



# People management

Professional development

Working environment

Remuneration

Volunteer work

# People management

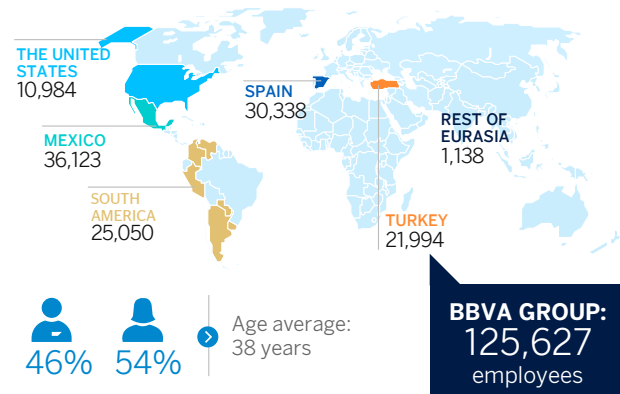
BBVA's most important asset is its team, the people who make up the Group. For this reason, one of the six Strategic Priorities is having a first-class workforce. In this context, BBVA accompanies its transformation strategy with different initiatives in questions involving employees, such as:

- Development of a more transversal, transparent and effective **model of people management**, in such a way that each employee can occupy the most appropriate role for their profile in order to bring the greatest value to the Organization, with the greatest commitment; and, in turn, learn and grow professionally.
- Evolution in the **forms of working** towards an agile organizational model, in which teams are directly responsible for what they do, building everything from customer feedback and which are focused on the delivery of solutions that best meet current and future needs of the clients.
- Promoting a corporate culture of collaboration and entrepreneurship, which revolves around a set of values and behaviors that are shared by the individuals of the Group and which generate identity traits that differentiate it from other entities (see **Our Values** in the corresponding section of the Strategy and business model chapter).
- Incorporation of talent in a range of **capacities** not usually found in the financial sector, but which are key in the new stage in which the Group finds itself (data specialists, customer experience, etc.).

All this has enabled to become a purpose-driven company, that is, a company where staff guide their actions according to the Values, and are genuinely inspired and motivated by the same Purpose.

As of December 31, **2018**, the BBVA Group had 125,627 employees located in more than 30 countries, 54% of whom were women and 46% men. The average age of the staff was 37.6 years. The average length of service in the Organization was 10.3 years, with a turnover of 7.6% in the year.

BBVA Group (December 2018)



In 2018, the number of Group employees decreased (-6,229) due, to a large extent, to perimeter variations such as the sale of BBVA Chile (-4,005), completed in the third quarter of the year.

## Professional development

The new **people management** model was consolidated and rolled out in 2018, a process that culminated with the global launch of a new people assessment system. All Group employees were invited to participate in this system in a 360° review, while the group of around 1,400 people who work for projects did so through a model specially designed for them. The calibrated assessments resulting from this process are the basis for building the BBVA talent map, on which the segmentation of the workforce rests, as well as the differentiated management policies.

The combination of the above with the identification and assessment of the existing roles in the Group makes it possible to get to know the professional possibilities of the employees even better, as well as to establish individual development plans, which promote functional mobility and professional growth.

### Recruitment and development

In 2018, 18,656 professionals joined the Group, with one of the focuses being the attraction, recruitment and incorporation of **new capacities** profiles needed by BBVA in its transformation process.

In this manner, in order to be a data-driven organization, in 2018 the first edition of the Young Data Professionals global program was launched. Through this program, 35 recent graduates from universities in Spain, Argentina or Colombia participated in **real projects** with empowered and multidisciplinary teams, receiving first-level training, both in their specialty as well as in transversal competencies, accompanied at all times by mentors to aid in their development.

As a result of the initiatives involving brand positioning and promotion of the professional **opportunities** available at BBVA through various channels, 204,148 candidates were attracted. In 2018, BBVA eliminated gender and age as differential fields of the candidates, to avoid discrimination in the selection for both reasons, so the distribution by gender and age of the external candidates cannot be facilitated.

For its part, BBVA reinforced its **internal mobility** model throughout the year, placing the employee at the center of the process as the protagonist of their own career. In this sense, a new in-house portal was set-up in the Group, where all employees can learn about the opportunities

available in the different locations, register for those that they are interested in, and see their progress in the different recruitment processes in which they participate. New policies based on transparency, trust and flexibility are thus brought into existence.

### Training

BBVA's training priority in 2018 was to develop a **continuous learning** culture, necessary to drive the Group's transformation strategy. The people management model positions the employee as the true protagonist of their own development, and for this, the necessary knowledge for the performance of their functions is made available to all employees, with quick access to the training catalog. During 2018, existing training resources were incorporated into the market from platforms, suppliers and speakers of recognized prestige, which made it possible to offer a global catalog of training which included more than 9,000 training actions.

The training contents of **2018** focused on training involving the Group's core values, on regulatory requirements, on the necessary competencies linked to the people management model and, in particular, on the new required capacities: Agile, Design Thinking, Data or Behavioral Economics, among others. This training allowed BBVA to have more than 1,000 Design Ambassadors, more than 50 Agile Coaches and 250 Data Scientists.

The legal requirements of the MiFID II Directive (Markets in Financial Instruments Directive) was another priority focus of training through the different programs designed, and which guarantee the knowledge that employees who distribute information or advise on financial products and services to clients at the European level must possess. In 2018, 14,021 professionals were officially certified in Spain, in the different forms of the European Financial Planner Advisor (DAF/EIP, EFA and EFP).

Regarding training channels, online remains the priority channel and represents 71% of the total training provided in the Group. The main new development in online training in 2018 was the B-Token launch within the Group, a new model that allows access to training through a system of tokens that puts employees in charge of their own development, as they are the ones who choose which training to undertake, as well as how and when to undertake it.

## Basic training data (BBVA Group)

	2018	2017
Total investment in training (millions of euros)	49.5	52.2
Investment in training per employee (euros) <sup>(1)</sup>	394	396
Hours of training per employee <sup>(2)</sup>	47.3	38.9
Employees who received training (%)	88	84
Satisfaction with the training (rating out of 10)	9.3	8.6
Amounts received from FORCEM for training in Spain (millions of euros)	3.3	3.1

<sup>(1)</sup> Ratio calculated considering the Group's workforce at the end of each year.

