

# INVESTING IN HUMAN CAPITAL



5,232 XX min 25.9 employees

Garanti BBVA’s Human Resources strategy is based on employee centricity.

Garanti BBVA strongly believes that organizations offering employees development opportunities in diverse areas, highlighting the tools for maximum self-realization, and maintaining practices that nurture the fact that humans are social beings will be the organizations of the future.

Carrying out all of its employee-centered activities under the heading “Talent and Culture”, Garanti BBVA thus focuses on sustainable business processes and projects that live, ensure equality and fairness among employees, and their involvement in decisions. At the same time, the Bank keeps developing practices to create a working environment that encourages full utilization of employees’ skills, offer a wide range of opportunities and guarantee recognition and rewarding of their accomplishments.

Under the Talent and Culture organization, the Bank regards each employee as a talent in his or her position, and builds its main focus on producing and developing the tools that will secure the development needed by the talent. In this context, the Bank pursues alignment of the “Talent Solutions” practices designed by Garanti BBVA with its fair and happiness-oriented culture that is also molded according to employee needs and is nurtured by the organization’s values.

The Bank collects and analyzes employee expectations in environments providing equal opportunities, and constantly updates its policy in keeping with technological advancements. The Bank believes that it creates an environment that complies with international standards by maximizing participation in every aspect. It places great emphasis on keeping bi-directional dialogue channels to ensure that employees are actively engaged in the decision-making mechanism and to benefit from innovative opinions. The Bank aims to increase employee satisfaction and employee engagement by collecting employee opinions systematically using a variety of channels, such as the intranet, various questionnaires and platforms.

Within the frame of processes shaped according to employee needs and expectations, Garanti BBVA maximizes self-monitoring by employees at a number of points from career management to performance evaluation and training planning by taking steps that will encourage more active involvement of employees.

The Employee Committee, headed by the CEO and formed of Board members and Senior Management, is responsible for developing all of Garanti BBVA’s employee-centered policies, carrying out and coordinating activities that will further improve employee engagement and satisfaction, monitoring results and

developing action plans when needed. With the support of the management, the Committee also aims to promote learning in order to enhance the Bank’s development and tracks how training reflects on business.

Under the “Talent Solutions” heading, Garanti BBVA has in place a Compensation Policy for employees, which is prepared in accordance with banking and capital market legislation and approved by the Board of Directors. The Policy is erected on job-based remuneration, encourages fair, transparent, measurable and sustainable achievement among employees, and is aligned with the Bank’s risk principles.

The performance evaluation system at Garanti BBVA measures employee performance depending on objectives and the extent of their attainment. Systematic bonus and performance models are supported by concrete and measurable criteria during the assessment, and they serve as major and effective management tools for achieving cost management and efficiency, while ensuring fairness among the employees.

Development is positioned as the most valuable value creation tool in all “Talent Solutions” initiatives that place development in their focus. The Bank devises schemes that increase the share of digital training programs within the entire training portfolio

to give equal access to development opportunities for Garanti BBVA employees scattered in all 81 cities across Turkey, and aims to increase the number of training programs per person by the year.

The organization's values make the basis of culture practices. Through the Work Life Integration (iYi) platform set up to enhance employee satisfaction and ensure a richer working experience, the Bank seeks to increase the number of programs establishing a work-life balance and boosting employee motivation, and to expand their coverage across Turkey.

The Bank thinks that being "one team", one of Garanti BBVA's values determined by employee opinions in 2017, bears major effects upon customer satisfaction. The Bank champions the idea that shared wisdom practices that will build up team spirit directly contribute to joint work and development, as well as to the equality principle. In this context, the Bank develops projects that encourage employees to be respectful of diversities.

