

2019 ANNUAL REPORT HUMAN RESOURCES AND ORGANISATION





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Preface

The first year of the new 2019-2021 Strategic Plan has been noted for a great commercial success and a deep transformation of the organisation, with the departure of approximately 2,000 people in August and a reduction of about 500 branches. A new business model has been launched, opening up to 458 Store branches; reinforcing the InTouch service model, which has experienced an increase of customers by 75%; and maintaining the Rural Network.

The Human Resources and Organisation's activity has helped in this transformation, always bearing in mind the challenges to be addressed:

- Continue promoting diversity and talent to consolidate and evolve Culture, enhancing the aspects that characterise and differentiate the people that are part of the Company
- Create a value proposal that makes the employee experience a differential factor, so employees become the best CaixaBank opinion leaders
- Promote the use of technology with new working methods and more collaborative structures, thus obtaining an organisation that thinks and acts in a quicker and more flexible manner
- Further humanise the Organisation in order to reinforce trust in customers. This means providing the staff with all the tools required to perform their job and supporting and trusting in them so they can transmit the same support and trust to the customers
- Above all, accelerate the digital transformation

This Report presents the information in 3 broad sections: The Contribution by Human Resources and Organisation to the 2019-2021 Strategic Plan; Information about "What we are like and how we are organised"; and the Detail of activities, processes and projects carried out at each point of the employee life cycle (employee journey).

New 2019-2021 Strategic Plan

CaixaBank has successfully completed the 2015-2018 Strategic Plan, reinforcing its commercial leadership thanks to a model that meets all the financial needs (scalability and capillarity, technology and digitisation, advice and proximity and wide range of products). As a result of acquiring BPI and replicating CaixaBank's business module in Portugal and establishing a structure centred on the Core business, it has been able to achieve a profitability above the cost of capital. At the same time, it has met the goal of having the best prepared and most dynamic team. This is evidenced by their higher empowerment and qualification (13,800 employees qualified in 2018); higher levels of satisfaction and commitment, as shown by the 2018 Engagement radar; and the firm commitment towards diversity and equal opportunities (39.9% of women in management positions). This is an excellent starting point for the 2019-2021 Strategic Plan.

“ CaixaBank's strategic vision for 2021 is summarised in being a leading and innovative financial group, with the best customer service and a benchmark for socially responsible banking, while contributing to the financial well-being of our customers and the progress of society. ”

The new 2019-2021 Strategic Plan has 5 strategic lines:

1. ***Offering the best customer experience***, transforming the distribution network in order to provide higher added value to the customer, strengthening the remote and digital customer relationship model, broadening the offering of new bank and non-bank products/services and reviewing the customer journeys (key interaction points with the customer).
2. ***Accelerating digital transformation***, to boost efficiency and flexibility, reducing the time-to-market when launching new products, implementing Robotics to support process automation, systematically implementing Data Analytics and extending the use of agile methodology.
3. ***Fostering a people-centric, agile and collaborative culture***, keeping people at the core of the organisation, investing in talent and diversity development, deploying the best value proposition for employees and championing the key virtues of agility and collaboration.
4. ***Generating attractive shareholder returns and solid financials***, improving Core income supported by increasing activity and reducing problematic assets.
5. ***Becoming a benchmark in responsible banking and social commitment***, reinforcing a culture of transparency with customers, maintaining the commitment towards financial inclusion, fostering responsible and sustainable financing and promoting social initiatives across the territory.

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Contribution by Human Resources and Organisation to the objectives of the 2019-2021 Strategic Plan

Human Resources and Organisation has reflected on the contribution and value proposal in each of the five strategic lines, and six lines of action that establish the roadmap for the three next years have been defined.



1. Offering the best customer experience

In a complex environment where society's and customer's habits are changing (strong growth of digital channels but maintaining the key importance of branches, which is where the highest value-added transactions are carried out from the customer's point of view) having a single omnichannel distribution platform and committing to continuous improvement, with the aim of anticipating the customers' needs and preferences, have become a necessity. In this context, CaixaBank is evolving its distribution network by concentrating retail centres (-491 branches in 2019) and transforming them into advice centres; creating specialised centres; and developing the best digital network (CaixaBankNow, ImaginBank, InTouch).

In 2019 CaixaBank has broadened the Store and Business Bank branch model in urban areas by increasing the number of branches from 297 in December 2018 to 500 the following year, and its aim is to reach 700 by the end of the Strategic Plan. At December 2019, these branches had 5,438 employees, and they are noted for their role as advice centres with further customer proximity, supported by technology, further service capacity and specialisation, and a more efficient organisation: collaborative spaces, shared agenda, and flexible and dynamic work methods.

Number of branches **Store | BusinessBank**



Meanwhile, the AgroBank model has been reinforced and consolidated in the Rural Network. This sector requires proximity, capillarity and specialisation, and the adviser's training and mobility are key aspects when it comes to providing a better service. CaixaBank has 2,416 employees fulfilling this purpose. The Rural Network has maintained its number of branches at around 1,100, which amounts to 30% of the Retail Banking network. The specialised centres in Business Banking (including Day One), Private Banking, CIB and Developers have also been maintained, adding a total of 221 centres.

Rural branches **AgroBank**



Note: In 2018 a more restrictive criterion was applied when considering a branch as a Rural branch. In addition to being established in towns/villages under 10,000 inhabitants, it had to be the only one in the town/village and have 6 or less employees.

Lastly, the InTouch digital service model was launched, with further customer proximity, extended opening hours and emphasis on the relationship and commercial service. A total number of 721 advisers were already carrying out these tasks in December 2019 in the fourteen centres available.

Number of advisers 



Therefore, 6,159 employees (22% of the entire workforce) are already part of these centres, which involve the transformation of the service model.

In addition to the transformation of the Retail Banking distribution model, the business' organisational structure has also been redefined with the creation of CaixaBank neX and ImaginTech, aimed at continuing to adapt the business to the market needs and achieve greater customer proximity. CaixaBank neX was created with the purpose of evolving the commercial model into a multichannel environment, accelerating the detection of customer needs and the design and offer of the appropriate solutions. Meanwhile, following the success of ImaginBank, ImaginTech is evolving towards a community in which to offer more than financial products, with the aim of engaging and connecting more with the new generations. The new subsidiary will assume the entire management of the bank's youth sector, with the challenge of completing the current offering with disruptive and innovative proposals, exploring new ways of monetisation and further exploring the opportunities of digitisation for this group.

CaixaBank has launched two All in One centres in Valencia and Barcelona. It is a new concept by means of which the Company intends to revolutionise the experience of customers in the physical channel.

The All in One centre in Barcelona has over 3,000 square metres, service areas specialising in each type of customer, a cafeteria, an auditorium and the most innovative technology currently available in the financial sector.

CaixaBank's new flagship gathers a team of 80 advisers specialising in Personal Banking, Premier Banking, Private Banking, Business and companies, and it provides service to 22,000 of its customers. The technology is notably present in all the space's areas.

In 2019 Human Resources and Organisation has contributed to the strategy of offering a better customer experience via the line of action: Supporting the new distribution model.



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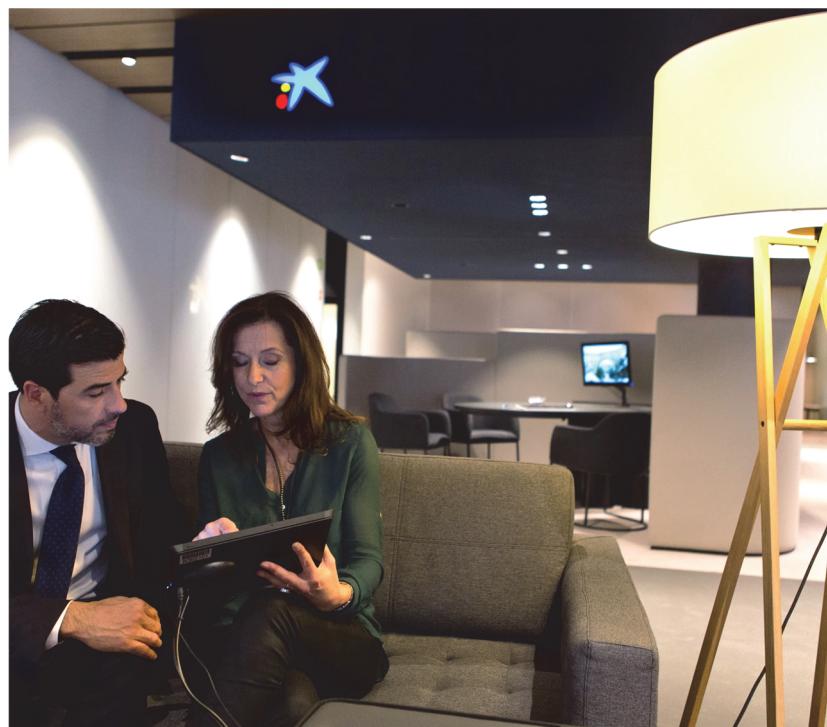
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1st line of action: Supporting the new distribution model

We accompany the transformation of the commercial model, reinforcing cultural, structural and training aspects, thus ensuring the success of the new commercial model with the best-trained professionals and the most efficient organisational structure.

The main projects involved are as follows:

a) Assessment at Store Branches, where a talent map of conventional branch managers considered potential Store Branch managers by region has been prepared in order to identify skill gaps and enhance the candidates' development. At the same time, the selection criteria of Store Branch managers has been standardised and the selection processes have been accelerated.



b) Specialised training by branch model (Store, AgroBank and InTouch), to provide customers advisory and quality services, improving the value proposal. In this process the needs of each segment have been reviewed and updated in order to design specific training schemes adapted to the commercial model, which intends to provide the best customer experience throughout the four life experiences: Day to day, Enjoy life, Sleep soundly and Think about the future. This training has been delivered mainly online via the Virtaula platform, including self-training courses in the specific itineraries.



c) Review of the Compensation model in InTouch centres, to ensure external competitiveness, as well as internal equity; favour mobility between the Commercial Network and the InTouch segment, making the most of the commercial best practices and synergies; and to attract, retain and motivate talent in the InTouch segment.

d) Training in the advisory model, to comply with the training on insurance (IDD), advisory services (MiFID II) and mortgage (LCI) regulations and designing digital transformation training itineraries.

2. Accelerating digital transformation to boost efficiency and flexibility

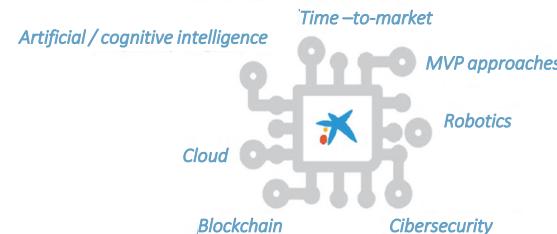
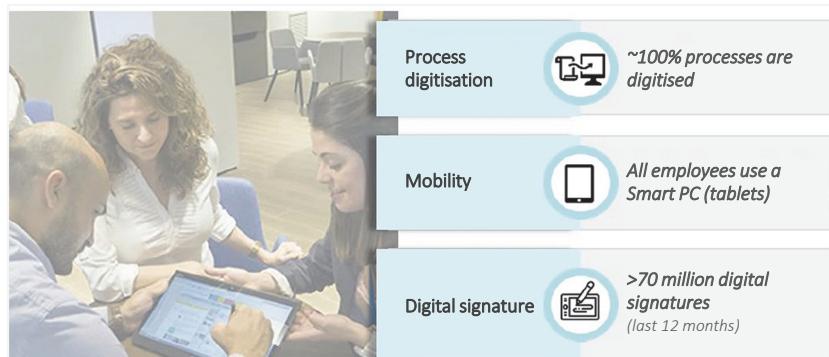
CaixaBank has committed to digitisation as a lever to gain in efficiency and unique competencies. The digitisation of processes provides greater agility, simpler documentation and traceability of information, and optimises the corporate archive. On the other hand, the availability of tools that favour mobility, such as Smart PC, provide a greater commercial and operating efficiency, contributing to the results.

The digitisation is also being carried out with an internal vision, improving the flexibility, scalability and efficiency of the infrastructures, by using cloud technology and the evolution of IT architecture; extending the use of agile methodologies; investing in cybersecurity; and creating a new data processing centre, as well as systematically applying Data Analytics.

In 2019 Human Resources and Organisation has contributed to the strategy of accelerating digital transformation to boost efficiency and flexibility via two lines of action: Digital Transformation and Organisational and Corporate Transformation.

2nd line of action: Digital Transformation

We accelerate digital transformation by implementing agile and collaborative forms of work and systems that focus on new customer behaviours.



The main projects involved are as follows:

a) Agile Transformation, adopting agile methodologies to increase flexibility and efficiency in providing solutions and breaking silos through collaborative work. This entails working through a product approach, and improving processes and demand management.

b) SuccessFactors Platform, aimed at improving the HR digital services for employees and adjusting them to their needs, providing a better user experience, contributing with the market's "Best practices" and improving the time-to-market when implementing the new functionalities. In 2019 once the new Employee and Manager web portals were developed, the SuccessFactors mobile app (Android corporate mobiles) was implemented, and new functional modules for assessment purposes have been included progressively, such as the assessment of challenges for managing variable remuneration, assessment by skills, assessment for new employees, assessment of Customer Adviser career paths, assessments for consolidating positions and assessments of collaborators (whether Temporary job placement companies or work-experience employees). In addition, new processes associated with Talent Management Appraisal (Successions Plan, Management Feedback and External Talent Interviews), Selection and Onboarding have been implemented.

c) PeopleNow is a new participatory tool, much more than a communications channel; it is a lever of digital and cultural transformation that facilitates a transversal and two-way internal communication and a powerful evolution of "Personas" (corporate intranet). PeopleNow is a business support tool with the following benefits: it offers further possibilities of collaboration and transversality; it offers personalised information (filters by interests); it is more

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visual, attractive, easier and user-friendly; it provides on-time communication (mobile first); it promotes the Company's digitisation; it provides visibility towards the Organisation (personal brand); it gives employees a voice; and it can be used as a leadership tool by managers (team builder).



This new tool has been tested in its pilot stage throughout 2019, testing its functionalities applied to corporate and network service equipment. After considering this first test as successful, we progressed in the technical implementation of the final version in the Company, as well as in the definition of the governance model, of the collaboration and information structure, of reporting and of all the aspects linked to the new social intranet. The Company intends to progressively roll it out in 2020.

d) Redesign of the online Virtaula training platform. Within the scope of training, the online platform has been redesigned by carrying out the Virtaula 2020 project (e-learning), which entailed incorporating new digital functions, promoting learning through the training offering and improving the employee's experience by making it more user-friendly and meeting their needs. Learning is fostered by means of:

- A new self-training catalogue
- Ratings and comments in the self-training activities
- Annual planning of training activities with objectives
- An AI tool that recommends self-training activities based on the employee's function and their profile
- A training interest survey
- Rewarding the employees' feedback

The employee experience has been improved by restructuring and redesigning the platform, including a support chatbot and having the possibility of obtaining individualised activity reports on the employees, among other functionalities. English language improvement and learning content and the

new itinerary "Transformation in the Digital era" has been included in the platform in 2019. This has been structured into 4 blocks: Digital environment, Data Academy, Digital skills and Agile work methods.

The training content is mainly delivered online and transversally worked on with Business and other areas of Corporate Services.



Virtaula
2020

e) Launch of the HR Analytics project. The Organisation area has worked transversally with other areas of the Company to launch the HR Analytics project, which is aimed at obtaining analytic knowledge to improve decision-making within the scope of Human Resources and Organisation. The following main initiatives were developed in 2019:

- *Proof of concept towards a predictive selection model.* The aim is to integrate this process into the SuccessFactors platform. For this purpose, we have identified the need to collect information about the employees' Hard skills, given that we currently have information about skills/behaviours from the assessment of Soft skills, the talent profile (potential and contribution matrix) and biographical data (employee file: training, history, certifications, etc.). Cognitive technologies can drive new practices in people management and allow identifying room for operational improvement in the current Human Resources processes. The aim is to have a detailed description of the job position and be able to extract the optimal candidates for each position based on the information in the

systems. Preliminary work has been carried for three specific functions (Premier Banking Adviser, Business Area Management and Data Scientist).

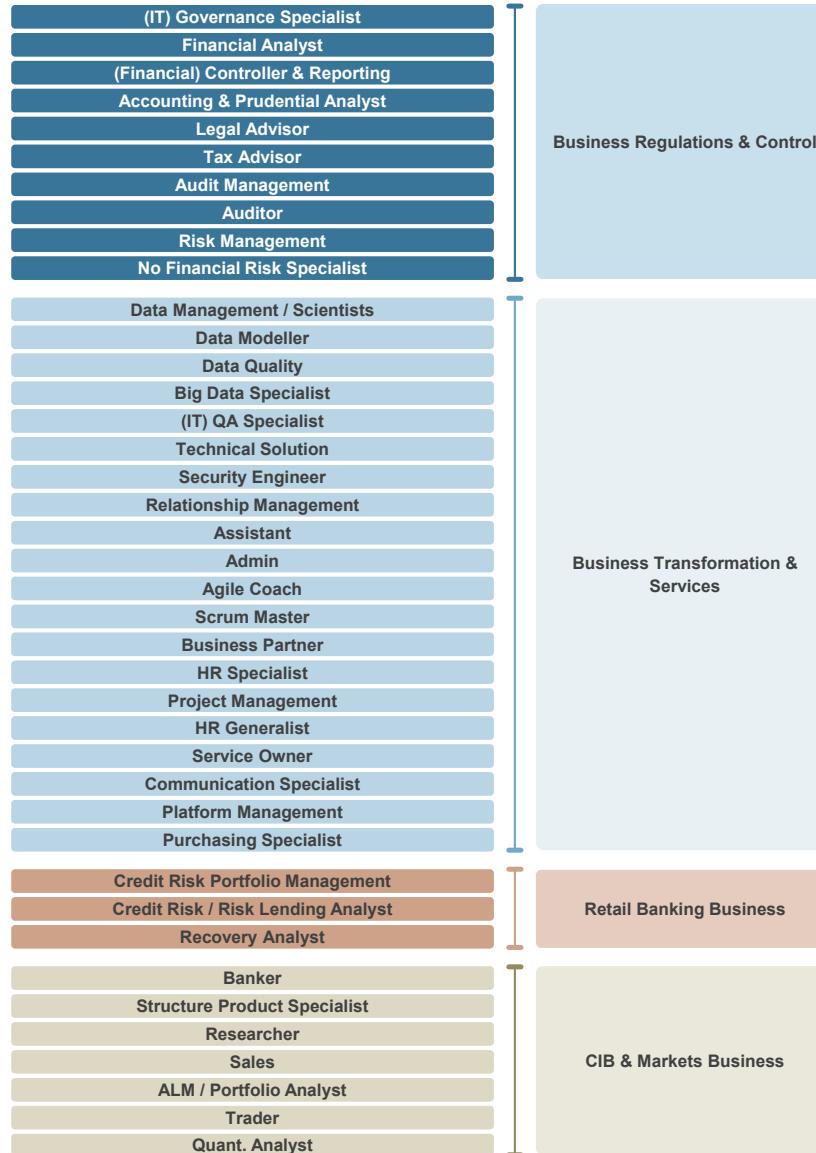
- *High performance prediction*, in order to determine the variables that describe the “High Performer” employee by analysing the characteristics and employee’s history and analysing the historic EpC.
- *EpC matrix*. The Contribution and Skills matrix has been delivered to the InTouch Human Resources Management in collaboration with Selection and Development, and the new format was presented to the Development managers of Regional Management Departments.
- *Human Resources Datapool*. Work has been carried out towards building a specific Human Resources Datapool that facilitates queries of information now scattered in different environments.

3rd line of action: Organisational and Corporate Transformation

We implement organisational and corporate governance models that simplify the structure and improve efficiency with a customer vision at its centre.

The main projects involved are as follows:

A) Agile and collaborative structure. A new structure has been designed to simplify the number of organisational levels that improve the time-to-market, reducing reaction and decision times. These more flexible structures have a positive impact on employee engagement and the development of internal talent, and lead to further productivity and higher delivery quality. Work has been carried out in three lines: 1) Evolution of the organisational structure, 2) Roles model and 3) Initiatives linked to implementation through the Open team (agile squad of Human Resources and Organisation).



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b) HR Business Partner (BP). The internal customer relationship model has been redesigned, achieving a service of greater proximity, agility, proactivity and quality. The main objectives are the following:

- Improving the areas' value proposal by means of a service of proximity with a holistic view of needs combined with the current expert services
- Facilitating the traction and consolidation of Human Resources and Organisation's indicators and strategic initiatives
- Increasing the Human Resources and Organisation's overall knowledge about the areas, anticipating needs and solutions
- Managing the demand and expectation with a direct decision in certain delegated scopes, improving the time-to-market

This project promotes a more homogeneous service model, assimilating it to the success model currently used in other areas, such as the Regional Management Departments (Network), subsidiaries and CIB & International Banking.

The main functions of Business Partner is to gather the historic and evolutionary knowledge of its areas of responsibility and be the area's contact point in order to carry out any procedure in the People area, and it provides direct access to expert services. This helps streamline Human Resources processes, such as the assessment of challenges, assessment by skills, bonus management, development plans, etc., and launch specific actions, such as fill out the CV in SuccessFactors, use PeopleNow, self-training in Virtaula, etc. It is also a facilitator that advances, shares and co-leads, together with Experts Services of Human Resources and Organisation, the needs to be managed, and it jointly analyses the short-, medium- and long-term alternatives that can be proposed to the areas and manages the demand and expectations of the same areas with respect to the services offered -a direct decision in certain delegates scopes-, improving the perception of time-to-market for the area, sorting the flow of requests at an internal level of Human Resources and Organisation and providing local solutions.

Business Partner also highlights and exploits the power of the current services and tools (Virtaula, SuccessFactors, and so on), guiding the area in making the best use of these in a personalised way; participates, together with the Talent

and Development area, in building the talent map; and provides insights into the design of horizontal careers that allow placing the best person in the best position (Talent allocation).

Lastly, it regularly monitors and follows the People indicators, detecting and anticipating problems when dealing with the areas (higher % of rotation, almost-consolidated work-experience employees, % of bonus attainment well above or below the target, etc.), and it periodically meets with them for purposes of receiving feedback on, anticipating and preparing needs.

The project was launched in 2019 in two large areas: Directorate General of Risks and Directorate General of Resources, and it will be progressively rolled out in 2020 in the rest of the areas of Central Services.



c) Evolution of the Corporate Model. In 2019 the Corporate Model has been developed and the subsidiaries have been streamlined with the aim of improving the Group's efficiencies, governance and control and the creation of shared services.

In the preliminary stage of the project a new organisation and the basic elements of the new operational model were introduced, minimising the impact: maintaining the existing budgets, resources, policies and processes and standardising new processes and policies by need/regulatory obligation. This provided a further standardisation in the different subsidiaries' Human Resources service.

In the current stage, initiated in 2019, the corporate model is being developed with the aim of materialising all the pursued benefits and basing it on a sustainable model. These are the expected benefits:

- Further harmonisation and standardisation in order to provide a flexible and scalable model in face of the challenges and continuous changes demanded by the business and Company
- Further clarity of the governance model to ensure the sustainability of the model's benefits and its synergies
- Increase in service level and the access to the best resources by the subsidiaries
- Human Resources managers of subsidiaries focusing on a higher value added role for the business, such as People Advisors
- Having a model with a flexible customisation for companies in strategic aspects of each sector

As a result, the corporation will benefit from a strategic alignment, further competitiveness, and synergies and efficiencies, and the subsidiaries will be provided access to best practices and better resources at a Group cost and will improve their service level.

d) Centre of Excellence. The Centre of Excellence was set up in 2019. Here multidisciplinary teams design global transformation plans by acting on different axes (organisation, people, automations, innovations, governance, etc.), with the aim of accompanying the areas in their transition to the 2021 vision in order to promote a more flexible organisation that reduces the time-to-market. This leads to releasing the transforming talent and obtaining further productivity in Core services, further dedication to innovation and transformation projects, changing the work methods and pursuing a lower need of resources in the future. An assessment is carried out in each analysed area and an Action and execution plan is designed for the following scopes: Organisational structure (alignment of functions, project teams, etc.); Functions and people (communications matrix); Collaboration (implementation of agile methodologies and collaborative tools); Processes and tools (in-depth analysis); Outsourcing model; and Decision model.

In 2019 this was materialised through Legal Advice, designing several projects, among of which stand out: the outsourcing of new services, the optimisation of tasks, internal talent processes, corporatisation, optimisation of internal circuits, supervision of the regulation's implementation and improvement of the customer relationship process, among others. With regard to the Digitisation Plan, the corporatisation of Legal Advice applications, the demand's management and the monitoring of the regulation's implementation are particularly worth mentioning.

e) HQ Productivity, productivity improvement initiatives. With the aim of ensuring an efficient organisational structure and optimum sizing for Central Services, initiatives to improve productivity in the Company have been identified and executed. As a result, the HQ Productivity project has been developed, which involves the implementation of new productivity KPIs for the Central Services areas and subsidiaries.

There is a report available on the evolution of productivity in Central Services from 2018, and based on this analysis, it helps:

- Make decisions aimed at managing more efficiently the resources of the same scope, such as allocating resources to "Change" in off-peak periods in a planned way, with a balanced use of resources between the teams or pool of transversal resources
- Identify transformational or improvement opportunities
- Obtain an additional input for making decisions on the sizing of the units

During the second half of 2019, adjustments have been made to the model in order to adapt it to the Company's organisational changes.

f) Scope of the Internal consultancy projects. The following initiatives are worth mentioning:

- The BREXIT Project, which has implemented the measures required to enable CaixaBank, the Group subsidiaries and the Branch in the United Kingdom to continue carrying out its operations under any exit scenario (Hard BREXIT or Soft BREXIT)

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- Regulatory implementation of PSD2 payments, communication of incidents in payment services to the regulatory body (Bank of Spain) and customers in shorter time frames and a half-yearly reporting of fraud related to all operations subject to PSD2
- Implementation of LCI (Real Estate Credit Act), the work methodology used in the launching sessions and prioritisation of activities was based on principles and tools used in agile methodologies. The necessary adaptations have been carried out to comply with said Act (mortgage or non-mortgage offering) in the formalisation, subrogation, novation and refinancing processes of loans
- Contact Centres Inbound. The model involves the corporatisation of the Contact Centre Inbound services for customers, and it is based on concentrating the Inbound demand's management in Business, thus leading the channel strategy, coordinating service requirements (with standardisation of criteria and a 360º vision) and improving the customer experience, and concentrating the management of services and suppliers in Resources, thus achieving further efficiency and scalability

3. Fostering a people-centric, agile and collaborative culture

CaixaBank has invested a lot in attracting and developing talent; has encouraged the progressive change of profiles in a predominant part of the organisation, increasing the number of specialists in all segments; and has adapted the processes in order to favour meritocracy and diversity. And, it will continue to invest in training, with the aim of having the best-skilled professionals in order to provide customers high quality advisory services and to promote employee empowerment and diversity from all perspectives: gender, functional and generational.

In 2019 Human Resources and Organisation has contributed to the strategy of fostering a people-centric, agile and collaborative culture via the line of action: Culture Plan.



We are CaixaBank



4th line of action: Culture Plan

Reinforcing the behaviours that define how we act at CaixaBank and that will ensure future success and the best experience for our employees



Following the presentation of the Corporate Culture Plan in 2019, which puts people first with the development and well-being of the Company staff, customer service, and engagement to society, the Culture Plan continues its development by preparing the Organisation to face the new challenges, the evolution of business and the expectations and needs of customers and professionals making up CaixaBank through four lines of action:

a) Communicate and raise awareness to disclose the behaviours of CaixaBank Culture that are encompassed within the "We are CaixaBank" concept.

People first

Committed: we encourage actions that have a positive effect on people and society as a whole.

Close: we listen and support everyone, providing solutions to their current and future needs.

Responsible and demanding: we act guided by criteria of excellence, thoroughness and empowerment with the aim of adding value to others.

Honest and Transparent: we build trust by being upright, honest and coherent.

Collaboration is our strength

Collaborative: we think, share and work transversely as a single team.

Agility is our attitude

Agile and Innovative: we promote change with foresight, swiftness and flexibility.

The following communication initiatives carried out in 2019 are worth noting:



- **“We are protagonists” videos.** Six videos that help assimilate each of the characteristics that define us in CaixaBank have been included. Sixty professionals part of the Network and Central Services tell us how they apply these characteristics with colleagues and customers in their daily work.
- **“We move forward” videos.** These videos are project documentaries that show all the staff, in a practical way, the Company’s new transversal, collaborative and agile ways of working and their results.

The next steps include reviewing the layout and browsing structure.

- **Videos with Culture Speech** for managers, as a support tool for managers to reinforce, share and help be an example of the kinds of behaviours that define us at CaixaBank. Single speech for each manager to transmit it to their teams.
- **CaixaBank Talks** in Regions. Activities with the staff in Regional Management Departments aimed at informing about the Culture Plan and the behaviours that identify us, in which the Regional Manager, the Culture team and external lecturers intervene and address topics related to cultural changes in organisations.

- b) **Commercial culture Training.** Face-to-face workshop for managers of Retail Banking and Central Services branches which integrates culture within the Leadership Model and the Commercial Model, developing knowledge and skills in a practical way for their day-to-day use in the office.

The training content includes the following:

Leadership model, the manager as a transformative leader: results motivator, enabler, proactive, strategic, innovator, leader at the service of others and ethical reference

New assessment by skills, the manager as a driver and developer in key leadership moments

Commercial model associated with the four experiences (only in the Commercial Network), the manager as the promoter of the commercial system that identifies and provides guidelines on the moments of truth in sales, guaranteeing customer experience and the fulfilment of challenges

- c) **Culture initiatives**, in coordination with the Strategic planning team, quarterly monitoring and assessment actions are carried out on the 35 proposals forwarded by Culture’s transversal groups (between April and October 2018), thus meeting the identified and prioritised needs of the Engagement Study, with the aim of developing them throughout the 2019-2021 Strategic Plan.

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The scopes of work are as follows.

- Giving autonomy to Branch management
- Promoting more efficient ways of working at the branch
- Promoting cross-cutting projects and agility in decision-making and implementation
- Encouraging participation and innovation

At the end of 2019, 20% of the initiatives have been implemented and another 60% are in course.

d) **Employee experience**, this project was carried out in 2019 with the following objectives:

- Identifying key moments in the relationship between the Company and its employees and detecting the gap in relation to the desired experience, in accordance with the Corporate Culture Plan (Journey map)
- Proactively working on employee experience with initiatives that have an impact on the employee-Company relationship model, generating a differential experience
- Measuring, analysing and adjusting, by using the suitable strategies and tools to actively listen to the employees, define improvement plans and control advances
- Improving the employee's satisfaction and commitment, with a real impact on results and aligned with Culture

The active listening process, which aims to carry out an action plan and which is based on the feedback received from employees on the factors that most influence their experience, has been carried out through:

- An annual Engagement study, where we obtain a global eNPS of the Company, not associated with any specific point
- A focus group with people from different areas of the Organisation
- Touchpoints for more eNPS transactional recurrent and specific interactions, in order to compile the feedback on what specifically happens in the interaction with the organisation, associated with the prioritised moments.
- Externally, developing a benchmark of best practices in the market: IMEX (Employee Experience Measurement Index), in order to understand the performance and positioning from the market's perspective

Based on the detected gaps, actions have been prioritised within the scopes of onboarding (hiring), crossboarding (change of position) and assessment. In the onboarding y crossboarding scopes: committing to an agile and proactive recruitment (predictive recruitment), promoting the development of people by promoting mobility, informing about the policy and recruitment process, redesigning the communications model and attracting external talent through a differential value proposal (employer branding). In the assessment scope: committing to a model leading towards 360º assessment (transversal inputs), with recurring feedback throughout the year; and extending recognition with informal actions.