<sup>(2)</sup> Ratio calculated considering the workforce of BBVA with access to the training.

## Training data by professional category and gender (BBVA Group, 2018, Number)

	Employees with training			Training hours		
	Total	Male	Female	Total	Male	Female
Management team <sup>(1)</sup>	2,501	1,773	728	118,099	80,542	37,557
Middle men	6,599	3,947	2,652	265,789	160,147	105,643
Specialists	26,831	13,231	13,600	1,102,703	570,189	532,514
Sales force	35,794	16,665	19,129	2,198,559	1,020,344	1,178,215
Base positions	37,004	14,069	22,935	1,462,670	544,211	918,458
<b>Total</b>	<b>108,729</b>	<b>49,685</b>	<b>59,044</b>	<b>5,147,820</b>	<b>2,375,433</b>	<b>2,772,387</b>

<sup>(1)</sup> The management team includes the highest range of the Group's management.

## Diversity and inclusion

BBVA considers diversity in its workforce to be one of the key elements it uses to attract and retain the best talent and offer the best possible service to its customers. It is proven that teams made up of people with different ways of thinking, dealing with problems, and making decisions obtain better results.

In terms of gender **diversity**, women make up 53.9% of the Group's workforce. Women hold 48% of management positions, 30.3% of technology and engineering positions, and 58.1% of business and profit generation positions.

In 2018, initiatives were launched to **break down barriers** that prevent greater diversity, with a focus placed on facilitating access to positions of responsibility for women. The most important initiatives put in place are:

- Implementation of the Rooney Rule, which requires that 50% of all candidates for management positions be women.
- Training in unconscious biases: various programs, both physical and online, so that team supervisors at BBVA become more aware of their unconscious biases, which mainly harm women and minorities, and learn to neutralize them.
- Improvement in the way in which job offers are drafted so as to make them more attractive for women and minorities.

- Coaching programs for women with high potential to help them assume positions of maximum responsibility and, in turn, for them to support other women in their careers.

BBVA's effort in favor of diversity has led to it being included in the Bloomberg Gender Equality Index, a ranking that includes the 100 best global companies in gender diversity, and in the Equileap Global Report on Gender Equality, which selects the 200 best global companies in terms of gender equality. BBVA is also a signatory of the Diversity Charter at European level and of the United Nations Women's Empowerment Principles.

In **Spain**, in 2018, BBVA renewed its Company Equality Seal granted by the Ministry of the Presidency, Parliamentary Relations and Equality to companies that are a model for good practices in this area. Likewise, the Equal Treatment and Opportunities Plan signed with the workers' representation allowed for progress in women's access to positions of greater responsibility in the Organization.

In addition, BBVA Spain won the good practices contest for companies in the network. This contest was created by the same Ministry to analyze indicators and evaluation tools, both through the semi-annual monitoring of metrics undertaken by the Equal Treatment and Opportunities Commission and with the participation of the Trade Union Representation, and through the creation of the Diversity Dashboard. This board gives visibility to the metrics by gender, age, training, country of origin, etc. within the Bank itself, through which you can check the degree of diversity of the teams and areas for improvement.

Additionally, BBVA renewed the Family-friendly Company certificate granted by the Más Familia Foundation for the practices and regulations in place at BBVA involving equal treatment and labor, work-family and personal life balance. It was also included in the Variable D2019 report that recognizes the 30 companies in Spain with best practices in diversity and inclusion.

In the **United States**, BBVA Compass received the highest possible score (100%) in the 2018 Corporate Equality Index, an index that assesses corporate practices and policies for LGBT employees (Lesbian, Gay, Bisexual and Transgender). This index also functions as a national comparison between the main and most influential companies in the country.

In **Mexico**, BBVA Bancomer conducted the Women Matter study at country level, in order to better understand opportunities for improvement in diversity issues. In line with this, the maternity and paternity program was continued as a supportive measure to help employees through this new stage and to have useful information to generate new initiatives.

In **Turkey**, Garanti implemented its maternity program by redesigning the process before and after maternity leave.

Among other policies to support women who suffer from domestic violence, the Bank maintains a direct helpline for its employees.

Finally, at the end of 2018, all the banks of the Group's footprint, have protocols for the **prevention** of sexual harassment, in Spain and the United States for several years, and prepared during the year in the rest of countries.

In particular, in the Bank's protocol in Spain, the Entity and the trade union representatives signing the document expressly state their rejection of any behaviour with sexual nature or connotation that has the purpose or produces the effect of threatening the dignity of a person, particularly when an intimidating, degrading or offensive environment is created, and they commit themselves to the application of this agreement as a solution to prevent, detect, correct and sanction this type of conduct in the company.

#### Employees by countries and gender (BBVA Group)

	2018			2017		
	Number of employees	Male	Female	Number of employees	Male	Female
Spain	30,338	14,930	15,408	30,584	15,097	15,487
The United States	10,984	4,566	6,418	10,928	4,470	6,458
Mexico	36,123	16,843	19,280	37,207	17,271	19,936
Turkey	21,994	9,505	12,489	22,615	9,719	12,896
South America	25,050	11,492	13,558	29,423	13,385	16,038
Argentina	6,262	3,372	2,890	6,264	3,389	2,875
Colombia	6,803	2,819	3,984	6,769	2,765	4,004
Venezuela	3,384	1,148	2,236	4,159	1,400	2,759
Peru	6,267	3,027	3,240	5,955	2,873	3,082
Chile	923	436	487	4,852	2,244	2,608
Paraguay	430	219	211	446	228	218
Uruguay	578	314	264	592	330	262
Bolivia	396	154	242	379	153	226
Brazil	6	2	4	6	2	4
Cuba	1	1	-	1	1	-
Rest of Eurasia	1,138	637	501	1,099	611	488
France	72	46	26	72	44	28
United Kingdom	126	87	39	125	87	38
Italy	52	29	23	56	31	25
Germany	41	24	17	44	27	17
Belgium	24	15	9	27	17	10
Portugal	469	235	234	472	234	238
Switzerland	122	77	45	121	76	45
Ireland	4	3	1	4	3	1
Luxembourg	-	-	-	3	2	1
Finland	83	54	29	39	29	10
Hong Kong	89	46	43	85	42	43
China	25	9	16	20	7	13
Japan	3	2	1	3	2	1
Singapore	8	1	7	8	1	7
United Arab Emirates	2	1	1	2	1	1
Russia	3	2	1	3	2	1
India	2	1	1	2	1	1
Indonesia	2	1	1	2	1	1
South Korea	2	1	1	2	1	1
Taiwan	9	3	6	9	3	6
<b>Total</b>	<b>125,627</b>	<b>57,973</b>	<b>67,654</b>	<b>131,856</b>	<b>60,553</b>	<b>71,303</b>