One of the key goals of Garanti BBVA is to establish a fair and transparent working environment that is dominated by equal opportunities and diversity. In a bid to provide support with real-life practices, the Bank contributes to gender equality and women's empowerment through studies that measure employees' prejudices regarding equality of women and men. Garanti BBVA will continue to pioneer and further expand activities maintaining equality principle in the ratio of employees at different levels, the ratio of women vs. men employees, and in all fringe benefits and practices provided. Diversity initiatives will be themed around equality once again, and the projects will focus on reducing unconscious bias and boosting awareness.

In line with local regulations on Occupational Health and Safety (OHS), Garanti BBVA, through its OHS team organized under Talent and Culture, coordinates and monitors all processes including risk assessment, occupational health practices, training programs, OHS Committees, near

misses, workplace accidents and corrective and preventive actions.

The customer-centric approach of Garanti BBVA that places the utmost emphasis on common value creation by its employees brings along egalitarian and agile working cultures that value team success. Organized under the Talent and Culture roof within the scope of agile working methodology, project teams are structured so as to be responsible for developing employee-centric practices, and they manage the efforts to improve, develop and simplify existing work processes, as well as running projects that will contribute to the development of talent solutions and culture-related implementations.

By focusing on employees' professional development and giving all employees equal opportunities, the Bank is actively contributing to Sustainable Development Goal 4: Quality Education, Goal 5: Gender Equality, Goal 8: Decent Work and Economic Growth, Goal 16: Peace, Justice and Strong Institutions.

VALUE DRIVER	INDICATOR	PERFORMANCE	
		2018	2019
<b>INVEST IN OUR EMPLOYEES FOCUSING ON THEIR DEVELOPMENT, SATISFACTION AND WELL-BEING</b>	Hours training per FTE	47	43
	Digital training/total learning hours	34%	38%
	High performer turnover	2.74%	1.67%
	Employee engagement score	67%	70%
	Programs related to employee well-being	11	11
	Total ideas received from employee	23,305	24,000
<b>FORM TEAMS POSSESSING TEAM SPIRIT, ACTING WITH SHARED WISDOM, SOCIAL RESPONSIBILITY AND DELIVERING RESULTS</b>	Women employees/Total employees	58%	56%
	Salary ratio of men vs. women	1.15**	1.16*
<b>EMBRACE A FAIR AND TRANSPARENT MANAGEMENT POLICY BASED ON PERFORMANCE, FOCUSED ON EQUAL OPPORTUNITIES AND DIVERSITY, AND ENCOURAGES PROMOTING FROM WITHIN</b>	Women ratio in senior/middle level management*	40%	40%
	Bloomberg Gender Equality Index	Qualified	Qualified

\* Median value given as average metrics is negatively affected by extreme values (i.e. very high/very low).

\*\* Restated for 2018 due to modified methodology.

The Bank strives to maximize participation by leading an environment of open communication and by displaying a fair and objective attitude. Garanti BBVA therefore believes it creates an environment that complies with international standards.

In the coming period, Garanti BBVA will be reformulating its "career consulting" provided to employees in line with their competencies, knowledge, skills, and needs with a much more strategic and holistic perspective, and will keep investing in its human resource and carry on with its implementations based on its "people-oriented" management concept.

## WHAT WE DID IN 2019

### LEARNING AND DEVELOPMENT

Garanti BBVA promotes continuous learning culture where employees are autonomous in designing their own learning experience and developing new skills. The Bank focuses on creating an ecosystem where employees will be able to generate their own development opportunities.

Garanti BBVA Training Center has realized all the development and learning activities that have been designed and planned at the Bank with the vision of training the best human resources of the financial sector, ensuring the continuity of development, and seeing development as an investment tool.

In the reporting period, the Bank based its efforts in line with continuous development concept and kept offering training programs aligned with the improvement areas and competencies of employees. Accordingly, priority was given to development of platforms that will allow constant monitoring of employees' progress.

Being a learning organization, Garanti BBVA continues to make effective use of internal training system composed of accredited and expert individuals within the organization in a bid to ensure continuity and sustainability in training management.

In addition, a seminar series was initiated where expert professionals from the finance sector and different disciplines are hosted. Being instrumental in hearing different perspectives about various topics, these initiatives are intended to contribute to the development of employees.