Another two projects stand out within the line of action that strengthens the behaviours that define us at CaixaBank: iHealth and Well-being Plan and Diversity and Inclusion Plan.

e) **Healthy Company project.** Safety, health and well-being are becoming strategic aspects in any company. The most competitive companies are launching projects that generate value for people, promoting their well-being in a healthy and sustainable work environment. CaixaBank is committed to a healthy company model since:

- It has an effect on the productivity and competitiveness of the Company and, thus, on its sustainability
- It leads to a healthier, more motivated and satisfied staff with increased commitment and pride of belonging
- It improves the corporate image and encourages talent acquisition and retention
- It improves the work environment, which reduces absenteeism

The Healthy Company project is structured along three axes:

1. Safety: Safe and emotionally healthy work environments

CaixaBank currently has an Occupational Risk Prevention management system in place in accordance with the requirements of the OHSAS 18001 standard, which is stricter than legal requirements. Preventive culture has been integrated in all levels of the Organisation through a team of safety and health managers (in the Human Resources teams) in the different regions.

CaixaBank aims to achieve excellence in preventative culture and safe work environments. To this end, the transition to the ISO 45001 certification (voluntary and stricter than legal requirements) is being examined, incorporating well-being as a global concept.

In the psychosocial area, an intervention programme that assesses psychosocial effects and defines action plans for reducing stress factors has been carried out.

As proof of its continuous improvement in prevention, CaixaBank has been internationally recognised with the "Occupation Risk Prevention 2019" award from the ORP International Foundation in light of its implementation of a comprehensive prevention management programme for staff abroad.



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2. Health: Promoting healthy lifestyles and balancing work and health as a priority

CaixaBank has fitted out physical spaces to promote healthy activities and sports (changing rooms and multi-purpose hall) and has improved the occupational safety and health section on the corporate intranet (themed medical advice), with the aim of consolidating itself as a Healthy Company.

For this purpose, it offers individual and collective programmes to improve lifestyles and health management through the internal platform and "Adeslas Salud y Bienestar"; it has broadened the catalogue of sports actions (Pilatwalk, running training, physiotherapy) and health promotion, extending it to territorial delegations; and it has established Collaborative challenges to promote a participatory and healthy attitude in the CaixaBank Group.

All of this is carried out in addition to working towards the objective of reducing absenteeism via prevention measures, promoting healthy habits, updating medical protocols and following up through our Mutual society.

3. Well-being: Forging a culture of flexibility with our work environments that promotes the well-being of staff, with benefits that facilitate their day-to-day work

The Sustainable Performance School in Virtaula features content that contributes to improving the personal well-being of staff with training in health and nutrition, mindfulness, environment and positive thinking, among other topics.

By expanding the measures that foster new working environments and arrangements (remote, collaborative, agile...) and studying formulas to improve the transition to an active and healthy ageing of the workforce (improving the motivation older staff, health advice, reverse mentoring...),

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a more emotionally healthy workforce can be achieved.

All this must help meet the sustainable development goals defined in Goal 3: Good Health and well-being of the UN's 2030 Agenda.



Safety
Health
Well-being



To this end, the company has a solid framework of effective policies that guarantee equal access for women to management positions (internal promotion) and ensures fairness in recruitment, training and professional development, promoting policies of flexibility and conciliation and reinforcing an inclusive culture with principles set out in the Diversity Manifesto.

Diversity Manifesto

Include and promote equal opportunities in all the bank's policies and processes, and promote a culture based on meritocracy and respect for people.

Contribute to breaking down established stereotypes and limiting beliefs that hinder development and innovation.

Promote the creation of diverse, cross-cutting and inclusive teams, acknowledging the individuality and heterogeneity of people and eliminating any exclusive and discriminatory conduct.

Promote awareness-raising actions and measures and social change through training, mentoring, debates, conferences, awards and sponsorships.

Spread the value of diversity among all people, institutions, companies and organisations with which we interact.

f) **Wengage**, Diversity and Inclusion project. CaixaBank is committed and works to promote diversity in all its dimensions as part of its corporate culture, by creating diverse, transversal and inclusive teams; recognising people's individuality and differences; and eliminating any exclusionary and discriminatory conduct.

The Wengage programme is CaixaBank's diversity programme with a triple perspective: gender diversity, functional diversity and generational diversity. It is a programme based on meritocracy and access in equal opportunities, and it promotes participation and inclusion; therefore, it is a model in which diversity "Adds".

The main objectives of the Wengage programme in its triple vision are as follows:

Gender Diversity Programme

Programme objectives:

- Reinforce the women's role within the Company
- Involve everybody
- Contribute from all Human Resources processes
- Visualise diversity.

External fields in which the programme acts:

- Leadership and entrepreneurship
- Innovation and education
- Sport

Generational Diversity Programme

Programme objectives:

- Visualise generational diversity and highlight its differential characteristics
- Make the most of the knowledge and expertise of each generation to enhance and accompany the Company's strategy
- Identify obstacles and levers of each generation in the Company

Functional Diversity Programme

Programme objectives:

- Raise the awareness of, integrate and support all employees with disabilities, ensuring equal opportunities and no discrimination
- Adapt the work environment to our people and their individual circumstances in order to promote equal opportunities among them
- Promote the hiring and inclusion of people with disabilities, generating a short- and long-term social impact

The Gender Diversity programme seeks to increase representation of women in management positions at CaixaBank, promoting the value of diversity and raising awareness of gender biases and stereotypes. Externally, we want to contribute to raising awareness of the value of diversity in society.

The action plan has two broad dimensions:

1. Our people - Internal vision

At the internal level, the following objectives and the main initiatives implemented are presented:

- Reinforce the women's role within the Company:
 - Internal female mentoring programme (430 participants in the fourteen Regional Management Departments and Central Services)
 - Promociona programme by ESADE, pre-management training (5 editions with one participant per edition)
 - Inclusion of diversity modules in all development programmes
- Involve and raise awareness among everybody:



- Publication and dissemination of the book "Equal Communication: the challenges of interpersonal relationships, gender stereotypes in communication and socio-professional relationships". A digital version has been published and is available in the corporate website. Five thousand copies have been distributed in the network of branches and more than 3,300 copies among Group companies
- A series of Wengage programme presentation events have been carried out in the fourteen Regional Management Departments and Central Services, with close to 2,600 participants

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- Diversity Manifesto presentation event, delivered by the CEO, at Central Services, with 200 attendants
- Creation of audiovisual content: Viewing people related to the "De Cerca" series of videos (themes: team work, co-responsibility, collaboration culture, autonomy, delegation and/or reconciliation) and other videos of an informative nature with regard to diversity and equality
- Contribute from all Human Resources processes:
 - Ensuring gender diversity in the pre-retirement programmes
 - Incorporating diversity into the internal processes of management promotion
 - Diversity in the Talent Committee
 - Encouraging remote working
 - Ensuring equal pay
 - Extending the Wengage programme to Group companies, creating a comprehensive scorecard
- Visualise diversity:
 - Networking with the programme "Breakfast with Talent" (focused on sub-management positions)
 - Audiovisual content through the corporate intranet (12 pieces of news and videos) related to the Wengage diversity programme
 - "Think Tank" meetings with promoters of equality and regional teams (17 participants out of the 14 Regional Management Departments and Central Services)
 - Continuous fostering of discussions about diversity to identify new actions

2. Customers and society - External vision

At the external level, equal opportunities and the value of diversity are promoted in three areas:

- Leadership and entrepreneurship:
 - Organisation of the Women Business Award, which recognises the professional trajectory and talent of leading women managers in Spain, and collaboration with the international IWEC prize to support women entrepreneurs
 - Sponsorship of women's events and congresses, businesses and leadership: Global Mentoring Walk organised with Vital Voices, International Women's Forum Barcelona, Meeting of Managers in Valencia, the prize Womanthon for female development
 - Diversity Talks, eleven international meetings about equality, with 720 attendees



- Innovation and education:
 - 2nd edition of the WONNOW Awards organised together with Microsoft to support and strengthen the presence of women in STEM (Science, Technology, Engineering and Mathematics) careers
 - "Melodies for change" workshops to raise interest in STEM careers for the younger female audiences (11 to 17 years of age), together with GSMA and Telefónica

- Conferences about the Disney exhibition: the art of explaining stories in CaixaForum
- Inclusive reflection act with the Aspen Institute: conference with Alison Wolf: X Factor
- 14 "Dialoga" talks, forums for discussion about equality, organised at the Company's offices, with 1,000 attendees and an average rating of 9.4



• Sport:

- Support for women's sport through sponsorship of the Spanish women's football and basketball teams and other sports events (e.g. careers for equality)

In addition, several visible campaigns have been carried out in social networks, among of which the Equality Week stands out. Three types of content have been addressed in this campaign: family responsibility and sport, business and entrepreneurship and new generations (technology), with a total of eleven events (including talks, debates, streamed workshops...) and with the participation of more than 20 lecturers.

For its management in matters of diversity, in 2019 CaixaBank was included in the Bloomberg Gender Equality Index, a worldwide seal of recognition of efforts in transparency and advancing the progress of women in the business

world. It has also been included in the new European Women on Boards (EWoB)'s Gender Diversity index, which has analysed the female representation in leadership positions in STOXX Europe 600 companies in seventeen countries. CaixaBank is ranked 170 among the 600 companies and the second Spanish company, behind Bankinter.



EWOB 2019 Gender Diversity Index



CaixaBank adheres to the domestic and international principles for promoting diversity:



EJE&CON Association (Spanish Association of Executives and Board Members), sponsor of the Survey on the Monitoring of the Code of Good Practices for Talent Management and the Improvement of Competitiveness in the Company, which is carried out in collaboration with the Fundación máshumano foundation and the IESE Business School, the aim of which is to periodically measure the degree of compliance with the recommendations of the Code by member entities.

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UN Women and the UN Global Compact initiatives by which it makes a public commitment to align its policies to advance gender equality.

Voluntary agreement with the Women's Institute, which promotes greater representation of women in management positions. Initiative that intends to favour a balanced participation of women and men in the decision-making within the business and economic spheres.

Diversity Charter signed in 2011, which represents a voluntary commitment at a European level to promote equal opportunities and adopt anti-discrimination measures.

The Functional Diversity programme seeks to raise the awareness of, integrate and support all employees with disabilities, based on the respect for all people, ensuring equal opportunities and no discrimination.

The programme:

- Raises awareness among the company, promoting the acceptance of diversity and non-discrimination
- Improves the work environment by changing people's attitudes and eliminating stereotypes
- Contributes to increasing commitment and pride of belonging

The initiatives of this programme include:

- Internal communication campaigns through the corporate intranet, raising awareness in functional diversity and demonstrating the additional social benefits for this group

- Promoting internal hiring through work exchanges and specific grant programmes in collaboration with Incorpura ("la Caixa" Banking Foundation)
- At an external level, contracting providers through Special Employment Centres (SEC)

The Generational Diversity programme begins with the diagnosis of the Company's situation, in which the demographic evolution and impacts on structural indicators are analysed. This project includes internal interviews, benchmarking and design thinking sessions with professionals from different generations, who share knowledge and experiences with the aim of implementing the design of action plans.

In parallel, the Company collaborates with the Generation and Talent Observatory, which in 2019 carried out a global study of the characteristics of different generations making up companies today. This type of study will enable:

- The identification of the obstacles and levers of each generation in the Company.
- The design of a transversal action plan to boost the strengths of each generation
- The design of actions to avoid loss of expertise when people leave the Company
- The visualisation of generational diversity and highlight its differential characteristics

4. Generating attractive shareholder returns and solid financials

CaixaBank expects an attractive return by increasing the Core income supported on further activity. It expects to generate it from long-term savings products (investment funds, pension plans and savings insurance), protection-related products (life-risk insurance), consumer finance, leadership in payment methods that create opportunities in e-commerce, loans to companies and the possibility of replicating the CaixaBank model in Portugal through BPI.

In 2019 Human Resources and Organisation has contributed to the strategy of generating attractive shareholder returns and solid financials via the line of action: Profitability and Efficiency.

5th line of action: Profitability and Efficiency

We contribute to the Bank's profitability and efficiency with new labour agreements and the relaxation of the employment framework in the future.

The main projects involved are as follows:

a) Rebalancing workforce with Restructuring Plan. On 8 May 2019, a labour agreement was reached with 58.5% of labour representatives on restructuring. It is a Restructuring Plan for objective, productive and organisational reasons, and it is detailed in the corresponding Technical Report.

The main aspects included in the Technical Report are the analysis on the context of the banking sector in Spain; the analysis on the productive situation of CaixaBank (lower margins, growing efficiency ratio, margins by branch and employee lower than competition, customer trending towards an omnichannel approach and less foreclosed assets and bad debts); and the analysis on the CaixaBank's organisational situation, which shows the need for improving the retail branch network's efficiency, productiveness and competitiveness. In the rural retail network: maintaining the coverage and development of AgroBank's value proposal, reassigning portfolios to improve the adviser's productivity, and creating a light branch model that allows doing without assistant managers/second branch managers and expanding single-person branches. In the urban retail network: integrating branches, broadening the number of Store and Business Bank branches and expanding the InTouch model.

Following this analysis, a proposal for reducing job positions in the Branch network and the Support/Network Support in 50 provinces (all except Barcelona and Teruel) was presented.

The agreement reached on 8 May included the following measures:

1. Measures associated with the organisational needs

- Reconfiguration of the current Network:

Roll out Store and Business Bank branches and enhance the InTouch segment:

Store/Business Bank quota increase:

The quota has been increased by 340 Store and 70 Business Bank branches (in addition to the current 290). Global quota of 700 branches with the possibility of extending it by 50 prior Management's justification.

InTouch quota increase:

- The current quota (900) has been increased to 2,000 people

Development of the Rural Network's value proposal:

S1 (single-employee branch) quota increase:

- The current quota has been increased to 300, with the possibility of extending it with additional staff up to 50% and reduced working hours.

Creation of new type of S2 branches:

- Establishment of a maximum quota of 450 branches.
- Branch structure: Branch manager and employee (without Branch asst. mgmt.).

Elimination of the obligation of Asst. managers/Second branch managers:

- In rural branches with 3 or less employees, the appointment of Branch asst. mgmt. or a Customer Adviser (Second branch managers) will not be compulsory.
- Extension of typical opening hours in branches:

The opening hours are changed:

From 1 October to 30 April:

- Monday, Tuesday, Wednesday and Friday, from 8:15 to 14:30.
- Thursday, from 8:15 to 14:30 and 16:15 to 18:30.

From 1 May to 30 September:

- Monday through Friday, from 8:15 to 14:30.

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2. Measures associated with the termination formulas

Maximum number: 2,023, affecting employees from 50 provinces (all except Barcelona and Teruel), plus the group of displaced employees due to geographic mobility in these provinces.

Affection criterion: voluntary accession and minimum seniority of 6 years.

Three accession formulas:

- Contract termination, in a lump sum or monthly payments up to 63 years of age for =>52 years of age and 8 years for < 52 years of age
- Suspension of employment relationship, incentivised leave of absence for the group affected by compulsory mobility
- Displacement in a 75km-radius

A priority has been defined in the termination (within each province): from oldest to youngest and according to the situation:

1. Active workforce and leaves of absence with job security
2. Employees with long-distance mobility originating from a surplus province
3. Staff in Group special leave of absence

Following the accession period, where 2,972 applied, 1,886 effectively departed after applying the provincial limit. The Management approved an additional 137 departures, reaching the maximum number of 2,023 set in the labour agreement.

Following the approval of these 2,023 departures, a provision was established to cover the full amount of the obligations with employees, which amounted to €978M; structural savings stand at €200M and the TIR is 19.4%. Following this provision, no future costs associated with the Restructuring Plan are expected.

At 31 December 2019, 1,951 employees have already left. This mass departure of employees has led to anticipate the needs of filling positions in order to cover the replacement. To this end, the Talent Department, together with the Region's Human Resources, managed the filling of management and pre-management positions with maximum agility, always following the principles of

meritocracy and diversity.

A series of tasks have been carried out, such as the calculation of economic files for the entire workforce, analysis of accessions and application of the priority criteria, announcement of the vacancies, preparation of shortlist of 3 candidates for successions, execution of mobility for non-covered vacancies and decentralised management of the signing of departures with managers, among others.

b) New Collective Agreement. In 2019 the negotiating table for the new agreement was set up, and negotiations began in order to establish the conditions for a new Collective Agreement for the Sector, which will provide a more flexible regulatory framework that favours competitiveness and cost containment. This negotiation is expected to end in 2020.

The starting point is particularly noteworthy for the following:

- Requiring a better efficiency by containing the staff costs, in an economic context of low interest rates, of lower margins and in which the costs grow more strongly than the income
- Up to June 2020 the previous Collective Agreement (Savings Banks and Financial Institutions) will apply; following this date, the higher agreement will apply (presumably the Banking Agreement, although there is still a legal-employment risk)

The objectives are as follows:

- Implement more efficient remuneration policies: reduce inertial costs, such as the salary review and the three-yearly bonuses; and further link remuneration with the performance of employees, and therefore, with the financial variables and results that measure the Company's evolution
 - Eliminate the need to classify branches or regulate the minimum period for consolidating levels and/or introduce a functional component that is reversible in waivers and withdrawals
 - Establish flexibility measures (geographical mobility and working hours)
- c) Registration of working hours.** In 2019 a framework agreement was reached on the registration of working hours with the legal representation of workers.

d) Flexible Remuneration. The Agreement of 8 May also established the bases for a Flexible Compensation Plan to be implemented in 2020. It is a Remuneration scheme that allows employees to receive part of their annual monetary remuneration in kind by receiving a series of goods and services, previously selected by the Company. It involves higher value (Tax savings, Personalisation and/or Better offers) for employees without the company incurring in higher remuneration costs, adjusting to individual preferences and circumstances, by means of an agreement between the Company and employees.

Attractive and personalised remuneration offer

For employees

Tax savings

- Most of the products offered have an **advantageous tax treatment**, which allows maximising net remuneration.

Personalisation

- Adjustment of compensation to the individual needs and concerns in each vital moment. **Compensation adapted to the diversity.**

Better offers

- Better offers in goods and services by achieving **economies of scale** in their contracting.

For CaixaBank

- More efficient remuneration management (same cost).
- Fosters business in Group companies.
- Reinforces the satisfaction of “Total Compensation”.
- Alignment with the sector’s best practices.

The following products are offered by the Company in this first stage of implementation, with a maximum of 25% the annual gross salary:

Spouse and descendant <25 years	For children under 3 years	Limit 1,500 euros per year	Maximum annual contribution of 10,000 euros
Health insurance 	Day care 	Travel card 	Savings insurance 

5. Becoming a benchmark in responsible banking and social commitment

CaixaBank does not conceive financial activity without a strong commitment towards society; therefore, the Socially Responsible Banking Plan includes the following priorities for the 2019-2021 period:



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A profitability that covers the cost of capital is essential for the correct and normal operation of banks and its service to society.

In 2019 Human Resources and Organisation has contributed to the strategy of becoming a benchmark in responsible banking and social commitment via the line of action: Talent Development

6th line of action: Talent Development

We guarantee the best professional team adjusted to the leadership model.

The main projects involved are as follows:

a) Top 200 Development, programme mainly aimed at the Company's Senior Management that intends to contribute to and promote the development of leadership and other skills essential to the optimum performance of the leadership role. Its purpose is for organisation leaders to exercise a uniform, coherent and service-oriented influence in line with organisation's strategy and values.



This programme is structured along four axes: Self-leadership, Communication, Customer Focus/Strategic Vision and Leadership.

Self-leadership includes: Reference external mentor, Trends/Lunches cycle, Personal Coach and Executive Health Coach.

Communication includes: Communications and Languages Adviser/Coach: face-to-face or telephone individual sessions.

Customer Focus/Strategic Vision includes: Focused Programme - Strategic Digital Mentality, specific scenarios with the main Business Schools worldwide, senior executive and executive programmes, and special programmes for members of the Board of Directors.

Leadership includes: Roundtables, Strategic leadership programmes, seminars and specific programmes in Business Schools.

b) Management competency, in 2019 the Management Feedback process was launched for the first time to the Management Committee with assessments by their teams, colleagues and staff from different areas and the attainment of a confidential result highlighting their strengths and areas for development.

Management competency includes three visions:

- Talent Management Appraisal: ad-hoc reports from an expert bringing objectivity and independence
- Management Competency-based appraisal: Tool to identify/contrast internal talent and management skills. Assessment by the hierarchical manager
- Feedback: gathering of information about the team, colleagues or collaborators from different areas and hierarchical managers

This assessment model has been determined by conducting a benchmark study on the best practices of the banking sector and IBEX35 companies, and SuccessFactors has been chosen as the tool to manage the resulting information.

These assessments provide a management talent map of the entire Organisation, support the Top 200 development programme, provide information for the Successions Plan and help reinforce the leadership and culture model.

c) **Successions Plan**, includes Senior Management and Managers in key positions and helps anticipate future needs in covering these key positions, as well as identifying employees with potential with which to work on their development areas. The main lines of work carried out in 2019 have been contrasting the pool of successors of key positions with the Executive Managers and Corporate Managers and identifying the skill gaps and, therefore, the needs to develop the successors and design specific development plans.

A new review of the Successions Plan is expected in 2020, in order to adjust it to future organisational and regulatory changes.

d) **Pre-management talent**, as a programme to detect and develop pre-management talent. The expected objectives are obtaining talent maps by function with the aim of having information about the potential and contribution of all people in the Organisation, especially focusing on pre-managers for the possible filling of vacancies. The use of HR Analytics allows predicting the successful profile.

e) **Detection and development of Digital talent**, to detect, build the loyalty and attract the identified talent and to incorporate strategic thinking in the profiles required in the Organisation.

The following three milestones are worth noting in 2019:

Talent Map: a generic talent map related to the profiles of the Transformation in the Digital area (Top50) has been created, and in late 2019 a talent map for each scope of the Management Committee was worked on to identify at Group level:

- Employees that could currently fill in the positions of key profiles
- Employees that could potentially fill in these profiles with the aid of training programmes (upskilling or reskilling)

New Graduates programme: first edition focusing on covering gaps in the talent map when the detailed map has been completed.

Brand management and recruiting: the CaixaBank Experience Hub project is initiated to build an image that generates a disruptive eco-system of innovation, learning and talent around the CaixaBank brand, through:

- Understanding CaixaBank's corporate culture to ensure the candidates fit in the Group
- Conceptualising the new CaixaBank Experience Hub brand
- Defining the positioning strategy to make the Group the benchmark of transformation, knowledge and attraction of the best talent
- Defining the candidate experience through analysing the recruitment processes and candidate journey
- Recommending the Digit IT Hubs employee's value proposal
- Defining the internal Communication Plan

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2019-2021 Strategic Plan Indicators

Monitoring metric	December 2018	December 2019	2021 Goal
Fostering talent and diversity			
Assessment perception of employees on empowerment	73.0 %	72.0 %	75.0 %
Women in strategic management positions (from Store Branch Management)	32.2 %	35.2 %	35.0 %
Women in management positions from Branch asst. mgmt. in A and B branches	39.9 %	41.3 %	43.0 %
Voluntary redundancy of critical profiles with good EpC	-	-	No goal
Employees with a good rating that assume new responsibilities	-	66.3 %	No goal
Training hours in digital skills	-	44.6 %	25.0 %
Professionals certified beyond compulsory MiFID II training	45.9 %	47.3 %	55.0 %
Defining and deploying the best value proposal for employees			
Employees with flexibility measures ⁽¹⁾	-	39.6 %	45.0 %
Employee eNPS (perception)	-	9	12
Active employees in the new People Now ⁽²⁾ platform	-	-	20% (accumulated in the year)
Promoting the attributes of agility and collaboration			
Central Services employees that use collaborative tools ⁽³⁾	-	-	95.0 %
Employees with a positive perception of agility and transversality	-	62.0 %	75.0 %

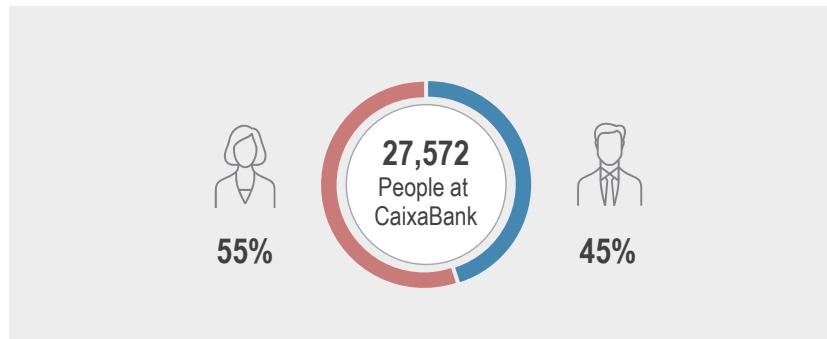
(1) Remote working in process of implementation. In September 2020 incorporation of measures associated with the flexible remuneration programme.

(2) Platform tested in the pilot stage, pending global implementation. The defined objective equates to approx. 5,500 people/year.

(3) Mass roll out during the first quarter of 2020.

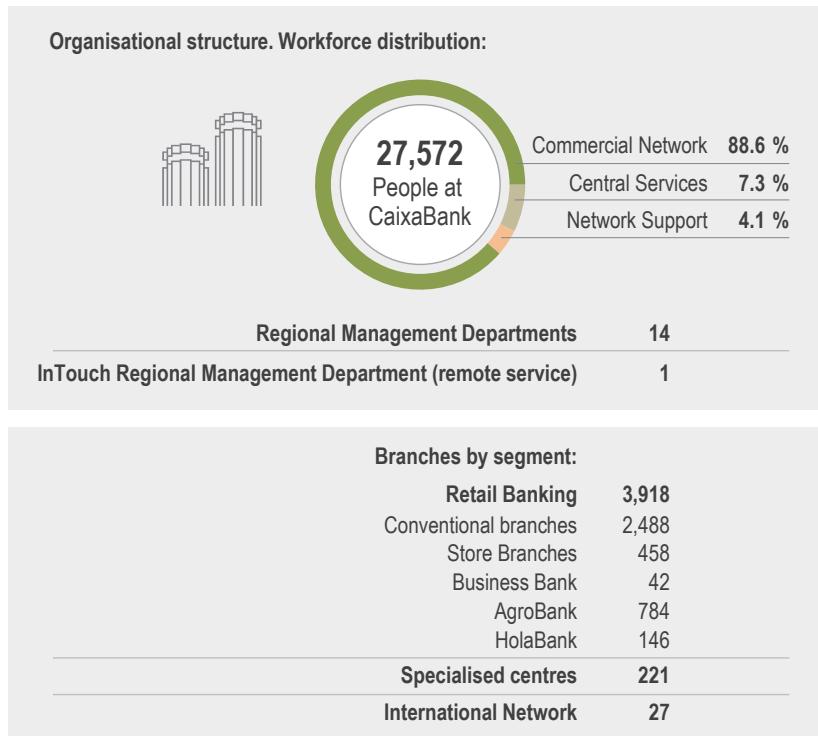
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Main indicators



Average age:	43
Average length of service, years:	16

Management positions held by women:	41.3 %
Origin:	
Organic growth	73 %
Inorganic growth	27 %
Nationality:	
Spanish	97 %
Other countries (71)	3 %
Workforce trained:	
Hour of training per employee:	106
Promotions due to level changes:	5,894
Staff expenses by employee, euros:	85,900



2015-2019 Workforce evolution

CaixaBank's workforce at 2019 stood at 27,572 people, i.e. 2,400 people less than four years ago, which represents an 8% drop. This drop is mainly due to the workforce's active management, which has focused on optimising it to the current market needs, achieving a regional balance. The 2019 Restructuring Plan, with 1,935 departures in the active workforce at 01 August 2019, and the 2016 Labour Plan for Surplus Areas, which led to the departure of 360 employees in 2016 and 2017, particularly stand out.

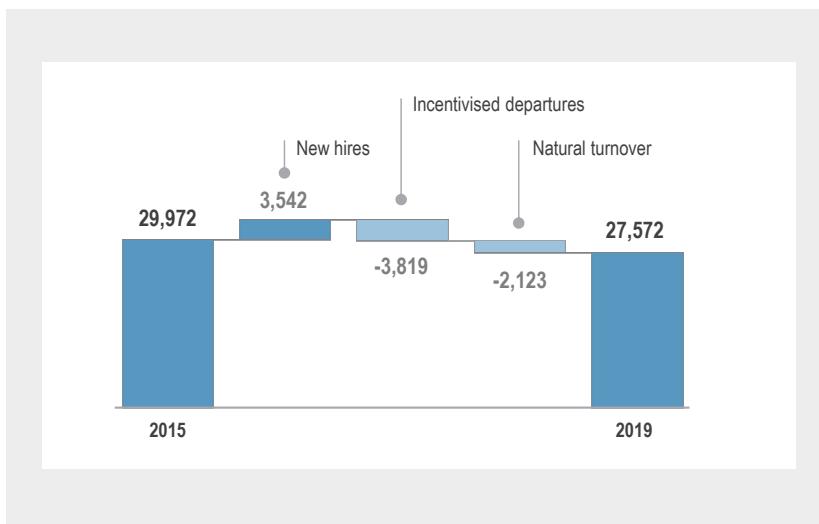
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Furthermore, 1,524 departures associated with the Incentivised Voluntary Leave Plans for the group of employees of 56 years or more took place. These departures, which were replaced, have contributed to rejuvenating the workforce and optimising the staff expenses.

With regard to hiring, 3,542 people have been added in the past four years, 982 in specific Central Services positions or specialised segments and the remaining 72%, approx. 2,560, were hired as work-experience employees in the branch network. The group of work-experience employees shows a high turnover rate, approx. 22%, in 2019, proof of this are the 833 departures in this group in the 2015-2019 period.

The rest of movements in the period are due to recurring departures (-633 people) and the net balance of absences (-657 people), which is calculated as the number of Reinstatements less the Leaves of absence. The net balance of absences includes the changes in the workforce between CaixaBank and the Group companies, which in this 4-year period have involved a net departure of 421 people. The mass departure of employees in the second half of 2017 stands out: leaves of absence of 309 employees to GDS-Cusa, caused by the outsourcing of services which could be potentially provided in-house with internal resources released from their habitual jobs.



2018-2019 Workforce evolution

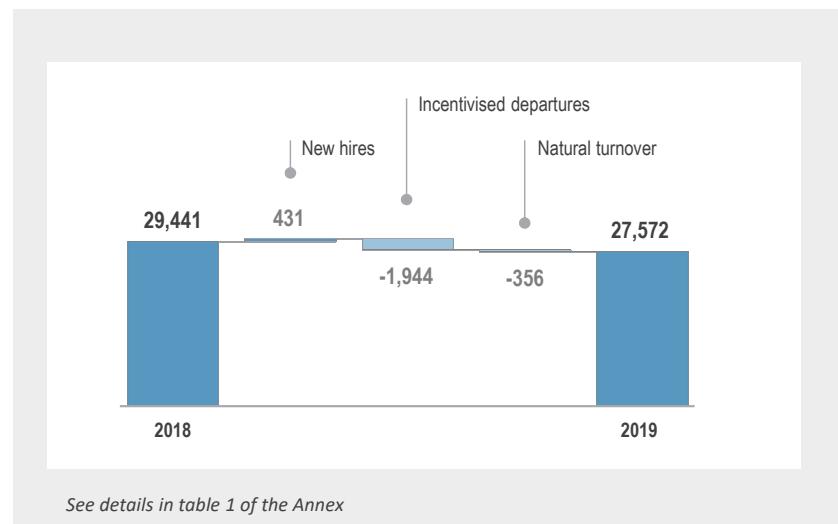
In the last year the workforce has been reduced by 1,869 people, the main reason being the departure of 1,935 people associated with the 2019 Restructuring Plan implemented in 50 Spanish provinces (except Barcelona and Teruel). This will involve the departure of 2,023 people.

