

2020 PERFORMANCE IN STRATEGIC PRIORITIES AND OUTLOOK

# THE BEST AND MOST ENGAGED TEAM

**CEREN ACER KEZİK**  
Director - Mass  
Banking Marketing



**KEREM ÖMER ORBAY**  
Director - Retail Banking Marketing



**ŞULE ÖZTEKİN**  
Istanbul, Kartal Branch  
Manager



**ORHAN VELİ ÇAYCI**  
Director - Customer  
Contact Center

**NALAN KIRKAÇ ÇALIŞKAN**  
Regional Office Manager -  
Istanbul Europe 5



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DIGITALIZATION

# The Best and Most Engaged Team

 5,456  28 min  10  employees

Related Material Topics	Value Drivers	Indicators	2019	2020
<p><b>#7 EMPLOYEE ENGAGEMENT AND TALENT MANAGEMENT</b></p> <p><b>#8 DIVERSITY AND WORK-LIFE BALANCE</b></p> <p><b>#10 HUMAN RIGHTS</b></p>	<p>INVEST IN OUR EMPLOYEES BY FOCUSING ON THEIR DEVELOPMENT, SATISFACTION AND WELL-BEING, WHILE OBSERVING THEIR WORK-LIFE BALANCE</p>	Digital training/total training hours	38%	47%
		Hours training per FTE	43	31
	<p>EMBRACE A FAIR AND TRANSPARENT MANAGEMENT POLICY BASED ON PERFORMANCE, FOCUSED ON EQUAL OPPORTUNITIES AND DIVERSITY, AND ENCOURAGES PROMOTING FROM WITHIN</p>	Programs related to employee well-being	11	7
		Women employees/total employees*	56%	58%
	<p>FORM RESULT-ORIENTED TEAMS LIVING OUR VALUES, POSSESSING TEAM SPIRIT, ACTING WITH SHARED WISDOM, THINKING BIG, AND CARRYING SOCIAL RESPONSIBILITY</p>	Salary ratio of men vs. women	1.16	1.14
		Women ratio in senior/middle level management	40%	40%
	Bloomberg Gender Equality Index	Qualified	Qualified	
	Employee engagement score	70%	71%	
	High performer turnover	1.67%	1.6%	
	Total ideas received from employees	24,000	25,000	

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

Contributed Sustainable Development Goals



In line with its priority to set up the best and most engaged team, employee centricity lies at the center of each and every HR practice at Garanti BBVA.

Managing all of its activities in this context under the heading "Talent and Culture", Garanti BBVA aims to create a culture that every employee will be proud to be a part of.

Garanti BBVA's Talent and Culture activities this year were formulated under the headings Employee Health, Employee Development and Adapting to a Transforming World.

## WHAT WE DID IN 2020

### EMPLOYEE HEALTH

Having identified seamless service delivery to the society, its stakeholders and customers as its primary responsibility being Turkey's leading financial institution, Garanti BBVA set its top priority as employee health, who ensure the permanence of this responsibility.

Therefore, every step taken is based, first and foremost, on protecting employee and customer health, and on managing this strategy in a balanced fashion. The steps and measures taken are handled under the headings of compliance with the recommendations and policies of regulatory authorities, arrangements in physical settings, fulfillment of employee needs, and reporting. All actions taken around the Employee Health theme can be found under the heading Coronavirus: Creating Value for All in Uncertain and Dire Times.

### EMPLOYEE DEVELOPMENT

Currently, Garanti BBVA focuses on a talent strategy that preps, develops and supports the employees for their next role within a development model that aims to identify talents early in their careers, strives to increase employee awareness of career options and offers a personalized development plan. In this context, the Bank pursues alignment of the "Talent Solutions" practices with its fair and happiness-oriented culture that is

also molded according to employee needs and is nurtured by the organization's values.