### Development opportunities targeted at the new organization and working model were created.

In 2019, the Bank concentrated mainly on agile working methodology that will add speed to the Bank's activities, and enhance the quality of products and processes. Various development opportunities were offered with the dual objective of readying employees for this change and communicating the basis of the new working model.

Approximately 1,000 employees underwent a comprehensive training program covering applied classroom sessions and online contents entailing the business principles of the new working model so as to deliver the best experience for product and process designs.

### Diversity was a top priority as it was in previous years.

This year, new training programs were designed to make sure that unconscious prejudice and gender equality principles are espoused by the entire employee body of the Bank. These programs delivered performance through digital channels were targeted at freeing people of their stereotyped

thinking, and discover their prejudices so as to minimize their implications. At the same time, women leadership training and mentorship initiatives aimed at women employees continued.

### The learning journeys of our employees were reviewed.

We have touched upon our specific programs such as Young Talent Management Programs, to incorporate our employees' ideas, and made important improvements to their learning journeys. In 2020, our focus will remain in the same direction.

### Different development topics focused on the competencies of the future were addressed.

New topics that are based in the requirements of the digitalizing world were addressed. Initiated last year with the aim of improving employee competencies so as to secure their contribution to development of data-driven strategies, Data Specialist & Data Scientist programs continued with the same focus.

With the purpose of helping employees better learn and internalize innovative Technologies and transform them into business ideas, and with the aim of rendering development in this area continuous, Enabler Technologies Certification Program was designed which includes digital contents of the world's most prestigious universities, namely Columbia, Wharton, MIT, ELU.

New developments were designed directed towards instilling Behavioral Economy concept, and training was planned for approximately 8,000 people. Espousal of this concept as a thinking methodology rather than a financial concept by all

business units was ensured. In addition, training sessions were held to raise increased awareness of "cyber security" across the entire Bank.

Design thinking initiatives continued and nearly 500 people were trained within this scope. Support was extended to employees by way of workshops organized for many other product and process designs.

### We continued to attach increased importance to Digital Development Solutions.

Adhering to its strategy of keeping digital learning in the focal point, Garanti BBVA Training Center increased the use of different digital development solutions in terms of time and method.

Having doubled from the previous year, 55,000 hours of live streaming in 2019 facilitated learning up-to-date information interactively from experts in various fields. The number of videos on the video portal covering development opportunities under different headings reached 2,000.

The mobile applications that serve to ensure permanence and reinforcement of the information following the training sections created an impact of approximately 11,000 hours.

In 2019, Garanti BBVA provided approximately 43 hours of training per employee. The ratio of digital training was 38%, where the Bank is aiming to achieve an increase every year.

### MANAGING HUMAN CAPITAL

Garanti BBVA employs various objective, skill-based measurement and evaluation tools and methods specific to each position

in order to match the right person with the right job.

During 2019, 109 new graduates joined Garanti BBVA under talent programs. 80 university students were given the chance to do internship at branches, regional offices and HQ business units. Talent-oriented activities were differentiated, which are targeted to attract the right candidates to the Bank by touching the talent at an earlier stage and making the internship journey a more effective part of this process.

Standard criteria (experience, seniority, performance, competency evaluation, tests, interviews, etc.) are established for all internal promotions and transfers between positions. They are transparently announced throughout the Bank via career maps, while employees are guided and supported in line with their chosen career path.

In 2019, the Development Model was introduced in order to more clearly manifest the benefits that Talent and Culture implementations contribute to employee development and to ensure their continuity. The new model is intended to ensure that each employee is deeply engaged and continues to produce highly contributory performance for the Bank, while also building on his or her knowledge and advancing in his or her career. The model supports the continuous learning culture, and aims to help employees develop by offering them new experiences.

An employee-centric career-planning model was created, and employee meetings are structured in line with the coaching model. To increase employee communication and to enhance communication quality, 1,578 branch visits and 676 regional office visits

were conducted. Career meetings were held with 8,856 employees.