Another 338 departures also took place in 2019: associated with the turnover of the group of work-experience employees in the branch network (-167), recurring departures (-162) and deferred departures from Incentivised Voluntary Leave programmes from previous years (-9 departures).

Out of the 431 new hires in 2019, 52% correspond to work-experience employees in the branch network and 48% to specific positions, mainly focusing on Central Services and international branches.

The net balance of absences stands at -70 (reinstatements less the leaves of absence). With regard to intragroup movements, 45 have departed on leave of absence to Group companies and 35 have been reinstated.

In 2019 the overall turnover (excluding departures related to the Restructuring plan) stood at 1.2% and the voluntary turnover at 0.5%.



Demographic structure

The evolution in the past four years of CaixaBank's demographic pyramid is noted for a higher presence of women (55%) and the ageing of the workforce (average age of 43).

The percentage of women has increased from 52.3% in 2015 to 55% in 2019, and it is mainly due to the higher number of departures by men, who adhered to the mass departure plans implemented in the Company. Another factor that has an effect on the higher number of women, albeit to a lesser extent, is the higher percentage of women hired in the 2015-2019 period, which stands at 51%.

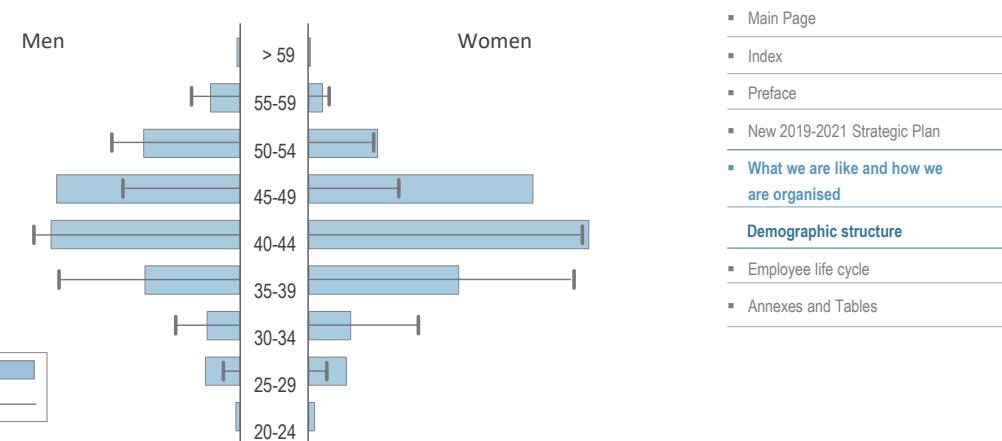
With regard to the average age of employees in the 2015-2019 period, it has increased by one year, from 42 in 2015 to 43 in 2019. This containment is the result of two effects:

- The mass departure of employees over 50 via Incentivised Voluntary Leave Plans and Restructuring Plans
- The partial replacement of departures with young talent of at least 30 years of age

The ageing of the workforce is evidenced in the increase of employees in the 40 to 50 age range, which has increased from 42.5% of the workforce in 2015 to 58.9% in 2019.

This ageing is not exclusive to the Company, it is a situation in line with the estimates of general population, in both the European and Spanish context. The main reasons that explain the ageing of the general population are the low birth rate in the last decades and the higher life expectancy.

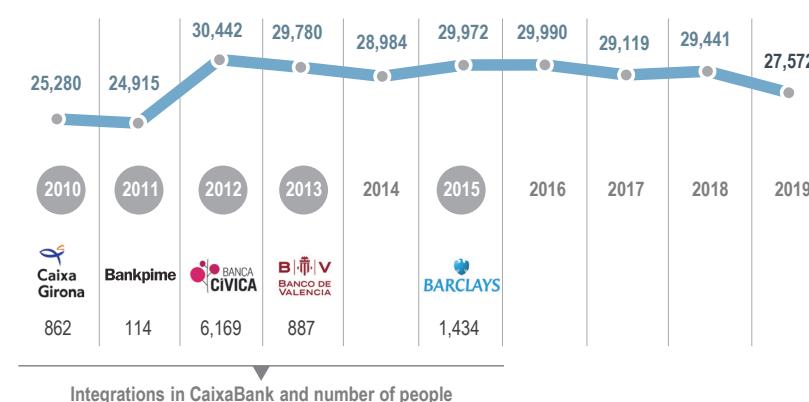
When focusing on the active population, the ageing is not only due to demographic factors, but also to the impact of the economic crisis, which has led to a higher age of entry, where the youth is extending their education. This factor together with the raising of the retirement age will move the working population's age range and make us reconsider the concept of "active working life".



See details in table 2 of the Annex

The origin of CaixaBank's workforce is the result of the Company's history, which in the past ten years has integrated five banks (Caixa Girona, Bankpime, Banca Cívica, Banco de Valencia and Barclays). 26.8% of the current workforce come from inorganic growth.

CaixaBank's integrating capacity. 2010-2019 Workforce Evolution



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Below is the workforce distribution based on origin:

Workforce by origin:		
Caja de Pensiones/Barcelona	1,185	4.3%
Organic growth	19,001	68.9%
Inorganic growth	7,386	26.8%
Banca Cívica	4,599	16.7%
Barclays Bank	1,034	3.8%
Caixa Girona	689	2.5%
Banco de Valencia	640	2.3%
Morgan Stanley	256	0.9%
Bankpime	84	0.3%
Others	84	0.3%

97% of CaixaBank's workforce is Spanish (26,777 people), in line with fact that the business is carried out mainly in Spain. However, there are 795 employees from other nationalities, originating from 71 different countries. At a continent level, they are distributed as follows: Rest of Europe (409 people), South America (216), Africa (63), Asia (54), Central America (28) and North America (25).

Origin of the workforce by continent:		
Spain	26,777	97.1%
Rest of Europe	409	1.5%
South America	216	0.8%
Africa	63	0.2%
Asia	54	0.2%
Central America	28	0.1%
North America	25	0.1%

See details in table 3 of the Annex

Organisational structure

CaixaBank organises the Spanish territory in fourteen Regional Management Departments and an InTouch Regional Management Department (remote service).

At a national level, CaixaBank has 4,139 centres (-485 compared to the previous year), which are distributed as follows:

- 221 specialised centres that mainly include Business Banking (125 centres), Private Banking (53 centres), InTouch (14 remote service centres) and Corporate & Institutional Banking (16 centres)
- 3,918 Retail Banking centres (-491 compared to the previous year). The number of branches has been reduced as a result of the current concentration of urban branches. Urban branches have been reduced by 25% (-773 compared to 2018). On the other hand, Store and Business Bank branches, which are the drivers of transformation of CaixaBank's distribution model, have increased in 2019. The number of Store branches have grown by 175, standing at 458, and Business Bank branches have grown by 28, reaching 42 at December 2019. Lastly, rural branches have remained stable in number.

In 2020 the concentration of urban branches and the increase of Store and Business Bank branches, with an estimate of 3,500 branches at December 2020, is expected to be in line with that of 2019.

Types of Regional Network branches:

Store	458
Business Bank	42
Rural	1,149
Traditional	2,269
Specialised Centres	207
InTouch	14

See details in table 4 of the Annex

With regard to CaixaBank's international presence, it has 186 employees abroad. These people are distributed among 25 countries and 30 centres, which are broken down as follows: 18 representation offices plus 9 CaixaBank branches and 3 Spanish Desk (Mexico, Portugal and Austria).

Particularly noteworthy is the incorporation of the new bank subsidiary in Luxembourg, which in February 2020 finally obtained the licence.

CaixaBank has strategic alliances in Central America, with the Inbursa Financial Group, in Central Europe, with Erste Bank, and in Asia, with Bank East of Asia (BEA).

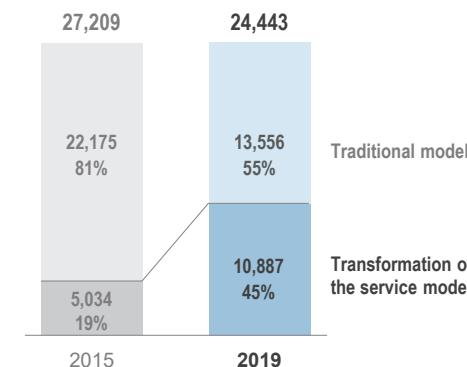


In addition to the Commercial Network, there are Central Services with 2,001 employees and Network Support centres, which include employees in Regional Management Departments, with a total of 1,128 people. See details in table 6 of the Annex.

Functional evolution of the workforce

The accelerated change carried out in the customer service model is evidenced in the group of employees of the Commercial Network part of the new model, where they have more than doubled in the past four years, from 19% in 2015 to 45% in 2019.

Total Commercial Network Workforce



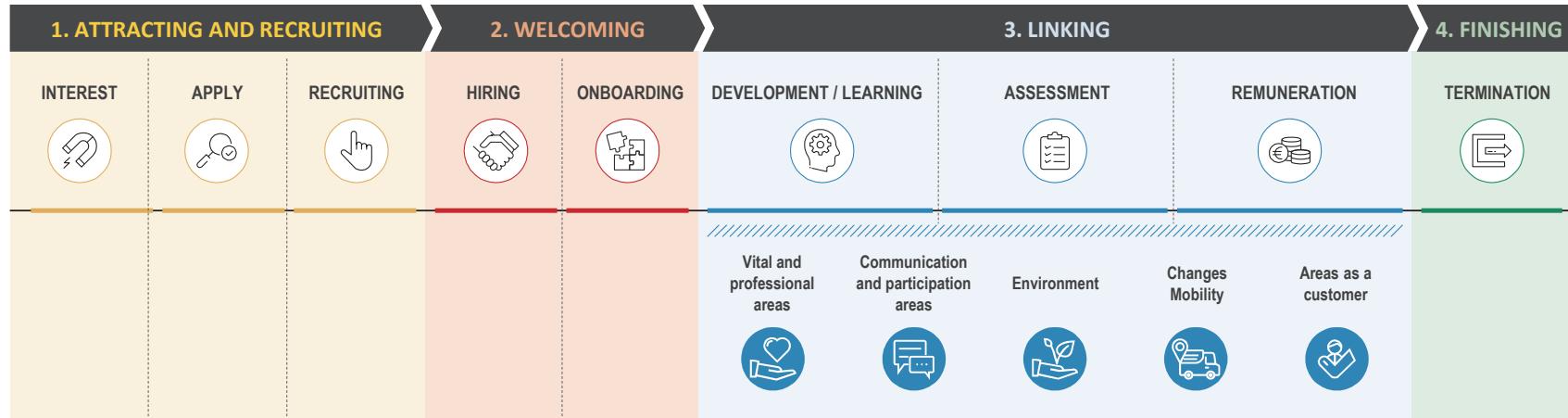
See details in tables 5 and 7 of the Annex.

The centres associated with the new service model (Store, Business Bank, InTouch and Day One) have 6,177 employees, which represent 57% of the total employees included in the transformation of the service model.

In addition, the group of specialists in advisory services is supplemented by employees in the Business Banking (1,047), Private Banking (724), Corporate & Institutional Banking (143) and International Banking (186) segments, as well as by Premier Banking Advisers (1,538) and Business Advisers (1,072). This group amounts to the remainder 43% of employees part of the transformation of the service model.

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Employee life cycle



In 2019, the employee's value proposal was defined, identifying key moments in the relationship to detect the current gap in relation to the desired experience in accordance with the Corporate Culture Plan. The objective is to proactively work on employee experience with initiatives that have an impact on the employee-Company relationship model, generating a differential experience.

Attracting and Recruiting

Attracting

Everything we do to seduce the best talent and build an attractive brand image.

CaixaBank is committed to attracting external talent through a differential value proposal, and with this goal in mind, it aims to incorporate processes that help build an attractive, digital and memorable experience for candidates and managers. As a result, it intends to seduce and retain the best talent and build an attractive brand or good employer (Employer Branding) image.

The **Recruitment Process Outsourcing (Digit & IT HUB)** programme was launched in early 2019 and stood out in this framework for attracting talent. It is carried out under the Group's vision and together with Everis and Spring from the Adecco Group. The main objective is to build an image that generates a disruptive eco-system of innovation, learning and talent around the CaixaBank brand and that contributes to improve the candidates' experience and the positioning of CaixaBank's recruiting brand. The implementation of the recruitment outsourcing service allows attracting, identifying and covering the needs in digital and technological profiles. However, this is just the starting point, the new brand has to make the most of the advantages of the digital world and has to be transposed to other transformational trends.

This programme includes the following key principles: a) the starting point is digital, but it will go beyond to take advantage of other trends; b) it has to be adaptable and scalable to the special characteristics of each Group subsidiary; c) it has to be integrating, to include current and future employees; d) it has to be sustainable over time to ensure results; and e) it has to be based on the CaixaBank Group's culture and values.

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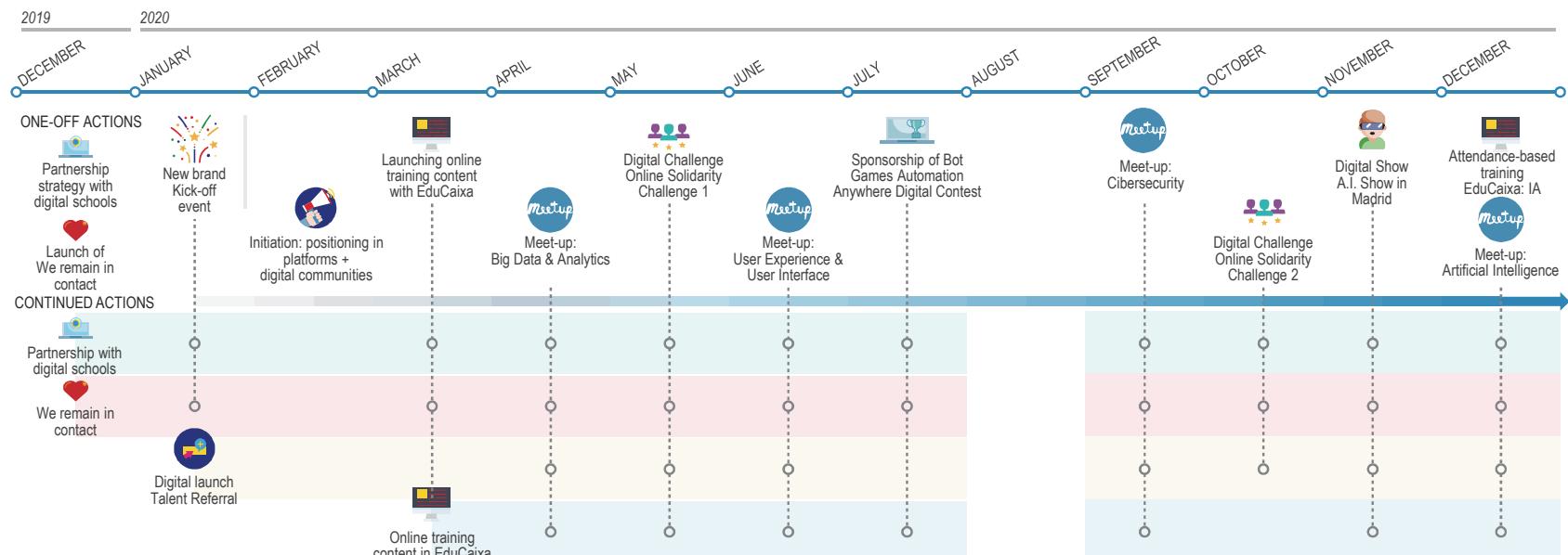
In order to define the strategy for external communication actions of Employer Branding, the current communications strategy has been analysed and work has been carried out on the digital footprint, which involves monitoring the CaixaBank brand in Social Networks. From the analysis on the performed benchmark, the best practices and the identification of actions applicable to CaixaBank, priority has been given to actions based on their impact and complexity. This has given rise to a total of eleven ideas, four of them quickwins:

- Digital Talent Referral Programme: creating a culture of referencing candidates that fit in a position with the aim of making the most of the employees' broad network of contacts, sharing with them the open positions and the type of profiles sought by the Group
- We remain in contact: generating a high-impact experience for differential candidates that did not obtain the position, so they end the process with high expectations, eager to develop themselves and apply for future positions in the Group

by holding meetups open to the public, with the participation of internal and external gurus and opening a space to meet and connect at the session's afterwork

- Training content in EduCaixa: using the turnout and capacities of the EduCaixa platform to launch training programmes, events and activities that promote the development of digital skills and competencies

CaixaBank's **current external communications strategy** includes different initiatives, such as **Employee Advocacy**, making the employee the brand ambassador in their interactions in Social Networks. A training plan has been developed to improve the interaction of employees in social networks (Twitter and LinkedIn), and subsequently a communications platform was designed where bank employees could easily disseminate content in social networks and scale the project.

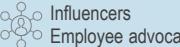


- Digital Meet-ups at CaixaBank branches: promoting CaixaBank's digital brand

The **external events** are also noteworthy, such as the presence and participation in job fairs and other similar events at universities, participating as the CaixaBank Group to present itself to possible future candidates. And, lastly, the **use of Social Networks**, where a corporate profile in LinkedIn has been set up to publish offers, explain corporate results or share testimonials of participants in youth talent programmes or volunteer actions, among others.

To this end, a strategy of content based on the brand's strategic pillars that helps give visibility to the Company at a national and international level has been designed, and an own storytelling that defines the brand's personality and values through its content has been created. All of this has been carried out with the aim of increasing transparency in relationships between people and companies and appearing in the "Best Companies to Work For" rankings.

Dissemination means. Type of channel

	Media off	Media on	Social networks
Owned media		<ul style="list-style-type: none"> ● Corporate blog ● Communication site 	
Earned media	 News	 News	 Influencers Employee advocacy
Paid media	 Advertising & Branded content	 Advertising & Branded content	 Paid campaigns

The internal selection tools and the access portal for future Company employees, with a **new external career site**, have been updated and renewed during 2019. The purpose of this new design is to facilitate attracting talent and streamline the task of identifying and selecting candidates, creating a new communications channel with external candidates in order to make the process more agile and transparent.

CaixaBank has available **Talent Programmes** to identify and develop talent early and thus create a talent pool and anticipate future needs. CaixaBank has available the following programmes to attract external talent:

- **Young Management Programme (YMP).** Approximately 12 participants, depending on the time of the year: aimed at identifying and training future leaders, spanning 4 years and including training and applying projects. This programme was launched with the aim of bringing to the Company young candidates with an MBA from top Business Schools and with work experience (minimum of 5 years) to develop themselves in different areas of Central Services. In the first year each candidate participates in different projects within the area for which they were selected, and from then on, they continue developing with specific actions and participating in the Bank's training proposals.

- **WonNow.** Approximately 10 participants, depending on the time of the year: aimed at women that have been best students in STEM (Science, Technology, Engineering and Mathematics) degrees in Spanish universities and that will cover strategic positions in the Company for six months. The purpose of this initiative is to promote diversity and the presence of women in the field of technology and sciences from the beginning of their career.

- **New Graduates for Central Services.** Approximately 50 participants, depending on the time of the year: in view of the new organisational needs this programme was created in 2019 to identify talent for critical positions that cannot be covered internally and for digital strategic positions detected in the project of key profiles for the transformation in the digital era. The candidates can be internal and external and must have graduated in Business, Economy, Engineering, Mathematics, Statistics, Physics or Chemistry in the past five years and have a high level of English. It is a two-year rotational programme with a career, development and training plan and with the possibility of covering vacant structural positions.

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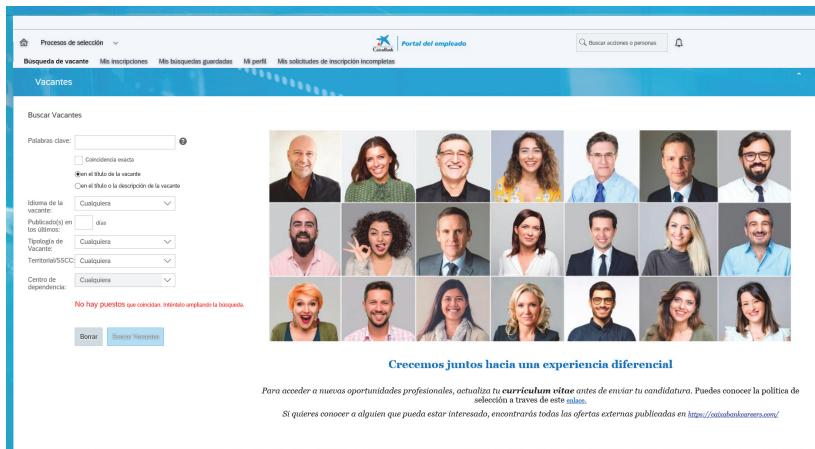
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Recruiting

Identification and addition of external candidates that are best suited to the organisation and the position; aligned with our values, culture and strategy; and without any type of discrimination (gender, disability, age, etc.).

Technology applied to recruiting has allowed optimising the recruitment processes and improve the candidate's digital experience with resources as diverse as video interviews and video offers, advanced search engines and predictive recruiting.

Particularly noteworthy is the implementation of new technologies in the recruitment process, such as the launching in **SuccessFactors** of the **hiring module**, which allows automatically managing all the external announcements and in turn involves that external vacancies are always systematically published in CaixaBank's corporate website and in social networks, specifically in LinkedIn.



In addition, we are in the initial stage of analysing the incorporation of a **profiling tool** that provides success patterns (this tool will have a positive impact on external recruitment and the filling of internal vacancies). This tool intends to evolve the recruitment process towards a proactive and predictive model that allows performing an active search of candidates, selecting in advance those best suited to the requirements of a position based on the

employee's professional profile (training, experience, skills, etc.). According to the analysis, the following information and their availability in CaixaBank's Human Resources systems have been deemed necessary:

- **Biographical:** organisational and basic details of employees, professional background, training and certifications
- **Talent profile:** Contribution (Performance) and Potential matrix value
- **Soft Skills:** behavioural skills based on the EpC and its components
- **Hard Skills (technical knowledge):** information which requires an evolution in CaixaBank systems. The main gap is the Hard Skills model and its assessment process, and it is essential for an initiative such as the one suggested and for reskilling or upskilling proposals
- **Business indicators:** Business indicators for network profiles. There is the possibility of integrating business data into SuccessFactors

A pilot test was carried out with three profiles:

- Data Scientist Profile: an ad-hoc knowledge assessment survey was prepared and sent to 150 employees of Central Services
- Business Area Management and Premier Banking Adviser profiles: data inference (based on training and experience)

In the next stage of the project (to be developed in the first half of 2020), it is necessary to decide which Hard Skills model is desired at CaixaBank and which platform to implement. In order to have information about the workforce's technical knowledge and develop its assessment process, a Skills map and its granularity level have to be defined. This Skills map must include those that currently apply and those that CaixaBank wishes to promote. The suitability of the platform will depend on the cost of integrating it into SuccessFactors and the adaptability of the Company's needs.

Lastly, particularly noteworthy in 2019 was the recruitment of junior profiles for the Commercial Network (mainly in Barcelona) by means of a digital experience, i.e. via video interviews and virtual group dynamics, thus reducing

the face-to-face dealings to the interview with the Regional Management Department. Once they are recruited, the hiring package is signed digitally.

Attracting				
CVs received	12,626			
Attractiveness (CVs / Average workforce)	44.3 %			
Hirings - External recruitment	No. of Hirings	% Men	% Women	Average Age
Processes in Central Services	197	56.9 %	43.1 %	35.1
Processes in the Commercial Network*	234	47.0 %	53.0 %	28.2
Work-experience employees	46	76.1 %	23.9 %	23.7

*207 carried out in the Barcelona Regional Management Department, which is equivalent to 88% of the total process.

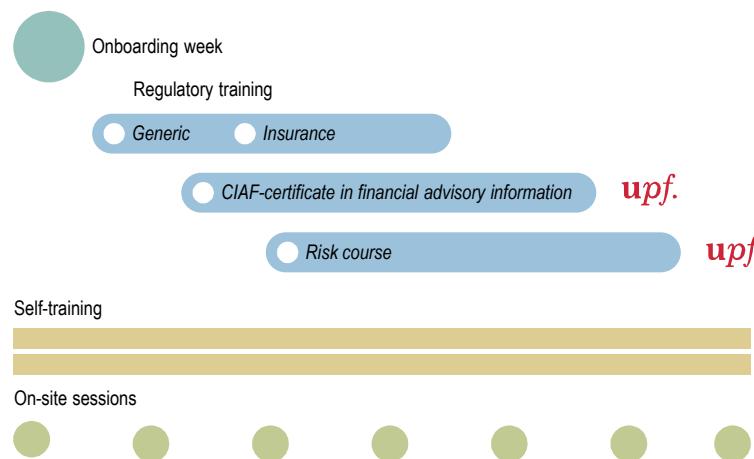
Welcoming

Onboarding

Onboarding and welcoming experience aimed at achieving a successful adaptation to the organisation and/or new role.

For years CaixaBank has invested in attracting and retaining talent. Proof of it is the consolidation of the **CaixaBank First Experience programme** in 2019. This programme was launched more than two years ago due to the need of changing the training proposal for new employees in order to adapt to the changes in society and to the needs of the new generations, without losing sight of the training and regulatory compliance requirements that allow new additions to the workforce to carry out their work safely. CaixaBank knows that having the best committed professionals is fundamental in order to be able to provide the best customer experience, which is the central axis of the business strategy.

CaixaBank's First Experience timescale



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CaixaBank First Experience is a blended learning programme (semi-attendance based) that lasts for two years and which accompanies new employees at all times, facilitating their onboarding and helping them feel part of the Company, identifying with its values and goals and offering them high-value training. The approach adopted by this programme includes incorporating innovative training methods, improving the results obtained and onboarding new employees.

The programme is structured into two phases:

- The **onboarding week**, where inter-regional groups of employees take on-site training at the Barcelona Central Services, with the aim of welcoming them into the organisation and explaining how it works (culture, brand attributes and organisational model) and the Training Plan. This phase helps them to share their first experiences and visions of the organisation, to gain an understanding of their new professional career (possibilities for development) and to gain a sense of pride of belonging and community, creating links with the company
- **Blended itinerary at Virtaula** (the Company's e-learning platform):
 - Short Regulatory Training, aimed at employees fulfilling compliance with the bank's general matters
 - Regulatory Training on Insurance (IDD), aimed at complying with the directive of the DGSFP (General Directorate of Insurance and Pension Funds), through its resolution it implements the Insurance Brokerage Act, which indicates that Group B insurance brokers have to carry out 200 hours of initial training to sell insurance
 - Postgraduate Course in Financial Information and Advisory Services (CIAF) in collaboration with Pompeu Fabra University and the Barcelona School of Management, following ESMA (European Securities Market Authority) guidelines for MiFID II, aimed at training all new employees to be able to transmit quality information to customers that will help them in their decision-making
 - Postgraduate Course in Banking Risk, in collaboration with Pompeu Fabra University and the Barcelona School of Management, aimed at providing new employees with the tools required to conduct a suitable analysis and correct

risk management in any banking operation.

All this online training is conducted through the use of gamification in the Virtaula platform, which makes it possible to sustain the employees' motivation during the learning process. New employees enter a fictional environment specifically created for them and become contenders in Digital Agents CaixaBank. The aim is that they become true experts by completing missions and overcoming challenges throughout the world.

During the two-year duration of the programme they are aided by a tutor, who is a senior employee at the Company and accompanies them and shows interest in their situation. These interviews serve to compile information about their personal situation in the work environment and their aspirations and inclinations in terms of their career.

This programme's main figures for 2019 show a participation of 425 people with a high level of satisfaction; the onboarding week's average rating is of 9.2 over 10. With this training proposal for the first year, the employee is trained to take the initial and basic level at the branches, and it contributes to stabilising this group's turnover (22% turnover in 2019).

This programme has been acknowledged at an international level with the Bronze Award in the Learning Awards 2019 as one of the best onboarding programmes in Europe and with the first prize in the Excellence in Talent Acquisition category, section Best New Hire On-boarding programme, in the Brandon Hall Group Awards, which recognise the best practices in Human Capital worldwide. Domestically, the Cegos Foundation has recognised the programme as the best talent retention and attraction programme for companies at a national level.



The Welcome Pack was updated in 2019, and it includes all the relevant corporate information for new additions:

- Diversity Manifesto
- Equal Communication Guide, the challenge of interpersonal relations
- CaixaBank's code of ethics and principles of action
- Guide for social benefits, holidays, leaves of absence and leaves
- Conversations for Development Guide
- Transformative Leadership Model
- Quick Guide "la Caixa" Social Project

The Welcome Pack will evolve to a digital format once the SuccessFactors model supporting it is enabled for this purpose.

At CaixaBank, the term welcoming goes beyond the onboarding of new employees, and therefore the CaixaBank Experience includes other programmes: the **CaixaBank Cross Experience Programme**, which is basically (90%) a virtual training programme that is completed with two face-to-face sessions for employees that change their function in the Organisation and is aimed at Premier Banking Advisers, Business Advisers and Business Banking Advisers in the retail network accessing this function for the first time; and the **CaixaBank Executive Experience Programme**, which is the onboarding programme accompanying new managers in their new functions and aimed at Business Area Managers and Central Services Managers. This programme provides training on their new roles as team and project coordinators.

Linking

Development and learning

Learning skills and developing the competencies required to face the Organisation's challenges.

CaixaBank's environment is ever changing and full of challenges, as the business models and customer needs are changing and new competitors are appearing in the financial sector. Customers are better informed, more demanding and skilled in the digital environment. This requires CaixaBank employees to be more flexible, always up-to-date and open to change; therefore, the leap has been made from training to learning (continuous,

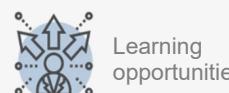
multidirectional and proactive learning).

The **CaixaBank Campus' learning strategy** is based on three key elements:



Connected
Knowledge

- Connected knowledge, between the different people comprising the Company. At CaixaBank knowledge is not hermetic, but interconnected, in constant motion. Because someone at Central Services can help someone in the Network by sharing what they know and vice versa, and this interconnection, this support, appears many times spontaneously. Because CaixaBank's culture is to share, collaborate and be transversal.



Learning
opportunities

- Learning opportunities, CaixaBank's culture allows the emergence of learning opportunities at any time, from anyone and in any context. Because learning arises from formal and informal situations.



Quality and excellence

- Quality and excellence, an open and collaborative culture between exceptional professionals generates very high expectations, which push to seek the highest quality standards, to seek excellence.

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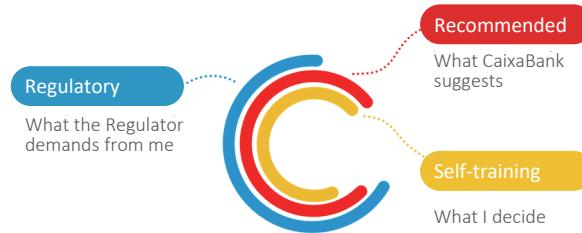
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The **CaixaBank Campus' learning plan** covers all the tools that the Organisation makes available to its professionals in order to meet the needs for development, and the aim is to train all its professionals while promoting a continuous learning ("never stop learning"), while meeting the regulatory requirements (Regulatory training), the business challenges or what CaixaBank suggests (Recommended training), and the individual training needs or what I decide (Self-learning).