Collecting and analyzing employee expectations in environments providing equal opportunities, and constantly updating the same in keeping with technological advancements, Garanti BBVA believes that it creates an environment that complies with international standards by maximizing participation in every aspect. The Bank places great emphasis on maintaining bi-directional dialogue channels to ensure that employees are actively engaged in the decision-making mechanisms and to benefit from innovative opinions. The Bank aims to increase employee satisfaction and employee engagement by collecting employee opinions systematically through the intranet, various questionnaires and other platforms.

Garanti BBVA puts career and training and development models that can be molded according to employee needs and expectations at the center of employee journeys.

Garanti BBVA reviews all of its employee-centric policies and new projects in quarterly meetings participated by the Senior Management before introduction. The decisions regarding the initiatives and action plans presented in these meetings are decided by a strict focus on employee satisfaction.

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 the extent the objectives are attained and the extent the values are enforced while doing that. 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.

Garanti BBVA has employee development in its focal point. The Bank devises schemes that increase the share of digital training programs within the existing 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.

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 support gender equality and women's empowerment in various ways, the Bank carries out 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 they will be put into life as shaped by employee opinions and backed by employee groups for higher inclusion.

The Bank strives to maximize employee participation in all processes associated with building a better working environment 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.

Having reformulated its "career consulting" offered to employees in line with their competencies, knowledge, skills, and needs with a much more strategic and holistic perspective, Garanti BBVA established a model where consultants responsible for HR processes will also be in control of the business processes of employees working in the business area that they are in charge of. The consultants, who are responsible for the careers and development of employees, will present solutions aligned with business strategies and produce proactive solutions.

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.

## LEARNING AND DEVELOPMENT

Garanti BBVA promotes continuous learning culture where employees are autonomous in designing their own learning experience and developing new skills. Along this line, Garanti BBVA Training Center remains focused on creating a learning ecosystem preparing the employees for the competencies of the present and the future by responding to learning needs with dynamic, agile, proactive and digital solutions.

### *Importance attached to digital development solutions continued at an increasing extent.*

With the transition to the work-from-home order, training programs previously organized in classroom format were quickly redesigned to be offered with webinar method via digital platforms. The number of participants in 3,200 remote training programs was 33,000.

New online training programs were organized to address the specific needs of this period, such as tele-marketing, team management and leadership for remote working environment, and online presentations. Under a Group-wide initiative launched, focus was placed on "Resilience", the most needed topic by employees in the present period. With a custom-designed content, the online training program was offered as an optional training for all employees. Focus on the topic will be maintained also in the year ahead.

Weight was given to mobile applications that promote permanence and reinforcement of knowledge through gaming. The mobile applications used were incorporated in designs in a manner to complement the learning experience.

85,000 questions were solved each month for a total of 1 million over the course of a year. The ratio of digital training was 47%, where the Bank is aiming to achieve an increase every year.

***#egitimsaati (#learninghour), enabling concentration on learning only, was launched.***

#egitimsaati (#learninghour) practice was launched, which allows employees to dedicate a self-designated time of the day at certain intervals to their self-development and will let them complete their online learning modules on time. While 95% of our colleagues who took part in the initial pilot run at the branches commented that it was useful, there was an increase in the number of learning hours at 100% of the branches included in the pilot. Average increase in all branches was 178% according to end-October reporting. Following the positive experience with branches, a pilot run was commenced to expand the initiative across the Head Office teams.

***Initiatives were designed encouraging the culture of learning from one another.***

In order to expand the group of people that reach the information derived from conferences and seminars available to a given number of employees, to increase information sharing and to create value jointly, "Let's Ask Someone Who Was There!" initiative was designed and the first sharing session was held at the end of the year.

***Seminars in which we hosted speakers from various sectors continued.***

The seminar series continued also this year, in which we hosted professionals from the finance sector and from various disciplines specialized in their respective fields in line with the Bank's strategies and employee needs.

***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 in 2018 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 in view of the current needs.

