

What Does Human-Centered Bank Mean?

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Talent & Culture



Video



Click/scan to watch the video and for information about our strategy, actions and contribution to Sustainable Development Goals.

Investment

37.4 hours training per employee and 11 well-being programs

Human Centricity

Engagement

>27,500 ideas collected from employees through You Suggest platform

Human Centricity

Gender Equality

58% of all employees, 40% of senior and middle level management are women

Human Centricity

Development

95% of employees attended "Upskilling & Reskilling" trainings

Human Centricity

The Best and Most Engaged Team

4,999 20 min 10 customers

Related Topics	Value Drivers	Indicators	2020	2021
<p>#7 EMPLOYEE ENGAGEMENT AND TALENT MANAGEMENT</p> <p>#8 DIVERSITY AND WORK-LIFE BALANCE</p> <p>#10 HUMAN RIGHTS</p>	INVEST IN OUR EMPLOYEES BY FOCUSING ON THEIR DEVELOPMENT, SATISFACTION AND WELL-BEING WHILE OBSERVING THEIR WORK-LIFE BALANCE	Digital training/total training hours	47%	41%
		Hours training per FTE	31	37.4
		Programs for employee well-being	7	11
	EMBRACE A FAIR AND TRANSPARENT MANAGEMENT POLICY BASED ON PERFORMANCE, FOCUSED ON EQUAL OPPORTUNITIES AND DIVERSITY, AND ENCOURAGES INTERNAL PROMOTION	Women employees/total employees	58%	58%
		Salary ratio of women vs. men*	1.14	1.11
	FORM RESULT-ORIENTED TEAMS LIVING OUR VALUES, POSSESSING TEAM SPIRIT, ACTING WITH SHARED WISDOM, THINKING BIG, AND CARRYING SOCIAL RESPONSIBILITY	Women ratio in senior/middle level management	40%	40%
		Bloomberg Gender Equality Index	Qualified	Qualified
		Employee engagement score**	4.06	4.22
		High performer turnover	1.6%	3.5%
		Total ideas received from employees	25,000	27,500

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

** Scores from the annual employee engagement survey conducted by an independent audit firm concurrently at all BBVA countries are evaluated on a scale of 5.

Contributed Sustainable Development Goals



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

Managing all its activities under the heading “Talent and Culture”, Garanti BBVA aims to create a **culture that every employee will be proud and happy to be a part of.**

TALENT AND CULTURE

EMPLOYEE HEALTH

Having identified **seamless service delivery** to the society, its stakeholders and customers as its primary responsibility being Türkiye’s leading financial institution, Garanti BBVA set **its top priority** as employee health, who ensure the permanence of this responsibility, and their needs in this respect.

What We Did in 2021

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 Our 2021 Material Issue: COVID-19.

ADAPTING TO A TRANSFORMING WORLD AND NEW WORKING MODELS

In the wake of the pandemic, Garanti BBVA **quickly adapted to remote working**, and while benefiting from the flexibility and increased productivity resulting from remote working on the back of its experiences in this period, the Bank set **Hybrid Working Model** principles to maintain the advantages of cooperation, social interaction and learning from one another that come with working side by side as well.

What We Did in 2021

Garanti BBVA carried out its work and services **remotely** starting from **March 2020 to October 2021**, especially for roles allowing

working remotely in the Head Office departments, and also **achieved its goals** with this new way of working.

In addition to the developments in the world and in Türkiye, with the increase in the vaccination rates of the employees, within the scope of adaptation to the gradual normalization process, the new hybrid working order began implementing in line with the circumstances imposed by the pandemic in the period of **October-December 2021.**

In parallel with this transformation, the Bank switched to the **“shared clean desk”** format to align its offices to the new order and to ensure the most effective use. Through the **digital booking** solution developed in-house, employees began booking offices to use them.

