HUMAN RESOURCES

FIBABANKA PRIORITIZES **EMPLOYEE SATISFACTION.**

Fibabanka employees are able to send feedback to their managers and receive feedback from their managers through the performance system and the Symphony application at any time.

HUMAN RESOURCES PROFILE

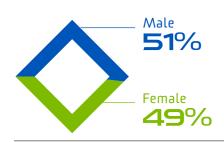
Educational Background

PhD	5
Post Graduate	210
Graduate	1.153
Associate Degree	192
High School	197
Middle School	5
Elementary School	4
Total	1.766

Seniority Rate (Years)

′21	4,4
′20	4,5
′19	3,7

Female-Male Employment Breakdown (%)



Fibabanka continuously improves its human resources processes thanks to digitalization. In 2021, the Bank formulated its human resources policy in line with the principles below:

- Prioritizing the health and wellbeing of employees and their families by acting with agility during the coronavirus pandemic taking measures,
- Organizing online interviews in order to bring quality talent to Fibabanka and perform testing to measure behavioral and technical competencies of candidates,
- Involving Information Technology employees in the competency assessment process in order to formulate the leadership, technical and digital competence maps of existing employees and to take the training-development planning initiative,
- Initiating the digital human resources transformation,
- Focusing on increasing the employee engagement ratio.

In light of these policies, Fibabanka rapidly implemented changes in HR practices in the 2021 operating period.

Fibabanka prioritizes the health and well-being of its employees. In line with this approach, Fibabanka quickly implemented the remote working model. As the headquarters staff continued working from home in 2021, branch personnel continued to work from home and from branch locations alternately.

Applying a dynamic target structure within its performance system, Fibabanka kept the target system open throughout the year for headquarters staff and allowed the target to be evaluated by the manager when necessary.

In order to promote the feedback culture, Fibabanka started using instant feedback forms. In line with the importance placed on internal communication, Fibabanka employees are able to send feedback to their managers and receive feedback from their managers through the performance system and the Symphony application at any time.

Always focusing on employee satisfaction, Fibabanka Human Resources started to measure employee NPS at every stage such as recruitment, performance evaluation, and internal transfer. With the pulse survey including engagement questions held in July and the general employee engagement survey conducted in January, the Bank continued to shape its HR policies with employee feedback.

Özyeğin Üniversitesi
Finans Mühendisliği
Merkezi ile uygulamalı
"Data Analyst" eğitimi
veriyoruz.

Veri Analitiğine Hızlı Bir Giriş

Veri Analitiği - Kullanılan teknolojiler

Frameworks M pondos Seabern Seabern Martel tilib Mil plotty

Programming Languages Puthon Scala julia

Updating the title-based competencies in the performance system in line with the Bank's strategy, Fibabanka switched to a new promotion model and subjected all promotion candidates to the evaluation/exam process for promotions to the title of director and higher.

Fibabanka continued its efforts in 2021 with the vision of guiding the development of its employees. For this purpose, manager evaluation forms aiming to identify the development areas of managers were put into practice, and all employees were given the opportunity to evaluate their managers. In order to assess the potential of its employees, all managers were sent employee potential evaluation forms.

In line with its employee planning for the future, Fibabanka identified critical positions in the Bank and conducted alternative placement studies accordingly.

A resource utilization strategy and a management procedure were established, and the annual leave target reminder system was put into practice in order to achieve the Bank's annual leave targets.

Updating its HR practices in order to shape the future of financial technologies, Fibabanka uses Fintern, an innovative recruitment process. In the Information Technologies recruiting process, tests to measure leadership and technical competencies started to be administered to recruits.

Fibabanka changed the organizational and title structure of Information Technologies and established a feedback mechanism where employees can also assess their managers.

Taking the programs organized to promote a data-based decision-making culture within the scope of the Data Transformation Program one step further, Fibabanka launched the "Data Analyst" training program together with Özyeğin University Financial Engineering Center. With this program, it is aimed to equip Fibabanka employees with the necessary competencies to generate action suggestions using data.

Human Resources and Training Practices

Information Technologies Development Center

Within the scope of the Evaluation Center Application created for Information Technologies teams, Fibabanka carries out programs focused on the development of technical and leadership competencies for the relevant teams. Classroom trainings and workshops on behavioral competence areas and training sessions on technical competencies are organized through the online training platform. At Fibabanka, Information Technologies and Data Management Office employees meet on a weekly basis and make 45-minute presentations on different topics such as products, screens and the systems they use.

Fibabanka Annual Report 2021

HUMAN RESOURCES

PRIORITIZING THE HAPPINESS OF ITS EMPLOYEES, FIBABANKA CARRIES OUT MANY INTERNAL PROJECTS TO REFLECT THE VALUE IT PLACES ON ITS EMPLOYEES.

Fibabanka aims to train new generation leaders with the mixed education model carried out in the digital platform and virtual classroom environment.

0

In order to train trainers who can use new technologies, are competent in the fields of education, design and presentation, can teach face-to-face and online, and have a command of the digital world, Fibabanka launched the Internal Trainer Program.

New Generation Internal Trainer Program

In order to train trainers who can use new technologies, are competent in the fields of education, design and presentation, can teach face-to-face and online, and have a command of the digital world, Fibabanka launched the Internal Trainer Program. The program can be taken as online training and is supported by live workshops and group studies.

Data Science Education Programs

Fibabanka conducts Data Science Education Programs in order to promote data-based decision-making culture and improve data literacy among business teams. For this purpose, the Bank focuses on advanced mathematics, statistics and programming skills through classroom training, and aims to adapt these skills to business life with the micro-learning platform.

Leadership Academy

Fibabanka launched its Leadership Academy programs, which include digital content of trainers and faculty members from the world's most prestigious leadership schools. Within the scope of these programs, the Bank aims to train new generation leaders with the mixed education model carried out in the digital platform and virtual classroom environment.

Fintern MT Program

The Fintern MT group, which began its internship period with 2-week training sessions, was offered a 3-week development program consisting of banking products and practices as well as personal development trainings.

Internal Communication Activities that Boost Internal Synergy

Prioritizing the happiness of its employees, Fibabanka carries out many internal projects to reflect the value it places on its employees. Aiming to bring Fibabanka employees in different locations together with online internal communication tools and focusing on togetherness and the synergy it creates, Fibabanka supports its employees with insight-oriented and highly interactive activities.



"YOU SET THE RULE" MANIFESTO

A Fibabanka employee;

Sees opportunities that add value to the lives of customers.

Changes the rules of the game by using technology.

Focuses on the solution rather than a problem.

Pushes the limits and makes a difference.

Does not say "We have always done it like that" and is open to changes and new ideas.

Does not give up on the first try. Comes up with creative solutions.

Is never afraid of challenges and always bold!

Fibabanka Annual Report 2021