Designed 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 launched, which includes digital contents of the world's most prestigious universities, namely Columbia, Wharton, MIT, ELU. 116 people from across the Bank participated in the program. 3 new project ideas developed in this program were submitted to the Fikrini Getir (Bring Your Idea) initiative carried out at the Bank.

Training sessions designed to raise increased awareness of "cybersecurity" across the entire BBVA Group continued intensively. Participation was ensured in the training programs organized as part of the Group-wide cybersecurity week.

New competency development training, which made up 6% of our training portfolio last year, was offered to a larger audience this year, and had a share of 19% of total training programs.

***The learning programs and journeys of our employees were reviewed.***

Training programs were reviewed to maximize the efficiency of the learning experience of young talents selected within the scope of the talent management policy, and were redesigned to prepare the individuals for their next role.

In the reporting period, training programs of all portfolios and Customer Advisors in branches were reviewed and updated. Following the need analyses performed, they were restructured with the addition of new headings to support career programs, and measurement tools used to determine the efficiencies of training programs were diversified.

Specifically for this year, focus was placed on Cash Management and Financial Analysis and special certification programs were designed for both.

***Focus was placed on upgrading the learning portal in a bid to deliver an unmatched learning experience.***

In the reporting period, the Bank continued to base its efforts in line with continuous development concept and kept offering training programs aligned with the improvement areas

and competencies of employees. In 2020, the focus was on revamping the information architecture of Garanti BBVA Learning portal in line with global trends and constantly changing digital needs, and on improving users' learning experience by way of the joint learning strategy. Efforts concentrated on priorities that would ensure the delivery of a better, faster and personalized user experience by the revamped portal to employees, a smart design easily guiding employees in line with their development needs, and that would make the portal the first choice of the employees to have an unmatched learning experience.

***Greater emphasis was placed on stakeholder management this year.***

The Bank revisited the support employees extended to the learning activities by offering training on a half-time basis in tandem with their existing jobs. In this context, a development journey was introduced whereby internal trainers assigned with full-time training provided one-on-one mentoring to these individuals. The monthly "Digital Learning Bulletin" is shared with the trainers to foster their development.

Additionally, an online summit was designed this year for opinion exchange with suppliers and stakeholders engaged in training, and for sharing our learning strategy in the coming year. A weekly progress addressing the highlights of the activities during the year is prepared and shared with all employees.

Necessary infrastructural work was initiated for centralized management of our learning and development activities so as to cover our affiliates from 1 January 2021 onwards.

## **TALENT ACQUISITION**

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 2020, 67 new graduates were recruited under the young talent programs.

Standard criteria (experience, seniority, performance, competency evaluation, 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.

The Development Model offers a structure that more clearly manifests the benefits contributed to employee development and ensures continuity. The model ensures 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. Career meetings were held with 8,856 employees.

Intended to enrich internal experience and support development in various work areas, the Career Management system allows employees to plan their own development in line with their personal goals. The system enables advancing along the expertise possessed, and allows sharing new career movements openly and transparently. Through the career portal, employees can reach detailed information about career transitions and career paths depending on their competencies, experience, performance, expectations and goals at any time.

Aligned with the strategies of the BBVA Group and Garanti BBVA, the performance evaluation and People Assessment process assesses goals, values and competencies on the basis of more objective criteria. Employees' sustainable performances and competency results are used as input for remuneration, career and development.

Vacant positions emerging at Garanti BBVA Group companies are announced to employees via Career Opportunities. Focused on developing its talents from within, Garanti BBVA gives priority to internal career transitions for all vacant positions. Internal candidates considering themselves fit for the position are free to apply for the announcements themselves without seeking permission from any individual or manager, and are

included in the assessment. When employees apply for a Career Opportunity, they can let their line manager know at any time they wish.

In addition to internal opportunities, all vacant positions available at the BBVA Group are announced to all Garanti BBVA employees simultaneously with all Group employees via the global career site. International career opportunities that also foster familiarization with different cultures are presented to all from a common platform by the employees of all Group countries and those satisfying the required competencies are subjected to evaluation at equal terms.