Already since the first years of the Company's incorporation, and partly due to the regulatory requirements of the framework in which CaixaBank operates, most of the **Regulatory** training is being carried out:

- Short regulatory training for the entire workforce with an approximate duration of 12 hours (Topics covered in 2019: Customer Protection, Code of ethics and Anti-corruption policy, Prevention of money laundering, Signs of market abuse, Payment services regulation, etc.)
- IDD certification (Insurance) for the network that markets insurance products. The initial training of 200 hours carried out in collaboration with Pompeu Fabra University, VidaCaixa and SegurCaixa is for new employees, whereas the continuous training of 25 hours carried out together with VidaCaixa and SegurCaixa is for all sales employees
- MiFID II certification (Investments) for the network that markets investment products (all except the employee function). The initial training (CIAF) has a

duration of 150 hours and is carried out together with Pompeu Fabra University, and there is a continuous training of 30 hours delivered by this university in collaboration with VidaCaixa

- LCI certification (Mortgages) for the network that markets or reports on mortgage loans and Central Services or Regional Services departments involved in these operations. The initial training (CCI) has a duration of 50 hours, and there is a continuous training of 10 hours, both carried out together with Pompeu Fabra University

These training and certification programmes help drive quality in customer service and favour the promotion of employees focused on advisory services. The required compulsory training to market loan products with the LCI certification and insurance products with the IDD certification was launched in 2019.

At 31 December 2019, the Company has 20,273 employees certified in IDD, 18,074 in MiFID II and 9,863 in LCI. They mainly focus on functions carried out by Branch assistant management, Branch management and Customer Advisers (Business advisers, Premier Banking advisers and Business Banking advisers) that provide advisory services to customers of the different business segments.

The recommended training is that which the Organisation has designed to help employees in their professional development. This training includes the following programmes:

- **Commercial Culture Programme:** face-to-face workshop for Business Area Management and Branch management that integrates Culture, Leadership model, Commercial model and the new Assessment by Skills, developing knowledge, skills and tools in a practical way. The average rating of this programme was 9.6 over 10
- **Commercial Model Programme:** training designed to deliver the new Retail Banking service model (committing to the Store branch model), working on the commercial system, commercial skills and the development of customer experience based on the four experiences: Day to day, Enjoy life, Sleep soundly and Think about the future

- **Itineraries Transformation in the Digital era**, launched in the third quarter of 2019, with the following objectives:

- Reinforce and develop digital talent
- Make available to all employees the knowledge required to address the digital transformation in CaixaBank, creating a shared knowledge base
- Delve into how the digital transformation impacts the way of relating with customers, the business model, the way teams work, communication and, in short, the Company's value proposal

The training content is mainly delivered online (90%) and transversally worked on with the Business area and other areas of Corporate Services. These itineraries are structured into four blocks:

Itineraries Transformation in the Digital era

- Digital Environment
- Data Academy
- Digital Skills
- Agile work methods



Digital Environment

7 hours online

- Module 1: Introduction to transformation.
- Module 2: Transformation in banking.
- Module 3: Transformation in CaixaBank.
- Module 4, delivered to the Commercial Network: Transformation in the sale of banking and insurance products.
- Module 4, delivered to Central Services and Regional Services: The new customer focus.



Data Academy

14 hours online + 60 face-to-face hours M3

- Module 1: Data Academy I, basic level.
- Module 2: Data Academy II, intermediate level. Only for Central/Regional Services.
- Module 3: Data Academy III, advanced level. 50 people from Central/Regional Services.



Digital Skills I and II

5 hours online

- Module 1: Digital culture.
- Module 2: Digital identity.
- Module 3: Digital communication.
- Module 1: Information management.
- Module 2: Continuous learning.



Agile work methods

6 hours online + certification

- Module 1: Overview.
- Module 2: Methods, only delivered to Central Services and Regional Services.
- Module 3: Certifications, only delivered to Central Services and Regional Services.

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Simultaneously, a **specific training for managers** on digital transformation has been developed with the following objectives:

- Obtain a global view of the current digital ecosystem and a clearer idea of the digitisation elements
- Visualise new business opportunities and environment. Analyse the potential strategic changes arising from digitisation and challenges generated in the new its relevance to develop our business model, ways of working and communication and the Company's importance.
- Understand the social and market environment, and identify critical essential skills to achieve success in the company in the long-term in a digital context
- **Training aimed at non-management teams of Central Services and Regional Services**, which includes Compliance and Auditing postgraduate programmes, training to adjust to the new roles and skills associated with the flat and agile structure, as well as specific actions suited to each area.
- **Training for Segments:** Private Banking / Business Banking / CIB & International Banking / AgroBank / Business Bank / HolaBank / InTouch: training according to the needs of each segment, superficially on MiFID II, LCI and IDD in the following topics: Finances, Risks, Insurance and Commercial.

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The training itinerary followed by priority advice sectors enables students to acquire significant know-how in the banking business, through three post-graduate diplomas: Financial Advice, Expert in Saving/Forecast, Banking Risk Analysis. The Master's in Banking Business can be taken at Pompeu Fabra University with these three diplomas and by taking two additional subjects that provide transverse training aimed at improving skills applicable to management and acquiring new outlooks on future vision and thought. This training itinerary enables employees to propose savings and forecasting solutions that suit the needs of each customer and use their criteria when it comes to analysing the financing operations that may be required.

The second edition was carried out in 2019, and 455 employees from all Regional Management Departments (75% Branch managers) completed the Master's.

Finally, **self-learning** depends exclusively on the employee, who can choose among a wide training offer provided in different schools according to their interests and motivations:

EC. Commercial School

Commercial tools and App's Now, Sign and Pay.

EF. Finance School

Certificate in Advanced Financial Information and Advisory Services (CIAF).

ELH. Leadership and Skills School

How to negotiate efficiently, Talent and team management, Time and task management, Talking in public, Conflict management and Efficient presentations.

In 2019, 24 sessions were completed with an average overall rating of 4.8 over 5.

ER. Risk School

Postgraduate certificates on risk.

E.S. Sustainable Performance School

Integrate business sustainability.

E.F.A. English School

English Firts Academy, launched in late 2019 for the entire workforce, providing the possibility of learning or improving the level of English.

CaixaBank pursues learning excellency through official academic acknowledgements with the main business schools and universities, such as IESE Business School, ESADE Business School, ISDI, IMD, Pompeu Fabra University, University of Barcelona and Universitat Oberta de Catalunya.

Regulatory	Recommended	+	Self-training	
No. Participants	Total hours	Hours per employee	No. Participants	Total hours	Hours per employee

Figures on the total workforce at year end. See details in table 8 of the Annex

The drivers (people and tools) of learning in CaixaBank are:

• Virtaula, CaixaBank's online learning platform. A platform designed to promote learning and improve the employees' experience.

The Virtaula 2020 Project was initiated in 2019, a project that involved redesigning the image and functionalities of the e-learning platform.

The following functionalities have been included within the scope of promoting learning:

- Creation of a new self-training catalogue
- Ratings and comments in the self-training activities
- Annual planning of training activities with objectives
- AI tool to recommend self-training by function and profile

- Redefinition of the self-training search engine
- Creation of the training internet survey
- Immediate access, without requiring authorisations
- Rewarding employees' feedback

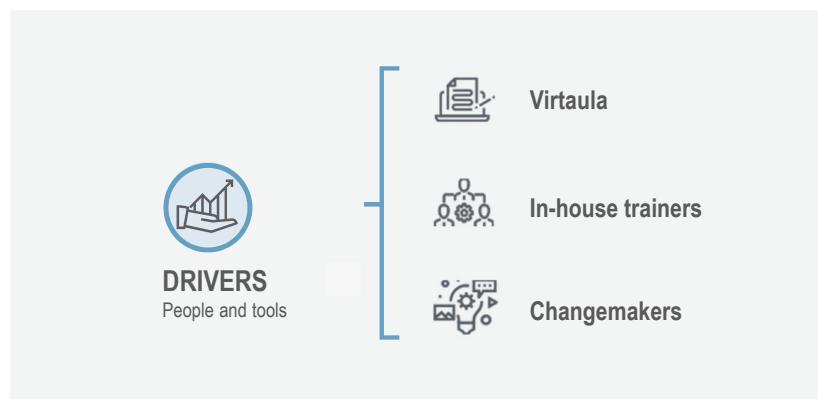
The following new developments have been included within the scope of improving the employees' experience:

- Restructuring of the platform
- Redesign of Virtaula
- Chatbot
- Report for each employee
- Multicover
- Training classrooms
- Employee file

In 2019 the entire workforce was trained, totalling up to 3,068,006 training hours (training completed by the active workforce at year end). 96% of training was delivered through the Virtaula platform (online), which increasingly includes more content at a lower cost and shorter time frame. The total training hours per employee in 2019 amounted to 106 hours.

- Internal trainers, the learning community at December 2019 was made up of 1,958 people, which are the best guarantee of excellence and the greatest differential value in CaixaBank's learning model.
- Changemakers, as a new driver of transformation in CaixaBank. They are a key element in visualising and driving the Company's cultural change and digital transformation. The changemakers' skills include the following:
 - Agility; adapt quicker to changes
 - Customer focus; are aware of the needs and make sure of providing solutions suited to each profile
 - Global vision; know the banking business and make sure of learning other business areas: technology, products, and so on
 - Analytical capacity; make decisions after exploiting data
 - Collaborative capacity; interconnect with their work ecosystem and share ideas

- Future vision; are capable of thinking in the future and anticipate solutions
- Traction capacity; promote the change of mindset and lead the transformation
- Disruptive capacity; propose new ideas that improve the way of working



CaixaBank assesses the training by applying the Kirkpatrick model, which determines which objectives want to be attained and measures the impact of what has been achieved. There are four levels of assessment:

Level 1 - At this level, the participants assess whether the training was motivating and relevant for their work, and if the training experience was positive.

Level 2 - The degree of acquisition of knowledge and skills of the participants is measured at this level.

Level 3 - At this level, we measure the application of what has been learnt in their work position, and this measurement is taken from 4/6 months after the training is taken.

Level 4 - We measure the degree of achievement of the objectives set for the training action at this level.

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As a way of example, below is the assessment of one of the programmes completed in 2019:

Programme
C2 Leadership Certificate
<p>Programme intended for managers at the time of consolidating their career. Its objective is to contribute to consolidating the business challenges set in the Strategic Plan, always faithful to CaixaBank's culture and values, from the perspective of the managers' function as inspirational and transformative leaders and promoters of change. It is a programme that is continually evolving and incorporating new trends, and a major part of the programme is aimed at improving networking, versatility and multi-dimensionality to achieve overall knowledge of the Company.</p>
Benefit
<ul style="list-style-type: none"> • 20% of participants have changed department/regional organisational unit. • 2% of participants have promoted to Senior Management positions • At least 5% of participants improve their score on the course "Contribution" in the Talent Matrix (Contribution and Potential). • At least 80% of participants recommend the course.

See details in table 9 of the Annex

As a token of CaixaBank's commitment towards environmental, social and governance matters, an illustrative table is presented showing the part of training that includes ESG content: Environmental, Social and Governance. *See details in table 10 of the Annex.*

The **Executive Development** programme completes CaixaBank's training offer, and its motto is "never stop learning... and be a reference in learning for your team".

The Company encourages professional development programmes at both management and pre-management level, with 2,819 participants in 2019 (143

pre-management and 2,676 management) with an average rating of 4.7 over 5. Highlights include:

- Management programme **Rethink**, focused on certifying leadership skills and promoting strategy and transversality in the Company, reinforcing the Transformative Leadership model, the principles of which are: to serve collaborators by helping them achieve results; to promote innovation and creativity as levers of change; to promote the personal and professional growth of collaborators; and to act as ethical references for stakeholders
- Pre-management programme **Progesa**, aimed at professionals from different areas and Regional Management Departments (Branch Management, Central Service Managers and Private Banking and Business Banking management), and includes coaching sessions (discretionary)
- Pre-management programme **Welcome New Managers**, which was created in 2019 for team Coordinating Managers

The **Rethink programme** proposes an incremental development based on the consolidation in the worker's position, incorporating the concept of "Certification" through universities and business schools, aimed at obtaining certifications of our Corporate Leadership Model.

There are 2 phases (incorporation and consolidation) for each role, and a third one for high-potential groups:



Incorporation: this first stage consists in training aimed at developing leadership that is focused on oneself and on laying the foundations of the business. It is proposed for professionals newly accessing management roles from Function Management in Central Services and Business Area Management in Regional Network.

The following main programmes have been completed in 2019:

- C1 Leadership Certificate, to provide managers with one to four years of experience according to the knowledge and tools required to efficiently perform the role of Company leaders, faithful to the competencies model and the Transformative Leadership model. The programme is structured around three stages with the following objectives:
 - Reinforce the message and implement the Transformative Leadership model
 - Train management skills and people management using self-knowledge tools that allow configuring a personal development strategy and putting what has been learnt into practice
 - Expand frameworks for analysis to enhance the strategic vision and skills required to manage collaborator teams
 - Reinforce networking and transversality and jointly explore the challenges and opportunities in the current environment with other managers
 - Analyse the geopolitical context and economic variables that affect companies in a global environment

Phase I: Starting point	Phase II: Development	Phase III: Application and follow-up
 Online	 Online	 Online
Self-knowledge Contextualisation	Training (face to face)	Action plan and follow-up

Laying the bases to make the best use

Maximising your management skills to lead CaixaBank

Applying your talent, strengths and skills

In 2019 a total of 91 managers participated in four editions with an average rating of 4.9 over 5.

- PROA programme (commercial organisation and system), with participants from Central Services and Business Area Management in the Regional Network. In 2019 a total of 94 managers participated in eight editions with an average rating of 4.6 over 5.
- GPS programme (good practices of the commercial team and reinforcement of the new role), participants from Central Services and Business Area Management in the Regional Network. In 2019 a total of 62 managers participated in five editions with an average rating of 4.8 over 5.
- Completion of 1st session of Intervision (new in 2019): voluntary executive development sessions on coaching methodology, focused on updating and reflecting on implementing the Transformative Leadership model.
- Transition coaching processes, 193 processes were initiated in 2019 with a rating of 4.7 over 5. The coaching processes consist of six sessions.

Consolidation - C2 certificate: Development programme aimed at CaixaBank senior directors to secure the most capable, efficient and motivated leaders in order to drive current and future projects and who are aware and will disseminate the CaixaBank leadership model.

Aimed at managers with at least four years' experience in managerial functions (starting as Central Services Managers, Centre Managers and Business Area Managers in the Regional Network). This programme is also open to Managers of Group subsidiaries (including BPI).

This programme is held in Barcelona and London, and it is delivered by teachers from the IE Business School, FT-IE Corporate Learning Alliance and Cass Business School. The programme's academic content includes aspects related to the financial situations and strategic horizons in the financial sector, leadership in innovation, basic relational skills of leadership (self-knowledge, influence, assertiveness, feedback), aspects of communicational improvements, and management of engagement and emotions. Similarly, there are modules on decision-making, Big Data and Analytics, and positive leadership.

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In 2019, 147 managers participated with an average rating of 4.7 over 5.



* This module has a version in Spanish with the same content and Spanish teachers

The programme's objectives are:

- Promote the management and leadership skills required to generate collaborative and competent teams, contributing to the growth of all team members
- Develop a global and integrating vision of the company, reinforcing the ability to reason and decide. Working on decision-making and conflict management in the organisation
- The manager's role in CaixaBank: Leader's influence
- Know the change processes and people and team management processes, as well as their involvement as future persons responsible thereof in order to provide further value to the strategy
- Discuss the new leadership approaches in order to apply them in their specific contexts and build confidence to make the best decisions, assuming the need to integrate and transmit CaixaBank's behaviour model in the process
- Become inspirational and transformative leaders
- Be able to anticipate the future
- Act as a lever of change when implementing the strategy

High-potential development: in this stage proposals are exclusively aimed at Senior Management to contribute and promote the development of leadership and other essential skills for the optimal performance of the managerial function.

The Top 200 programme includes:

- **Top 100 Management Programme:** aimed at Senior Management (Corporate Management upwards), it consists of an individual development plan and personal interviews with experts
- **Top 100 Potential Programme:** aimed at specific professionals with a high contribution and potential, and it consists in ad-hoc group development for these managers included in the Successions Plan

This offer for 2019 is structured around the following axes: Self-leadership, Communication, Customer Focus/Strategic Vision and Leadership.

Self-leadership:

- An external mentor specialising in the manager's area of responsibility is made available, with whom to explore, experiment, improve and broaden their skills via a new perspective from outside of the organisation is made available.
- From the Executive Development management, several conferences and events have been organised throughout 2019 to raise the awareness of the participants in the programme about the latest trends and developments.

The following is worth mentioning:

Guest	Title	Date	Enrolled	Rating
Professor Lars Häggström (IMD Business School)	Organisational Transformation through People	28/02/2019	116	4.5
Professor Robert Hooijberg (IMD Business School)	Leadership, Strategy and Culture of High Performance	15/05/2019	109	4.6
Dario Gil (IBM)	The Revolution of Computers: Bits+Neurons+Qubits	25/06/2019	430	4.5
Professor Joe Divanna (Headspring)	The future of banking	21/11/2019	364	4.3

- A personal coach with experience in Senior Management members is made available to help achieve the set goals, advancing in the knowledge and increasing performance
- An executive health coach is made available to address physical exhaustion and have all the potential and concentration and analysis capacity to make the appropriate decisions, achieving a sustainable executive performance

Communication: it is essential to be able to communicate and transfer efficiently to the team a clear and defined vision about the challenges and the business strategy to follow, in such a way that the effective involvement of each member of the Organisation is encouraged in the achievement of said objectives.

- A one-on-one communication and personal brand coach is made available to develop and perfect skills in this field and improve the capacity to influence the interlocutors.
- The option is provided to attend one-on-one sessions to perfect a language, either face-to-face or over the phone, suiting the manager's schedule. The new Language School (EF-Education First) is available in Virtaula in the Premium modality, which allows delivering online synchronous lessons which can be accessed 24/7.

Costumer focus/Strategic vision: this training is based on participation in dedicated forums in which the Company's strategic priorities in the current complex and volatile environment can be addressed and developed. Most of these programmes are carried out jointly with worldwide renowned universities and business schools. The following programmes stand out in 2019:

- Focused Programme. Strategic Digital Mentality
- Aspen Seminars
- Digital Business Executive Programme
- Senior Executives Global Programme
- Board of Directors Programme

Leadership:

Access is provided to:

- Roundtables to exchange best practices

- Aspen Seminars with a reduced number of participants from different sectors creating a neutral forum for reflection and debate
- Discovery Events: one day and a half intensive workshops about current topics with immediate implementation: Innovation, Digital transformation, Understanding macrodata and analyses, etc.
- International leadership programmes

The following business schools and universities are involved in the Top200 programme:



The University of Chicago Booth School of Business



FINANCIAL TIMES | IE business school
Corporate Learning Alliance



REAL WORLD. REAL LEARNING



Business School
University of Navarra



< ISDI >
Instituto Superior para el Desarrollo de Internet



Other programmes to develop high potential include:

- Transformational Leadership Programme
- Specific programmes with the main business schools
- Strategy Programme (Management Committee)

Particularly noteworthy is the carrying out of transversal actions in the 3 stages of incorporation, consolidation and high-potential development within the scope of management development.

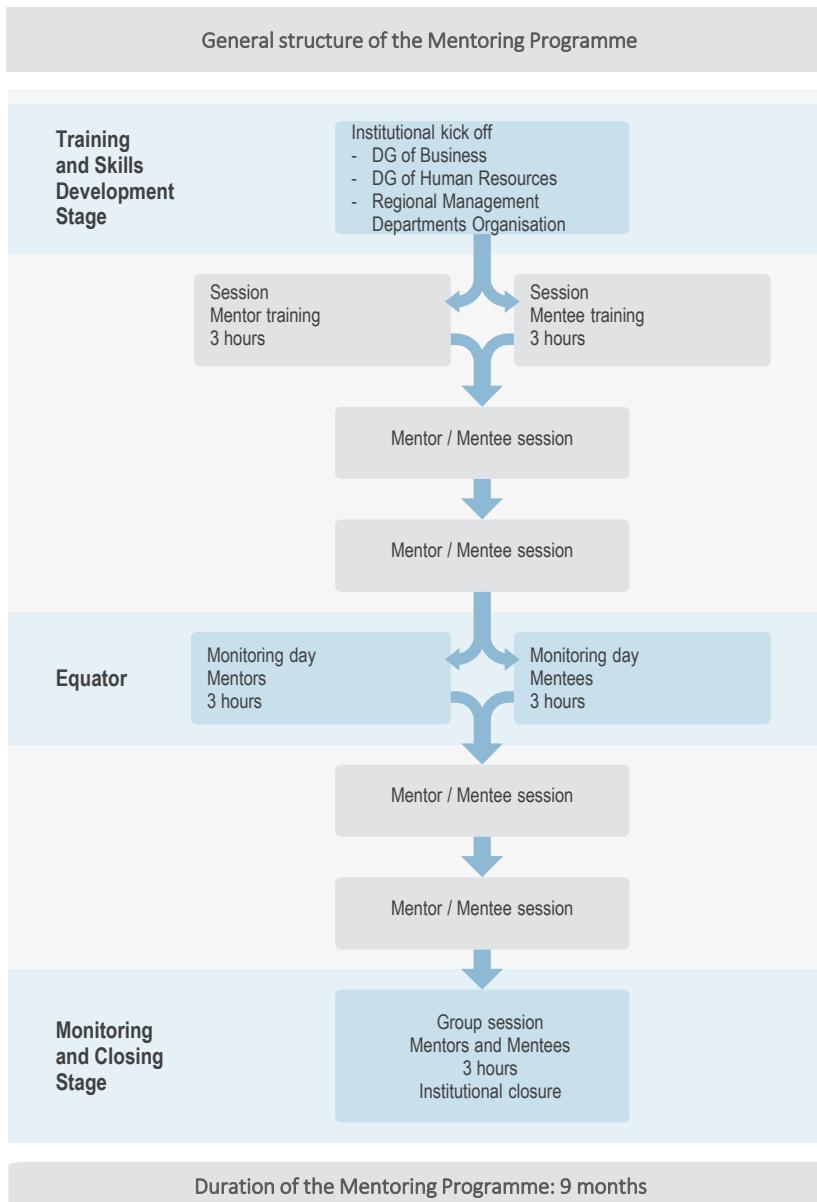
The following was carried out in 2019:

Mentoring programmes (associated with gender and generational diversity) with 531 participants and a rating of 4.7 over 5:

- Incorporation of Transversal Mentoring (Generational). Aimed at newly added, selected professionals
- Incorporation of Private Banking and Business Banking segments (Diversity)
- Preparation of Mentoring support guides
- Initiation Mentoring processes for newly added, selected professionals
- Mentoring Walk-Vital Voices

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Managerial Jam Session: participatory session with different representatives of Senior Management to compile the needs and priorities for their development.

Digital Transformation Training: launched to all Managers (1st Round). All Company managers participate in this specific training programme with the aim of obtaining a global vision of the current digital ecosystem and visualising the new business opportunities and challenges generated in the new environment. The following courses have been developed in 2019: Digital Mentality Programme for Corporate Management and Commercial Management; Strategy Programme for Department Management and Managing Directors; and Online Digital Disruption Programme for Central Services Management. A total of 302 managers participated in the programme with an average rating of 4.5 over 5.

CaixaBank Talks and Trends Lunches, five events were held: Organisational Transformation through People, delivered by Professor Lars Häggström from the IMD Business School; Introduction to Agile Methodology, delivered by Marga Bel Klever from CaixaBank; Leadership, Strategy and Culture of High Performance, delivered by Professor Robert Hooijberg from the IMD Business School; The Revolution of Computers: Bits+Neurones+Qubits, delivered by Darío Gil from IBM; and The future of banking delivered by Professor Joe Divanna from Headspring. A total of 1,177 managers attended with an average rating of 4.4 over 5.

Focused Programmes: on-site management self-training (2-day session). In 2019 we can highlight:

- Negotiating Intelligence Programme with 63 participants and an average rating of 4.5 over 5
- Influence, Impact and Networking Programme with 34 participants and an average rating of 5 over 5

Lastly, it is worth mentioning that the Management Development team knows the field of managerial training and has an external benchmark, via frequent visit to benchmark companies in best practices and participating in different forums, such as the Benchmarking Club by the Instituto de Empresa.

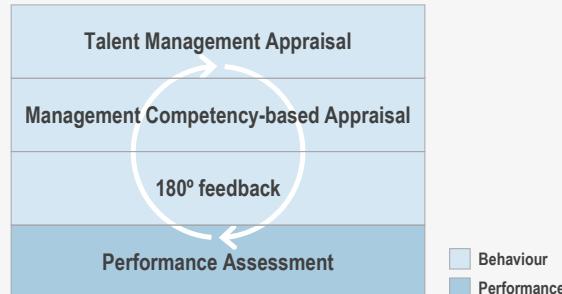
Assessment

Moment of Conversations for professional development that builds the Talent map (competencies/potential). The entire CaixaBank workforce is assessed annually, in terms of behaviour and performance.

Management competency:

The Management competency model is structured around 4 fields: Talent Management Appraisal; Management Competency-based Appraisal; 180º Feedback; and Performance Assessment. The following processes are set off from the information available in the systems (in 2019 all these assessments were incorporated in the SuccessFactors platform):

- The definition of the talent map
- The drawing up of the Successions Plan. The Successions Plan was updated in 2019, identifying the 179 key positions and the applicable criteria and standards, and it has been incorporated into the new SuccessFactors platform, where the procedures of the Bank's Succession Programme for Senior Management and Management has been updated with the successor pool, identifying skill gaps and development plans
- Establishment of a shortlist of 3 candidates for a management vacancy (always promoting the existence of candidates of both genders). The Talent Committee and Management Committee will be who finally decide on the appointments



See details in table 11 of the Annex

Talent Management Appraisal

The Human Resources Department assesses management talent with the collaboration of several external consultancy firms specialising in the assessment of skills of professionals in the sector.

The process employs different stages and tools to assess the person's potential:

- A first interview based on skills, in which all the skills required for carrying out the position properly are assessed
- Ask people in their team for references, at N+1 and horizontally, to learn in further depth about their style of leadership
- Based on the interview, a report is generated including all relevant information about the person's management talent
- Frequency: ad hoc for appointments or similar.
- After ending the Talent process, the external consultants provide the assessed subject with feedback, highlighting their strong points and commenting on the areas for improvement, from which an Individual Development Plan (IDP) is designed.

Management Skills Asmt.(EpC Directiva) – Management Competency-based Appraisal

This is a tool to contrast, identify and promote internal talent and management skills in the Organisation and create function-defined profiles.

- Draw up an internal map to detect and identify talent in the Organisation.
- Assessment and feedback by N+1 of the assessed function (Internal benchmarking).
- Agreement and monitoring of the two protagonists of the Development Plan.
- Favours the leadership of L+1 and the team's knowledge.
- Frequency: annual assessment process.

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180º feedback

Gathering of management evidence based on the team's perceptions:

- Assessment by the collaborators to complete the management competency
- Identification of skill gaps, from the team's perspective
- Providing Feedback to managers with respect to the assessment of their teams and contrast the results with the perception of the assessed subject in respect thereof
- Contrasting this information with the CaixaBank skills
- Minimum team of 10 people that ensure confidentiality, non-attribution and sufficient information about the assessed subject
- Seniority in the centre and/or function of the assessed subject/s of more than 3 months

For the first time, in 2019 a Management Feedback process was carried out on the members of the Management Committee, assessing their teams, colleagues and collaborators from different areas. The process ended with the delivery of results to the assessed subjects, following the principles of non-attribution and confidentiality, and highlighting of strengths and areas of development.

In 2019 the Management Competency-based appraisal surveys (from Central Services Management and Business Area Management in Regional Network), Management Feedback and External talent reports have been updated and adapted to the new Culture and Leadership model defined in the 2019-2021 Strategic Plan.

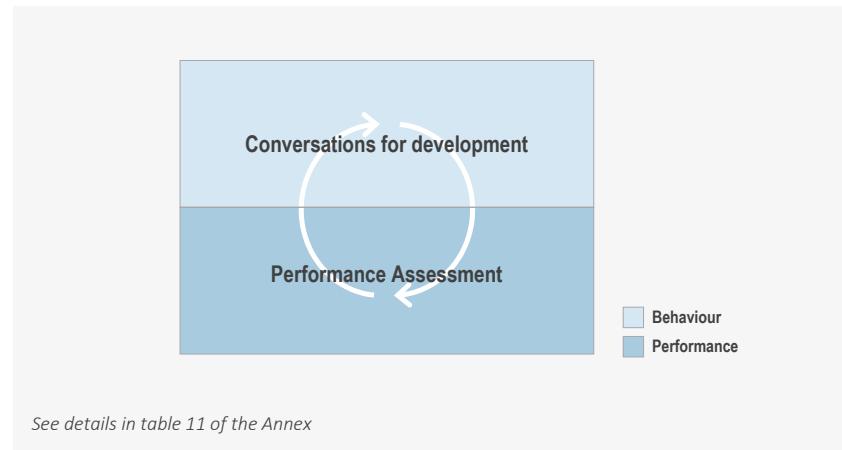
Management Performance Assessment

Annual programme on the fulfilment of Central Services' challenges/objectives and Long-term Incentives Plan associated with the Strategic Plan.

The number of management assessments associated with behaviours amounted to 1,469 in 2019. In addition, 1,041 people received variable remuneration based on the performance assessment.

Non-management appraisal

The Non-management appraisal model is structured around 2 scopes: competency-based appraisal and performance assessment.



Competency-based appraisal - Non-management Skills Asmt.(EpC no Directiva)

Appraisal process whose objective is the diagnosis and development of the professional competencies of all the people in the Company. It is a tool designed to objectify the assessment of performance and responds to the commitment of CaixaBank towards the continuous development of its professionals.

2019 Activity	
Branch management	396
Branch asst. mgmt.	411
Business/Private/Institutional Banking mgmt.	159
Customer Advisers & Private Banking Advisers	4,951
Other employees and other functions	3,830
Total	9,747

The behaviours established in the EpC have been defined in line with the four pillars of CaixaBank: Values & Principles, Culture Plan, Strategic Plan and Leadership Model.

The EpC is a space for dialogue between the immediate managers and their collaborators aimed at identifying strong points, areas of improvement and proposing actions in the Professional Development Plan.

It provides the managers with information about the competence level of the team members, facilitates communication, enables them to learn about their expectations and motivate them. In addition, it provides the Company with efficient planning of actions aimed at the professional development of people.

A new aspect of 2019 is the new EpC will help fostering a people-centric, agile and collaborative culture, as a key pillar of CaixaBank's new business strategy. There are new key skills for employees based on culture-related aspects, and behaviours related to the position's responsibilities/knowledge have been eliminated. All culture-related aspects are included in the skill profiles.

Committed	Close	Responsible and demanding	Honest and transparent	Collaborative	Agile and innovative
<ul style="list-style-type: none"> Positive impact on society Diversity (origin, gender, culture, thought, generation) Social action 	<ul style="list-style-type: none"> Humility Long-term Listening Being Omnichannel approach 	<ul style="list-style-type: none"> Quality Proactivity Thoroughness Empowerment Recognition 	<ul style="list-style-type: none"> Trust Cohherence Humility Understanding 	<ul style="list-style-type: none"> Transversality Participation Networks Synergies Community 	<ul style="list-style-type: none"> Agility Flexibility Decision-making Digitisation Omnichannel approach Proactivity

Other new aspects introduced in 2019 include:

- Skill profile groups and axes model
- Simplified and transversal profiles: from 44 profiles to 19 clusters
- Assessment scale, level required and GAP
- New assessment tool (SuccessFactors)

In 2020 it is expected to evolve towards 360º feedback (multi-source assessment) and Continuous feedback.