In a bid to implement the hybrid working model so as to deliver **the best experience** to its employees, the Bank also improved all its Talent and Culture processes and practices. Moreover, Garanti BBVA designed **onboarding, leadership approach** fit for the new era, and the practices that will **boost productivity** and **support work-life balance** in a way to integrate them in the new working model.

Garanti BBVA aims to first **observe and analyze** how the hybrid working order and dynamics cater to the needs, and to further improve it through **feedbacks.**

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.

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.

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**.

The technical competencies defined let employees view the **degree of technical competencies** expected of their roles. Thus, they become aware of what is anticipated 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.

What We Did in 2021

With the **Development Portal**, Garanti BBVA launched a **user-friendly platform** for employees to effectively **focus on their development** and view their **competence and performance evaluation** results.

Garanti BBVA encourages **giving/receiving feedback continuously** and **development culture** through **quarterly development discussions** employees hold with their line managers. In addition, the **new leadership initiative** has been introduced which aims to bring a holistic approach to leadership visions of Garanti BBVA managers and which will help them progress through self-identification of development areas in relation to leadership.

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**.

Under **the employee-centric discussion model**, **8038** employees held **one-on-one discussions** with HR Consultants during 2021, and received **guidance** about HR topics, mainly concentrated in **career and development planning**.

LEARNING AND DEVELOPMENT

Garanti BBVA promotes continuous learning culture which fully prepares the employees for the **competencies of the present and the future** according to their needs.

What We Did in 2021

Garanti BBVA Training Center was rebranded **Campus Garanti BBVA**, and training and education activities were uniformed along with the system infrastructure to **cover all affiliates**.

Encouraging a culture of continuous learning, Garanti BBVA has combined all its educational activities under the umbrella of "Campus Garanti BBVA" as of 2021.

During 2021, **the digital learning platform was redesigned**. The new portal enables employees:

- **Track their learning performances more clearly** through the **Learning Status** by Data field,
- Access their training needs faster through learning **suggestions**,
- Reach a higher number of training content through the **smart search feature**.



In addition to the revamped digital training platform, Campus Garanti BBVA Training Center moved to Pendik location in June 2021, where it found a more compact and more modern setting.

In 2021, **141 new digital training packages** were added to the portal; including all affiliates, **6,300 webinars** were planned, and **87,970 employees** participated in the training programs. **Through gamified training solutions**, employees solved a total of **1,546,519 questions**, spent **16,124 hours** on apps and **digital training programs accounted for 41% of all training sessions in terms of hours**.

GETLingo portal integration was completed with the aim of supporting **English and Spanish** language development of all employees **at equal terms** and **3,079 employees** used the platform.

10,291 employees took part in **13 Let's Talk** live streaming episodes that hosted experts from relevant fields throughout the year.

Encouraging the culture of **learning from one another and information sharing** among employees, **"Let's Ask Someone Who Was There!"** event participated by **758 employees** was streamed live in December 2021.

Data Training programs continued in 2021 in keeping with Garanti BBVA's Data and Technology strategic priority, under which **24 Data Specialists** and **23 Data Scientists** were trained.

116 employees took part in the **Enabler Technologies Certification Program**, which once again included digital contents of the world's most prestigious universities, namely Columbia, Wharton, MIT, ELU in 2021.

95% of employees participated in **upskilling and reskilling** programs designed to bring about improved performance in employees' current jobs and to prep them now for the competencies of the future.

Cash Management and Financial Analysis Certification programs were added to the integrated career programs of **field teams**, in which **380 and 1,350 employees** from the relevant target groups received their certifications respectively.

Talent programs were redesigned with diverse contents, and **356 employees** attended these programs.

While **experience-driven leadership programs** were initiated on the one hand, **"Leadership Without Distance"** digital training program was introduced for the hybrid management environment for all the leaders on the other hand.

Within the scope of employee communication efforts, **weekly progress bulletins, monthly digital learning bulletins and monthly bulletins for Human Resources Consultants** were released regularly.