## Promoted employees by gender (BBVA Group)

	2018			2017		
	Number of promoted employees	Male	Female	Number of promoted employees	Male	Female
Spain	4,827	2,172	2,655	3,878	2,066	1,812
The United States	1,049	461	588	450	292	158
Mexico	11,422	3,844	7,578	8,928	4,391	4,537
Turkey	4,284	1,749	2,535	4,082	1,822	2,260
South America	3,266	1,243	2,023	3,131	1,318	1,813
Rest of Eurasia	75	36	39	290	186	104
<b>Total</b>	<b>24,923</b>	<b>9,505</b>	<b>15,418</b>	<b>20,759</b>	<b>10,075</b>	<b>10,684</b>

## Employees average age and distribution by age stages (BBVA Group. Years and percentage)

	2018				2017			
	Average	<25	25-45	>45	Average	<25	25-45	>45
Spain	42.8	0.9	63.7	35.4	42.5	0.8	65.6	33.6
The United States	41.1	6.7	58.0	35.2	40.9	6.4	58.8	34.8
Mexico	33.8	10.8	75.1	14.1	34.2	10.3	74.6	15.1
Turkey	34.3	4.8	87.9	7.2	33.7	5.3	88.7	6.0
South America	37.8	7.3	67.3	25.4	37.8	6.7	68.7	24.6
Rest of Eurasia	43.1	1.5	56.0	42.5	43.1	0.5	57.7	41.8
<b>Total</b>	<b>37.6</b>	<b>6.2</b>	<b>71.4</b>	<b>22.4</b>	<b>37.5</b>	<b>6.0</b>	<b>72.2</b>	<b>21.8</b>

## Average length of service by gender (BBVA Group. Years)

	2018			2017		
	Total	Male	Female	Total	Male	Female
Spain	16.3	17.0	15.5	16.1	17.1	15.1
The United States	6.6	5.3	7.5	7.2	5.8	8.1
Mexico	7.4	7.4	7.4	7.9	8.0	7.9
Turkey	8.1	8.2	7.9	7.6	7.7	7.4
South America	10.8	11.4	10.2	10.1	10.9	9.4
Rest of Eurasia	12.1	11.4	13.0	12.2	11.5	13.1
<b>Total</b>	<b>10.3</b>	<b>10.7</b>	<b>10.0</b>	<b>10.2</b>	<b>10.7</b>	<b>9.7</b>

## Employee distribution by professional category and gender (BBVA Group. Percentage)

	2018			2017		
	Total	Male	Female	Total	Male	Female
<b>Spain</b>						
Management team <sup>(1)</sup>	3.5	76.6	23.4	3.4	77.1	22.9
Middle men	6.4	63.1	36.9	6.3	64.1	35.9
Specialists	30.7	51.5	48.5	24.5	54.1	45.9
Sales force	45.2	44.2	55.8	45.8	44.7	55.3
Base positions	14.2	47.3	52.7	19.9	44.8	55.2
<b>The United States</b>						
Management team <sup>(1)</sup>	0.4	93.0	7.0	0.3	85.7	14.3
Middle men	18.7	59.3	40.7	19.0	59.8	40.2
Specialists	17.8	43.0	57.0	18.2	42.2	57.8
Sales force	35.9	49.4	50.6	32.7	50.8	49.2
Base positions	27.3	17.4	82.6	29.9	16.9	83.1
<b>Mexico</b>						
Management team <sup>(1)</sup>	0.5	84.4	15.6	0.6	84.0	16.0
Middle men	2.1	66.4	33.6	1.8	68.9	31.1
Specialists	34.1	49.4	50.6	35.6	50.6	49.4
Sales force	29.4	52.4	47.6	29.9	52.6	47.4
Base positions	33.9	37.1	62.9	32.0	34.0	66.0
<b>Turkey</b>						
Management team <sup>(1)</sup>	0.0	85.7	14.3	0.0	90.0	10.0
Middle men	29.2	40.9	59.1	23.5	41.8	58.2
Specialists	34.9	35.3	64.7	33.5	36.0	64.0
Sales force	28.0	41.0	59.0	35.3	39.2	60.8
Base positions	7.8	95.2	4.8	7.6	94.7	5.3
<b>South America</b>						
Management team <sup>(1)</sup>	0.7	72.1	27.9	0.8	75.2	24.8
Middle men	8.0	54.5	45.5	7.6	57.2	42.8
Specialists	39.2	51.5	48.5	38.2	50.5	49.5
Sales force	38.7	40.3	59.7	39.6	38.8	61.2
Base positions	13.4	38.9	61.1	13.8	43.0	57.0
<b>Rest of Eurasia</b>						
Management team <sup>(1)</sup>	5.2	86.4	13.6	5.6	86.9	13.1
Middle men	9.7	70.0	30.0	9.6	67.9	32.1
Specialists	45.8	51.8	48.2	43.0	52.4	47.6
Sales force	33.7	57.8	42.2	35.2	56.3	43.7
Base positions	5.6	26.6	73.4	6.6	27.8	72.2
<b>Group average</b>						
Management team <sup>(1)</sup>	1.2	77.9	22.1	1.2	78.4	21.6
Middle men	10.6	50.8	49.2	9.4	52.8	47.2
Specialists	33.1	47.5	52.5	31.9	48.2	51.8
Sales force	35.4	45.4	54.6	37.0	44.7	55.3
Base positions	19.6	40.7	59.3	20.6	39.6	60.4

<sup>(1)</sup> The management team includes the highest range of the Group's management.