Non-management Performance Assessment

Objective and transparent model for assessing the fulfilment of individual challenges, and team/corporate challenges, generating motivation and stimulating team cooperation.

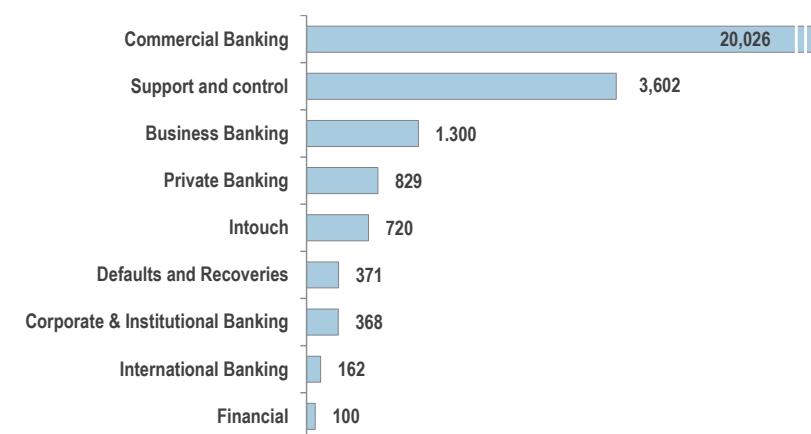
There are three Challenges programmes:

- Central Services and Regional Services Challenges Programme
- Regional Network Bonus Programme, adapted to each business sector
- Incentive Programme, aimed at the workforce in the Regional Network. It carries out commercial tasks to achieve the commercial campaign's goals

To assess the performance of the workforce and determine the variable remuneration, the policy considers not only meeting the challenges (the what), but also the way in which these are met (the how).

The number of non-management assessments associated with behaviours amounted to 9,747 in 2019. In addition, 24,757 people received variable remuneration based on the performance assessment. *See details in table 11 of the Annex.*

Performance assessment. Potential groups



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Remuneration

The General Principles of the CaixaBank Remuneration Policy, approved by the Board of Directors, are applicable to all employees of the CaixaBank Group, and, among other objectives, they seek to encourage behaviour that ensures the generation of value in the long term and the sustainability of results over time.

The remuneration policy bases its strategy for attracting and retaining talent on making it easier for professionals to participate in a distinctive social and business project, on the possibility of developing professionally and on competitive conditions in total compensation.

Remuneration components at CaixaBank, which is available to all employees through the corporate intranet, essentially features the following pay items:

a) A **fixed remuneration** based on the employee's level of responsibility and career path. This accounts for a significant part of total remuneration and is governed by the Collective bargaining agreement and the various internal labour agreements.

b) A **variable remuneration** system in the form of bonuses and incentives to achieve previously established objectives and set up to prevent possible conflicts of interest, and, where applicable, to include qualitative assessment principles in line with customer interests, codes of conduct, and prudent risk management.

To assess the performance of the workforce and determine the variable remuneration, by assessing the Challenges, the policy considers not only meeting the challenges (the what) but also the way in which these are met (the how).

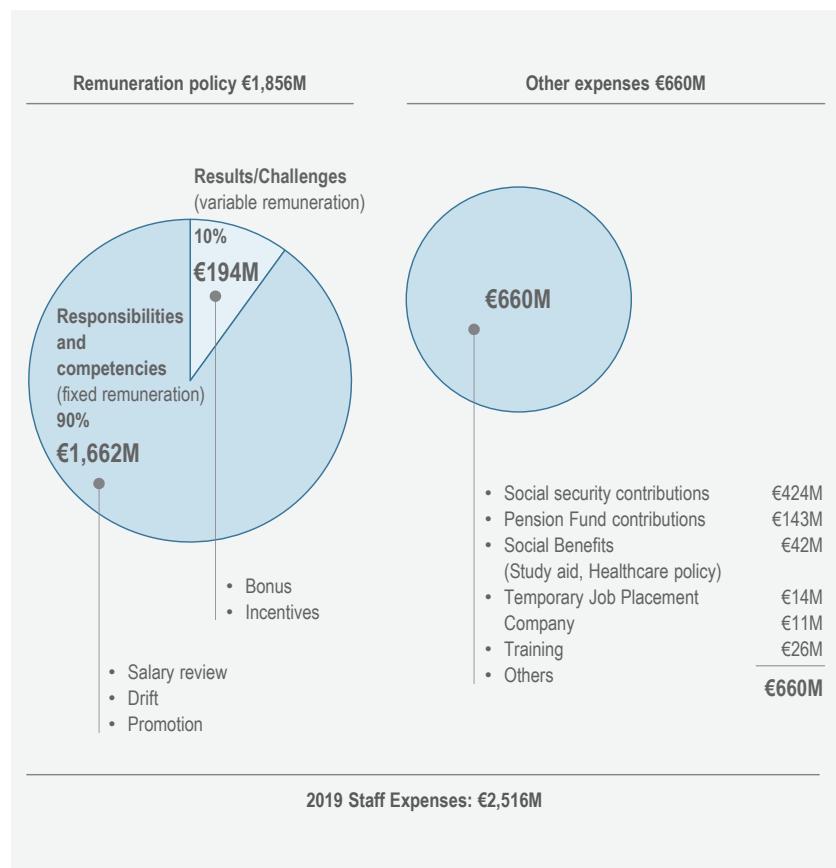
Wage bands are defined for each function that serve as a reference to establish a target Bonus amount for all staff. The value of this target Bonus according to the Performance Assessment, complemented by the behavioural assessment, makes it possible to manage the annual variable remuneration.

There are two assessment models:

- Assessment based on meeting business challenges, with different business plans according to the business sector. Employees can conduct online monthly monitoring with the updated result of their achievements.

- Assessments for employees from the Support and Control areas related to meeting the challenges associated with the Operational Plan. They are agreed between the employee and the manager at the beginning of the year and the 65% of the Bonus depends on their individual performance, while 35% depends on a series of organisational metrics.

The Bonus and Incentive programmes are estimated to reach approx. 194 million euros in 2019, and they amount to 7.8% of the Bank's Staff Expenses and 10% of the remuneration.



c) Financial and social benefits, which are tools for attracting and binding new employees and the active workforce. In the offer presented to candidates Social benefits are differentiating elements with respect to the competition, given their value as salary in kind and in emotional aspects:

- Retirement savings contribution offered in the Pension Plan (between 7.5% and 8.5% of the pensionable salary) and the yield related thereto
- Risk premium: provisions to cover death and disability above market standards
- Free Adeslas insurance policy for employees, with better health cover than market standards and with worldwide travel assistance. It also includes the possibility of insuring relatives (spouse/common-law couples, sons/daughters) at a lower rate than the normal rate, without any waiting period or prior medical check-up, provided that they enter the Insurance policy within two months of joining the company
- Special terms and conditions in all types of financial products, among them loans (subsidised interest rates for mortgages and personal loans), and in cards, current accounts and fees.

There are two types of loans:

- Personal loans: loans for various needs (do not require justification of purpose)
- Mortgages: loan A (financing the main residence), additional loan (supplements to loan A, once the limits have been exceeded), loan B (financing a second residence) and home improvement loan (financing of renovation work).

The live portfolio at December 2019 stands at 3,462 million euros with approx. 29,000 beneficiaries, of which 85% are destined to main residence mortgages, 9% to various needs and 6% to second residence mortgages.

d) Benefits associated with family or personal situations that are regulated in the Collective Agreement or in internal labour agreements.

- Aid for family situations: financial bonus for child's birth, economic compensation in the event of death of first degree family member, study aid: nurseries for children under 3 years and between 3 and 25 years that are

studying. There is an additional benefit of 5% the received salary for each child, up to the time the child reaches 18 years of age, as well as a supplement of up to 100% of salary for maternity/paternity.

- Aid for personal situations: financial bonus at 25 and 35 years of service, study aid for employees of up to 90% of university enrolment and a supplement of up to 100 % of salary for temporary disability situation and work accident.

All these social benefits amount to approx. 300 million euros and represent 11.8% of the Bank's Staff Expenses.

Social Benefits	€M 2019
Contribution to the Pension System	139.5
Insurance policies	16.5
Aid for family situations	103.4
Aid for personal situations	28.0
Credit facilities made available to employees	10.1
Total	297.5

See details in table 13 of the Annex

In the first half of 2020 a flexible remuneration programme will be implemented for all employees, allowing for tax savings and the personalisation of remuneration according to each person's needs. Total compensation will include a series of products, such as health insurance for family members, transportation cards, day care services and retirement savings insurance.

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With regard to the **Pension Plan**, which is the main social benefit enjoyed by active employees at CaixaBank, in 2019 it continues to be the leader in terms of assets and performance at 1, 3, 5 and 10 years among the largest national employee pension funds.

Comparison of main Employee Pension Funds in Spain

Figures at 31 December 2019, source: Inverco

	Assets in €M at 31/12/2019	Annualised return %				
		15 years	10 years	5 years	3 years	1 year
CAIXABANK	6,029	4.32	5.53	3.81	3.93	12.19
ENDESA	2,982	4.35	4.30	3.55	3.44	9.71
TELEFÓNICA	2,878	1.37	2.69	2.65	2.95	8.24
BBVA	2,825	3.58	3.68	2.23	2.17	7.35
BANKIA	1,788	2.63	2.85	1.64	1.61	4.08
IBERDROLA	968	2.93	3.15	2.36	2.34	6.95
BANCO POPULAR	874	-	4.66	2.95	2.66	9.43
RANKING (CBK position)		2nd	1st	1st	1st	1st
Subtotal Employee Funds (+/- €1,000M)	18,344	3.20	3.84	2.74	2.73	8.28
TOTAL Employee Funds	34,810	3.07	3.16	2.11	2.04	7.65

The **Pensions Caixa 30** Fund has been awarded several prizes in different fields, among of which stand out:

- “Best Employee Pension Plan” in Spain in 2018 awarded by the publication *El Economista* in its 5th Edition of its Fund Investment Awards



elEconomista

- Maximum category in socially responsible investment by PRI Principles for Responsible Investment



- Runner-up in the 2019 Innovation Plan Design by World Pension Summit



- Finalist in the 2019 IPE Real Estate Awards held in Amsterdam, among the three best in Europe in two categories



Gold Award: Small Real Estate Investor of the Year

Silver Award: Other Countries & Regions



As a result of the good performance of the Pension Plans and the magnificent perception employees have of this social benefit (best service offered by CaixaBank to Network employees according to the quarterly quality survey), in 2019 the first survey was provided to participants and beneficiaries with the aim of finding out their opinion, improving their experience and learning about areas for improvement.

Financial data at 31/12/2019

CaixaBank Employee Pension Plan

Unit holders:

Subplan A	36,494
Subplan B	137

Beneficiaries:

	6,801	Retirement
	1,068	Disability
	2,748	Death

Standing account of the Pension Fund in €M

Subplan A	6,029.0
Subplan B	52.0

Contributions €M:

139.2	Retirement
49.7	Risk

Provisions €MM:

	174.9	Retirement
	30.8	Disability
	25.1	Death

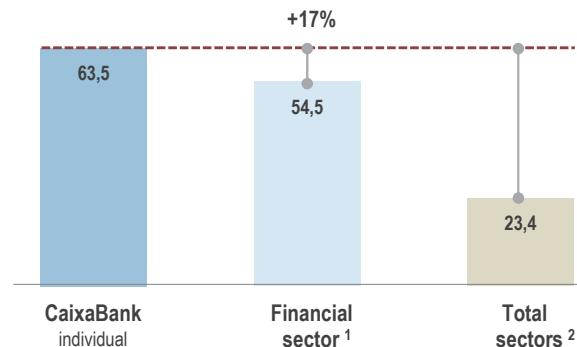
It is important to remember that the touchpoint associated with the "I am compensated" is a Wow or differential moment and, therefore, one of the main gains. This is due to CaixaBank paying its employees above the standards of the financial sector and others and because there is equal pay in both genders. The gender pay gap, which allows comparing similar positions and is calculated by comparing salaries between employees with the same length of

service in the Company performing the same role or position and with the same rank, is 0.63% in 2019.

The following graph shows a comparison of salaries between CaixaBank and other economic sectors.

Average salary above the sector's and economy's average *Fixed and variable remuneration. 2019 Figures in thousands of euros*

Source: Quarterly Labour Cost Survey (ECTL) by the Spanish National Statistics Institute (INE) FY2019 figures projected on the basis of information at 9M19



(1) Financial services, except insurance and pension funds

(2) Excludes the agricultural sector and domestic employees

The annex includes the evolution of staff expenses and social benefits for the 2015-2019 period and a further detail of the items compromising them. See details in tables 12 and 14 of the Annex.

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Vital and professional areas

The vital moments are valued as a differential experience by CaixaBank employees (**WOW moment**). The flexibility and adjustability to personal situations and the institutional support when needed are specifically noteworthy.

This perception is motivated by the large number of measures that the Company provides the entire workforce and are designed to facilitate work-life balance.

The measures that ensure equal opportunities and promote, promulgate and contribute to gender equality (reinforcing the role of women), as well as allow for a work-life balance, are compiled in the protocol of equality and work-life balance included in the **Equality Plan**, which has been reviewed and negotiated in full with 100% of the Workers' Labour Representation in January 2020. The measures can be consulted by employees on the corporate intranet in the "Working here compensates" space.

The work-life balance measures can be divided into three large groups: **leaves of absence, reduction of working hours and leaves** (paid and non-paid), and it is important to specify that in many cases they include improvements with respect to that included in the Collective Agreement.



With regard to **leaves of absence**, there are measures in place for the Caring for children (up to 3 years of age), Caring for relatives (up to 2 years for 2nd degree and up to 3 years for 1st degree relatives: children, parents, spouse), Maintaining cohabitation (from 1 to 5 years), Higher education, Master's and PhD's (from 4 months to 1 year), Solidarity (from 4 months to 1 year), Personal reasons (from 4 months to 1 year with a minimum seniority of 10 years), Gender violence (the time required established by mutual agreement and renewable), Voluntary due to family demands or education (from 4 months to 5 years), Compulsory for public business (the time required to carry out the public business) and Special for the CaixaBank Group (the time required established by mutual agreement).

The **reduction of working hours** has been established for the following situations:

- Caring for children of up to 12 years (no limit of age for disabled children), with a reduction of the work day between 12.5% and 50%.
- Caring for relatives up to the 2nd degree with a physical, mental or sensory disability that does not carry out a gainful employment and cannot manage by themselves, with a reduction of the work day between 12.5% and 50%
- Caring for minors with a serious illness, with a reduction of the work day between 50% and 99.9%
- Premature birth. In addition to the one-hour leave, there is the possibility of increasing the leave time while the child is in hospital
- Gender violence, with personalised treatment

In addition, at CaixaBank employees can enjoy several **paid and non-paid leaves**.

Among the **paid leaves**, the improvements in maternity and paternity leaves (birth and adoption) and breastfeeding accumulation are particularly worth mentioning.

- Maternity leave:
 - With one child: 16 weeks + 10 calendar days (14 if disabled)
 - For multiple birth: 2 additional weeks for each child after the second one and 14 calendar days

- Paternity leave:
- We are transitioning towards equalising it to maternity, with 16 weeks, and it will be extended by 10 calendar days progressively in the next three years
- Breastfeeding (minor under 9 months; in the event of multiple childbirth, this leave is multiplied by the number of children):
- There are three options. The first is leaving for one hour during the work day, neither at the beginning nor at the end; the second is reducing the work day by half an hour, at the beginning or at the end; and the third is 10 calendar days following the maternity leave + 5 working days, which cannot be accumulated to the aforementioned, within the first 12 months of the child's birth.

The rest of paid leaves include the following: holidays, personal days, marriage, common-law marriage, adoption, special leave for disabled child, death, serious illness, accident, hospitalisation or surgery without hospitalisation of relatives, moving to habitual residence, extension of leaves (maximum 3 working days), medical check-up, CaixaBank check-up, attendance to official exams, inexcusable public and personal business, personalised leave due to gender violence and of a short duration for personal or family-related unforeseen events or emergencies.

Employees can also enjoy **unpaid leaves** due to accident or illness of 1st degree family members (1 week to 6 months after 2 years of joining the Company), international and/or technical adoptions (up to 1 month in assisted reproduction after 2 years of joining the Company), serious family or personal situations or education (up to 10 days), to complete higher education or PhD's (between 1 month and 6 months), hospitalisation or palliative care for 1st degree relatives (1 week up to 6 months) and unpaid extraordinary leave (up to 6 months).

Next, is a breakdown of the main cases of leaves of absence, reduction of working hours and leaves registered in 2019:

Work-life balance. Cases 2019		No. of people enjoying it	% Men	% Women
Leaves of absence				
Caring for children	450	4.7%	95.3%	
Caring for relatives	34	38.2%	61.8%	
Maintaining cohabitation	27	7.4%	92.6%	
Education	4	0.0%	100.0%	
Solidarity	6	33.3%	66.7%	
Unspecified personal reasons	33	36.4%	63.6%	
Gender violence	1	0.0%	100.0%	
TOTAL	555	9.0%	91.0%	
Reduction of working hours				
Caring for children	1,614	7.0%	93.0%	
Caring for relatives (up to 2nd degr.)	15	20.0%	80.0%	
Caring for ill child	98	15.3%	84.7%	
TOTAL	1,727	7.6%	92.4%	
Paid leaves				
Maternity	730	2.2%	97.8%	
Extending maternity	587	2.2%	97.8%	
Paternity	496	99.8%	0.2%	
Breastfeeding accumulation	741	23.2%	76.8%	
Adoption	1	100.0%	0.0%	
TOTAL	2,555	27.3%	72.7%	

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The new Equality Plan includes improvements in terms of work-life balance, which are presented below:

Flexible working hours

Extended to 1 hour. Managed from each centre, based on the organisational needs.

Before it was half an hour

Reduction of working hours on Thursday afternoon

Possible until the child is 12 years of age, without having to reduce 15 minutes from the morning.

Before it was up to 6 years of age

Improvement of extension of compassionate leave

For the death of spouse or common-law couples, with minors in common.

+ 2 days

Holidays

Up to 31 January for work-life balance reasons.

Before it was up to 31 December

Improvements in:

- Divorce or separation with ruling, with minors up to 12 years of age: 2 coinciding weeks.
- Disabled children in Special centres: When they close, 10 coinciding days.

Improvement of contract suspension due to birth

Progressively extends to the other parent:

2020 – 3/4*days. 2021 – 6/8* days. 2022 – 10/14* days.

* 4 or 8 or 14 in the case of multiple childbirth or disabled child.

Previously only extended to the mother

Another improvement included in the Equality Plan is the target of representation of women in management positions: 43% of women in December 2021, starting from branch asst. mgmt. in large branches (categories A and B); and the commitment to adopt measures aimed at increasing the presence of women in segments with lower representation (Private Banking and Premier Banking).

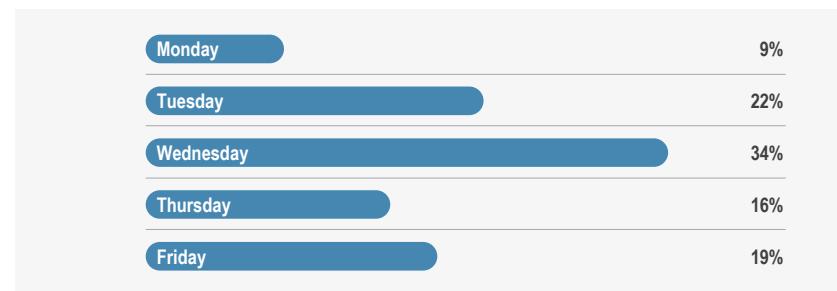
Lastly, two new protocols have been incorporated under the umbrella of the Equality Plan:

- Protocol for prevention, treatment and elimination of harassment; as a novelty, the mediation process is regulated, establishing the figure of the external mediator as an additional measure for solving conflicts. Additional confidentiality guarantees are introduced
- Equality protocol for common-law couples and domestic partnerships

Within the flexibility measures being introduced in CaixaBank and that positively impact on engagement, is remote working, where the employees manage, with their manager according to the organisational needs, the possibility of working one day of the week from home. It has been gradually implemented in Central Services and Regional Services in 2019. At 31 December 2019, a total of 613 employees (mainly Advisers and Managers), which is equivalent to 39.6% of the potential group, have benefited from this measure.

Accession to remote working measures	% Men	% Women	Total
Central Services	35.9	44.8	40.1%
Network Support	42.1	58.1	49.0%
Regional Management Departments	17.4	11.1	13.6%
TOTAL	38.5	43.9	39.6%

Day of the week requested for remote working





In January 2020 an agreement on **Digital disconnection and efficient use of working time** was reached, by means of which the Company has committed to measures aimed at promoting a culture based on objectives and priorities, encouraging the reasonable use of new technologies and regulating the right to digital disconnection, ensuring the observance of rest times, leaves and holidays of employees, as well as their personal and family privacy.

This agreement regulates communications, meetings and training, and incorporates best practices.

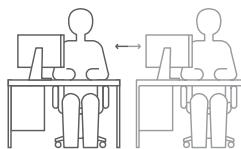
- In terms of communications:

- The right not to reply to communications after the working day
 - No communications from 7pm to 8am the following day, nor on holidays, during leave or on weekends
 - A delayed delivery of emails will be observed when sent outside working hours
- The right of digital disconnection is recognised during holidays, personal days, time off, weekends, reduction of working hours during the week of local festivities, leaves, disability, reduction of working hours and leaves of absence, except in exceptional cases. Exceptional cases are defined as: "justified emergency cases: those that can pose a great risk to people or a potential business damage, the resolution of which requires immediate measures or responses."

- In terms of meetings and training:

- Meetings shall be called within the working hours of each person
 - The following limitations are established in calls for face-to-face or telematic training or meetings that extend beyond the work day: meetings that go beyond 18:30 cannot be held, and they must be called in writing, expressly specifying that it is voluntary, with a minimum of 48 hours in advance, indicating who calls the meeting, those intervening, place it is held, and start and end time. They must be convenient in terms of the travelling required to attend the meeting.
- Incorporation of good practices to achieve efficient meetings. These include the following:

- Reducing the number of meetings, and travel thereto, when possible. Promoting the use of video conferences, call, link and other collaborative tools provided by CaixaBank at any given time.



Another agreement reached that will help improve vital moments is the agreement on the **Policy for the filling of departures and absences**, in which conditions and commitments have been established to facilitate the organisation of work centres when these situations arise.

The main aspects include:

- Further allocation of hours to fill in vacations and absences for the 2020-2022 period
- Not only maternity leave is covered, but also the leave of the other parent
- The agreed filling of vacancies entails all CaixaBank, not only the Retail Network, but also: Regional Management Departments, Central Services, InTouch, Private Banking, Business Banking, etc.



Lastly, a **New inclusive policy for disabled people** has been agreed. It establishes the principles and commitments aimed at respecting disabled people, their differences and capacities and favouring their integration in the Company in the same conditions as the rest of the workforce, establishing a series of measures to facilitate work-life balance.

- The principles and commitments are focused on an active policy aimed at annually improving the presence in the Company of individuals with a disability over 33% and facilitating their inclusion:
 - Not discriminate and avoid discrimination due to any type of disability
 - Plan to facilitate universal accessibility to work centres and new technologies
 - Active employment and promotion policies

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- Measures to facilitate work-life balance:
 - Adaptation, training and participation in the design of the work position.
 - A day of paid leave for medical needs, check-ups, consultations related to disability and/or illness
 - Free advisory service for legal procedures and/or procedures related to disability
 - The use of sign language; Braille; alternative and augmenting communication formats, means and methods; and all other accessible communication formats, means and methods
 - Working from home will be encouraged, provided that it is organisationally possible, in cases where travelling to a work centre has to be avoided
 - Flexible working hours will be facilitated and encouraged, provided that it is organisationally possible
 - In any negotiation, including those that address improvements in the financial conditions, people with disabilities will be considered when establishing better conditions, such as any home adaptation costs

Communication and participation areas

CaixaBank prioritises generating a positive working environment in which teams feel motivated and committed. To achieve this goal, it pays close attention to their opinions, and develop an action plan through active listening to meet their requirements. For this reason, it believes that periodically assessing the social and work environment, the experience of its employees, and the quality of the service provided helps to generate this positive environment.

The Company provides the workforce with various communication and participation channels, and it is evolving towards more agile and transversal work models, encouraging the use of collaborative tools and developing a relationship model with the internal customer via the figure of the Business Partner.

Below are the main participation channels used by CaixaBank:

INNOVA.

INNOVA, is a space to promote an innovative approach: inspire, share ideas and proposals, suggestions for improvement, learn new technologies and functionalities, etc. At Innova, employees can share their ideas and support those of their colleagues via the Challenges posed (Your Ideas Add). If anyone has ideas about any topic not posed in Challenges, they can send it to the Idea Box. The Innovation Today section helps keep informed about and be inspired by innovations in the financial sector and others. On the other hand, InnovaLab provides information about the new technologies and functionalities tried by the Company. In addition, a monthly newsletter has been launched with a summary of news highlights about the latest trends and innovations in the financial sector: payments, financing, branch models, marketing, human resources, biometrics, and so on.

conecta

CONECTA is a relationship and communication tool for employees that enhances team work and facilitates sharing knowledge. By creating transversal groups, employees ask questions and solve queries, learn about others' experience, share good practices, etc.

INFOPROTECT. Think safely

InfoProtect is the direct link to security. This brand includes all actions aimed at protecting CaixaBank's information, by raising the awareness of its employees and promoting a culture of global security in the entire Company.

InfoProtect intends to help understand the risks we face, make us reconsider before acting and guide us in always maintaining a level of mistrust always. The aim is to inspire a change of attitude in the Company in order to avoid becoming victims of cyberattacks. CaixaBank employees can participate in the InfoProtect Club, which is a network of ambassadors in global security culture. The ambassador role is the fastest and most direct communications channel for security issues and provides first hand information about CaixaBank's major security challenges: phishing, social engineering, job position protection, passwords, etc.; current alerts and risk; internal security events; and InfoProtect actions and content.

Channel for Enquiries and Whistle-blowing, to facilitate the compliance of the Code of Ethics and the internal rules. This channel is a key element for preventing and rectifying regulatory breaches. This channel is a means of communication made available by CaixaBank to all Directors, Employees (including staff from Temporary Job Placement Companies), Agents and Suppliers. This means can be used for communications relating to past or present acts or conducts within the scope of the Code of Ethics, the Anti-corruption Policy, the Criminal Risk Prevention Model, the Internal Rules of Conduct on matters relating to the Stock Market, the Code of Conduct for Suppliers and any other internal CaixaBank policy or standard.

Communications can be of two types: a query is understood as a request for clarification of specific issues resulting from the interpretation or application of the texts mentioned earlier; and whistle-blowing entails a communication of potential irregularities that could be considered infringements.

Virtaula online training channel, as a tool to share knowledge and experience among the workforce. The **Data Community** and **DAN Meeting**, among others, have been created in relation to this idea, where employees that carry out similar functions meet physically and present projects that they have developed and could be useful to the rest. As a result, a considerable networking opportunity in which to design new projects is achieved.

Communication initiatives are also generated from management processes:

- The Engagement Study, jointly conducted by the staff and the Company, measures the commitment and satisfaction of the employees and is carried out biannually across the entire staff. The 2019 Commitment Study has been carried out in the second quarter of 2020, with the possibility of preparing personalised improvement action plans for each organisational unit. See *details in table 15 of the Annex*.
- The Conversations for Development and meetings for setting annual challenges are carried out jointly by the manager and their collaborators.

Other events and conferences within the different business areas are also carried out.

Internal communication. Its function focuses on promoting and tackling the Strategic Plan's challenges and business priorities; transmitting the Company's corporate values as a differentiating factor; recognising and reinforcing good professional practices; promoting the corporate culture and the pride of belonging; and facilitating a two-way dialogue between employees and Management.

PEOPLENow

To advance in this two-way dialogue of participation and collaboration, during 2019, the new internal communication tool **PeopleNow** was tested. This tool is much more than a channel; it is a lever of digital and cultural transformation and an evolution of the corporate intranet "Personas" that will be implemented in the first half of 2020 throughout the Company. It is focused on user experience, which allows integrating Microsoft Office 365's and SharePoint's tools to facilitate multidirectional communication and transversality within the Organisation in a personalised and relevant way. The main objective is for the digital work environment to become an intelligent and modern space where collaboration, information and knowledge flow.

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What is gained with **PeopleNow**?

- More collaboration and transversality possibilities.
- Personalised information. Filters by interest.
- More visual, attractive, easy and user-friendly.
- Mobile first.
- Promotes the Company's digitisation.
- Provides visibility towards the Organisation(personal brand).
- Provides recognition and flexibility.
- Gives employees a voice.
- Can be used as a leadership tool by the managers: Team builder.

Specifically in the Internal Communication department, CaixaBank has various communication channels open between staff and the Company, including:

- The "**Personas**" space (soon PeopleNow) is a digital newspaper with a broad and transversal scope, 1.5 million visits per month and an average of 2.5 news items per day. It focuses on the leading role of people in the Company and on relevant institutional information and milestones for the daily activity, from a strategic, motivational and business-related point of view
- Of particular interest in 2019 were the news, videos and testimonials included in the communication plans of the new **2019-2021 Strategic Plan**, under the Culture programme "**We are CaixaBank**", and the launch of the new **Brand claim #EscucharHablarHacer** (Listen, talk, do)

En 'Personas', las buenas prácticas son #EscucharHablarHacer

Desde ahora, en Personas, las noticias que presentan las mejores prácticas de los equipos y los profesionales de CaixaBank.

En Personas, la publicación de buenas prácticas sirve para compartir y dar difusión al conocimiento interno, de manera que las iniciativas de éxito contrastado puedan servir para mejorar las formas de trabajar y los resultados de todo el colectivo, a la vez que para reconocer a los profesionales y los equipos que han llevado a cabo.

En nuestros 115 años, la entidad ha estado siempre centrada en las personas, poniendo el foco en la confianza y la innovación, para conseguir el impacto positivo de su actividad, en línea con el inquebrantable compromiso con la sociedad que nos caracteriza y nos diferencia.

Esta actitud se siente, se transmite y se constata en cada contacto con los clientes y en cada reunión con los colaboradores. Una actitud que se resume en el lema **#EscucharHablarHacer**, ya que tanto si son comerciales, como de colaboración transversal para el desarrollo de nuevos proyectos, las mejores prácticas empiezan por **Escuchar**, con vocación de entender y conseguir esa empatía imprescindible en las relaciones que se basan en la confianza; continúan por **Hablar**, como forma de avanzar y de compartir; y concluyen en **Hacer**, con ilusión, compromiso y profesionalidad para satisfacer las expectativas y conseguir los retos.

Por todo ello, desde ahora, las buenas prácticas, en Personas, son **#EscucharHablarHacer**.



- The **CanalCaixa** magazine, a monographic publication, with both paper and digital editions, that emphasises and spreads the Company's values and culture through testimonials of its people.
- The organisation and coordination of **internal events**, such as the Management Convention, and advice in employee events led by other areas of the Company.
- **FlashDirectivo**, an audiovisual channel which makes the CEO's main messages of the year available to all CaixaBank employees at each presentation of results.