In 2020, necessary technical competencies for each role were identified. Employees can view the technical competency levels expected of their own roles. Thus, they become aware of what is expected of them together with behavioral competencies, and pursue improvement opportunities accordingly.

Employees benefit from coaching and mentorship initiatives 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.) aimed at contributing to their awareness processes and supporting their technical and behavioral developments.

### 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 2020, Employee Engagement score was 71%.

People Assessment process collects employees' 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 more than 25,000 ideas and suggestions since 2007.

### OCCUPATIONAL HEALTH AND SAFETY

Having given momentum to its efforts in the field of Occupational Health and Safety (OHS) by forming a dedicated team in 2013 under Human Resources, Garanti BBVA has been coordinating the health and safety requirements of all locations via this organization which was renamed the OHS Division in 2015. Adopting the national legislation as the minimum standard and benchmarking itself against international norms and best practices, Garanti BBVA carries on with its activities throughout Turkey with a team of 44 (OHS experts, occupational physicians, occupational nurses).

Having crowned its implementations with the International Safety Award by the British Safety Council, one of the world's most eminent authorities in health and safety, this year, Garanti BBVA moves forward with its vision that adopts the national legislation as the minimum standard and benchmarks itself against the best practices in the world. The Bank has upgraded employee health and well-being with its precise and successful emergency management practices in relation to the pandemic and earthquake in 2020. With the OHS team organized under Talent and Culture in accordance with Occupational Health and Safety (OHS) regulations, Garanti BBVA will continue to effectively coordinate processes including risk assessment, occupational health implementations, training programs, OHS Committees, near misses, workplace accidents, corrective actions, emergency plans and drills at all locations.

Having realized a first among its peers and digitalized all of its OHS processes, 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.

### **Work-Related Accidents**

In 2020, the total number of incidents at all locations including subcontractors was 171. 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 50,563 days for women and 22,423 days for men in 2020. 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 2020.

### **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.

## **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.

Through Gender Equality workshops organized since 2015, which include male and female representatives from the Executive Vice President level to the manager level, 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 are being coordinated. Depending on the agenda, employees from different levels and locations participate in the workshops.

Aimed at empowering women leaders and increasing their recognition in internal networks, Women Leadership Mentorship Program continued for executives in 2020. To date, more than 80 women executives received mentorship and more than 40 women furnished mentoring under the program.

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

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, the Bank continued to offer the support service 24/7 exclusively to Bank employees

and their next of kin through the Domestic Violence Hotline in 2020. In addition, a communication initiative on the "Effects of Domestic Violence Upon Children" was conducted in 2020 as part of the program.

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.

The Bank believes that women and men are equally responsible for securing gender equality, and thus, extended the Paternal Leave from 5 days to 10 in 2020. Led by Garanti BBVA, steps began to be taken across all BBVA countries for prolonging the Paternal Leave.

The Bank also carries on with its efforts to entrench Diversity and Inclusion culture in the organization through various training and awareness initiatives on gender equality and unconscious prejudice. As the first step, new training programs were designed to make sure that unconscious prejudice and gender equality principles are espoused by the employee body of the Bank. These compulsory programs delivered through digital channels were targeted at freeing people of their stereotyped thinking, and discover their prejudices so as to minimize their implications. Following the training, gaming activities were held to raise awareness across the entire Bank and to consolidate the information provided.

Thanks to its various practices and initiatives for ensuring gender equality in human resources, among customers and the community, Garanti BBVA is the only company from Turkey to be included for four years in the Bloomberg Gender Equality Index that covers 230 companies from 10 industries from 36 countries and regions across the world.

## INTERNAL COMMUNICATION AND CULTURE

Under the internal communication policy based on providing timely and accurate information flow to employees, information was conveyed instantly mostly through live streaming in addition to conventional communication channels.

