

## Training and education helps to build a better world

As part of its commitment to creating a healthy working environment, Caixa Geral de Depósitos (CGD) carried out a wide-ranging review of the most common issues and causes of psychomental problems, based on questionnaires, medical interviews, performance assessment and absenteeism. As a result, several significant projects were set up. Training programmes were introduced, covering behaviour, negotiation and management. Through Blended-learning, CGD promotes the personal and qualitative development of employees, giving them encouragement and support when studying for further qualifications.

Performance assessment was implemented as an open communication process, contributing to a culture of personal responsibility. The Board began holding open, monthly meetings with central departments to underpin their understanding of the socio-economic environment, strengthen internal communication and Group integration. All information is accessible on the company Intranet.

Other CGD initiatives include the creation of a network of 490 media libraries in Portuguese-speaking countries, specialising in economic, financial and management information and providing free Internet access. CGD employees also have access to cultural, artistic and scientific events through a dedicated Culturgest service.

Another activity is Project NAVEG@R – a special credit line for the acquisition of computer software and hardware, aimed at assisting employees and their families to take advantage of the communication and information capabilities provided by new technologies.

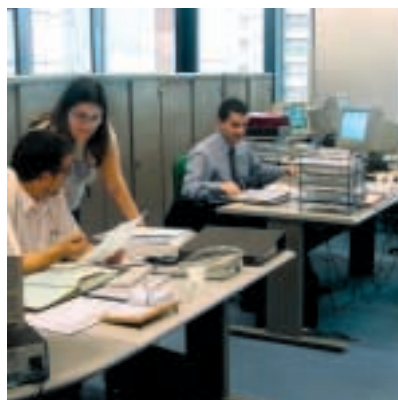
Also dedicated to improving the health and well-being of employees are: Social Services: an autonomous department, managed by employee representatives. It provides medical services and assistance during illness as well as sports, recreational and cultural activities for 45,210 members. Social Services have a scholarship programme for employees and their families and organise the biggest blood donor group in Portugal.

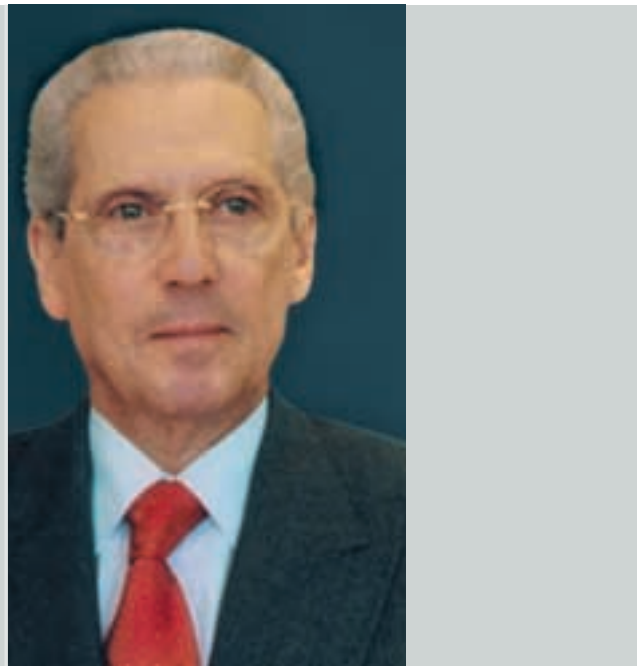
Occupational Health Service: runs regular occupational illness prevention programmes as well as gynaecological screening, counselling for people who want to quit smoking, nutrition advice and prevention of cardiovascular diseases.

Stress Management Service: involves medical counselling and information campaigns on healthy living. The project provides training on:

- Social Competence – assertiveness, decision-making and conflict management
- Stress Prevention – the tools to identify, understand and avoid occupational stress, while embracing changes in the workplace
- Role-Plays – the analysis, through group activities, of behaviour patterns, personality structures and individual reaction in times of change

Social Action Service – the unit offers diagnosis, counselling and assistance for employees with professional, health, family, financial and other personal problems.





Caixa Geral de Depósitos has been at the forefront of Portuguese economic and social development over the last 129 years. It has been a benchmark operator in the Portuguese banking sector in terms of its support to households, companies and domestic institutions, since its formation in 1876. The parent company of a modern financial group, CGD, at the end of 2004, had more than 18,000 employees and over 1,000 branches in Portugal and other countries. Although CGD is a state-owned financial institution, it is a fully competitive organisation whose operations are based on laws regulating the private sector.



## Motivation

The influence of working conditions on employees and on the competitiveness of companies has been widely recognised. Nowadays, quality of life requires an environment of well-being capable of motivating workers. This includes awareness of problems associated with the pace of work, as well as with psycho-social factors. New ways of working, which are permanently underpinned by information, training and cooperation, are needed. Caixa Geral de Depósitos has promoted projects aimed at developing, improving and harmonising the relationships that exist between work, family, health and leisure so that all employees can together overcome day-to-day challenges and maximise the performance of the company.

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