Proof that CaixaBank is committed to promoting agility and collaboration is that it is evolving towards **more agile and transversal work models** via the agile transformation project launched in 2019.

The main lines of work are the definition of the strategy and roadmap for agile transformation, and the implementation of agile methodologies at all levels through coaching and training in new roles, promoting transversality and circular relationships.

The benefits of escalating agile work models translate into the following:

- Efficiency: using less resources, time and management and more constricted requirements
- Agility: reducing production, reaction and decision-making cycles, thus achieving a faster and more continuous delivery of solutions.
- Flexibility: a dynamic assignment of human and economic resources with the resulting improvement of production and adjustment to CaixaBank's priorities.
- Collaboration: with the work of multi-disciplinary teams that are co-located and have further independence, which entails an improvement in the employees' satisfaction and the elimination of silos.

- Customer focus: further alignment with the initial definition and sharing of objectives. This improves effectiveness, reduces risks and increases customer feedback.

The project has been initiated with the creation of the Agile Coach role in order to define and develop the model. Labs have been implemented in five CaixaBank areas, with a direct impact on over 400 employees: Retail Business, Corporate Business, Risks, Digital Business and IT Services-Work position. The Scrum Master and Product Owner Training Plans have been launched at the same time.

This implementation is managed by the Agile Transformation Team (ATT), which is a transversal team integrated by employees from Innovation, IT Services, Human Resources and Organisation and external experts, taking into consideration a series of pre-established criteria regarding labour risk minimisation. The Labs' creation process establishes three moments:

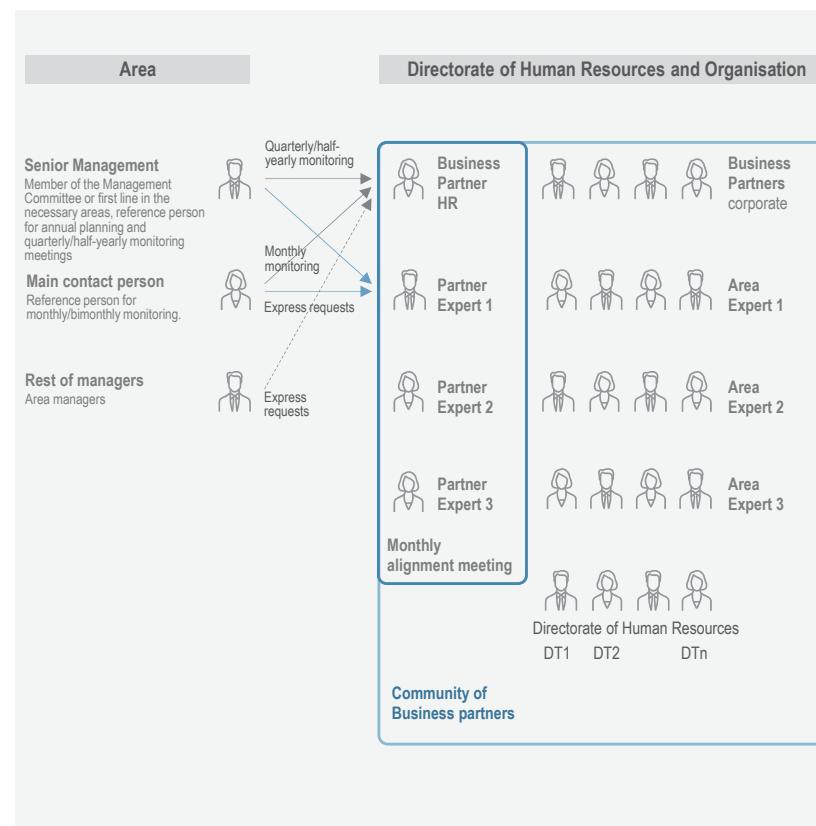
- Initial configuration of the team and definition of objectives, financial provision, allocation of resources and time frame
- Assessment of the model to detect the level of maturity of each Lab's methodological functioning
- Coordination of the agile dynamic through the Agile Coach group towards teams and mainly Scrum Masters and Product Owners

In addition to the more technological projects, a pilot test was carried out successfully in 2019 in the Auditing department with a mixed team and using Kanban dynamics to conduct quicker audits. There are other departments interested in future implementations, such as the area of Human Resources and Organisation (Agile and collaborative structure project, employee onboarding, etc.), Strategic Planning and Intervention, among others.

In parallel, the implementation of collaborative technological tools that improve the Company employees' daily life in each of the areas where they carry out their activity has continued. This includes mass use tools, such as the portal for **RTC** (Rational Team Concert) requests, the tool employed to manage the demand of **PPM** (Project & Portfolio Management) Information Systems or **Service NOW**, the main objective of which is to provide the required organisational support at a large scale. It also includes social tools, such as those commented beforehand, **PeopleNow** or **Conecta**, which provide more

occasional and natural interactions, and others whose main goal is to improve the collaboration and agility in the preparation, edition and transfer of documents, as well as to help in monitoring projects between professionals from various departments, among of which we can find **Teams** or **Confluence**, in addition to **Sharepoint** and **OneDrive**, which improve the availability and accessibility to information.

In 2019, through the **HR Business Partner** project, the internal customer relationship model has been redesigned, achieving a service of greater proximity, agility, proactivity and quality. This new model should improve satisfaction in areas with Human Resources and Organisation services.



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Lastly, in the social area, one of the values that differentiate CaixaBank is the corporate voluntary work. Driven by CaixaBank, "la Caixa" and the Fundación de la Esperanza foundation, the "**la Caixa**" **Volunteers Association** was created in 2005 with the aim of promoting solidarity work and help groups in society that are in a vulnerable situation. The volunteers of "la Caixa" collaborate in making a better world. The main aim of the Association is to promote and encourage charity work as a value of solidarity and participation of citizens in fighting against poverty and exclusion.



The volunteer programme is participated by active employees, retired employees, friends and other people with a spirit of solidarity, with over 10,000 volunteers engaged in this programme. Currently, "la Caixa" corporate volunteers are distributed throughout 31 delegations, and they jointly identify, prioritise and carry out different actions based on the needs of each region.

In 2019 more than 5,500 volunteers participated in 7,013 activities, in collaboration with social entities in all Spain, helping approx. 290,000 people. With the aim of generating a positive social impact, while respecting the environment, the scope of action of the volunteers is centred around 5 major areas.

- **Child poverty and social exclusion**, facilitating a comprehensive development and the process social of inclusion of people in a vulnerable situation, paying special attention to childhood. The actions are focused on alleviating situations of poverty by means of food distribution and educational reinforcement
- **Health and the elderly**, focusing on areas of disability and mental health, humanisation of elderly people's health and ageing. The activities focus on hospital assistance, active ageing activities, support to chronic patients and activities with people with functional diversity, among others
- **Employability and labour integration** of people with the highest risk of social vulnerability. The aim is to resocialise excluded adults through employment and the reinsertion of convicts, among others

- **Financial education**, to provide citizens basic knowledge about finances and economic self-management. A comprehensive knowledge in this field helps people manage their personal and family life in the day-to-day. Therefore, training is offered in schools and also to adults, promoting entrepreneurship.
- **Diverse local action**, based on the social needs detected in each region and not framed within the above four axes, such as leisure, environmental, sports or cultural activities.



Environment

CaixaBank places fundamental importance on compliance with labour standards, the rights of employees and their representatives, and all matters related to consensual frameworks with union representatives.

The Collective Agreement on Savings Banks and Financial Institutions applies to the entire workforce of CaixaBank. There are also additional agreements to develop and improve the conditions thereof. In general, specific labour agreements are entered with the Workers' Labour Representation when exceptional cases arise.

CaixaBank is part of the Joint Standing Committee for interpreting the Agreement, which aims to develop labour standards that are applicable to all employees in the sector. Therefore, CaixaBank maintains and promotes total neutrality with the different union representations in the Company. The union representatives involved in the company committees are chosen every four years by means of an individual, free, direct, and confidential voting system. They are notified of any relevant changes that may arise within the Company.

The following table shows CaixaBank's trade union representativeness.

In 2019 the activity carried out by Labour Relations has an internal and external vision. A series of labour agreements have been implemented in the *internal vision*, among of which are:

- **Labour Agreement on Restructuring.** On 8 May 2019, a labour agreement was reached with 58.5% of labour representatives on restructuring for objective, productive and organisational reasons, and which contemplates the departure of 2,023 people from 50 provinces, all except Barcelona and Teruel. The departures took place mainly as of 1 August 2019

The following measures are also included in this agreement:

- Reconfiguration of the current Network: rolling out the Store and Business Bank branches, promoting the InTouch segment and developing the rural network's value proposal
- Extension of the opening hours in branches with typical opening hours
- Establishment of bases for a Flexible Remuneration Plan

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	CC.OO	SECB	UGT	SIB	FEC	CGT	CIC	LAB-ELA	TOTAL
Representation	40.58 %	37.42 %	17.92 %	1.45 %	1.45 %	0.66 %	0.26 %	0.26 %	100 %
Company Committee									
Members	308	284	136	11	11	5	2	2	759
Others									
Employee Pension Fund Control Committee	5	5	1	-	-	-	-	-	11
Associated Plan Pension Fund Control Committee	4	4	1	-	-	-	-	-	9
Single Occupational Health Committee	4	4	2	1	1, no voting right	-	-	-	11

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- **Equality Plan.** During 2019, negotiations were held to modify and establish a new Equality Plan in the Company. The agreement was signed in January 2020. This new plan includes improvements in relation to work-life balance, and includes two new protocols: Protocol for prevention, treatment and elimination of harassment and Equality protocol for common-law couples and domestic partnerships
- **Policy for inclusion and integration of people with disabilities,** which includes commitments aimed at respecting disabled people and favouring their integration in the Company in the same conditions as the rest of the staff, establishing a series of measures to facilitate work-life balance
- **Digital disconnection agreement,** which regulates the right to digital disconnection, ensuring the observance of rest times, leaves and holidays of employees, as well as their personal and family privacy. This agreement regulates communications, meetings and training, and incorporates best practices
- **Agreement for the filling of departures and absences,** which includes commitments to facilitate the organisation of work centres when these situations arise
- **Incentivised Voluntary Leave Plan,** negotiations in this plan started in last quarter of 2019 and finally materialised in early 2020. At 1 April 2020, 229 employees of 58 years or over in the province of Barcelona adhered to it and left
- **Agreement on employee loan conditions,** which includes improvements in loans for various needs, mortgages and advances
- **Regulation of remote working;** the possibility of employees working 1 day of the week from home was initiated and extended gradually throughout all Central Services and Regional Management Departments during 2019

In the **external vision** a framework agreement has been reached on the registration of working hours in the scope of the Collective Agreement on Savings Banks and Financial Institutions. In addition, in view of the expiry of the Collective Agreement, the negotiating table for the new agreement has been set up and negotiations have begun to establish the conditions for a new Collective Agreement for the Sector.

Corporate Safety, Health and Well-being

CaixaBank is committed to promoting well-being in a healthy and sustainable environment, and one of its fundamental pillars is the safety and health of its workforce. CaixaBank goes one step further than the legislation. Rather than talking about Occupational Risk Prevention, it focuses on Corporate Safety, Health and Well-being.

The Management team is acutely aware of the importance of reinforcing initiatives and measures to facilitate proper working conditions. Management is committed to:

- Fostering a culture of prevention at all levels of the organisation
- Ensuring compliance with the applicable law, initiatives and voluntary commitments to which it subscribes
- Considering preventive aspects at the source
- Implementing continuous improvement measures
- Raising awareness and training staff
- Maintaining an Occupational Risk Prevention management system in accordance with the requirements of the OHSAS 18001 standard, which is more demanding than the legal standard

CaixaBank, S.A. has specific committees to guarantee the safety and health of its staff:

- Single Occupational Safety and Health Committee. This committee is responsible for establishing the aforementioned objectives and monitoring preventive actions, placing special emphasis not only on statutory audits, but also on other voluntary standards, such as the OHSAS 18001 certification (since 2005).

**Occupational Risk Prevention
Management System Certification**



**Occupational Risk Prevention System
Certification**



- Occupational Risk Prevention Coordination Committee. This committee establishes the policies related to occupational risk prevention, in order to improve the control, management and monitoring of the safety and health requirements and to organise and conduct training actions.

In accordance with these commitments towards the workforce's corporate safety, health and well-being, CaixaBank acts in different fields:

- Training activities for the entire workforce: safety and health, branch safety and the creation of a cross-cutting work team with the corporate safety, health and well-being benchmarks of each Regional Management Department
- Monitoring of psychosocial risk indicators
- Developing the Healthy Company project
- Fostering initiatives of remote working and flexible working hours in certain centres
- Reviewing the emergency plans of singular buildings, training emergency teams and raising awareness among the workforce about carrying out simulations
- Security to prevent robberies and modernisation of security installations
- Improving and controlling the conditions in the work centres in terms of noise, humidity, temperature and lighting. CaixaBank has a specialised company to implement preventive and corrective actions in addition to initiatives to benefit the comfort and well-being of the workforce, and it carries out functions such as the replacement or renewal of climate and lighting equipment, the incorporation of improvements in the sound attenuation of work equipment, etc. Furthermore, specialised external advice is regularly received on initiatives to improve the interior air quality, which are subsequently implemented by the Company.

In terms of Safety, Health and Well-being the following initiatives and actions carried out in 2019 in the different fields are particularly noteworthy

- **Training:** each employee receives training and information on safety and health and on potential emergency situations. In addition, in anticipation of these events, people who should act as the persons responsible are assigned.

As a result of the Company's branch network business activity, security measures have been implemented to minimise the risk of burglary and theft. These measures, which are reinforced in areas of risk, are frequently reviewed. Some of these measures include the following:

- Presence of digital image recording equipment
- Exclusive access door in the security area
- Provision of ATM and TCR machines
- Individualised control of access to branches using a walk-through metal detector
- Preventive information and awareness campaigns for the workforce

The Company has a protocol of action to face the risk of robbery or assault, aiming to protect the people involved in any of these situations from a triple perspective: prevention, during and after the situation.

- **Psychosocial Risks:** preventive measures in this area:

- Focus groups have been carried out with different functional groups to obtain qualitative information and draw more conclusions from the assessment of psychosocial risks conducted in 2018.
- The preventive vision has been promoted in international centres, which is why CaixaBank has been acknowledged with an international award (ORP)
- The Health Surveillance protocol includes regular medical check-ups. Preventive information is also provided about different illnesses, such as high blood pressure, which can be consulted in the corporate intranet
- Design of a new digital platform Quirón Prevención: group programmes
- **Healthy Company:** the purpose of this project is to promote healthy activities and environments with the aim of improving the workforce's well-being.
- Promotion of physiotherapy sessions at the Central Services' Multi-purpose Hall. The main goal of this activity is to learn about the importance of taking care of joints and doing various exercises to provide the body with further movement and flexibility. A total of 64 sessions were carried out with 996 participants.

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- Promotion of sports activities: Pitawalk with 28 sessions and 405 participants, and running training activities with 2 sessions and 50 participants.
- Fruit basket in several Central Services departments, 1 day a week.
- Vaccination campaign against the winter flu for groups of employees that are more vulnerable to diseases affecting the respiratory illnesses. 48 vaccines provided.
- Initiation of the Adeslas Salud y Bienestar programme, which pursues adopting and maintaining healthy lifestyle habits. This programme is encompassed within the action plan aimed at obtaining the Healthy Company certificate for Central Services (Barcelona) in 2019 and for the entire Company in 2020.
- Pilot tests in Human Resources: Stretching exercises in the work post and Waytogo diagnosis which analyses lifestyle habits.

The CaixaBank's occupational risk prevention system is reviewed regularly by means of different types of audits:

- External regulatory audit: every four years, in accordance with the current regulations or if requested by the labour authority
- Voluntary control and monitoring audit, with a yearly frequency
- OHSAS 18001 audit, which is an international specification that certifies the excellence of the prevention system

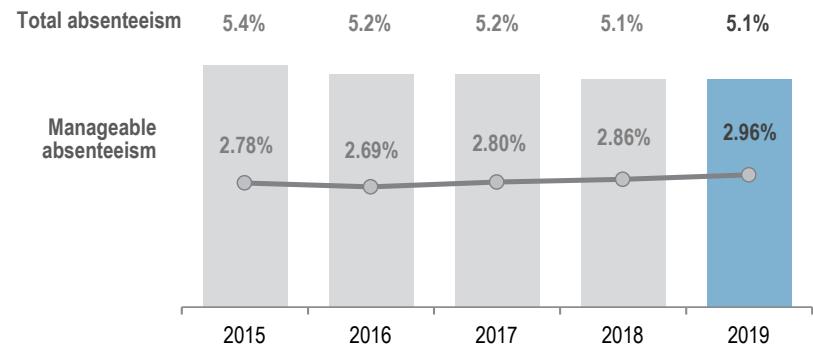
Preventive processes and initiatives from the year are gathered on an annual basis in the "Report on preventive activities", a public document posted on the corporate website. These activities are determined in the annual planning of preventive activities, and are developed in accordance with the principles established in the prevention plan. With the coordination of Human Resources and the Single Occupational Safety and Health Committee, the La Caixa Group's Joint Prevention Service oversees the management of prevention, advising and guaranteeing safety, health and well-being. Additionally, for the speciality of Occupational Medicine, CaixaBank opted for the collaboration of the Quirón Prevención External Prevention Service.

All these initiatives in Safety, Health and Well-being have a positive impact on absenteeism at CaixaBank.

The evolution of absenteeism shows a positive trend, since a sustained decrease of the overall rate can be seen since 2015 (5.40% to 5.07% in 2019). The main cause for the drop in the absenteeism rate is the reduction of the number of births in the last four years, from 2,074 in 2015 to 1,012 in 2019, caused by the displacement of generations in the age pyramid.

However, a slight increase is observed in absenteeism due to illness, from 2.78% in 2015 to 2.90% in 2019 partly caused by the ageing of the workforce. Given this situation, the prevention actions for musculoskeletal disorders are essential.

Another aspect that has had an impact on the rise of absenteeism due to illness is the change in the measurement criteria, as beforehand leaves were registered after the third day and since 2019 they are registered after the first day; as a result, now the information is more accurate.



During the 2015-2019 period in Spain, the absenteeism rate, understood as the hours not worked, rose sharply. Moreover, it has been observed that there are several reasons for the amount of hours of work lost, in which absenteeism due to common illness (temporary disability) carries the further weight at 72% and maternity at 12%. The Company's distribution is very similar, with common illness being the main reason during 2019, amounting to 65% of the total.

In 2019 CaixaBank registered 73.6 hours lost per employee, below the average in Spain, which was 86.7 hours (in all sectors) in 2018, and below the average in the financial and insurance sector, which was 81.9 hours in 2018. This comparison was made using Adecco's 8th Report on Absenteeism of 2018 - official data about working time published by the Spanish National Institute of Statistics (INE) in the quarterly survey of labour expenses, the sample for which was 28,500 companies from the entire country with over 500 employees.

See details in table 16 of the Annex.

Together with Mutua Universal, Human Resources analyses the absenteeism trend each month in each of the regions with the aim of managing it closely and with knowledge of the facts.

The action plan to contain absenteeism initiated in 2018 has been continued in 2019, and it has various activity levers, including:

- Launch the entire process of comprehensive management of absenteeism due to illness (temporary disability) before, during and after the absenteeism, building a transversal team of people from different Human Resources departments (Labour Relations, Culture and People Management) that intervenes in the different stages of its management
- Optimise the management of absenteeism by modifying the protocol for managing temporary disability by Mutua Universal, in order to anticipate action in all regions after the seventh day of leave instead of the twelfth day and simplify the communication procedure between Mutua Universal and the employees
- Management of pre-maternity leaves by promoting measures that favour work conditions and the management of persistent absenteeism

Changes and mobility

CaixaBank is committed to internal talent and this is evidenced in the establishment of internal rules that enable employees to promote and develop their career and in the fact that internal candidates are considered first when there is a vacant.

Promotions:

All CaixaBank employees have a **career by experience**, associated with time, which enables them to evolve from level XIV to level VII in 23 years. In 2019, 2,429 people have changed professional level as a result of past experience. This career has been improved with respect to the one included in the Collective Agreement on Savings Banks and Financial Institutions. It is shorter and a higher professional level is achieved, as in the Agreement it takes 20 years to complete and you only reach level VIII.

In addition to this career, there are **other opportunities for faster promotion** associated with performance and the function carried out.

Promotion events, year 2019

Career by experience	5,472
Filling vacancies	9,930
Branch classification	638
Skill tests	141
Appointments	700
Total	16,881

See details in table 17 of the Annex

- **Commercial Adviser Career Path** for the Branch network, associated with specific training plans and offering different remuneration promotion speeds and levels based on the business segment they belong to.
- Customer Adviser I career path (Business advisers): promotion to Level VII in 14 years.

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- Customer Adviser II career path (Premier Banking and Business Banking advisers): promotion to Level V in 15 years. *See details in table 19 of the Annex.*
- **Private Banking Adviser career path**, provides this group, which manages Private Banking customer's portfolios, the possibility of developing their knowledge and increasing their remuneration until they promote to the function of Private Banking Management if they successfully complete the established itinerary.
- Private Banking Adviser career path: promotion to Level VI in 11 years. *See details in table 19 of the Annex*
- **Internal filling of vacancies**, as a result of the vacancies originated at the Company due to departures or promotions to other positions, employees can opt to these vacancies. This is an internal promotion mechanism that has allowed approx. 10,000 employees to change their career path in 2019 (around 70% have accessed Branch assistant management and Branch management and Customer Adviser positions). *See details in table 21 of the Annex.*

The internal selection model (internal filling of vacancies) has evolved during 2019 to build an attractive, digital and memorable experience for employees (candidates) and managers. Previously, some employees that were not selected stated a certain lack of transparency and trust in the process.

The aim of internal selection is leading towards:

- An agile and proactive selection with a model of identified professionals that generates personalised opportunities
- Promoting the development of people by promoting mobility
- Informing about the selection processes and policies and extending the publication of managerial functions (Central Services Management)
- Redesigning the communication model that generates a positive effect and acknowledgement

These initiatives were introduced in 2019 in the first stage with the aim of impacting the employees and managers.

The improvements for employees include:

- More detailed information about the vacancy and obtained from the area's contact person (not the managers)
- Candidate confidentiality
- More opportunities for development with extension in the CV (concerns, interests and knowledge). With the aim of updating CVs in the employee portal, a communication campaign was launched between September and December called "We grow together". This involved a change in the culture of data and in the joint responsibility of talent management, allowing to retain and assign the best talent to each position

WE ARE CAIXABANK



We want you,
we need you!

- Extension to one week (previously 3 days) of applications to vacancies in Central Services

- Further transparency in the publication of vacancies in Central Services Management and external vacancies

The improvements for managers include:

- Qualified pre-selection of Central Services candidates (aptitude test, report, video interview)
- Agility in incorporation: maximum 45 days from selecting the candidate
- Participation of the Branch manager in the network's selection processes

Lastly, in November 2019 the Internal announcement space and the new Selection portal were redesigned, providing further information about the selection model with the aim of increasing transparency and knowledge.

This new portal, supported by SAP SuccessFactors technology, includes the following improvements:

- It offers a better user experience, thanks to its interface
- A renewed, pleasant and modern look & feel
- Optimised search engine with search options by key words and with the option of filtering by area, function and city, among others
- It allows uploading CVs as a file to each employee's internal profile
- It unifies the selection processes and interviews in the Employee Portal in order to optimise the entire management of the process



- **Branch classification:** the remuneration of the Branch Management and Branch asst. management functions are regulated by internal CaixaBank labour agreements, which improve that established in the Collective Agreement on Savings Banks and Financial Institutions. The category of the branch in which their function is carried out defines their professional level and functional bonuses. A branch classification ranking that defines the new category for all branches is carried out on a yearly basis. The variables used to carry out the ranking and their weights are as follows: External resources (40%), Investments (25%), Ordinary Margin (25%) and Relational and consolidated customers (10%). 3,300 branches have been classified in 2019, and the number of branches in each category are established by the percentages set in the internal agreements. See details in table 20 of the Annex.

- **Appointments:** promotion of groups of Central Services, Support and Network Support.

- **Skill tests:** there is also the possibility of promoting internally by passing a series of skill tests, which allows promoting to Levels VIII and X (according to the Collective Agreement, every 3 years) and to Level VII (according to the internal CaixaBank agreement, every 2 years).

In 2019, 5,894 employees have enjoyed a remuneration level increase, which represents over 20% of the workforce.

Level changes: 5,894 in 2019. Distribution

Career by experience	41.2%
Customer adviser	27.0%
Filling in positions	13.5%
Appointments	11.9%
Skill tests	2.4%
Branch classification	2.3%
Private Banking Adviser	1.7%

See details in table 18 of the Annex

Finishing

Termination

Termination at CaixaBank is mainly caused by two reasons: the senior group deciding to voluntarily adhere to departure programmes and the youth group with work-experience contracts deciding to leave the Company due to remuneration issues or because their expectations are not fulfilled.

At CaixaBank, from 2014 to 2019, more than 5,000 employees have departed via mass departure plans, whether through Incentivised Voluntary Leave programmes or Restructuring Plans. In all cases the adhesion thereto was voluntary and the unit cost amounted to approximately €450,000/employee.

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Senior employees have been able to adhere to departure processes with a series of financial conditions that allow leaving the company and living with the sums received, which complement the Pension Plan.

This moment of departure due to termination is one of the WoW moments defined in the last analysis. The pre-retirement and availability of the Pension Plans were regarded as differential, albeit some employees that left the Company stated that they experienced it as a cold process. As a response to this request, acknowledgement events were carried out by the Regional Management Departments for these groups in the last terminations.

With regard to the employees with work-experience contracts, mainly in the branch network, deciding to leave the company, they mainly do so because they consider that the remuneration is below expectations. In addition, some of these employees that were contracted without any previous work experience and that in most cases came with university degrees in Economy and Law discover after joining the Company that they do not like the commercial side of the business and thus it does not fulfil their expectations. These employees undergo an exit interview in which the Company can learn about the reasons for leaving and to be able to identify processes that improve the onboarding management.

CaixaBank has a termination model that allows identifying the critical knowledge of the group leaving the company and thus avoid losing it. This is carried out by means of transfer meetings, FAQs, Replacement training module, Procedure manuals, Professional practice communities, round of interviews, etc.

The accompaniment in the termination stage and the management of the passive group's needs (terminated employees) are carried out from the Participants Office, the main functions of which are:

- Attending queries forwarded by the participants, suspended participants and beneficiaries of Pension Plans related to the Pension Plan and other social benefits, such as the health policy.
- Managing and processing the paperwork for collecting and modifying the benefits from contingencies covered by the Pension Plan: retirement, pre-retirement (Redundancy plan), disability and death
- Providing information to the Control Committee about the daily value of participation and statistics about the Pension Plans' provisions, attending

their meetings

- The Participants Office is a body that reports to the Control Committee. This Committee directs and supervises the care provided to participants and beneficiaries of the Pension Plan

The Participants Office maintains a relationship with VidaCaixa:

- As a manager of the Pension Plan: sending files for contracting the provisions. VidaCaixa contracts the provisions on the 1st, 10th and 20th of each month. The Participants Office attends the queries made by participants and beneficiaries that are sent by VidaCaixa. Finally, it receives information about the contracted provisions and investments
- As an insurer: sending VidaCaixa requests for collection of excess policies and retirement benefits from the beneficiaries of these policies. VidaCaixa carries out the payment formalities on the 1st, 10th and 20th of each month

The employees are permanently informed about CaixaBank's Employment Plan through the Plan's website, CaixaBankNow and the financial terminal.

www.fpecaixa.info

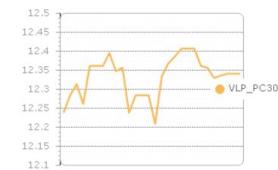
Employee Pension Plan

Pensions Caixa 30:
Our Employee Plan, part of Pensions Caixa 30, is a signatory to the United Nations' Principles for Responsible Investment (PRI).



Performance and Value of the Participation (NAV per share)

Data from Sunday 28 June 2020
 Participation (NAV per share) 12,34061087
 Return from 01/01/2020 -0,51 %
 Return over the last 12 months 3,70 %
 EAR from 20/12/2000 3,75 %



IPE Awards: PC30, Best European Corporate Pension Plan 2019:

- Best Corporate Pension Plan
- Best European Pensions Governance & Administration
- Highly Commended Best Spanish Pension Plan



Performance

Lastly, following the internal analysis conducted on the demographic evolution in CaixaBank and associated with the generational diversity project, a series of actions that could involve this senior group that has terminated their employment relationship are expected:

- **Improve the group's external vision**, making the most of their experience and knowledge as a **brand ambassador**, providing them with technological tools and developing their digital skills in social networks. Allowing to do things helps the Company's reputation grow
- **Senior Group communities** that can lead and coordinate mentoring processes, learning communities, etc.



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- [1. Changes in the Workforce](#)

Table 1. Changes in the Workforce

	2018	2019	Net change
Active workforce ⁽¹⁾	29,441	27,572	-1,869
Changes in 2019			
Additions and readmissions	981		
New hires	431		
Central Services	151		
Personal Banking ⁽²⁾	223		
Business Banking and Private Banking	18		
CIB/Markets	7		
Foreign Branches and International Banking	26		
Network Support	6		
BPI subrogation (Banco Portugués de Investimento) ⁽³⁾	43		
Reinstatements	507		
Leaves of absence	357		
Others	150		
Departures and absences		-2,850	
Definitive leaves		-2,273	
Retirement		-1	
Death		-9	
Dismissals		-60	
Voluntary redundancy		-154	
Contract termination		-50	
Not passed probationary period		-28	
Permanent disability		-27	
Incentivised leave		-9	
2019 Restructuring Plan		-1,935	
Absences		-577	
Leaves of absence		-436	
Others		-141	
Overall turnover		1.2% ⁽⁴⁾	
Redundancies/Workforce			
Voluntary turnover		0.5%	
Voluntary redundancies/Workforce			

1) Workforce hired, except disabilities and temporarily unassigned staff.

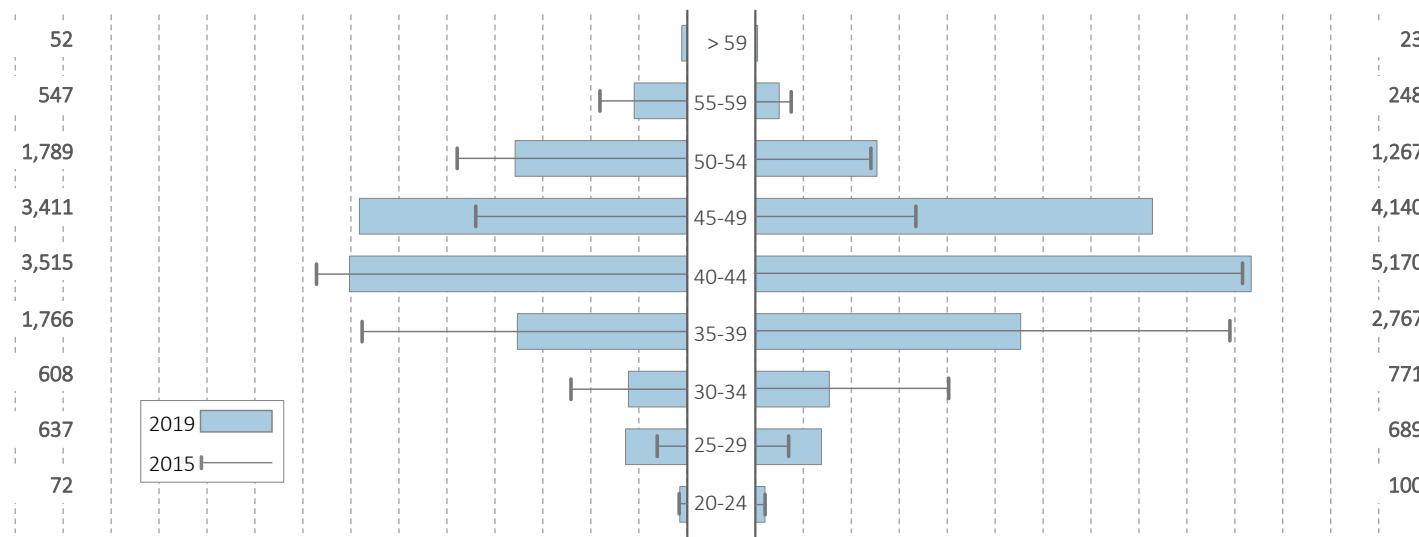
2) Recruitment mainly in work-experience programmes and levels XIV.