As part of stakeholder management, the first edition of the **"We are Talking Training at Campus Garanti BBVA"** summit was organized with 300 participants on 6 January 2021.

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**.

What We Did in 2021

Partnering with **Türkiye's leading universities** to attract **young talents**, Garanti BBVA reached **6383 students from 69 different universities** at events participated by its executives and employees in 2021. Identifying its management trainees and trainees at **Talent Camp** and **Talent Day** career events each year, Garanti BBVA recruited **68 new graduates** in 2021 and admitted **30 young talents** to a **one-month online internship** program. Holding its events directed at university campus events and talent camps through a dedicated website, Garanti BBVA **reached 3586 students via the online Campus platform**.

Focused on **developing its talents from within**, Garanti BBVA gives priority to internal career transitions for all vacant positions. Vacant positions emerging at Garanti BBVA Group companies are announced to employees via **Career Opportunities**. 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. Under the Garanti BBVA **Career Opportunities Policy**, managerial positions also began to be announced to employees from 2021.

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.

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**.

As part of global career opportunities, Garanti BBVA employees are offered the opportunity for **short-term assignments** that they can work for **one year on project-basis at BBVA Group** under the **Global Seed** program. **In 2021, three talents were assigned to project groups in Madrid within the scope of the Global Seed project**.

EMPLOYEE DIALOGUE, PARTICIPATION IN MANAGEMENT AND SATISFACTION

Garanti BBVA 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**.

What We Did in 2021

Suggestion and idea platforms **Önersen, GONG, and Atölye**, and the **"Ask/Share"** section of the intranet portal serve as a means for Garanti BBVA employees to submit their suggestions and ideas. "Önersen" (You Suggest) platform has been instrumental in collecting **more than 27,500 ideas and suggestions** since 2007.

More than 27,500 opinions and suggestions have been shared on the Önersen platform since 2007.

Employing data-driven design in employee experience processes, 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 2021, Garanti BBVA earned **an employee engagement score of 4.22 on a scale of 5** according to the results of a questionnaire administered simultaneously by **an independent research company** at all BBVA countries.

2021 Employee engagement score of **4.22** on a scale of **5**.

In addition to this global survey, Garanti BBVA launched **Employee Experience Questionnaires** in 2021 to regularly seek employee opinions. The results of the questionnaire conducted **three times a year** are used to determine development areas and to formulate strategies. They also allow action planning and progress monitoring. Actions incorporating employee opinions also **improve engagement**.

Numerous **workshops** are realized with the employees **to exchange ideas** about new project developments and **to capture wishes and anticipations in the results**.

During 2021, the **Young Committee** started activities in an effort to better **hear the young employees' voices, to conceive ideas collectively**, and to improve employee experience. Numerous projects are intended to be put into life as a result of the work of project groups under the Committee.

Closely **observing the change in the dynamics of business life and the approach and expectations of employees to business life**, which started with the pandemic, in the world and parallelly in Türkiye, Garanti BBVA transforms its business model by leading in this area, manages its risks and opportunities.

With the change reflected in the expectations, needs, approaches and preferences of the employees, **the turnover rate of high-performing employees was 3.5% in 2021**. Within the scope of this development, which is in line with the foresight, Garanti BBVA will continue to closely follow trends, develop **the best practices, lead the transformation**, and work to **acquire and retain talent**.

HEALTH AND SAFETY

Having given momentum to its efforts in relation to the health and safety of all our stakeholders including our employees, contractors, visitors and customers by forming a dedicated team in 2013 under Human Resources, Garanti BBVA has been carrying on with these activities via this organization which was repositioned as the **Occupational Health and Safety (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 Türkiye with a team of 46 occupational physicians, OHS experts, and occupational nurses.

What We Did in 2021

With its implementations in 2020 and 2021 endorsed by the **International Safety Award** given by the **British Safety Council**, one of the world's most eminent authorities in health and safety,

Garanti BBVA has been **the first in Türkiye's** finance sector to receive this award **for two consecutive years**. In addition, the Bank claimed the Best in Country award having been named **the best in the country** for the health and safety experience offered in 2021.

