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## Ana María Raposo Ferreira

➤ Director of Cecabank's Human Resources Area



### What is the Cecabank employee profile?

Cecabank employees have two fundamental traits: first their extensive experience, which allows them to adapt to changing situations and customers; and second, their high degree of specialisation in the wholesale products and services segment.

### What do you consider to be the main management challenges for the institution's executives? And for its teams?

After a period in which our executives have had to manage the transition of Cecabank's business model, which implied fundamental changes, the institution's management is now addressing the management of talent in a broad sense. Our highly sophisticated offering and our customers' demands mean that our managers need to communicate, going beyond informing teams, requiring them

to have strong leadership and people development skills to give employees a sense of ownership of this project that has now become a reality.

For our teams, and in general, for all Cecabank employees, the main challenge is to be up to date, committed and generating innovative proposals in an increasingly competitive and regulated market.

### Are staff proud to belong to the bank? Do you think Cecabank is a good company to work for?

The degree of identification with Cecabank can be considered very high. The level of commitment from everybody has always been very high.

Cecabank is a place where there is a variety of options to develop a profession in an environment that is different, dealing with the country's best and most advanced financial institutions, where employees can also find a pleasant and motivating environment.

### The bank's initial stage put the "accent on excellence." What is human resources' role in building excellence?

Development and training form part of Cecabank's culture.

One of our principles emphasises rigorous knowledge as a key component of our institution's excellence. Cecabank has therefore made a strong commitment to training plans that are highly

focused on current and medium-term professional performance and activity.

We also currently have an Executive Development plan under way, with the objective of enhancing these leadership, communication and innovation skills that our model and our customers demand.

### What factors do you think set Cecabank's employees apart from those of the competition?

First of all, our commitment to the customer. At Cecabank we always think of our customers, offering them value propositions that boost their bottom line. We have a strong focus on quality, understood as the quality perceived by the recipient of our professional activity.

We can also highlight our efficiency and effectiveness, which have enabled the Cecabank brand to position itself rapidly in the market.