3) New branch in Portugal.

4) Without Restructuring Plan.

Table 2. Demographic Structure

	Men		Total		Women	
	2015	2019	2015	2019	2015	2019
	14,298 (47.7%)	12,397 (45.0%)	29,972	27,572	15,674 (52.3%)	15,175 (55.0%)
staff	43	44	42	43	41	43
average age	16	17	15	16	14	16
average length of service						



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- [3. Mosaic of Cultures](#)

Table 3. Mosaic of Cultures

795 people from 71 countries other than Spain

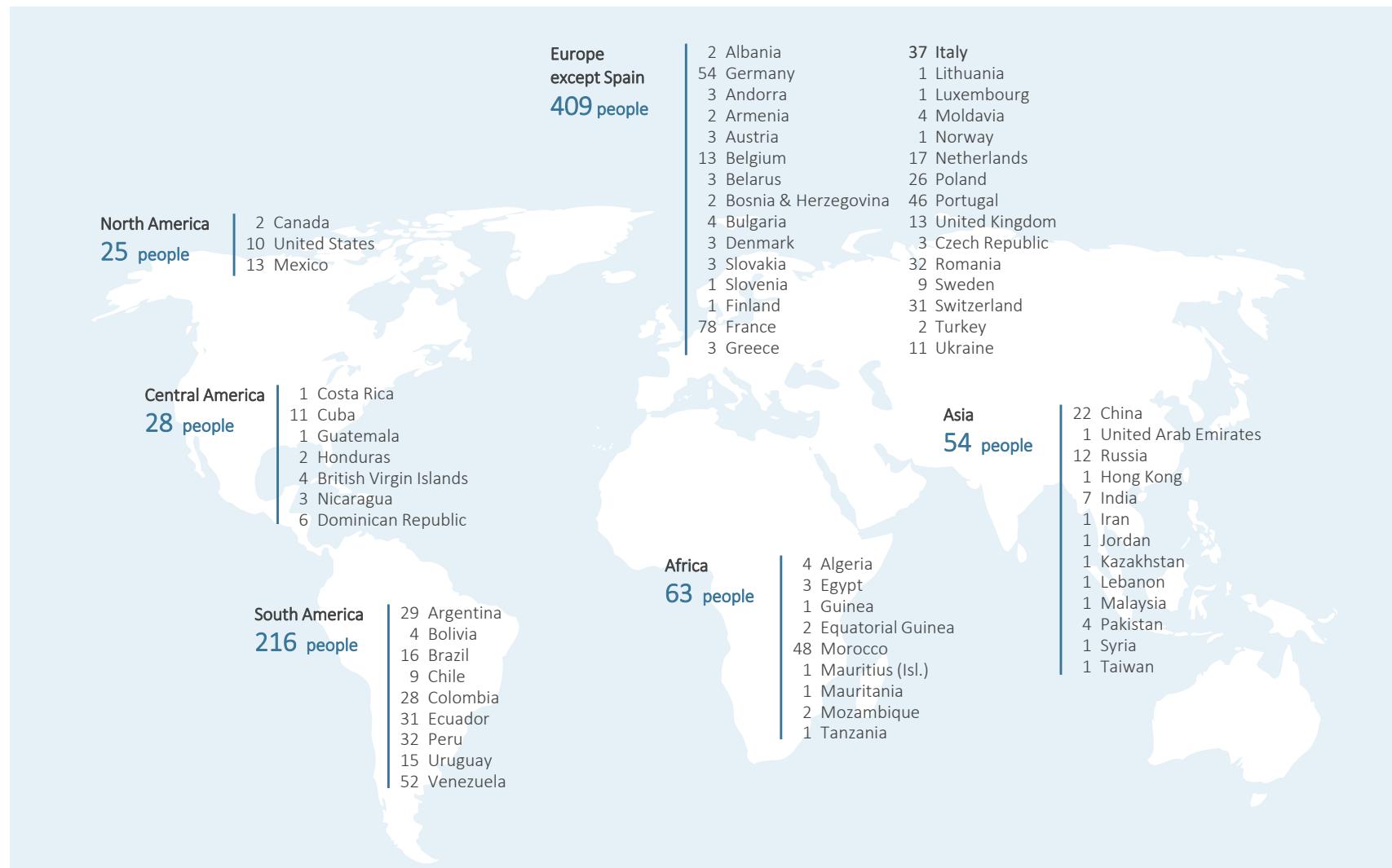
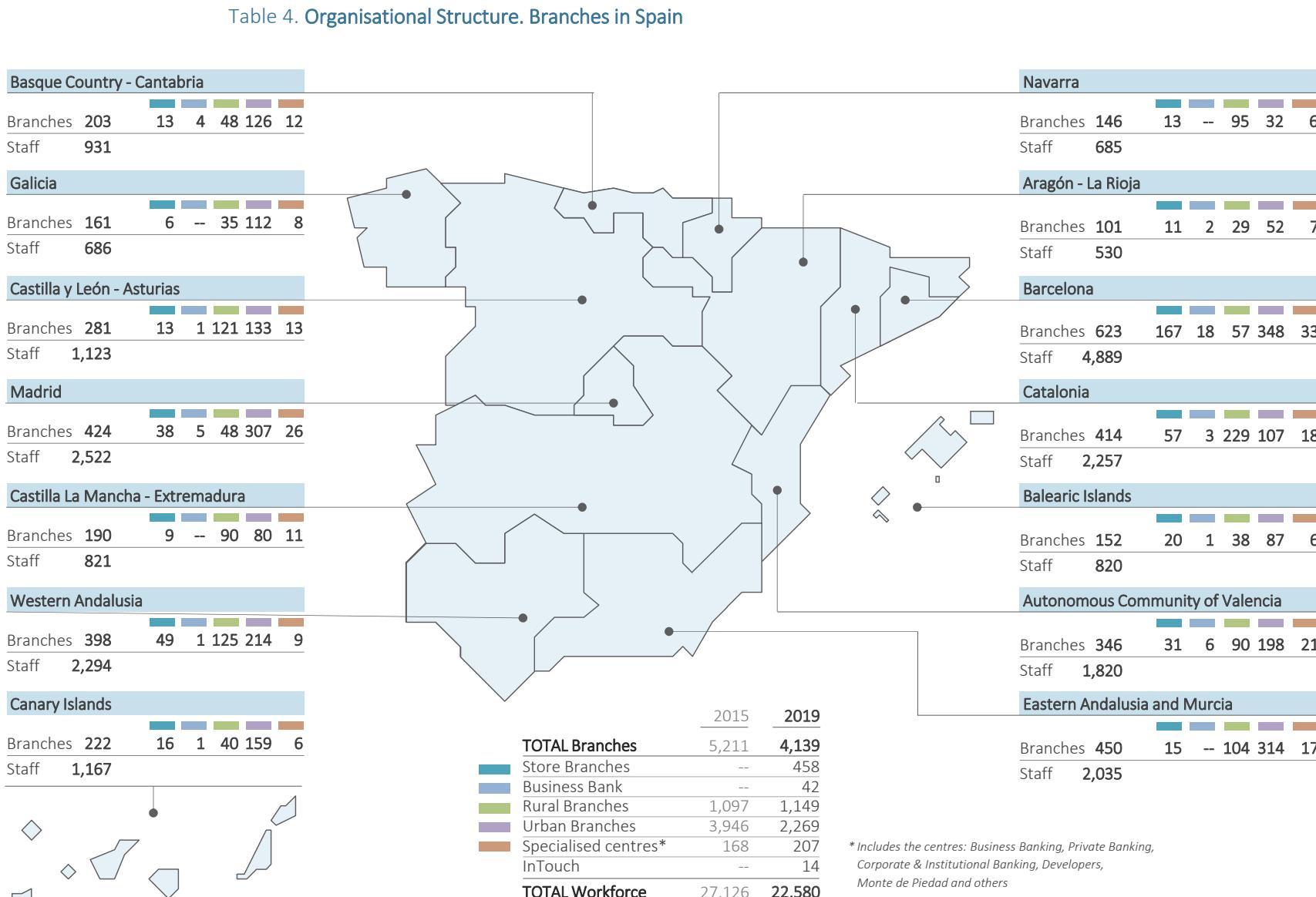


Table 4. Organisational Structure. Branches in Spain



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Table 5. Functional Structure. Regional Network

	Total	Men %		Women %		2019	Total	Men %		Women %	
Senior Management	72	53	73.6	19	26.4						
Regional Management Dept. Workforce	385	185	48.1	200	51.9						
RM areas management	85	49	57.6	36	42.4						
Managers/Specialists/Technicians	232	118	50.9	114	49.1						
Employees	68	18	26.5	50	73.5						
Retail Banking	21,356	8,947	41.9	12,409	58.1						
DAN-Business Area mgmt.	219	128	58.4	91	41.6						
Branch management	3,842	2,265	59.0	1,577	41.0						
Branch Assist. mgmt./2 nd branch manager	3,439	1,149	33.4	2,290	66.6						
GC2 - Business	543	300	55.2	243	44.8						
GC2 - Premier Banking	2,499	917	36.7	1,582	63.3						
GC1 - Business Adviser	1,959	706	36.0	1,253	64.0						
Real Estate/Recoveries Manager	23	15	65.2	8	34.8						
Managers/Specialists/Technicians	130	66	50.8	64	49.2						
Advisers	374	222	59.4	152	40.6						
Support/replacement team	693	405	58.4	288	41.6						
Team covering long-term leaves	54	23	42.6	31	57.4						
Employees	7,581	2,751	36.3	4,830	63.7						
Private Banking	777	488	62.8	289	37.2						
Management of Private Banking Centre	49	34	69.4	15	30.6						
Private Banking Management	332	214	64.5	118	35.5						
Private Banking Advisers	174	112	64.4	62	35.6						
Other functions	222	128	57.7	94	42.3						
Total Regional Network	25,571	11,360	44.4	14,211	55.6						

Table 6. Organisational and Functional Structure. Central Services

Workforce by area		Workforce by function					
	2019	2019					
		Total	Men %	Women %			
Chairman's Office	110	Senior Management	55	46	83.6	9	16.4
General Secretary	132	Area/Department Management	98	71	72.4	27	27.6
CEO	183	Function Management	214	120	56.1	94	43.9
Directorate General of Risks	233	Management	525	274	52.2	251	47.8
Directorate General of Business	257	Advisers	945	483	51.1	462	48.9
Directorate General of Human Resources and Organisation	139	Other functions	164	43	26.2	121	73.8
Deputy Directorate General of Internal Audit	163	Total active staff		2001	1,037	51.8	964 48.2%
Directorate General of Resources	493						
Executive Directorate of Finance	43						
Executive Directorate of Audit, Management Control and Capital	220						
Executive Directorate of Insurance	7						
Executive Directorate of CIB* & International Banking	21						
Total active staff	2,001						

* CIB: Corporate & Institutional Banking

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Table 7. Business Model Transformation

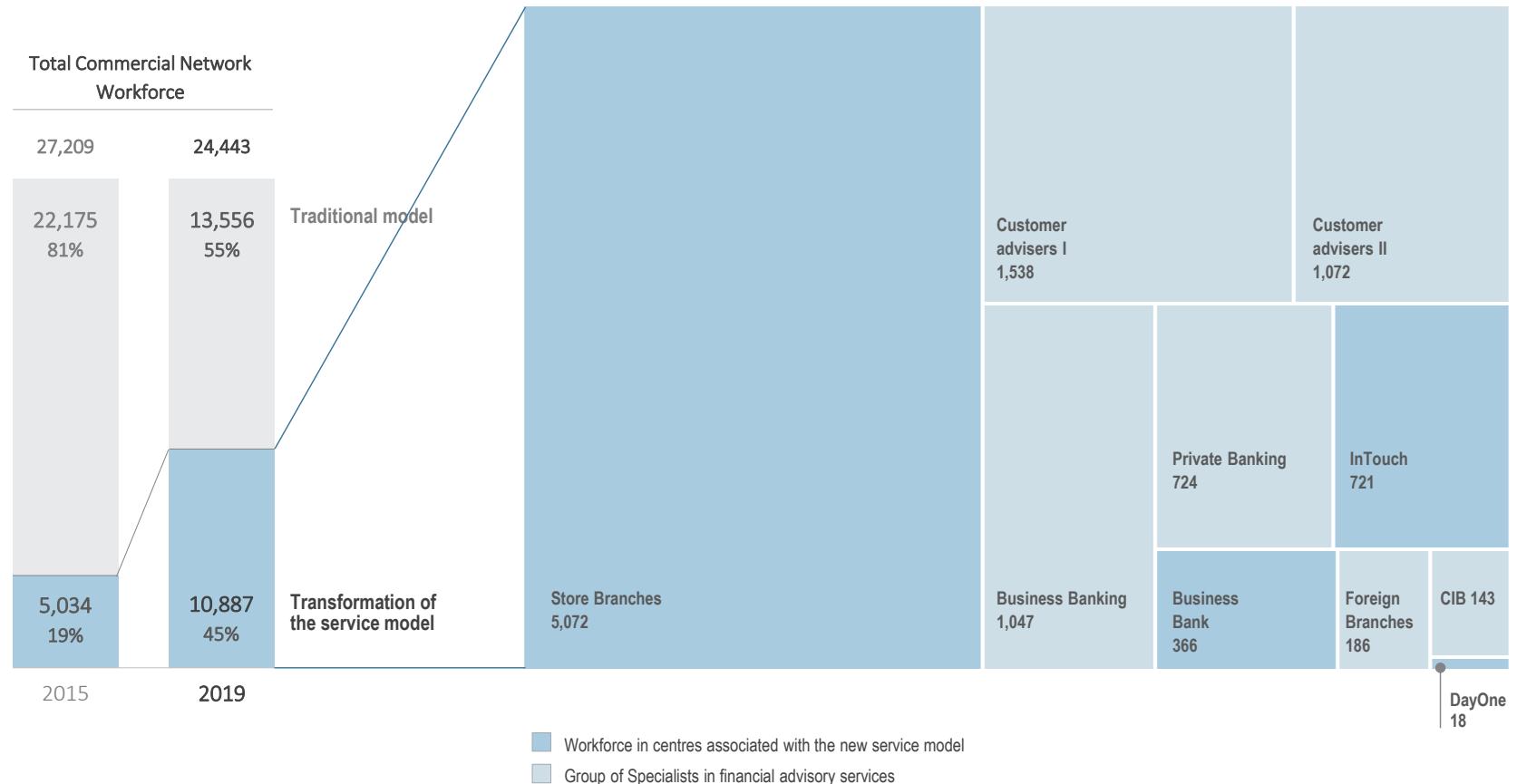


Table 8. Training Activity

Key indicators Professional development 2019				
	Regulatory		Recommended	Self-training
Global information:				
E-learning	28,915	No. Participants	13,740	
96%		Total hours	490,063	
Attendance-based training	2,577,943	Hours per employee	17 h	
4%				
Investment per employee	89 h	Main Training programmes:		
€468		Certified employees over target group	Certified employees over target group	Target group to certify
Sector average €525 ⁽¹⁾		Target group to certify (Transparency committee)		
Training hours	3,068,006			
106 h per employee/year				
Satisfaction	4.1			
Over 5				
Applicability	4.1			
Over 5				
Finances. Initial MiFID (150 h)	14,855 ⁽²⁾	95.0 %	15,629	
Finances. Continuous MiFID (30 h)	11,676	92.6 %	12,600	
Insurance. Initial IDD (200 h)	0	-	73	
Insurance. Continuous IDD (25 h)	20,273	88.2 %	22,958	
Mortgage loans. Initial LCI (50 h)	8,780 ⁽³⁾	53.1 %	16,522	
Mortgage loans. Continuous LCI (10 h)	0	-	0	
Regulatory Training Bonus.	27,607	99.7 %	27,675	

1) Source: Survey by GREF (Group Responsible for Training of Financial Institutions)

2) CaixaBank has 18,074 employees certified in MiFID Initial Finances.

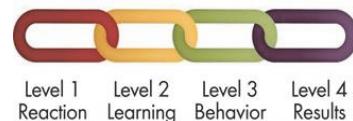
3) CaixaBank has 9,863 employees certified in LCI Initial Mortgage loans.

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Table 9. Development Programmes Assessment Model

KIRKPATRICK model



1. At this level, the participants assess whether the training was motivating and relevant for their work, and if the training experience was positive.
2. The degree of acquisition of knowledge and skills of the participants is measured at this level.
3. We measure the application of what has been learnt in their work position at this level. This measurement is taken from 4/6 months after the training is taken.
4. We measure the degree of achievement of the objectives set for the training action at this level.

Development Programmes Assessment

Programme	Benefit	Impact	Participants
Commercial Culture (Pilot East Andalusia) Programme aimed at raising the Branch network's awareness on CaixaBank's Culture. Each of the cultural aspects are related to their impact on business, their relationship with the commercial system and the Transformative Leadership Model. The role of Business Area Manager and Branch Manager in the roll out of Culture is defined. In addition, the Branch Managers are trained on different leadership tools that will help them manage their teams.	<ul style="list-style-type: none"> • The participants rate the training received as positive (relevant and motivating) above 4.5 over 5. • 95% of the participants have acquired knowledge/skills to develop new behaviours related to CaixaBank's Culture. • 85% of the participants have applied leadership tools to their team. • 90% of participants have worked on the objectives set in the training action. 	<ul style="list-style-type: none"> • The participants rate the training received as positive (relevant and motivating) with a global rating of 4.82 over 5. • 100% of the participants have improved their knowledge/skills to develop new behaviours related to CaixaBank's Culture and their impact on the business. • 89% of the participants have applied Transformative Leadership tools developed in the course. • 97% of the participants have worked on the content of the Commercial Culture workshop with their team in several sessions. 	250 Branch Managers and Business Area Managers It is being rolled out in the rest of the territory.
C2 Leadership Certificate Programme intended for managers at the time of consolidating their career. Its objective is to contribute to meeting the business challenges set in the Strategic Plan, always faithful to CaixaBank's culture and values, from the perspective of the managers' function as inspirational and transformative leaders and promoters of change. It is a programme that is continually involving and incorporating new trends, and a major part of the programme is aimed at improving networking, versatility and multi-dimensionality to achieve overall knowledge of the Company.	<ul style="list-style-type: none"> • 20% of participants have changed department/regional organisational unit. • 2% of participants have promoted to Senior Management positions. • At least 5% of participants improve their score on the course "Contribution" in the Talent Matrix (Contribution and Potential). • At least 80% of participants recommend the course. • Team management conduct higher than the Beneficial Total value of the Engagement Study (71%). 	<ul style="list-style-type: none"> • 24% of participants have changed department/regional organisational unit. • 3% of participants have promoted to Senior Management positions in the Regional Network. • 5% of participants have improved their rating in Contribution in the Talent Matrix (Contribution and Potential). • 100% of participants recommend the course. • 79% in Team Management (Immediate Manager figure). 	80 Managers from different fields

Table 10. Knowledge Management

CaixaBank Campus

CaixaBank knowledge management strategy.

Offer of self-training, on-site and online training for customised skills development.

Transversal regulatory training:	Recommended training:	Self-training:
Programmes adapted to specific needs		Reference spaces of a field of knowledge
MiFID II information and advice <ul style="list-style-type: none"> CIAF: Postgraduate Course on Financial Information and Advice Continuous Training in MiFID II 	Onboarding and Crossboarding <ul style="list-style-type: none"> CaixaBank First Experience - New employees CaixaBank Cross Experience - Welcome for function changes 	EF Finance School <ul style="list-style-type: none"> Advanced CIAF (Postgraduate Course on Financial Information and Advice)
Code of Ethics, Anti-corruption Policy and Conflicts of Interest	Training Central Services and Regional Services <ul style="list-style-type: none"> Skills: Public presentations, Self-leadership, Negotiations, Team work, Communication Compliance and Audit Postgraduate Specific actions suited to the needs of each Area 	ER Risk School <ul style="list-style-type: none"> Banking Risk basic course Postgraduate Diploma in Banking Risk Analysis, Business speciality
Insurance Policies and Pension Plans	Culture, Leadership and Commercial model <ul style="list-style-type: none"> Commercial Culture - Branch Management (pilot East Andalusia) 	EC Commercial School <ul style="list-style-type: none"> Commercial Tools App's Now, Sign and Pay
Customer Protection and Customer Service	Commercial Skills: <ul style="list-style-type: none"> Conversation and telephone sales Objection management 	ELH Leadership and Skills School <ul style="list-style-type: none"> Skills courses
Prevention of Money Laundering and Terrorist Financing	Conversations for development. New assessment model	EWS Sustainable Performance School <ul style="list-style-type: none"> Courses on personal sustainable performance
Occupational Risk Prevention for Centre Managers	Itineraries Transformation in the Digital era: <ul style="list-style-type: none"> Data Academy Digital Environment Digital Skills Agile Methodology 	EFA English School
Information Governance and Data Quality Initiative		
Performance in Competition Law		
Foreign Exchange Global Code		
Business Financing Promotion Act		
Real Estate Credit Act		
Prevention of risks arising from income of purchasers of homes under construction		
Manual Cash Selection		
New regulations on payment services (PSD2)		
Insurance Training (IDD)		
<ul style="list-style-type: none"> Postgraduate Diploma in Insurance Expert Continuous training in Insurance 		

ESG: Environmental, Social and Governance.

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Table 11. Assessment Methods

The entire CaixaBank workforce is assessed annually, in terms of behaviour and performance.

Management Level

① Talent Management Appraisal		No. of assessments
2019		1,414
2016-2019 Accumulated		3,786
② Management Competency-based appraisal		No. of assessments
2019		35
2016-2019 Accumulated		1,578
③ 180º feedback		No. of assessments
2019		20
2016-2019 Strategic Plan		951
④ Performance Assessment		Received bonus in 2019
People		1,041

Behaviour

- ① Ad-hoc reports from an external expert bringing objectivity and independence.
- ② Tool to identify/contrast internal talent and management skills. Assessment by the hierarchical manager.
- ③ Gathering of the team's perceptions to identify skill gaps.

Performance

- ④ Central Services challenges programme (annual)
ILP programme (long-term incentives - Strategic Plan period).

Non-management Level

① Conversations for development		No. of assessments
2019		9,747
2016-2019 Accumulated		82,261
② Performance Assessment		Received bonus in 2019
People		24,757

Behaviour

- ① Tool for objectively addressing the performance assessment, analysing the professional skills.
Space for dialogue between the immediate managers and their identified collaborators.

Performance

- ② Objective and transparent model for assessing the fulfilment of individual challenges, and team/corporate challenges, generating motivation and stimulating team cooperation.
 - Central Services and Regional Services challenges programme.
 - Network Bonus Programme, scheme adapted to each business sector.
 - Incentive Programme.

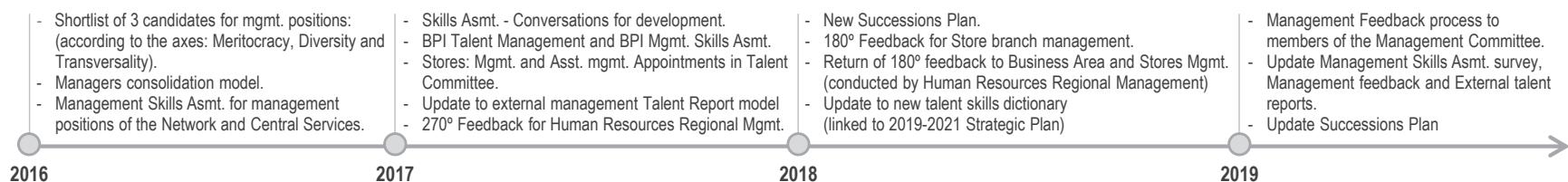
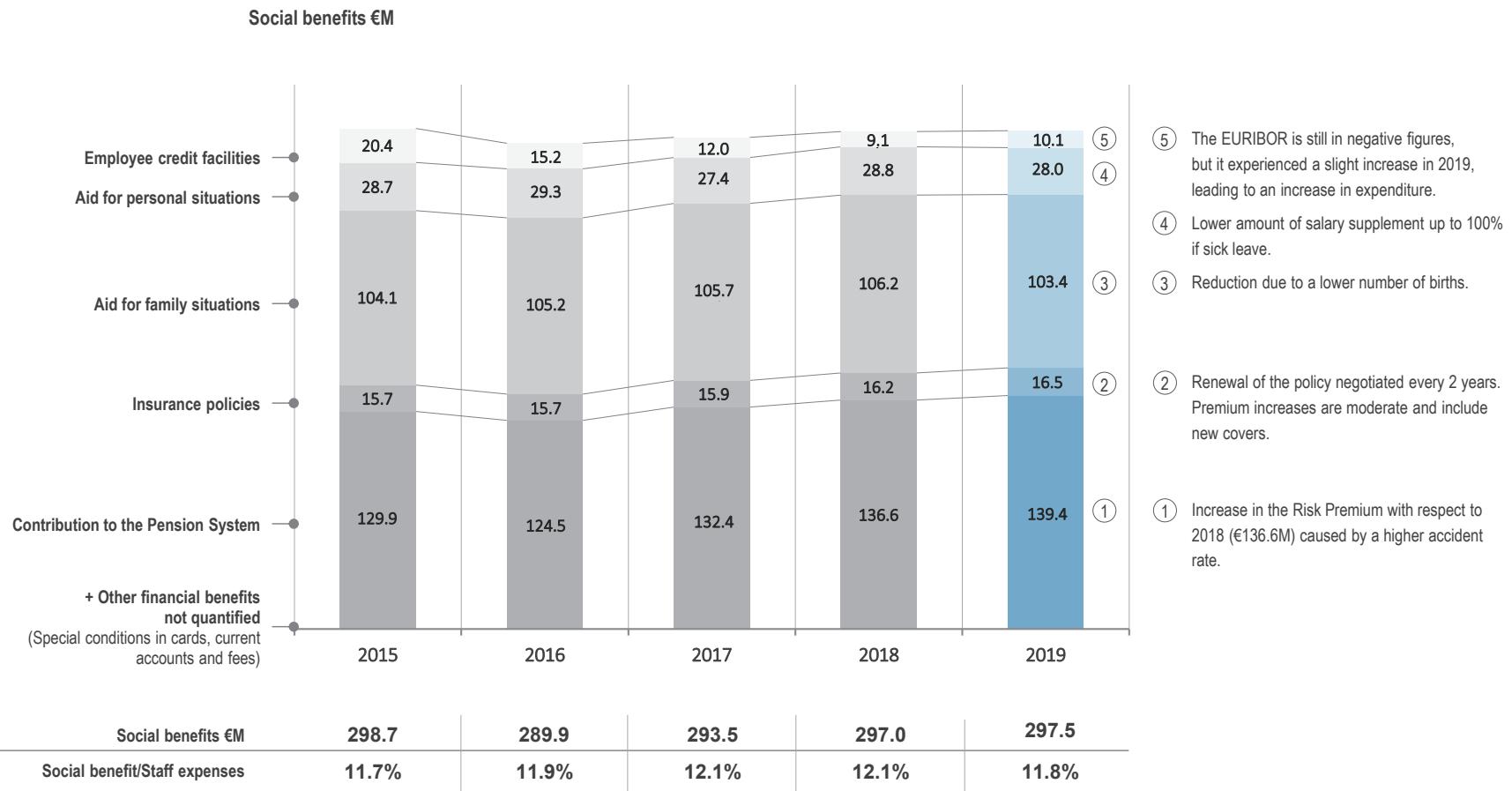
Timescale of most relevant events of the period spanning the 2016-2019 Strategic Plan


Table 12. Social Benefits Assessment



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13. Social Benefits. Breakdown and Beneficiaries

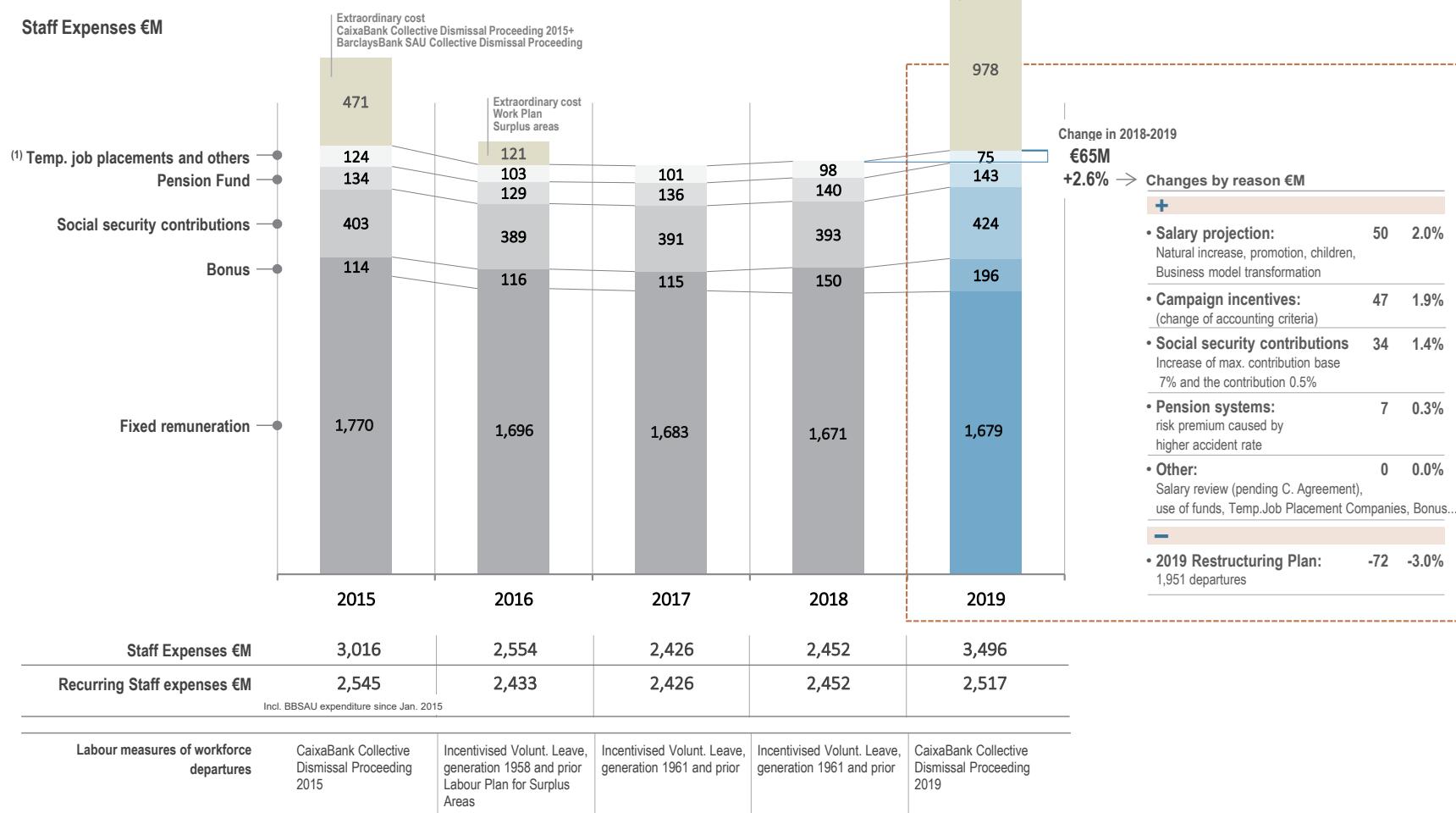
Table 13. Social Benefits. Breakdown and Beneficiaries