Within the new career management system introduced, career development alternatives are offered, enabling progress in the relevant field of specialization, and a common framework is provided to ensure consistency in career management. In this new system, the employee is the owner of his/her career management and development. The system creates a title structure that reflects the qualities of the role and enables management of career movements in an open and transparent manner.

The new performance system aligned with the strategies of BBVA and Garanti BBVA assesses the targets and competencies together, based on more objective criteria. Employees use target and competency results as input for remuneration, career and development.

In 2019, the Bank released the Career Opportunity Policy, which was revised according to the BBVA Group and career management strategies and aims for uniformity in the assessment process that starts with the announcement of vacant positions firstly within the organization and collection of applications. The policy lets internal career opportunities to be offered to all employees in a more transparent, objective, flexible and consistent manner.

During the reporting period, International Career Opportunities program was made available to employees, which was launched as an experience and career sharing tool among the Group countries within the scope of the Development Model. Hence, all employees can track, and apply for, the announcements for long-term and permanent career moves.

Coaching and mentorship initiatives continue to be offered through various channels and employing different methods depending on the needs (internal coaching, external coaching, women leadership mentorship program, mentorship programs for hands-on processes, etc.) for contributing to employees' awareness processes and supporting their technical and behavioral developments. The Bank targets to make coaching and mentorship available on an online platform to make them accessible to more employees with the steps to be taken in 2020.

### **Employee Dialogue, Participation in Management and Satisfaction**

The Bank aims to increase employee satisfaction and employee engagement by collecting employee opinions systematically via various channels, such as the intranet, employee engagement survey, internal customer satisfaction questionnaire, and the voice of employee platform GONG.

Garanti BBVA conducts an Employee Engagement Survey each year to gather employees' opinions on work-life balance, performance management, remuneration, recognition and training & development opportunities. In 2019, Employee Engagement score was 70%.

People Assessment process collects employee's opinions about themselves, colleagues, line managers and team members and aims to spread the culture of receiving and giving feedback. The process also allows employees to recognize their strengths and improvement areas, and devise their personal development plans accordingly.

Suggestion and idea platforms Önersen, GONG, and Atölye and the "Ask/Share" section of the intranet portal serve as a means for employees to submit their suggestions and ideas. "Önersen" (You Suggest) has been instrumental in collecting 992 suggestions in 2019, two of which were rewarded. More than 24,000 ideas in the aggregate have been communicated via this channel since 2007. Through GONG, the voice of employee platform about employee-centric practices and the working environment, 230 opinions were gathered in 2019.

Each year, through the Executives' Meeting, the CEO and the executive team gather managers to share and assess Garanti BBVA's current outlook and its strategy, goals & objectives for the year ahead.

### **Employee Benefits**

In order to enhance its employees' quality of life, Garanti BBVA offers various products and services. Garanti BBVA employees have private health insurance and life insurance, and can benefit from the Bank's Retirement and Social Assistance Fund services for health expenses not covered by private health insurance, such as dental treatment, prescription glasses and contact lenses. There are fitness centers and internal nutritionists present in Zincirlikuyu, Pendik and Güneşli Head Offices.

The Bank has in place numerous practices so that employees can rest, refresh, and allocate sufficient amount of time to their loved ones and private lives.

With the "Bridge Vacation" implementation initiated in 2019, employees are encouraged to merge official holidays with weekends if the two are not long apart. This way,

employees are supported to spare more time for themselves and their loved ones. Sabbatical Leave is another kind of leave also introduced in the reporting period, which lets employees with certain seniority to take three months off for their long-aspired dreams that they have been unable to pursue because of their business life.

## **OFFERING A FAIR AND TRANSPARENT WORKING ENVIRONMENT**

Garanti BBVA aims to establish a fair and transparent working environment that is dominated by equal opportunities and diversity.