## Employee distribution by type of contract and gender (BBVA Group. Percentage)

	2018			2017		
	Total	Male	Female	Total	Male	Female
<b>Spain</b>						
Permanent employee. Full-time	92.6	51.3	48.7	93.1	51.3	48.7
Permanent employee. Part-time	3.1	6.1	93.9	2.6	4.6	95.4
Temporary employee	4.3	35.2	64.8	4.3	34.8	65.2
<b>The United States</b>						
Permanent employee. Full-time	97.2	42.2	57.8	97.1	41.5	58.5
Permanent employee. Part-time	2.7	19.5	80.5	2.9	21.7	78.3
Temporary employee	0.0	100.0	0.0	0.1	62.5	37.5
<b>Mexico</b>						
Permanent employee. Full-time	90.7	46.3	53.7	89.7	46.1	53.9
Permanent employee. Part-time	0.0	20.0	80.0	0.7	24.0	76.0
Temporary employee	9.3	50.2	49.8	9.5	51.0	49.0
<b>Turkey</b>						
Permanent employee. Full-time	99.6	43.2	56.8	99.4	43.0	57.0
Permanent employee. Part-time	0.0	0.0	0.0	0.0	0.0	0.0
Temporary employee	0.4	54.5	45.5	0.6	47.3	52.7
<b>South America</b>						
Permanent employee. Full-time	89.1	46.8	53.2	89.6	46.4	53.6
Permanent employee. Part-time	2.8	34.3	65.7	2.7	34.1	65.9
Temporary employee	8.1	39.4	60.6	7.7	38.7	61.3
<b>Rest of Eurasia</b>						
Permanent employee. Full-time	99.6	56.0	44.0	98.5	55.8	44.2
Permanent employee. Part-time	0.1	100.0	0.0	0.0	0.0	0.0
Temporary employee	0.4	50.0	50.0	1.5	43.8	56.3
<b>Group average</b>						
Permanent employee. Full-time	93.1	46.7	53.3	92.8	46.5	53.5
Permanent employee. Part-time	1.5	18.3	81.7	1.7	20.2	79.8
Temporary employee	5.4	44.1	55.9	5.5	44.2	55.8

## Employee distribution by type of contract and age stages (BBVA Group. Percentage)

	2018			2017				
	Total	<25	25-45	>45	Total	<25	25-45	>45
<b>Spain</b>								
Permanent employee. Full-time	92.6	0.5	61.8	37.7	93.1	0.4	63.9	35.7
Permanent employee. Part-time	3.1	0.0	89.8	10.2	2.6	0.0	89.5	10.5
Temporary employee	4.3	10.1	86.1	3.8	4.3	9.1	88.5	2.5
<b>The United States</b>								
Permanent employee. Full-time	97.2	5.8	58.6	35.6	93.1	5.3	59.5	35.2
Permanent employee. Part-time	2.7	39.4	37.7	22.8	2.9	38.9	38.2	22.9
Temporary employee	0.0	100.0	0.0	0.0	0.1	75.0	25.0	0.0
<b>Mexico</b>								
Permanent employee. Full-time	90.7	7.7	76.8	15.5	89.7	7.1	76.3	16.6
Permanent employee. Part-time	0.0	0.0	80.0	20.0	0.7	34.7	59.0	6.3
Temporary employee	9.3	40.8	58.7	0.5	9.5	38.9	59.8	1.3
<b>Turkey</b>								
Permanent employee. Full-time	99.6	4.8	88.0	7.2	99.4	5.2	88.8	6.0
Permanent employee. Part-time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Temporary employee	0.4	11.7	76.6	11.7	0.6	29.0	66.4	4.6
<b>South America</b>								
Permanent employee. Full-time	89.1	4.2	67.8	27.9	89.6	3.8	69.3	26.9
Permanent employee. Part-time	2.8	19.6	75.1	5.3	2.7	21.9	73.7	4.3
Temporary employee	8.1	36.2	59.2	4.6	7.7	35.8	59.7	4.5
<b>Rest of Eurasia</b>								
Permanent employee. Full-time	99.6	1.4	56.0	42.6	98.5	0.5	57.2	42.3
Permanent employee. Part-time	0.1	0.0	0.0	100.0	0.0	0.0	0.0	0.0
Temporary employee	0.4	25.0	75.0	0.0	1.5	6.3	87.5	6.3
<b>Group average</b>								
Permanent employee. Full-time	93.1	4.5	71.7	23.7	92.8	4.3	72.6	23.2
Permanent employee. Part-time	1.5	13.1	76.4	10.5	1.7	17.9	72.6	9.5
Temporary employee	5.4	33.2	64.3	2.5	5.5	32.4	65.0	2.6



## Employee distribution by professional category and type of contract (BBVA Group. Percentage)

	2018			2017		
	Permanent employee. Full-time	Permanent employee. Part-time	Temporary employee	Permanent employee. Full-time	Permanent employee. Part-time	Temporary employee
<b>Spain</b>						
Management team <sup>(1)</sup>	99.9	0.1	0.0	99.8	0.2	0.0
Middle men	98.5	1.5	0.0	97.8	2.2	0.0
Specialists	88.3	4.9	6.8	96.7	2.7	0.5
Sales force	96.5	1.9	1.6	97.4	1.6	1.0
Base positions	84.9	4.6	10.5	76.3	5.4	18.3
<b>The United States</b>						
Management team <sup>(1)</sup>	100.0	0.0	0.0	100.0	0.0	0.0
Middle men	99.8	0.2	0.0	99.9	0.1	0.0
Specialists	99.6	0.3	0.1	99.6	0.3	0.1
Sales force	99.9	0.1	0.0	99.9	0.0	0.1
Base positions	90.3	9.7	0.0	90.6	9.3	0.1
<b>Mexico</b>						
Management team <sup>(1)</sup>	100.0	0.0	0.0	100.0	0.0	0.0
Middle men	98.9	0.1	0.9	99.4	0.1	0.4
Specialists	95.8	0.0	4.2	87.9	0.0	12.1
Sales force	94.9	0.0	5.1	92.9	0.0	7.1
Base positions	81.2	0.0	18.7	88.1	2.3	9.6
<b>Turkey</b>						
Management team <sup>(1)</sup>	100.0	0.0	0.0	100.0	0.0	0.0
Middle men	99.8	0.0	0.2	99.8	0.0	0.2
Specialists	99.4	0.0	0.6	99.2	0.0	0.8
Sales force	99.7	0.0	0.3	99.3	0.0	0.7
Base positions	99.9	0.0	0.1	99.9	0.0	0.1
<b>South America</b>						
Management team <sup>(1)</sup>	97.7	2.3	0.0	97.3	2.7	0.0
Middle men	99.5	0.1	0.3	99.5	0.1	0.4
Specialists	98.4	0.4	1.2	98.3	0.4	1.3
Sales force	87.6	4.1	8.2	88.1	4.1	7.8
Base positions	59.3	7.4	33.3	64.0	6.8	29.2
<b>Rest of Eurasia</b>						
Management team <sup>(1)</sup>	98.3	1.7	0.0	100.0	0.0	0.0
Middle men	100.0	0.0	0.0	100.0	0.0	0.0
Specialists	99.6	0.0	0.4	97.7	0.0	2.3
Sales force	99.7	0.0	0.3	99.2	0.0	0.8
Base positions	98.4	0.0	1.6	97.2	0.0	2.8
<b>Group average</b>						
Management team <sup>(1)</sup>	99.6	0.4	0.0	99.5	0.5	0.0
Middle men	99.5	0.3	0.2	99.4	0.4	0.2
Specialists	95.6	1.2	3.1	94.9	0.6	4.4
Sales force	95.0	1.5	3.6	94.6	1.4	3.9
Base positions	81.4	3.0	15.6	82.9	4.3	12.7