Benefits	2015 €M	Staff benefiting	2016 €M	Staff benefiting	2017 €M	Staff benefiting	2018 €M	Staff benefiting	2019 €M	Staff benefiting
Contribution to the Pension System	129.9		124.5		132.4		136.6		139.4	
(1) Savings contributions	110.2		107.7		108.8		111.7		110.6	
(2) Risk premium	19.8	38,697	16.8	38,242	23.6	37,353	24.9	36,995	28.9	36,631
Insurance	15.7		15.7		15.9		16.2		16.5	
(3) Adeslas healthcare policy	15.6	33,402	15.6	33,528	15.8	33,049	16.1	32,612	16.4	32,118
(4) Car - service management	0.1		0.1		0.1		0.1		0.1	
Aid for family situations	104.1		105.2		105.7		106.2		103.4	
(5) Birth bonus	3.9	1,774	3.8	1,698	3.1	1,410	2.6	1,164	2.1	943
(6) Death aid	0.9	460	0.8	376	0.9	374	0.9	379	0.9	377
(7) Study aid - nurseries	6.1	5,648	5.5	5,161	4.7	4,430	4.1	3,865	3.3	3,197
(8) Study aid - descendants	19.9	19,820	20.4	20,136	21.3	20,764	21.9	21,137	21.0	20,072
(9) Aid for children - 5% salary	70.4	21,137	72.2	20,407	73.5	20,454	74.4	20,102	73.9	20,075
(10) Maternity/paternity supplements	2.8	2,189	2.5	1,701	2.3	1,479	2.3	1,275	2.1	1,070
Aid for personal situations	28.7		29.3		27.4		28.8		28.0	
(11) Length of service bonus	1.4	410	3.9	1,128	1.1	348	1.0	292	0.7	208
(12) Study aid - employees	1.7	2,205	1.6	1,971	1.9	2,121	1.9	2,135	1.8	2,059
(13) Supplement for illness and work-related injury	25.6	7,258	23.9	6,942	24.4	7,027	26.0	7,866	25.6	7,666
Credit facilities made available to employees	20.4		15.2		12.0		9.1		10.1	
(14) Loans with special terms and conditions	20.4	28,571	15.2	28,266	12.0	28,147	9.1	28,076	10.1	29,061
(15) Other financial benefits, not quantified										
Social benefits €M	298.7		289.9		293.5		297.0		297.5	
Social benefit / Staff expenses		11.7%		11.9%		12.1%		12.1%		11.8%

- (1) Retirement contributions
- (2) Provisions to cover risk of disability and death
- (3) Free healthcare policy, which can be extended to direct family mem. at a very reasonable price
- (4) Supplementary own-vehicle insurance for travel in service management
- (5) Financial bonus for child's birth
- (6) Expenses derived from death of a first degree family member
- (7) Compensation for children under three years old
- (8) Financial compensation for children under 25 years old who are students

- (9) Additional benefit of 5% of the received salary for each child, up to the time the child reaches 18
- (10) Supplement of up to 100% of salary for maternity/paternity
- (11) Financial bonus at 25 and 35 years of service
- (12) Compensation of up to 90% of university study enrolment
- (13) Supplement of up to 100 % of salary for temporary disability and work accident
- (14) Subsidised interest rates for mortgages and personal loans
- (15) Special conditions in cards, current accounts and fees

Table 14. Staff Expenses Assessment

Staff Expenses €M


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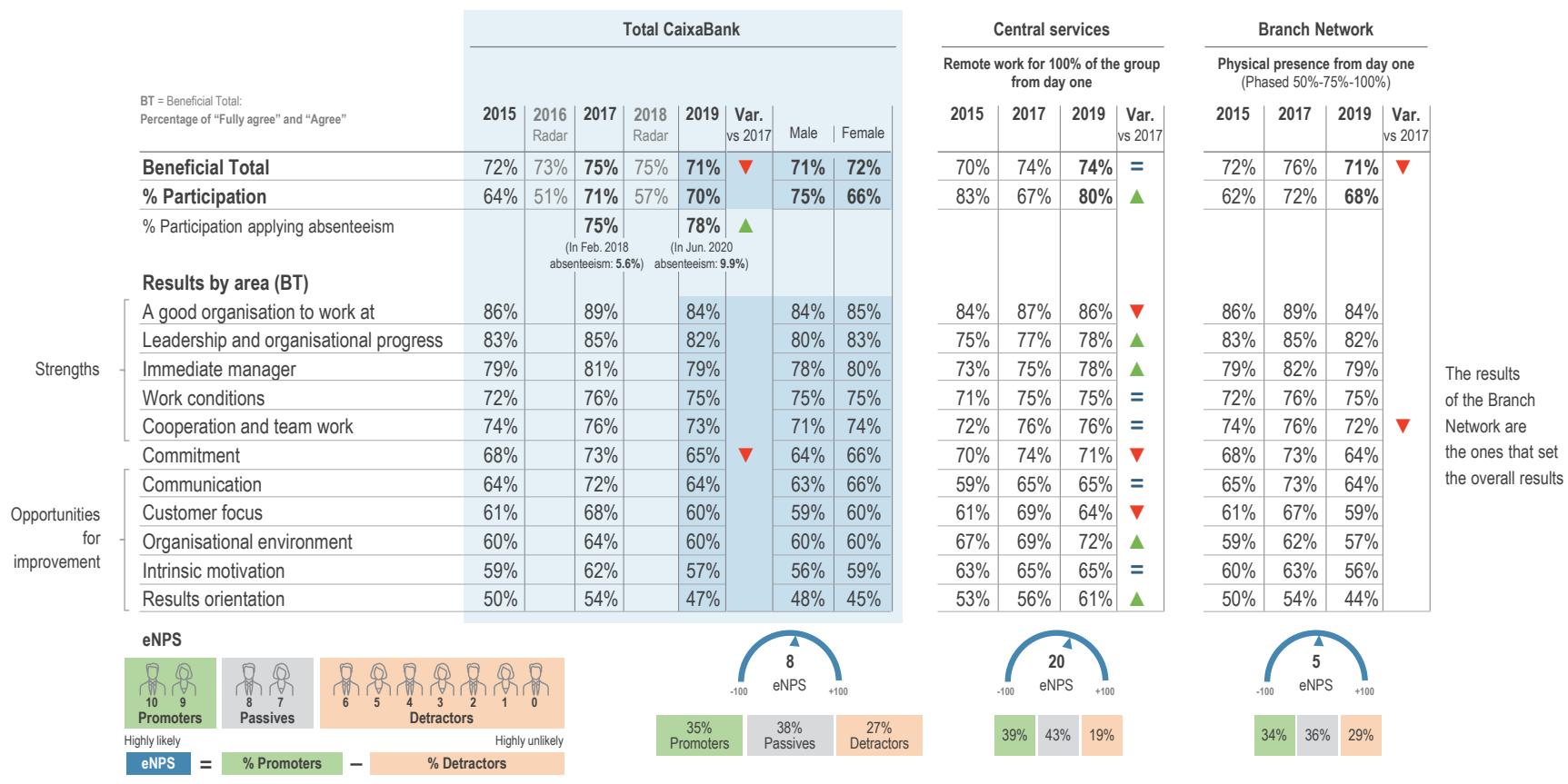
(1) Other includes: Study aid, credit facilities, Adeslas insurance policy, training and recruitment, compensation, special pay (birth and death) and others.

Expense for Temporary job placements by year: 2015 - 23M | 2016 - 19M | 2017 - 19M | 2018 - 18M | 2019 - 14M

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Table 15. Engagement Study

- The Engagement Study was carried out at an exceptional time due to the COVID-19 pandemic, which has conditioned the results of the Branch Network. CaixaBank's activity was considered essential in accordance with Royal Decree Law 10/2020 and for this reason CaixaBank's Management decided to open all branches (except those affected by confirmed cases and quarantines) in order to stay close to our customers to help them in these difficult times.
 - If analysed by organisational scope, two distinct realities can be observed in the results:
 - Central Services had a BT of 74% (same % with respect to the 2017 Engagement Study).
 - The Branch Network had BT of 71% (-5% with respect to the 2017 Engagement Study).



The results of the Branch Network are the ones that set the overall results

Action plan (initial forecast)

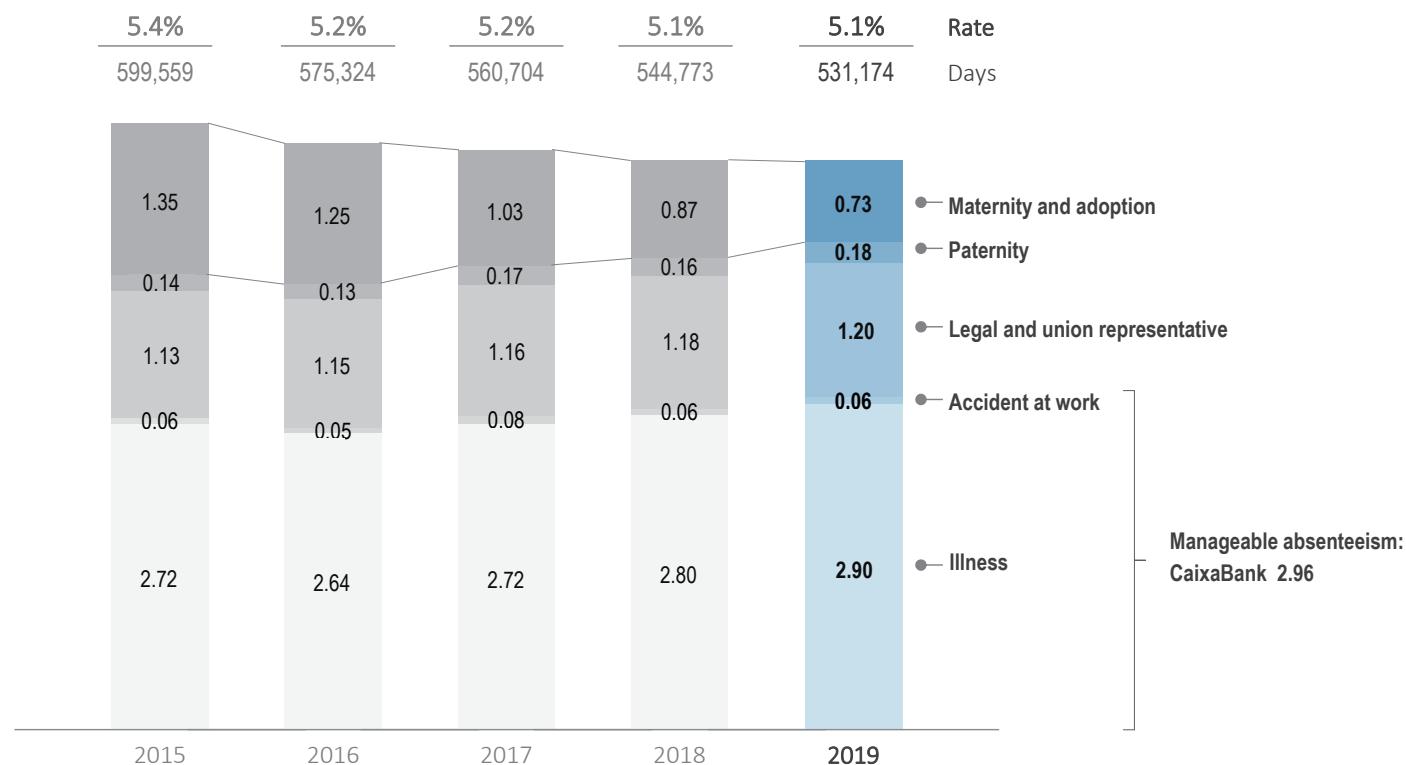
Leadership that encourages bottom-up communication, empowerment and involvement of teams in the decisions affecting their work.

Improving mainstreaming and agility, and more opportunities for development and professional career.

Review of workload and commercial pressure.

Table 16. Absences

Absenteeism rate. Missed days/total days:

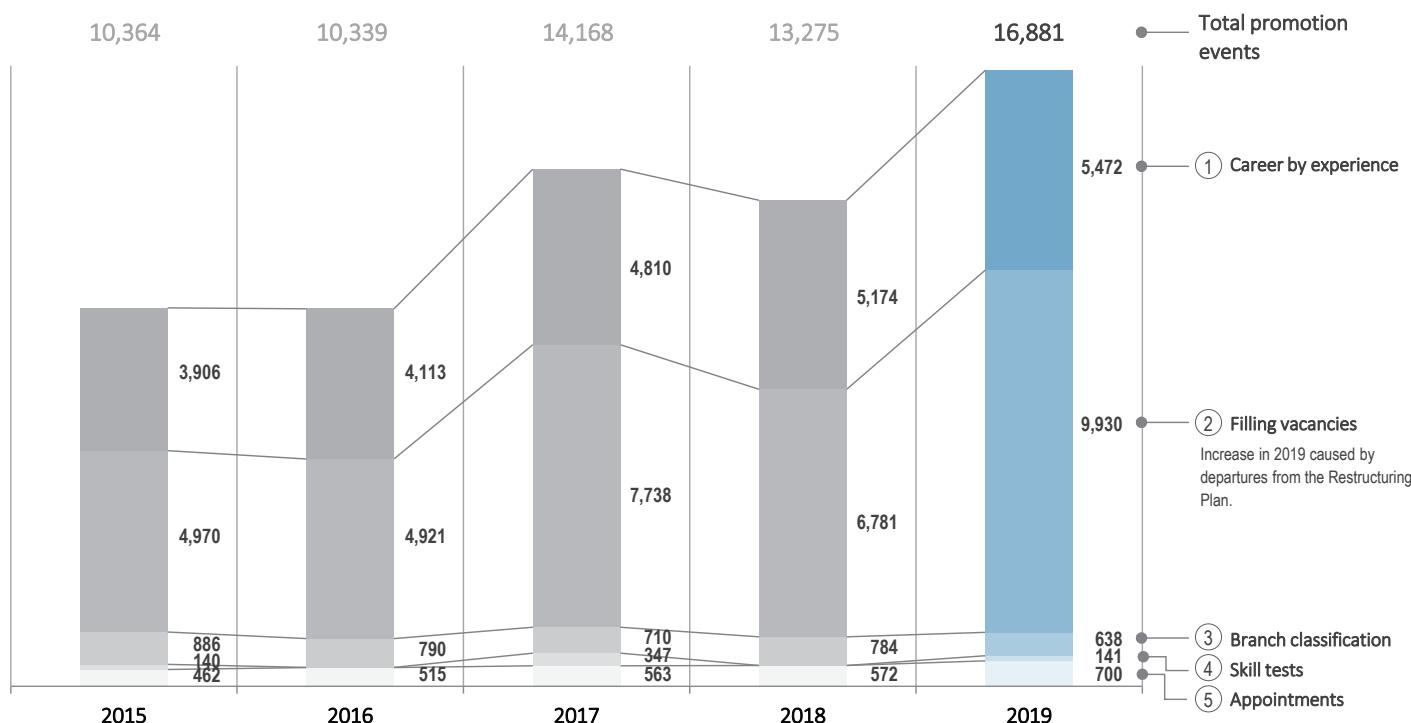


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Table 17. Promotions

All employees have a career by experience, associated with time, but there are other opportunities for faster promotion associated with performance, which are shown in the following chart.



- ① Includes: GCI career: Promotion to Level VII in 14 years / GCII career: Promotion to Level V in 15 years / PBA career: Promotion to Level VI in 11 years.
- ② Coverage of a vacancy in the Network (Management, Asst. Management/GCII second branch manager, management of Private Banking and Business Banking centres, etc.).
- ③ Annual ranking of branches that determines the promotion of Branch managers and Asst. branch managers, based on the category of their branch.
- ④ Passing skill tests, promotion to Levels VIII and X (according to the Collective Agreement, every 3 years) and promotion to Level VII (according to internal CaixaBank agreement, every 2 years).
- ⑤ Promotion of groups from Central Services, Support and Network Support.

Table 18. Promotions. Level Changes

Changes in the remuneration level by reason

	2018				2019			
	Total	Men %	Women %		Total	Men %	Women %	
Appointments	572	303 53.0	269 47.0		700	350 50.0	350 50.0	
Filling in positions	714	371 52.0	343 48.0		797	400 50.2	397 49.8	
Branch classification	129	57 44.2	72 55.8		134	66 49.3	68 50.7	
Customer Adviser	1,565	625 39.9	940 60.1		1,593	657 41.2	936 58.8	
PBA (promotion due to change of stage)	114	65 57.0	49 43.0		100	54 54.0	46 46.0	
Skill tests	-	- -	- -		141	67 47.5	74 52.5	
Career by experience (seniority)	2,835	1,036 36.5	1,799 63.5		2,429	891 36.7	1,538 63.3	
Total	5,929	2,457 41.4	3,472 58.6		5,894	2,485 42.2	3,409 57.8	

2019 Level changes



Waivers and withdrawals	2018					2019				
	Waivers	Men %	Women %	Waivers	Men %	Women %				
Waivers	341	194 56.9	147 43.1	457	218 47.7	239 52.3				
Withdrawals	57	43 75.4	14 24.6	132	46 34.8	86 65.2				

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- 19. Promotions. Career Paths**

Table 19. Promotions. Career Paths
Customer Adviser I

Year	Business
1	267
2	98
3	166
4	58
5	23
6	9
7	49
8	34
9	201
10	115
11	185
12	95
13	62
14	214
Career path completed	386
	1,962

Customer Adviser II

Year	Premier Banking	Business Banking	Assist. Commercial Manager	Total People
1	124	3	1	128
2	67	12	2	81
3	245	78	21	344
4	193	71	72	336
5	210	44	49	303
6	234	60	101	395
7	165	49	61	275
8	141	40	58	239
9	224	88	92	404
10	190	92	125	407
11	123	41	102	266
12	96	28	87	211
13	68	24	39	131
14	50	15	15	80
15	79	32	11	122
Career path completed	290	125	13	428
	2,499	802	849	4,150

- **Customer Adviser:**

Commercial Adviser Career Path for the Retail branch network, associated with specific training plans and offering different remuneration promotion speeds and levels based on the business segment they belong to.

Private Banking Adviser (PBA)

Stage	Year	People
1	1	1
	2	-
2	3	6
	4	-
3	5	3
	6	11
4	7	25
	8	34
9	9	32
	10	62
Career path completed		-

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- **Private Banking Adviser:**

Allows employees that manage Private Banking customer's portfolios the possibility of developing their knowledge and professional skills and increasing their remuneration until they promote to the function of Private Banking Management if they successfully complete the established itinerary.

Table 20. Promotions. Branch Classification

Ranking Variables	Segmentation		Classification 31 October 2019 (effective January 2020)	
	% Branches	Categories*	Results	Branch Level changes:
External resources 40%	1.5	A1	50	Move up 319
	2.1	A2	69	Move down 2,232
	3.1	B1	102	Remain 749
	4.6	B2	152	
	4.6	C1	152	
	7.1	C2	234	
	6.6	D1	218	
	11.1	D2	366	
	12.3	E1	406	
	17.3	E2	571	
Investments 25%	12.4	F1	409	
	17.3	F2	571	
			3,300 Classified	
	Other branches			
	G 36			
	Unique 44			
	S1 293			
	S2 366			
	Total 4,039			
	Windows 175			

*Categories: A and B Large branches
 C and D Medium branches
 E and F Small branches
 G Newly opened branches
 S1 Unique single person branches
 S2 Unique two-person branches

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- 21. Promotions. Filling Vacancies**
-

Table 21. **Promotions. Filling Vacancies****Changes in 2019**

	Applications			Designations			Total designations			Direct designations		
	Total	applications per vacancy	Total	% women	Designations/Applications		Total	% women	over total function	Total	% women	over total function
					% men	% women						
Branch management	9,167	5.5	1,663	42.8	17.5	19.0	338	41.7	16.9	338	41.7	16.9
Branch Assist. mgmt./2nd branch manager	7,276	6.4	1,141	67.7	12.8	17.6	263	68.4	18.7	263	68.4	18.7
Business/Private/Inst. Banking mgmt.	615	9.8	63	20.6	11.2	7.7	22	9.1	25.9	22	9.1	25.9
Customer Advisory Services	13,916	4.1	3,366	58.4	22.2	25.8	159	61.0	4.5	159	61.0	4.5
Support/replacement teams	1,502	4.6	329	42.9	23.9	19.7	3	66.7	0.9	3	66.7	0.9
Specific positions	10,584	4.3	2,440	61.3	20.0	25.5	143	37.8	5.5	143	37.8	5.5
Total	43,060	4.8	9,002	56.7	19.0	22.7	928	51.3	9.3			

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Table 22. Main Indicators

What we are like	2015	2016	2017	2018	2019	Target
We have a highly qualified workforce						
Professionals Certified	5,813	7,110	10,539	13,772	14,855	-
% Professionals Certified over Target	69%	71%	75%	88%	95%	>85%
Hour of training per employee, on staff at year-end	49	49	59	72	111	-
Investment per employee, in euros	381	363	378	434	468	-
Rating of the training, over 10	8.0	8.0	8.3	8.3	8.3	>=8
Trained employees	29,886	29,766	28,991	29,400	27,527	-
% Trained employees	100%	100%	100%	100%	100%	100%
% Online training	90%	90%	90%	92%	96%	>90%
In-house trainers	2,104	1,972	1,497	1,725	1,958	>=5% over the workforce
% Employees with university qualification	93.6%	94.7%	95.9%	96.4%	97.1%	-
We promote diversity and meritocracy						
% Women in the workforce	52.3%	52.6%	53.5%	53.8%	55.0%	-
% Women in management positions (from Branch asst. mgmt. in A and B branches)	35.7%	37.0%	39.1%	39.9%	41.3%	41% (2019) / 42% (2020) / 43% (2021)
% Women in Junior Management ⁽¹⁾	58%	63%	58%	41%	42%	-
% Women in Top Management ⁽¹⁾	30%	28%	30%	21%	23%	-
% Women in Revenues positions	36%	39%	40%	41%	42%	-
% Access to management position (1st time women)	38.7%	51.1%	53.0%	54.4%	46.8%	>50%
% Designations women / Total Designations	48.5%	51.6%	53.7%	54.7%	56.7%	>50%
% Designations/Applications - men	7.7%	9.7%	14.6%	16.5%	19.0%	-
% Designations/Applications - women	8.1%	12.9%	19.9%	20.8%	22.7%	% higher than that of men
% Management positions filled internally	99.5%	98.2%	99.6%	99.2%	99.3%	>95%
Employees with disability	201	191	194	223	213	-
% Generation Z (After 1992)	0.0%	0.6%	1.1%	1.9%	2.1%	-
% Generation Y (millennials, born between 1982 and 1992)	9.7%	11.8%	13.4%	14.2%	15.3%	-
% Generation X (born between 1971 and 1981)	61.1%	60.6%	62.0%	61.5%	65.2%	-
% Baby Boomer (before 1971)	29.2%	27.0%	23.5%	22.4%	17.4%	-
We ensure a great commitment and satisfaction						
% Overall satisfaction	72%	73%	75%	75%	71%	Positive trend
% Satisfaction professional development	69%	72%	74%	74%	71%	>70%
% Talent Retention	89.5%	92.3%	92.0%	88.8%	89.3%	>85%
We empower our professionals						
% Empowerment level	65%	70%	69%	70%	64%	70% (2021)
Rating 180º assessment	8.1	8.2	8.1	8.0	8.0	>=8

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How we are organised	2015	2016	2017	2018	2019	Target
Branches/Centres	5,202	5,027	4,874	4,624	4,139	-
<i>Number of Retail Banking branches</i>	5,034	4,851	4,681	4,409	3,918	3,517 in 2020 / 3,452 in 2021
Conventional branches	4,290	3,882	3,575	3,124	2,488	
Store	14	71	161	282	458	-
Business Bank	-	-	3	14	42	-
AgroBank	573	739	789	809	784	-
HolaBank	157	159	153	180	146	-
<i>Number of Specialised Centres</i>	168	176	193	215	221	
Digital/Virtual	-	-	-	16	21	-
Business Banking	105	104	116	120	125	-
Private Banking	37	38	45	47	53	-
CIB / Corporate and institutions	18	27	26	26	16	-
Rest (Promoter Business, Montes de Piedad,...)	8	7	6	6	6	-
<i>International Network</i>	17	19	26	25	27	-
Specialists	4,885	5,294	6,012	6,412	7,122	
Customer Advisers I (GCI) - Business Advisers	1,120	1,315	1,646	1,811	1,962	2,100 in 2020 / 2,200 in 2021
Customer Advisers II (GCII) - Premier Banking	1,304	1,557	1,879	2,157	2,499	2,900 in 2020 / 3,000 in 2021
Customer Advisers II (GCII) - Business Banking Advisers	575	515	592	716	802	850 in 2020 / 950 in 2021
Private Banking Adviser (PBA)	165	180	149	129	174	-
Other (CIB and International)	1,721	1,727	1,746	1,599	1,685	-

And we contribute to the Financial Figures	2015	2016	2017	2018	2019	Target
ROTE	4.3%	5.6%	8.4%	9.5%	7.7% ⁽²⁾	-
% Efficiency ratio (without extraordinary expenses)	51.9%	51.0%	54.3%	52.9%	55.4%	-
Customers (Including Spain and Portugal) (€M)	13.8	13.8	15.7	15.7	15.6	-
Group Results (€M)	814	1,047	1,684	1,985	1,705	-
Contribution Social Project (€M)	500	500	510	520	545	-

1) Change of calculation criteria as of 2018. Top Management includes functions that are two levels below the CEO (from an organisational point of view or at a direct reporting level) and Junior Management includes top-level management functions in the Branch Network and Central Services.

2) The 2019 ROTE without extraordinary expenses stands at 10.8%.

Table 23. People Management in Human Rights

	2015	2016	2017	2018	2019
Block I. Equal opportunities and no discrimination					
Hirings					
Total hirings	980	1,071	1,031	1,009	431
Hirings - men	493	548	491	481	222
Hirings - women	487	523	540	528	209
Hirings - managers	10	25	8	12	13
Hirings - middle management	18	33	33	36	41
Hirings - rest of employees	952	1,013	990	961	377
Appointments and internal selection processes ⁽¹⁾					
Total appointments	5,102	5,193	8,123	7,279	10,261
Appointments - men	53.3%	48.8%	47.5%	46.2%	44.3%
Appointments - women	46.7%	51.2%	52.5%	53.8%	55.7%
Flexible working hours					
Employees with flexible working hours	17,497	17,789	17,832	18,445	17,896
% over total workforce at year end	58.4%	59.3%	61.2%	62.7%	64.9%
Employees with flexible working hours - % men	54.2%	53.5%	51.6%	50.9%	48.8%
Employees with flexible working hours - % women	45.8%	46.5%	48.4%	49.1%	51.2%
Reduction of working hours, Paid leaves and Leaves of absence ⁽²⁾					
Total reduction of working hours	1,303	1,337	1,319	1,228	1,727
% over total workforce year average	4.3%	4.5%	4.5%	4.2%	6.1%
Reduction of working hours - % men	7.1%	6.4%	6.9%	7.2%	7.6%
Reduction of working hours - % women	92.9%	93.6%	93.1%	92.8%	92.4%
Total paid leaves	5,113	4,686	3,509	2,994	2,555
% over total workforce year average	17.0%	15.7%	11.9%	10.2%	9.0%
Paid leaves - % men	27.4%	29.0%	36.8%	21.8%	27.3%
Paid leaves - % women	72.6%	71.0%	63.2%	78.2%	72.7%
Total leaves of absence	618	632	639	593	555
% over total workforce year average	2.1%	2.1%	2.2%	2.0%	1.9%
Leaves of absence - % men	7.0%	5.9%	4.6%	7.6%	9.0%
Leaves of absence - % women	93.0%	94.1%	95.4%	92.4%	91.0%
Dismissals broken down by age and gender.					
Total dismissals	105	101	55	73	60
Dismissals - men	70	54	36	50	36
Dismissals - women	35	47	19	23	24

	2015	2016	2017	2018	2019
Block II. Working conditions					
Workforce adhered to the Collective Agreement					
Members in the Company Committee	730	730	730	759	759
% of trade union representativeness					
CC.OO. members	295	295	295	308	308
% CC.OO. representation	40.40%	40.40%	40.40%	40.58%	40.58%
SECB members	311	311	311	284	284
% SECB representation	42.60%	42.60%	42.60%	37.42%	37.42%
UGT members	95	95	95	136	136
% UGT representation	13.00%	13.00%	13.00%	17.92%	17.92%
Rest members	29	29	29	31	31
% rest representation	4.00%	4.00%	4.00%	4.08%	4.08%
Psychosocial risk indicators					
Incident rate (accidents during working hours with leave/year average of employees registered with Social Security *1000)	-	2.23	2.23	2.27	2.38
Robbery rate (number of Robberies/branches *100)	-	0.46%	0.55%	0.48%	0.35%
Number of aggressive behaviour incidents by third parties	-	-	14	25	19
Block III. Environment and workplace					
Accidents (type of accidents)					
Total accidents	435	448	453	403	400 ⁽³⁾
Fatal accidents	0	0	1	0	0
Very serious accidents	0	0	0	0	0
Serious accidents	0	3	3	0	1
Non-serious or minor accidents	435	445	449	403	399
% Non-serious or minor accidents	100.0%	99.3%	99.1%	100.0%	99.8%
Absenteeism					
Manageable absenteeism hours (illness and accident)	1,362,214	1,266,949	1,330,404	1,342,026	1,356,617
Manageable absenteeism rate (illness and accident)	2.78%	2.69%	2.81%	2.86%	2.96%
Other indicator for training, health promotion campaigns, actions at branches					
Employees that take the Safety and Health course every year ⁽⁴⁾	5,256	2,152	2,434	28,132	872
Participants in training courses on Security and Robberies ⁽⁴⁾	13,879	3,867	3,698	23,211	747
Health improvement campaigns completed	17	13	13	14	27
Branches upgraded to prevent robberies	58	626	2,000	400	1,000
Work centres assessed at risk level	851	722	653	630	638
Centre review and maintenance initiatives and activities	4,292	5,020	5,891	6,258	8,119

(1) All appointments arising from Talent and Internal Selection are considered (COBE)

(2) Reduction of working hours include the following reasons: caring for children, caring for relatives, caring for ill child. Paid leaves include the following reasons: maternity, extension of maternity, paternity, extension of paternity, breastfeeding accumulation and adoption. Leaves of absence include the following reasons: caring for children, caring for relatives, caring for dependants, maintaining cohabitation, solidarity, education, unspecified personal reasons and gender violence.

(3) In 2019 the accident frequency rate stood at 1.52 (0.69 in men and 2.23 in women).

(4) In 2018 it was updated and the entire workforce was called.

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Pintor Sorolla, 2-4
46002 Valencia
www.caixabank.com