Garanti BBVA's approach to human capital is in accordance with its ethical values and the "equality principle". The Bank and employees observe fair treatment in business relations regardless of language, race, gender, political ideology, philosophical belief, religion, sect and the like, sexual orientation, family responsibilities, disabilities, age, medical conditions, and union membership. The Bank and the employees respect human rights.

### **WHAT WE DID IN 2019**

#### **Equal Opportunity and Diversity**

Socially and economically empowering women, increasing their role in decision-making mechanisms, ensuring gender equality both in professional and community life, and diversity lie at the heart of Garanti BBVA's approach to talent management.

USD 250 billion incremental GDP could be created by 2025, if the rate of women's participation in workforce in Turkey would

increase to the OECD average of 63% from 33% where it presently stands. Garanti BBVA considers equal opportunity and diversity as a fundamental value and a driving force of its corporate culture, as well as a contributor to economic growth, and encourages employees to respect different thoughts and differences among them.

At Garanti BBVA, women employees comprise 56% of all employees and 40% of senior/middle level management. As a result of the importance it attaches to gender equality and women's empowerment, Garanti BBVA was one of the first to implement the Equal Opportunities Model (in Turkish: FEM). Also Garanti BBVA is one of the first signatories of the Women's Empowerment Principles (WEPs) and is the first bank in Turkey to sign them.

In order to raise strong women leaders who are aware of their competencies and capable of managing the challenges in business life, Garanti BBVA signed a cooperation agreement with the UN Women Program in 2016. Women Leadership Trainings organized within this framework were completed by 70 employees in 2019.

Garanti BBVA has prepared a total of 4 trainings that include Unconscious Bias and Gender Equality, which are mandatory for all employees. These trainings focus on recognizing different biases that are effective in decision-making processes. In 2019, the trainings were completed by 8,758 employees.

The Gender Equality Committee, which includes male and female representatives from the Executive Vice President level to the manager level, has been active since 2015 under the Sustainability Committee. The Committee coordinates programs,

processes and initiatives aimed at the Bank's employees or all the external stakeholders in the areas of the inclusion of women in the financial system, women's empowerment and gender equality. Depending on the meeting agenda, employees from different levels and locations join the Committee's activities. Under the committee, there are sub-working groups dealing with Talent and Culture, society and customer projects, which get together quarterly to evaluate the projects and come up with new ideas.

Aimed at empowering women leaders and increasing their recognition in internal networks, Women Leadership Mentorship Program was launched for branch managers and Head Office executives. 34 women executives received mentorship under the program for which Executive Vice Presidents acted as mentors for 6 months.

Garanti BBVA is a founding member of 30% Club Turkey for greater representation of women in executive management, launched in March 2017.

Within the framework of the Domestic Violence Platform Garanti BBVA has established in 2016 in order to extend support to employees suffering from domestic violence whenever they need it and to provide guidance to managers about the effects of domestic violence on the workplace, Garanti BBVA continued to offer the support service 24/7 exclusively to Bank employees and their next of kin through the Domestic Violence Hotline in 2019.

In January 2019, the Bank released its Policy for Prevention of Discrimination and Sexual Harassment for all its employees, thus making transparent and clear reporting channels and the measures adopted more accessible.

With all these gender equality initiatives and practices it realizes for human resources, customers and the society, Garanti BBVA is the only Turkish company included for four years in the Bloomberg Gender Equality Index covering 230 companies from 10 industries from 36 countries and regions around the world.

### Internal Communication and Culture

The Bank's values are embedded in all talent and culture processes, and projects are developed for employees to reflect these values in their daily work experience.

Two years ago, the BBVA Group embarked upon a journey for redefining its values. After workshops and focus groups held with the employees, the Group's values were defined as follows: Customer Comes First, We Think Big and We are One Team.

Accordingly, a specific day was assigned as the "Values Day", which is celebrated on the same date in all countries to re-familiarize with, assimilate and live the values. The Values Day touched 125,000 employees and turned into an internal communication and culture initiative that is both global and locally diversified by each country's own touches.