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Garanti BBVA uses the **OHS software** that has been in use at all its locations since 2013 to coordinate its implementations. The system is used to record and manage all processes including **risk assessment, health monitoring, OHS Committees, case handling, emergency management, training and information activities, supplier management**, etc.

During 2021, numerous drills and practices were carried out across the Bank for the COVID-19 pandemic, as well as other emergencies. A great variety of emergency scenarios ranging from earthquakes to power outages, from civil commotion to pandemic were experienced as **end-to-end Business Continuity** processes. **The Emergency Management training** has been upgraded according to new needs and was shared with employees. A number of **improvement** actions were also taken in relation to the training and gear of emergency intervention teams.

During the pandemic, it has become critical to ensure **a health and safety awareness** of all stakeholders and to maximize protection procedures. Along this line, the **Supplier Management procedure was revised**, and assessments were made under different categories depending on the risk of the work to be performed. Technical assessments and implementation audits were conducted to drive **suppliers' conformity to the Bank's policies** and improvement of their processes.

In 2021, as was the case in 2020, the COVID-19 pandemic continued to be managed very **dynamically with data-driven decisions** using **daily data analyses**. Garanti BBVA remained the leading bank guiding the sector with the high rate of vaccination

among the Bank's employees, **physical and administrative measures** implemented in work spaces, promotion of employee awareness regarding health and safety risks during **work-at-home** periods, **thorough supplier management** processes, and digital developments such as the **integration of the Ministry of Health database and the Bank's own COVID-19 database**, while making its employees feel and experience that the Bank stands by its employees also through this rough patch and that we are better together.

Near Misses and Work-Related Accidents

Near miss and workplace accident processes were also improved to build on **the learning experience from each incident** including near misses, to complete the **root cause analyses** of incidents to seize improvement opportunities, and to reinforce communication flow during an incident.

In 2021, the **total number of incidents** at all locations including subcontractors was **120**. All incidents 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 66,147 days for women and 25,002 days for men in 2021. 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 0.02 in 2021.

Employee Benefits

Garanti BBVA offers various products and services to enhance its employees' quality of life. 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.**

INTERNAL COMMUNICATION, CULTURE AND EMPLOYER BRAND

With the goal of being **the employer of choice** in the banking industry and **an attractive brand** for its target audience in other sectors, Garanti BBVA seeks to introduce projects that attract

potential talents and to **increase employee engagement** through internal communication initiatives catering to its employees' needs. The Bank takes data-driven decisions and determines its actions accordingly to redefine a unique Garanti BBVA culture that will personally connect with existing and potential **employees to attract the right talents at the right time and to retain** them.

What We Did in 2021

Under the internal communication policy based on **providing timely and accurate information flow** to employees, Garanti BBVA focused on **live streaming and online events** in its communication initiatives in 2021 aside from 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.**

"Ask/ Share" forum section on the **intranet**, which enables employees to view instant messages transparently, were actively used throughout the year. **The use of this section increased by 45%** over 2020.

All **employee-oriented messages and activities** were carried out via **online** channels throughout 2021. As part of **COVID-19 normalization steps, from October to the end of December**, Head Office employees **returned to the office** for a maximum of **two days a week.** Since 100% in-office presence was not restored, **events and communication activities** continued to be held online.

The fourth **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, as was the case in 2020. In this edition of the event where **40% of Garanti BBVA employees actively participated**, idea workshops concentrated on the assessment of our priorities by teams through the theme **"what moves us". During the Values Day, more than 8,000 employees took part in workshops and generated over 150 ideas.**

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.** In 2021, motivational activities and treats within the scope of the program

were replaced by online activities. Open to all employees, these initiatives include **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 etc. The Bank and the employees respect **human rights.**

EQUAL OPPORTUNITY AND DIVERSITY

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

Women employees comprise **58%** of all employees and **40%** of senior/middle level management

At Garanti BBVA, **women employees comprise 58% 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 Türkiye to sign** them.