<sup>(1)</sup> The management team includes the highest range of the Group's management.

## Different capabilities

BBVA manifests its commitment to the labor integration of people with different skills through the **Integra Plan**, which is born of the conviction that employment serves as a fundamental pillar in the promotion of equal opportunities for all people. The Integra Plan is developed through alliances with the main Spanish organizations in the disability sector and is a transversal plan that seeks to promote accessibility, labor integration and greater knowledge and awareness of the needs and potential of people with disabilities. As part of the Plan, the BBVA Integra Awards have been presented every year in Spain since 2009, recognizing the work of organizations that carry out labor integration projects and promote the development of initiatives and good practices in this field of activity.

In **Mexico**, BBVA made agreements with the Ministry of Education and the Secretariat of Public Education so that students with intellectual disabilities could carry out their

professional practices in the Bank, as well as a pilot test program for the inclusion of people with disabilities in the circuit de Bancomer races.

As of December 31, **2018**, BBVA had 727 people with different capabilities in the Group's staff, of which 215 are in Spain, 192 in the United States, 28 in Mexico, 279 in Turkey and 33 in South America.

Additionally, progress is being made in the accessibility of the branches of the different banks that make up the Group. The corporate headquarters of BBVA in Madrid, BBVA Bancomer in Mexico and BBVA Francés in Argentina are all accessible. And in 2018, BBVA Spain launched a new mobile application aimed at facilitating cashier operations for blind people and those with a mild physical or intellectual disability.

## Working environment

BBVA carries out, on a general and biennial basis, a survey to measure its employees' commitment and discover their opinions. In 2017, the last survey performed, 87% of the employees that BBVA has worldwide participated. One of the highlights of the results is the average of the 12 main questions of the survey, which was 4.02 out of 5, representing an increase of 11 basis points. The level of commitment of BBVA employees was maintained at 4.40, out of 5, improving due to the more than 11,000 action plans that were agreed as a result of the previous survey.

### Freedom of association and representation

In accordance with the different regulations in force in the countries in which BBVA is present, the **working conditions** and the rights of the employees, such as freedom of association and union representation, are included in the rules, conventions and agreements signed, in their case, with the corresponding representations of the workers. Dialog and negotiation are part of our way of dealing with any difference or conflict in the Group, for which there are specific procedures for consultation with union representatives.

In BBVA Spain, the banking sector **collective agreement** is applied to the entire workforce, complemented by the company collective agreements which build upon and improve the provisions of sector agreement, and which are entered into on behalf of workers. Employee representatives are elected every four years by personal, free, direct and secret ballot, and are informed of the relevant changes that may occur in the organization of work in the Entity, under the terms provided in accordance with the legislation in force.

In other countries, the employees of the Group are included in any collective agreement in such a way that in Mexico 35% of the workforce is covered by an agreement, reaching 100% in Argentina, Colombia, Venezuela and Paraguay, and 6% in Peru . As an example of this type of coverage, under Colombian legislation there are two forms of representation for employees, which has led to the existence of two agreements in the Bank: the Collective Pact, which covers 77% of the staff, with representation exercised directly by the employees, and the Collective Convention, which benefits 22% of the workforce and is agreed with the trade union organizations, whose representatives are the individuals chosen by each union. On its part, the regulations in force in the United States and Turkey do not require the same application of the agreement to its staff.

### Health and labor safety

BBVA considers the promotion of health and safety as one of the basic principles and fundamental objectives, which is addressed through the continuous improvement of working conditions.

In this sense, the **work risk prevention** model in BBVA Spain is legally regulated and is based on the right of workers to consult and participate in these areas, which they exercise and develop through the assistance of the employee representatives in the existing equality committees, where the consultations are discussed and matters of health and safety at work are dealt with, monitoring any and all activity related to prevention.

The Occupational Risk Prevention Service is the unit responsible for defining and carrying out the preventive policy that affects 100% of the Bank's workforce, and which is embodied in two lines of action: a) preventive-technical, including periodic workstation assessments, implementation of emergency and evacuation plans, and coordination of preventive initiatives; and b) occupational medicine, including medical examinations for employees, protection of specially sensitive employees, and the adaptation of workstations with specific ergonomic equipment, as well as carrying out preventive initiatives and campaigns to maintain and improve employee health and contribute to the development of a preventive culture and the promotion of healthy habits.

Occupational health (BBVA Spain. Number)		
	2018	2017
Number of technical preventive actions	3,078	2,655
Number of preventive actions to improve working conditions	3,854	3,429
Appointments for health checks	15,590	18,471
Employees represented in health and safety committees (%)	100	100
Absenteeism rate (%)	2.8	2.6

In other geographical areas in which the Group is present, there were also advances in 2018 in the field of occupational health and safety, many of them as a result of the activity of the health and safety committees in which the employees are 100% represented in most of the countries. That is:

- In the **United States**, BBVA Compass' Wellthy for Life wellness program provides employees with a comprehensive wellness program that they can customize according to their needs and interests (physical, medical, and socioeconomic) no matter where they are. During the year, six technical-preventive actions were made and the absenteeism rate was 1.1%.