The second Values Day was celebrated on 01 October 2019. Employees generated new ideas about Our Values and experienced different ways of working together in the workshops they attended. At Garanti BBVA, more than 1,600 employees took part in the workshops organized online and in classroom session format.

As part of employer brand management efforts, Garanti BBVA carries out a work-life balance program named Work Life Integration (İYİ) in order to enhance employee satisfaction and ensure a richer

working experience. Having tripled since the onset, average number of events and services per employee went up from 9 in 2014 to 26 in 2019, within the frame of the Bank's employee communication strategy and priorities. Special events (motivational events, treats, sports organizations, mini courses, hobby clubs, etc.) and services (Employee Support Service, discounts, on-premise hairdresser, gym, dining hall etc.) that also include employees' families are offered to deliver a better employee experience.

### Fair and Transparent Remuneration

Garanti BBVA implements a Compensation Policy for employees, which is prepared in accordance with banking and capital market legislation and approved by the Board of Directors. The Policy is erected on job-based remuneration, encourages fair, transparent, measurable and sustainable achievement among employees, and is in alignment with the Bank's risk principles. The compensation structure consists of fixed income and variable income items. The Remuneration Committee and the HR Department authorized by this Committee are responsible for reviewing and duly executing the compensation policies.

In line with its target of being the employer of choice, Garanti BBVA applies a competitive, market-sensitive salary system, which aims to improve employees' life standards. Garanti BBVA's compensation policy is essentially based on "equal pay for equal work" and "pay for performance" principles. In addition to individual performance, the Bank keeps a close eye on general macro-economic circumstances, the current inflation rate in Turkey and the trends in the sector. At Garanti BBVA, the salary package is comprised of various components including the monthly salary, annual bonus

payments and premium payments, meal vouchers, foreign language payments and other benefits with variations depending on the level of seniority or the scope of work and the location of the services. The Bank always monitors its compensation system so that it is fair, transparent, measurable, based on balanced performance targets, and it encourages sustainable success.

The compensation system of the Bank is built on job-based remuneration; employees who are employed in similar jobs receive similar compensation. Jobs are evaluated according to objective criteria such as required competency, the risk involved and the number of employees supervised. The Bank's Compensation Policy established within this framework has been approved by the Board of Directors and presented for the information of shareholders at the Ordinary General Shareholders' Meeting. Presently, the policy is available to the public on the Bank's website pursuant to corporate governance principles. The performance evaluation system at Garanti BBVA measures employee performance depending on objectives and the extent of their attainment. Systematic bonus and performance models are supported by concrete and measurable criteria in the assessment, and serve as major and effective management tools for achieving cost management and efficiency, while ensuring fairness among the employees.

In this context, customer satisfaction, service quality and efficient management of human resources are among the basic factors affecting the performance-based remuneration. Garanti BBVA monitors the competitiveness of its salaries through annual survey of salary levels in the sector. Job descriptions, performance criteria and bonus system criteria of all positions in the

Bank are announced transparently to all employees via the Intranet.

The portion of 10.88% of the total personnel expenses figure for the benefits provided in 2019 to the Bank's employees including the Board members and senior management in the financial statements results from the performance-based bonuses of all employees and variable salary payments.

The ratio of the average remuneration of female employees to that of male employees is 1.16. Differences can be explained by previous experiences, performance evaluation results and other factors aside from gender that affect pay level.

### Maternity Leave

Garanti BBVA employees are entitled to additional rights in maternity leave beyond the practices recognized by the laws. During the reporting period, 580 women employees went on maternity leave and 463 male employees went on paternity leave. 86% of women employees who took maternity leave in 2018 are still working at the Bank<sup>1</sup>.

