

TEB HUMAN RESOURCES GROUP

Human Resources Policy

The underlying objectives in TEB's human resources activities are to be one of the best examples of excellence in human resources practices in the financial services sector, to manage all human resources related processes actively so as to provide itself with a competitive edge and to support the Bank's human resources performance through coordination of the overall effort.

TEB's Human Resources group strives to

- ensure that the TEB Group is always prepared for change, while maintaining its organizational structure dynamic in line with the Group's strategic plans and targets,
- ensure that the TEB Group, within the framework of TEB's Talent Pool, recruits individuals of the highest level of education with entrepreneurial talent and potential to develop themselves and their jobs, and who are well trained, innovative and like change, who are energetic, dynamic, adaptable to teamwork and able to adopt and lay claim to TEB's corporate values,
- support the personal and professional development of TEB employees through development programs determined in accordance with their career roadmaps in order to ensure the use of the Bank's human resources in the most effective and efficient manner, in line with TEB's targets and strategies,
- contribute to the development of Bank employees in line with TEB Group's targets and strategies within the framework of the approach entitled "continuous learning and development with the TEB Formation Academy", which considers training and development as an investment in human resources,
- raise Bank executives from within TEB and preferentially evaluate in-house applications for new positions,
- focus on various systems of awarding with the Performance Evaluation System by improving individual and team performance through processes and systems that increase quality at all times, and

- offer equal opportunities and facilities to everyone in line with their career roadmaps.

With these practices, TEB Human Resources provides swift and effective support to all employees in all human resources related matters, while playing a key role in further raising the efficiency and performance of TEB branches.

In striving to achieve its strategic targets, TEB's most important asset is its human resources.

At the end of 2011, the Bank had 9,356 employees on its payroll and a total of 507 branches. Of TEB's employees, 61.2% are university graduates, 5.4% hold a master's degree and 0.1% have a doctorate.

An average of 40 hours of training was provided per employee in 2011.

We have combined our strengths

Following the TEB-Fortis merger in 2011, human resources practices and processes were reviewed so as to provide maximum benefit to employees. New HR principles and policies that are objective and comply with business legislation were determined by listening to the opinions of people and institutions that are experts in their own areas. The new HR regulation was shared with all employees. Employees were supported with training on the new system and practices, while close contact was established with employees to create the new TEB spirit.

A list of measures was set out to prevent any problems for customers of the Bank that might have arisen in adapting to the new organizational structure. Within this framework, all work related to titles, duties, authorizations and signatures were successfully completed.

The "Mobility Center" entered operation, matching the positions required by the new organization with employees' capabilities and expectations from a single point and in an effective manner.

Thanks to the E-jobs application, open positions in BNPP and TEB were shared with employees and new career opportunities were offered.