- In **Mexico**, whose workforce is 100% represented in health and safety committees, various campaigns were carried out to promote awareness and prevention in the area of health and safety at work, specifically the national campaign for the prevention of breast and prostate cancer, as well as the national campaign for the prevention and control of seasonal flu. During the year, 106 technical-preventive actions were carried out and the absenteeism rate was 2.0%.
- In **Turkey**, the Bank uses occupational health and safety (OHS) software to track various activities, including risk assessment, training programs, and corrective and preventive actions, etc. During the year, 174 technical-preventive actions were carried out, 816 preventive actions to improve working conditions, more than 40,000 appointments for health checks and an absenteeism rate of 1.1%. 100% of employees are represented on the health and safety committees.
- In **South America**, there is no uniform health and safety management model for the entire area. By country, during the year, 24 technical-preventive actions were carried out in Argentina, 2,256 in Colombia, 116 in Peru, 9 in Venezuela and 5 in Paraguay. Preventive actions to improve working conditions were 15, 5,621, 662, 6, and 10, respectively, and an absenteeism rate of 1.6%, 3.6%, 1.2%, 13.6% and 0.9%, was recorded respectively. Altogether, about 10,000 appointments for health checks were issued. 100% of employees in Colombia, Peru and Paraguay are represented in the health and safety committees, 3% in Argentina and 60% in Venezuela. Uruguay has a labor safety committees composed of union and bank representatives to oversee the working, health, and occupational safety conditions of its employees. Likewise, it offers a complete medical check-up of 100% of its staff as a benefit.

Volume and absenteeism typology of employees (BBVA Group)

	2018			2017		
	Total	Male	Female	Total	Male	Female
Number withdrawn	30,696	10,181	20,515	40,187	13,513	26,673
Total number of withdrawn hours by illness or accident during the year	4,027,728	1,335,408	2,692,320	4,826,776	1,597,272	3,229,504
Number of accidents with medical withdrawn	437	147	290	473	132	341
Frequency index	2.58	1.84	3.23	2.93	2.09	3.66
Severity index	2.24	1.62	2.79	2.30	1.38	3.09
Absenteeism rate (%)	1.2	0.9	1.5	1.5	1.1	1.9

In 2018, BBVA registered a total of 437 cases of **work-related accidents** with medical leave throughout the Group (only two out of every 100 casualties are due to accidents), most of them commuting accident which represent 7.6% less than the last year.

In Spain, no case of occupational disease was registered, while the number of work accidents was 200 in the year, a figure that represents a very low severity. Thus, the Bank's severity index stands at 0.15 (0.11 men and 0.19 women), while the frequency index stands at 3.92 (2.68 men and 5.14 women).

## Organization of work

In 2018, practical ideas have been promoted to favor **work-life balance**, such as setting a deadline for leaving work that serves as a reference for the whole team, and thus avoiding presenteeism and to respect the **digital disconnection** time with the initiative of not sending emails between 8 pm and 8 am or at weekends.

Regarding the organization of working time, and with the aim of being more productive and more efficient, initiatives have been implemented such as making better use of meetings, reducing the number of meetings, their duration (by default 45 minutes) and the number of people called to attend, being more punctual and using more concise, clear and simple documentation.

Voluntary resignations (turn over) <sup>(1)</sup> and breakdown by gender (BBVA Group. Percentage)

	2018			2017		
	Total workforce turnover	Male	Female	Total workforce turnover	Male	Female
Spain	1.3	62.6	37.4	1.0	66.3	33.7
The United States	13.0	41.2	58.8	14.0	39.1	60.9
Mexico	13.3	50.7	49.3	12.9	51.3	48.7
Turkey	3.9	41.2	58.8	3.4	36.8	63.2
South America	7.7	42.7	57.3	7.6	45.6	54.4
Rest of Eurasia	4.5	46.0	54.0	5.4	63.1	36.9
<b>Total</b>	<b>7.6</b>	<b>47.1</b>	<b>52.9</b>	<b>7.3</b>	<b>47.5</b>	<b>52.5</b>

<sup>(1)</sup> Turn-over= [Resignations (excluding early retirement)/Number of employees at start of period] x 100

## Recruitment of employees by gender (BBVA Group. Number)

	2018			2017		
	Total	Male	Female	Total	Male	Female
Spain	3,242	1,494	1,748	2,714	1,175	1,539
The United States	2,657	1,184	1,473	2,987	1,373	1,614
Mexico	8,133	4,184	3,949	7,664	4,024	3,640
Turkey	2,223	987	1,236	1,931	827	1,104
South America	3,386	1,569	1,817	3,787	1,708	2,079
Rest of Eurasia	155	96	59	68	36	32
<b>Total</b>	<b>19,796</b>	<b>9,514</b>	<b>10,282</b>	<b>19,151</b>	<b>9,143</b>	<b>10,008</b>

Of which new hires are <sup>(1)</sup>:

Spain	1,252	786	466	1,237	827	410
The United States	2,650	1,177	1,473	2,951	1,350	1,601
Mexico	5,951	2,997	2,954	6,468	3,314	3,154
Turkey	2,186	973	1,213	1,823	795	1,028
South America	2,521	1,213	1,308	2,765	1,427	1,338
Rest of Eurasia	142	88	54	55	30	25
<b>Total</b>	<b>14,702</b>	<b>7,234</b>	<b>7,468</b>	<b>15,299</b>	<b>7,743</b>	<b>7,556</b>

<sup>(1)</sup> Including hires through consolidations.