### Retirement

Retirement is one of the most important rights of employees. As of their first day of work at the Bank, employees automatically become members of "T. Garanti BBVA Bankası A.Ş. Memur ve Müstahdemleri Emekli ve Yardım Sandığı Vakfı" (Retirement and Social Assistant Fund) established as per the provisional article 20 of the Social Security Law no. 506. For every employee and his or her dependent spouse and children, a health certificate is issued.

### Occupational Health and Safety

Having given momentum to its efforts in the field of Occupational Health and Safety (OHS) by forming a specialized OHS Team

in 2013 under Talent and Culture which was renamed the OHS Division in 2015, Garanti BBVA has been coordinating the health and safety requirements of all locations via this organization. The unit carries on with its work in accordance with the national legislation throughout Turkey with a team of 41 (OHS experts, occupational physicians, occupational nurses).

Realizing a first among its peers in Turkey, Garanti BBVA has been using its OHS software in all its locations since 2013. Garanti BBVA uses this software to coordinate and monitor all processes including risk assessment, occupational health implementations, training programs, OHS Committees, near misses, workplace accidents, corrective actions, emergency plans and drills.

Garanti BBVA ensures uninterrupted OHS communication and constant improvement by way of monitoring findings and recommendations on OHS in coordination with its lines of business, and collecting the opinions of OHS Employee Representatives and other stakeholders in all locations. Within this context, 922 corrective actions were discussed and implemented in 100 committee meetings held in 2019.

Sub-Employer Management and Business Permit procedures were supplemented to the online booklet compiling Garanti BBVA's Occupational Health and Safety processes, which was thus updated and elaborated. Digitalization of OHS Training Programs is in progress. In this context, many online training modules concerning Emergency Management in particular were introduced, some of which are evacuation training, earthquake awareness training and evacuator team training. In addition, the OHS Training, which is required to be given

face-to-face as per the legislation, was revised with a more interactive content, taking into consideration Design Thinking principles and by obtaining the opinions of employees and related business lines. 56,705 hours of Occupational Health and Safety training were given to employees.

For improving the health and safety conditions at the Pendik Campus, which is the Bank's largest site, periodic assessments were made with technical teams, and steps continued to be taken to improve health and safety conditions.

In addition, important steps were taken towards digitalization of Emergency and Drill processes. All Emergency Management processes such as Emergency Plan updates, team assignments, drill practices and drill feedbacks began to be made via the Occupational Health and Safety software.

As part of furthering Occupational Health, studies and analyses of risk groups continued (examination of psychosocial risks, audio tests, etc.). Within the scope of preventive healthcare services, specific projects like High-Quality Breath Initiative was introduced, aimed at employee well-being and health. This initiative served to raise increased awareness of protecting from the negative effects of smoking among employees.

### Work-Related Accidents

In 2019, the total number of incidents at all locations including subcontractors was 418. All accidents without exception were examined, and necessary corrective steps were enforced. None of the work-related accidents resulted in death.

### Total Lost Working Days

The total lost working days were 43,321

days for women and 18,146 days for men in 2019. The total lost days data is collected on the basis of medical reports of sickness leave and injuries. The absentee rate of the Bank was 0.01 in 2019.

## OUTLOOK

Based on its employee-centric approach, Garanti BBVA is working on developing a common portal that will host all the points of service to employees.

As part of the Development Model introduced in 2019, the Bank is developing a new program that will allow information and experience sharing with colleagues in areas of expertise, using an ecosystem that will be created with the contributions of employees and a virtual scoring implementation. In 2020, during which coaching and mentoring practices will be revamped, global programs giving the foreground to digitalization and supported by long-term academic content focused on delivering new competencies will be made available to employees.

New steps will be taken also for enacting the corporate values at every opportunity, and for creating an egalitarian working culture free from prejudices. Initiatives supporting work-life balance will also make the highlights of the Bank in 2020.

In the year ahead, Garanti BBVA will be reformulating its "career consulting" provided to employees in line with their competencies, knowledge, skills, and needs with a much more strategic and holistic perspective, and will keep investing in its human capital and carry on with its implementations based on its "people-oriented" management concept.