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

Having launched a **compulsory** training for all employees on the basis of an awareness planning in relation to Gender Equality that it focuses on within the scope of its **Community Investment Programs**, the Bank initiated a long-term investment program with the **EşitBiz Gender Equality training**, aiming to reach first its employees, followed by teachers who have a critical role in the community in this respect.

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 Türkiye to be included for six consecutive years in the Bloomberg Gender Equality Index** that covers 418 companies from 45 countries across the world.

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What We Did in 2021

Aimed at empowering women leaders and increasing their recognition in internal networks, **Women Leadership Mentorship Program** continued for executives in 2021. To date, **more than 50 women executives received mentorship and more than 30 women furnished mentoring** under the program.

Within the framework of the **Domestic Violence Platform** Garanti BBVA has established in 2016 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 2021. During the pandemic, **awareness communication initiatives** were carried out as a reminder of the scope of the existing policy and the support hotline for the employees.

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 Türkiye 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.

Garanti BBVA's compensation policy is essentially based on "equal pay for equal work" and "pay for performance" principles.

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 **10.56% of the total personnel expenses** figure for the benefits provided in 2021 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 1.11. 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, **489 women** employees went on maternity leave and **382 men** employees went on paternity leave. **88% of women employees who took maternity leave in 2021 are still working at the Bank.**

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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

The transforming dynamics in the world pushed the accessibility and mobility issues foremost within Garanti BBVA's approach to human resources. Since advancing technology made corporate digital platforms an even more important component of employee experience, Garanti BBVA will continue to introduce new services in 2022 on the Connect application launched in 2021, and will also put Connect Web app into service for its employees.

Garanti BBVA aims to upgrade these applications to a much more sophisticated level by converting them into a brand-new employee platform allowing employees to easily access all information about corporate processes and perform all related transactions on a self-serve basis.

Garanti BBVA digitalized its talent acquisition processes end-to-end also in 2021 and will move ahead to increase the number of its employees in 2022. The Bank aims to consolidate the recruitment process to reach the right candidates by creating a renewed set of selection tools both for experienced and inexperienced staffing needs. In the coming year, Garanti BBVA will continue to offer various international opportunities for its employees' career development, and will introduce short-term assignment in the context of international career opportunities. The Bank will back its global vision with steps that will foster international rotation opportunities in the medium- and long-term.

The Development Plan screen that will be newly introduced in the short-term will allow employees to set development goals for their competencies and track their progress throughout the year. Employees will be able to enrich their professional experiences and acquire new competencies with internal rotation programs.

In the medium-term, it is intended to deliver a holistic employee experience through increased integration of the technical and behavioral competencies that employees developed with their career and development processes. In the long-term, the goal is to let the employees manage all the products and processes they need in line with the self-devised development plans and offer them the opportunity to tailor their own career and development journey within the scope of the future human capital management concept.

In a bid to foster the learning culture and ecosystem in parallel with contemporary practices, it is planned to;

- Align global leadership programs with those of Garanti BBVA,
- Continue to upgrade the new education portal with respect to employee experience, in various ways from accessing via mobile platforms to gamification,
- Focus on initiatives seeking to deepen the experience of learning from one another.

New steps will be taken for enacting the corporate values at every opportunity, and for creating an egalitarian and inclusive culture. Thanks to Employee Resource Groups (ERGs), the Bank will collaborate with the employees toward the goal of creating a culture of diversity and inclusion. The numeric target of diversity will be supported while preserving the existing ratio of women employees and women employees in senior management.

Given the increased number of and need for wellbeing implementations, all wellbeing initiatives will be gathered under a single roof in 2022. The program to be offered through the web and the mobile app will be open to all employees.

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.