## Discharge of employees by discharge type and gender (BBVA Group. Number)

	2018			2017		
	Total	Male	Female	Total	Male	Female
<b>Spain</b>						
Retirement and early retirement	525	366	159	839	621	218
Voluntary redundancies	71	33	38	129	83	46
Resignations	406	254	152	323	214	109
Dismissals	79	48	31	69	39	30
Others <sup>(1)</sup>	2,407	960	1,447	2,221	816	1,405
<b>The United States</b>						
Retirement and early retirement	59	10	49	51	11	40
Voluntary redundancies	2	1	1	1	1	0
Resignations	1,420	585	835	1,479	578	901
Dismissals	101	45	56	144	61	83
Others <sup>(1)</sup>	1,019	447	572	928	439	489
<b>Mexico</b>						
Retirement and early retirement	385	190	195	362	207	155
Voluntary redundancies	105	59	46	47	28	19
Resignations	4,931	2,499	2,432	4,814	2,469	2,345
Dismissals	2,613	1,193	1,420	1,711	925	786
Others <sup>(1)</sup>	1,183	671	512	901	460	441
<b>Turkey</b>						
Retirement and early retirement	90	46	44	101	46	55
Voluntary redundancies	110	57	53	46	28	18
Resignations	883	364	519	810	298	512
Dismissals	19	13	6	10	7	3
Others <sup>(1)</sup>	1,742	721	1,021	2,027	774	1,253
<b>South America</b>						
Retirement and early retirement	54	29	25	32	22	10
Voluntary redundancies	416	231	185	855	382	473
Resignations	2,273	971	1,302	2,335	1,064	1,271
Dismissals	334	164	170	682	322	360
Others <sup>(1)</sup>	4,682	2,067	2,615	1,003	460	543
<b>Rest of Eurasia</b>						
Retirement and early retirement	3	2	1	12	7	5
Voluntary redundancies	10	4	6	47	33	14
Resignations	50	23	27	65	41	24
Dismissals	10	6	4	13	7	6
Others <sup>(1)</sup>	43	35	8	30	19	11
<b>Total Group</b>						
Retirement and early retirement	1,116	643	473	1,397	914	483
Voluntary redundancies	714	385	329	1,125	555	570
Resignations	9,963	4,696	5,267	9,826	4,664	5,162
Dismissals	3,156	1,469	1,687	2,629	1,361	1,268
Others <sup>(1)</sup>	11,076	4,901	6,175	7,110	2,968	4,142

<sup>(1)</sup> Others include permanent termination and death. In 2018, South America and Total Group include the sale of BBVA Chile.

## Dismissals by professional category and age stages (BBVA Group. Number)

	2018				2017			
	Total	<25	25-45	>45	Total	<25	25-45	>45
<b>Spain</b>								
Management team <sup>(1)</sup>	12	0	2	10	7	0	3	4
Middle men	3	0	0	3	6	0	3	3
Specialists	23	1	15	7	33	0	23	10
Sales force	27	0	18	9	0	0	0	0
Base positions	14	0	8	6	23	0	16	7
<b>The United States</b>								
Management team <sup>(1)</sup>	0	0	0	0	0	0	0	0
Middle men	4	0	2	2	6	0	3	3
Specialists	3	0	0	3	16	0	12	4
Sales force	44	6	28	10	51	6	37	8
Base positions	50	13	34	3	71	19	40	12
<b>Mexico</b>								
Management team <sup>(1)</sup>	10	0	1	9	13	0	3	10
Middle men	23	0	6	17	29	0	14	15
Specialists	1,338	39	897	402	1,132	30	842	260
Sales force	824	35	602	187	180	6	136	38
Base positions	418	44	340	34	357	15	257	85
<b>Turkey</b>								
Management team <sup>(1)</sup>	0	0	0	0	0	0	0	0
Middle men	3	0	3	0	4	0	4	0
Specialists	11	2	9	0	5	0	5	0
Sales force	5	0	5	0	0	0	0	0
Base positions	0	0	0	0	1	0	1	0
<b>South America</b>								
Management team <sup>(1)</sup>	3	0	0	3	6	0	1	5
Middle men	20	0	8	12	101	0	55	46
Specialists	77	2	45	30	308	10	229	69
Sales force	178	12	132	34	47	1	35	11
Base positions	56	20	27	9	220	48	134	38
<b>Rest of Eurasia</b>								
Management team <sup>(1)</sup>	2	0	0	2	2	0	0	2
Middle men	1	0	0	1	0	0	0	0
Specialists	4	0	3	1	10	0	2	8
Sales force	3	0	1	2	1	0	1	0
Base positions	0	0	0	0	0	0	0	0
<b>Group Total</b>								
Management team <sup>(1)</sup>	27	0	3	24	28	0	7	21
Middle men	54	0	19	35	146	0	79	67
Specialists	1,456	44	969	443	1,504	40	1,113	351
Sales force	1,081	53	786	242	279	13	209	57
Base positions	538	77	409	52	672	82	448	142

<sup>(1)</sup> The management team includes the highest range of the Group's management.

## Remuneration

BBVA has a **remuneration policy** designed within the framework of the specific regulations applicable to credit institutions, and geared towards the recurring generation of value for the Group, seeking also the alignment of the interests of its employees and shareholders, with prudent risk management. This policy is adapted at all times to what is established under applicable legal standards at all times, and incorporates the standards and principles of national and international best practices.

This policy is part of the elements designed by the Board of Directors as part of the BBVA corporate governance system to ensure proper management of the Group, and meets the following requirements:

- it is compatible and promotes prudent and effective risk management, not offering incentives to assume risks that exceed the level tolerated by the Group;
- it is compatible with BBVA's business strategy, objectives, values and long-term interests, and will include measures intended to avoid conflicts of interest;
- clearly distinguishes the criteria for the establishment of fixed remuneration and variable remuneration;
- promotes equal treatment for all staff, not introducing differences due to gender or personal reasons of any kind; and
- ensures that remuneration is not based exclusively or primarily on quantitative criteria and takes into account adequate qualitative criteria that reflect compliance with the applicable standards.

The **remuneration model** applicable in general to the entire staff of the BBVA Group contains two different elements:

- Fixed remuneration, which takes into account the level of responsibility, the functions carried out and the professional career of each employee, the principles of internal equity, and the value of the function in the market, constituting a relevant part of the total compensation. The concession and the amount of the fixed remuneration are based on a predetermined objective and are non-discretionary criteria.

- Variable remuneration constituted by those payments or benefits additional to the fixed remuneration, whether monetary or not, that are based on variable parameters. This remuneration must be linked, in general, to the achievement of previously specified objectives, and will take current and future risks into account.

The remuneration policy of the BBVA Group promotes equal treatment between men and women, which does not establish or encourage wage differentiation. The remuneration model rewards the level of responsibility and career pathway, ensuring internal equity and external competitiveness.

The wage gap by homogeneous professional categories in the Group as a whole is -10.6%. The differences observed in the average remunerations of some groups are derived from factors such as seniority, and its wide composition, and are not representative of the wage gap. The aforementioned is due to the fact that these average remunerations include very diverse professional categories, and therefore are influenced by aspects such as the different distribution of men and women by professional category or the greater proportion of women in countries with lower average remunerations.

