



# SUSTAINABILITY REPORT '17



Millennium  
bcp

In the Evaluation of Experiences of Clients from the Prestige Segment - which had its 2nd cycle in 2017 - the following experiences were taken into consideration: (i) Account Opening; (ii) 6 months after the account opening; (iii) Manager Contact/Visit; (iv) Credit Granting; and, (v) handling of a claim. In this second exercise, the degree of recommendation reached 76 i.p.

The Operating Quality index of the branches of Millennium bim, recorded in 2017, an increase to 3.1 points, thus exceeding in 0.1 the goal defined for the year. This positive performance, consolidating the improvement actions resulting from the "Mystery Client" evaluations, enables ensuring a service level in Client servicing that is consistent and constant throughout the entire network.

In Poland, Bank Millennium also benefits from robust processes and evaluation instruments to assess the quality of the service provided to clients. In Poland, with 86 i.p. of global satisfaction, the internet banking and mobile banking channels reached 96% of positive reviews in 2017. Also branch servicing showed a very positive evolution, showing 87% of satisfaction.

Aligned with the recommendation made by the Clients, also the recognitions made by several independent entities confirm the quality of the service provided by the Bank in this country. Noteworthy is the 16th edition of the ranking "Newsweek Friendly Bank 2017", wherein Bank Millennium was awarded in the four categories under evaluation.

This operation, apart from the regular satisfaction surveys addressed to the Retail (NPS of 51%), Prestige and Companies (NPS of 38%) segments, also carries out "Mystery Client" actions by means of an outsourcer. Materializing a holistic approach, the Bank also carried out specific studies, adjusted to the business needs. In 2017, the measurement of the Client's satisfaction with the new digital channels played the most relevant role.

Bank Millennium, aware of the impact that the popularity of the new digital channels is having in the behaviour and needs of the clients - an impact which is not only seen in electronic banking but also in traditional channels, namely the branches -, has been making evaluations which, with the use of innovative techniques, enabled to improve the service space and choreography.

Lastly, in 2017, the Bank carried out 2 market studies and 19 direct or specific surveys which enabled getting the opinion of more than 10,000 Clients throughout the year.

## CLAIMS

Concerning claims on products and services, one of the priorities of the BCP Group is to ensure the ongoing improvement of its management in the countries where it operates, either by optimizing, simplifying and accelerating the reply procedures or by the regular assessment and monitoring of the satisfaction of the claimants with the solution presented to them. The identification and assessment of the origin of the claims aiming at their correction are also part of an unequivocal orientation of the Bank for Client servicing.

	2017	2016	2015	VAR.% 17/16
<b>CLAIMS REGISTERED</b>				
Activity Portugal	22,104	20,423	27,529	8.2%
International Activity	54,814	53,940	50,907	1.6%
<b>CLAIMS RESOLVED</b>				
Activity Portugal	20,649	18,454	26,739	11.9%
International Activity <sup>(1)</sup>	54,535	51,894	50,141	5.1%

Note: Data for 2016 and 2017 include Angola, whose operation was discontinued in 2016.

(1) Includes valid claims related with the disregard of the privacy of Customers in Poland (65) and in Mozambique (7) based on the wrong processing of personal data and operational errors.

In Portugal, the claims are managed by the Customer Care Centre (CAC). The total number of claims in this operation showed an increase if compared with the previous year for a total of 22,104. The majority, 75.5%, are claims related to current account debit/credit entries, card transactions. The effort made aiming at a rapid resolution of the claims has been a constant concern of the Bank which has been able to guarantee an average response deadline of 5 business days, with 64% of the claims being solved in up to 3 days.

In Poland, the number of claims presented amounted to 46,075, showing a 0.9% increase versus the previous year. The majority of these claims (71%) is attributable to current accounts, mortgage loans and transactions made with cards. To improve the measured satisfaction with the claims resolution, Bank Millennium has been developing a programme for the continued improvement and simplification of this process and defined as a goal a 7-day deadline to conclude the process. An average deadline that in 2017 was still of 12 consecutive days.

In Mozambique, the number of claims remained stable, with a 2% variation. The cards and current accounts are the products with more claims. This operation, in spite of the simplification of the claims workflow and process improvements was able to keep an average claims resolution deadline of 23 working days.

The Clients of Millennium bcp may also bring to the Client Ombudsman claims due to actions or omissions by the Bank's corporate bodies and Employees. All the claims addressed to the Ombudsman Office are firstly handled and managed by the CAC; the Ombudsman Office analyses and gives a final opinion to claims received in connection with prior claims presented by the Clients that obtained an unfavourable decision.

### OMBUDSMAN OF MILLENNIUM BCP

#### Activity in Portugal

	2017	2016	2015	VAR.% 17/16
<b>NEW CLAIMS PROCESSED</b>	<b>45</b>	33	43	36.4%
<b>NEW CLAIMS CONCLUDED</b>	<b>44</b>	32	42	37.5%
Concluded successfully	<b>24</b>	13	17	84.6%
Concluded with dismissal	<b>20</b>	20	25	0.0%
Average response time (days)	<b>18</b>	28	17	-35.7%

Thus, and considering the activity developed in 2017, the Ombudsman Office analysed 45 New Claims (33 in 2016) with an average of 100% of resolution and 53% of claims decided in favour of the Client in an average time of 18 working days (28 in 2016). It also received 1,099 claims and 390 requests that it forwarded to the Bank's services in charge of handling them and of providing a final response to the claimants. The issues - from a product or financial standpoint - that raised the greatest number of claims from the Clients, were those related to "Current Accounts" and "Service to the Client", which represented an average of 48% of the total of claims. When one assesses the business areas with a greater number of claims, the one showing the highest number is Retail Banking, with 89% followed by Activobank with 4%.

In 2017, the Regulations of the Client Ombudsman were approved by the Committee for Corporate Governance, Ethics and Professional Conduct, after being revised by DECO that highlighted its quality, structure and clarity and suggested improvements which were included in the regulations. This new regulation is available on the Bank's website, in the Ombudsman tab.