purchase of these materials and numbers in stock records. The calculation of the amount of plastic used in Bank cards was based on the number of cards issued for Customers and on the standard weight of a card.

**Consumption of ink and toner cartridges** – Total estimated based on the purchase of these materials. In Portugal, the values reported include ink and toner cartridges used by the Bank through Xerox.

### Waste

**Paper and cardboard** – the total amount produced is the sum of the quantity sent for recycling and an estimated amount of waste produced from paper/cardboard consumption that is not usually meant for archiving or for Customers.

**Plastic** - estimate of the amount of waste produced from water bottles and plastic office supplies, which are not usually meant for archiving or for Customers.

**Ink and toner cartridges** – the Bank considered that the total produced corresponds to consumption.

## SUSTAINABILITY INDEXES

In 2013, BCP Group integrated sustainability indexes.

In Portugal, under the appraisal conducted by the Environmental, Social & Governance (ESG) Analyst "Vigeo", a European leader in the appraisal of sustainability and social responsibility: i) Millennium bcp returned to the "Euronext Vigeo Europe 120", "Vigeo Eurozone 120" and "Ethibel Excellence Europe" indexes, which include, respectively, the 120 and 200 European companies with best performance on matters of sustainability; ii) Millennium bcp was also placed in the "Ethibel EXCELLENCE Investment Register", a recognition that reflects the excellent performance of Millennium bcp in exercising Sustainability on the market and among potential Investors. As a result of the appraisal conducted by the ESG Analyst "Sustainalytics", a multinational reference analyst in the area of sustainable development, Millennium bcp was placed in the "STOXX Europe Sustainability" and "EURO STOXX Sustainability" indexes.

In Poland, Bank Millennium is part of RESPECT Index for the fifth time. The project, run by the Warsaw Stock Exchange in cooperation with the Association of Stock Exchange Issuers and the Deloitte auditor, aims at selecting companies, which are managed in a responsible and sustainable way. The index comprises companies listed on the Warsaw Stock Exchange, which comply with highest standards for corporate governance, information governance and investor relations as well as environmental, community and Employee relations.







Millennium commitment to Sustainability and Corporate Social Responsibility.



Exhibition "Arte Partilhada " Naturalist Painting Collection at Millennium bcp, Portugal.



Ceremony of "Respect INDEX" diplomas, Poland.



Fountain inauguration in Tete province, program "Mais Moçambique Pra Mim", Mozambique.



Exhibition " A Sardinha é de Todos ", Millennium Gallery, Portugal.



Internal campaign "Papel por Alimentos", Food Bank, Portugal.



5th national public collection of batteries in favor of the Portuguese Institute of Oncology



Millennium bcp volunteers participates in food collection campaign from Food Bank, Portugal

## 2013 Sustainability Report for 2013

For any subject related to the Sustainability of Millennium bcp, and particularly the contents of this report, please use the following e-mail address:

[sempremelhor@millenniumbcp.pt](mailto:sempremelhor@millenniumbcp.pt)

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This report is included in the perimeter of verification of Millennium bcp Sustainability information, performed by KPMG in Portugal, about 2013 activity.

For more details see the scan report, included in the annual report.

May 2014