In this sense, the Group has launched various initiatives to continue improving in a more balanced representation of all the groups in the different areas and levels of responsibility (see the Professional Development section).

### Wage gap <sup>(1)</sup> (Percentage)

	2018	2017
BBVA Group	(10.6)	(10.1)

<sup>(1)</sup> Wage gap measured as a difference in average wages between women and men, expressed as a percentage of the average remuneration of men.

### Total average remuneration by professional category (BBVA Group. Euros)

	2018	2017
Management team <sup>(1)</sup>	110,159	106,651
Middle men	59,594	59,866
Specialists	28,384	28,194
Base Positions	20,757	19,510

<sup>(1)</sup> The management team includes the highest range of the Group's management.



Total average remuneration by age stages and gender(BBVA Group. Euros)

	2018			2017		
	Female	Male	Total	Female	Male	Total
<25 years	8,880	10,829	9,714	8,333	9,722	8,897
25-45 years	23,651	31,884	27,263	23,413	32,317	27,293
>45 years	44,755	66,114	56,358	42,487	63,952	54,324

The remunerations of the members of the Board are disclosed at an individual level and by remunerative concept in the Note 54 to the Consolidated Financial Statements. With regards to the members of the senior management, the total remuneration amounted to €1,965 million in the case of men and to €1,759 million in the case of women.

### Pensions and other benefits

BBVA has an employee welfare system which is ordered according to the geographical areas and coverage offered to different groups of employees. In general, the social security system has a defined contribution for the retirement provision. The Group's pension policy is compatible with the Entity's business strategy, objectives and long-term interests.

Contributions to the **social security systems** of the Group's employees are made within the framework of applicable labor regulations and individual or collective agreements applicable in each entity, sector or geographical area. The bases of

calculation on which the benefits revolve (commitments for retirement, death and disability) reflect fixed annual amounts, there being no temporary fluctuations derived from variable components or individual results.

Regarding the other **benefits**, the Group provides for a local framework of application, according to which each entity, depending on its activity sector and the geographical area in which it operates, has a package of benefits for employees within the entity's specific remuneration scheme.

In 2018, the Bank in Spain made a payment of 23.5 million euros by way of savings contributions to pension plans and life and accident insurance premiums, of which 13.3 million euros corresponds to contributions to men and 10.2 million to women. This payment represents more than 95% of the expenditure on pensions in Spain, excluding single policies. On average, the contribution received by each employee is 964 euros during the year (1,105 euros men and 826 euros women).

## Volunteer work

In the **Corporate Volunteer Work** Policy, BBVA expresses its commitment to this type of activity and facilitates the conditions for its employees to carry out corporate volunteer work actions that generate social impact. This policy is applied in all countries in which the Group is present. Corporate volunteer work activities empower the development of employees, channeling their spirit of solidarity, allowing them to make a personal contribution of their time and knowledge in order to help the people who need it most. This results in an improvement of self-esteem, increasing the sense of pride in belonging to the company, and, consequently, in the attraction and retention of talent. It also generates a positive impact in terms of the Group's level of social responsibility. During 2018, we have seen more than 14,000 employee participations in volunteer actions promoted by BBVA.

One new event to highlight is the Global Volunteer Week, which took place during the month of September. More than 8,000 BBVA employees were organized into 325 solidarity activities carried out in over 15 countries. The employees, accompanied in many cases by family and friends, demonstrated their concern for social and environmental issues, and for one week, they participated in activities that reinforced their relationship between colleagues, working as a single team and contributing to the improvement of their environment. Below is a brief summary by country:

- **In Argentina**, employees participated in almost 30 activities such as awareness talks, preparation and classification of food, financial education workshops in schools or a day of artistic expression in a pediatric hospital. They have collaborated with the groups like Techo Foundation or Banco de Alimentos.
- **In Colombia**, employees participated in initiatives to support children and young people at risk of social exclusion along with Hogar San Pedro Claver, the Esperanza de Amaly Foundation, or the House of Mother and Child.
- **In Spain**, employees had the opportunity to choose from 90 activities: collection of food and clothing, training in school support, reforestation, support in soup kitchens, solidarity markets. with entities such as the Spanish Federation of Food Banks, Red Cross, Theodora Foundation or the San Vicente de Paul Foundation. More than 36 tons of food were collected in Spain.
- **In Mexico**, the initiative with the greatest level of participation was the reforestation and rehabilitation of the Chapultepec forest, neighbor of the BBVA Bancomer Tower and the most important natural lung in Mexico City. They planted 4,000 plants of different species, and painted one of the most important open forum spaces in the park. Other activities were carried out, such as mentoring the employees of the BBVA Bancomer Foundation by employees; reforestation in Saltillo, planting in the State of Mexico and in three schools of the program undergoing reconstruction after the earthquakes.
- **In Paraguay**, employees have given talks on financial education and awareness of the importance of taking care of the planet to children of Fundación Alda and others from public schools. They have made piggy banks with recyclable materials, collected by employees.
- **In Peru**, employees collected plastic caps in order to buy wheelchairs for hospitalized children. In addition, a group of volunteers also dedicated themselves to cleaning Los Pescadores beach. The result was 120 kilos of waste and plastics collected in a few hours.
- **In Turkey**, employees focused on children, with book collections and organization of birthday parties for the children of The Hope Foundation for Children with Cancer. In addition, they have acted to provide visibility to the work of different NGOs with the organization of a solidarity fair and collection of funds.
- **In Uruguay**, the centers for two solidarity organizations were set up, and activities involving animation for the children who are beneficiaries of the Ronald McDonald Foundation were carried out. There, too, BBVA awarded 20 scholarships for children to access The Electric Academy, an innovative training space that works to bring the education of the future to the present.
- **In the United States**, employees focused on the collection and distribution of food, the adaptation and reconstruction of schools and homes, and the support of financial education for adults. More than 2,000 employees participated in this volunteer week.
- **In Venezuela**, employees have collected toys and participated in entertainment activities for hospitalized children, among other initiatives. In addition, a talk on the prevention of technological fraud was held at the San Francisco de Sales School, where children were made aware of the most frequent risks to which they are exposed when using social networks and security tips were provided on how to safeguard accounts, passwords and privacy.
- The Global Volunteer Week was also held in the offices in London, Paris and Hong Kong.