In these live streaming events actively participated by Garanti BBVA Senior Management, the main idea was to ensure that all employees are informed of a given topic simultaneously.

Due to teleworking and rotating working conditions, "Ask/Share" forum section on the intranet, which enables employees to view instant messages transparently, were actively used in addition to live streaming. The use of this section increased by 35% over 2019. Certain decisions introduced during the reporting period were revised according to employee opinions conveyed in this section.

All employee-oriented messages and activities were carried out via online channels throughout 2020.

The third Values Day which is celebrated on the same date in all countries to re-familiarize with, assimilate and live the values, was held on digital channels. In this edition of the event where 45% of Garanti BBVA employees actively participated, idea workshops concentrated on evaluating strategic priorities from the eyes of the employees. During the Values Day that was participated by approximately 10,000 employees through digital channels, more than 2,500 employees took part in workshops and generated over 250 idea.

On a joint platform, all countries nominated the employees enforcing the values through exemplary behaviors in their everyday lives and 12 employees from across the Group were rewarded with the votes of country senior managements and employees. Out of the 12 awarded employees, three Garanti BBVA employees were honored with awards in the We Think Big and We are One Team categories.

Garanti BBVA carries out a work-life balance program named Work Life Integration (IYI) in order to enhance employee satisfaction and offer a richer working experience. This year motivational activities and treats within the scope of the program were replaced by online activities. Open to all employees, these initiatives include, among others, online exercise sessions, dietician sessions and informative seminars organized by the specialist psychologists of the Employee Support service.

## 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.

## 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 Talent and Culture Unit delegated 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 the Bank, 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 8.29% of the total personnel expenses figure for the benefits provided in 2020 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 women employees to that of men employees is 1.14. 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, 526 women employees went on maternity leave and 466 men employees went on paternity leave. 88% of women employees who took maternity leave in 2020 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.

## OUTLOOK

### ADAPTING TO A TRANSFORMING WORLD

The transforming Dynamics in the world pushed the accessibility issue foremost within Garanti BBVA's approach to human resources. Delivery of this vast variety of existing services and products available to all employees through a channel constantly accessible by them gained priority. In this framework, Garanti BBVA carries on with its efforts to launch a mobile application for exclusive use by its employee body, which will be introduced in the first quarter of 2021. The application is intended to give access to the world Garanti BBVA employees need in their capacities as employees.

Another major component of this transformation aside from the mobile application covers the initiatives for creating a common portal that will host all existing channels for employee career and development, which are made accessible through different portals. This will allow employees to view and use the whole cycle from the measurement and assessment steps

within the "Development Model" to learning and career-related practices with a more holistic perspective.

Poised to introduce a tool whereby it will focus on more effective development of employees via the Career and Development Portal, Garanti BBVA will have thus launched a user-friendly platform for employees to track their progress throughout the year. New steps will be taken also for enacting the corporate values at every opportunity, and for creating an egalitarian working culture free from prejudices. Employees will be given the opportunity to devise new projects on parenthood and individuals with disabilities that will support business processes by engaging in opinion exchange with employee groups. Initiatives supporting work-life balance, which will be developed within the scope of the "Work Better Enjoy Life" message, will make the highlights of 2021 projects.

Garanti BBVA will be consolidating its existing channels in a more-friendly medium in the short term, and back this vision with steps that will ensure effective use of these channels and administration of a survey measuring satisfaction in the medium term. In the long term, Talent and Culture teams are targeted to be transformed into a team designing the initiatives that will provide guidance to all employees in their roles as service providers and consultants. Within the future human capital management concept, paving the way for employees' management of all products and processes they need in line with self-devised development plans and their involvement in decisions will be the greatest step Garanti BBVA will be taking towards further improving the existing egalitarian and inclusive working environment.

<sup>1</sup> The ratio of women employees returning from maternity leave is followed up on the basis of the year preceding the reporting period. For details, please refer to the Guidelines on Non-Financial Reporting in the Appendices section.