

# MISSION, VISION AND VALUES

Bankia has a vision and mission that respond to a set of values guiding its activity. This sets the bank apart and enables it to forge strong and stable relationships that are essential to its business and for its stakeholders (customers, shareholders, employees, suppliers, society at large, etc.).

**VISION**  
WE TAKE A  
PRINCIPLE-BASED  
APPROACH IN ORDER  
TO PROVIDE YOU  
WITH THE BEST  
BANKING SERVICE

**MISSION**  
PROVIDE AN EFFICIENTE AND  
HIGH QUALITY SERVICE TO  
OUR CUSTOMERS

REWARD OUR SHAREHOLDERS  
COMPETITIVELY

MAKE A POSITIVE CONTRIBUTION  
TO THE PUBLIC FINANCES

PROVIDE OUR EMPLOYEES WITH  
OPPORTUNITIES FOR PROFESSIONAL  
DEVELOPMENT

HELP TO IMPROVE THE MARKET'S  
ASSESSMENT AND PERCEPTION  
OF THE FINANCIAL SYSTEM

**VALUES**  
PROFESSIONALISM  
INTEGRITY  
COMMITMENT  
PROXIMITY  
ACHIEVEMENT ORIENTATION



## OUR COMMITMENT

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In short, Bankia's vision and mission, which are the driving force behind the 2016-2018 Responsible Management Plan, are to become a better and more trustworthy bank vis-à-vis respect for the values the bank has adopted as its own: professionalism, integrity, commitment, closeness and a focus on achievement. This mission is carried out while concentrating on our various stakeholders, each of whom constitutes a true force for change. In other words, a stimulus for reviewing and perfecting the products, services and processes affecting them.

### SHAREHOLDERS

As Bankia's owners, they are entitled to receive competitive compensation for their investments and appropriate mechanisms for communicating with the bank. Last year, the former right resulted in the distribution of the first dividend in Bankia's history. Communication mechanisms, meanwhile, are continuously improved by exploiting the opportunities that have opened up in the digital age.

### CUSTOMERS

One of Bankia's core objectives is to strive to provide a top-notch, efficient service. It achieves this by exhaustively monitoring the commercial network and the solutions it offers, allowing it to enhance the experience of retail and business customers alike. In part, this is made possible by offering personalised care and advice, along with initiatives such as the new zero-fees programme launched in 2016.

### EMPLOYEES

Talent searches and ongoing training are fundamental not only to fulfilling employees' legitimate aspirations to develop their careers at Bankia, but also

paving the bank's way to excellence. A survey was conducted in 2015 to identify and optimise the workplace climate, driving up employee satisfaction and dedication.

### SUPPLIERS

As laid down in Bankia's Code of Ethics and Conduct, relations with suppliers are based on mutual benefit, loyalty and honesty, transparency and equal opportunities, confidentiality and corporate social responsibility. Supplier approval and contracting processes are increasingly stringent, with a clear focus on diversification. The bank has channels in place to ascertain suppliers' concerns, suggestions and complaints in its search for the common good.

### SOCIETY

Bankia's investment in this area is primarily earmarked for projects answering the needs of the most vulnerable members of society: housing, emerging poverty, employability, local and rural development and disability. Charity work is conducted with the help of the bank's staff, who nominate some of the NGOs receiving donations. Bankia also sponsors various specific projects, demonstrating its commitment to society.

### THE ENVIRONMENT

The objective of the 2015-2019 Energy Efficiency Plan is to slash electricity and fuel consumption by 19% versus 2013. The rollout of remote energy management systems in offices and IT equipment, the replacement of air conditioning, and internal awareness raising campaigns are crucial elements of the plan, which has a budget of over 10 million euros.

## RESPONSIBLE MANAGEMENT POLICY

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After the Responsible Management Policy was approved by the Board of Directors at the beginning of 2015, work has continued on drawing up the 2016-2018 Responsible Management Plan, which revolves around the bank's values and has two fundamental pillars: i) listening and speaking to stakeholders; and ii) continuous supervision and assessment of the outcomes of action taken. The plan will be signed off in early 2016 by the Board, who will also be responsible for managing, overseeing and controlling the plan.

Several aspects defining the responsible management policy already in place at Bankia were considered when drafting the 2016-2016 Plan. A realistic policy, because it affects the other plans rolled out by the bank; cross-cutting, i.e. applicable to all activities and staff; dedicated to all stakeholders, without exception; simple, clear and unique.

## CHANNELS OF DIALOGUE

### CUSTOMERS

- Letters and emails from the Chairman
- Branch network
- Customer Service
- Social networks
- 'Bankia Actualidad' (Bankia News) bulletin monthly newsletter
- Corporate websites
- Interviews and surveys
- Specific seminars and event days
- Confidential whistle-blowing channel
- Focus group

### SHAREHOLDERS AND INVESTORS

- General Shareholders' Meeting
- Branch network
- Road shows
- International conferences
- Shareholders' Office
- Corporate websites
- Shareholder and investor information service
- Focus group
- Corporate reports

### EMPLOYEES

- People managers
- Intranet
- On-line forums
- Focus groups
- 'Bankia On-line' magazine
- 'Bankia En30segundos' (Bankia in 30 seconds) weekly newsletter
- HR People line
- Seminars and event days
- Corporate websites
- Confidential whistle-blowing channel

### SUPPLIERS

- Supplier portal
- Supplier Service
- Specialised strategic supplier manager
- Satisfaction surveys
- Corporate websites
- Confidential whistle-blowing channel
- Focus group

### SOCIETY

- Branch network
- 'Bankia Actualidad' newsletter (Bankia News) monthly newsletter
- CSR mailbox
- Volunteers' Portal
- Social networks
- Corporate websites
- Annual report

### GOVERNING BODIES

- Internal and external workshops
- Meetings with staff
- Emails from the Chairman

## KNOW AND LISTEN

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As a starting point to implementing the Plan, an in-house survey (of managers and the commercial network) and another external campaign involving telephone interviews and focus groups (of customers, experts, regulators, key agencies, suppliers, analysts and the Media) were conducted to find out their

views and expectations. The outcome was a list of issues that Bankia must address and that basically coincide with those identified in the materiality study at the end of 2014 performed with the help of an independent consultant. The materiality analysis provides added value as it allows reporting in accordance with the AA1000APS standard and the recommendations set forth in the G4 Sustainability Reporting Guidelines of the Global Reporting Initiative.

## IMPORTANT ISSUES

- 1 CORPORATE GOVERNANCE

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- 2 RISK MANAGEMENT

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- 3 INTEGRITY

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- 4 ETHICAL SALES PRACTICES

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- 5 ADAPTING TO CUSTOMER NEEDS

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- 6 DEVELOPMENT OF HUMAN CAPITAL

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- 7 DIVERSITY, EQUAL OPPORTUNITIES AND WORK-LIFE BALANCE

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- 8 INNOVATION

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- 9 FINANCIAL EDUCATION

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- 10 FINANCIAL INCLUSIVENESS

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- 11 SOCIAL ACTION

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- 12 SUPPLY CHAIN MANAGEMENT

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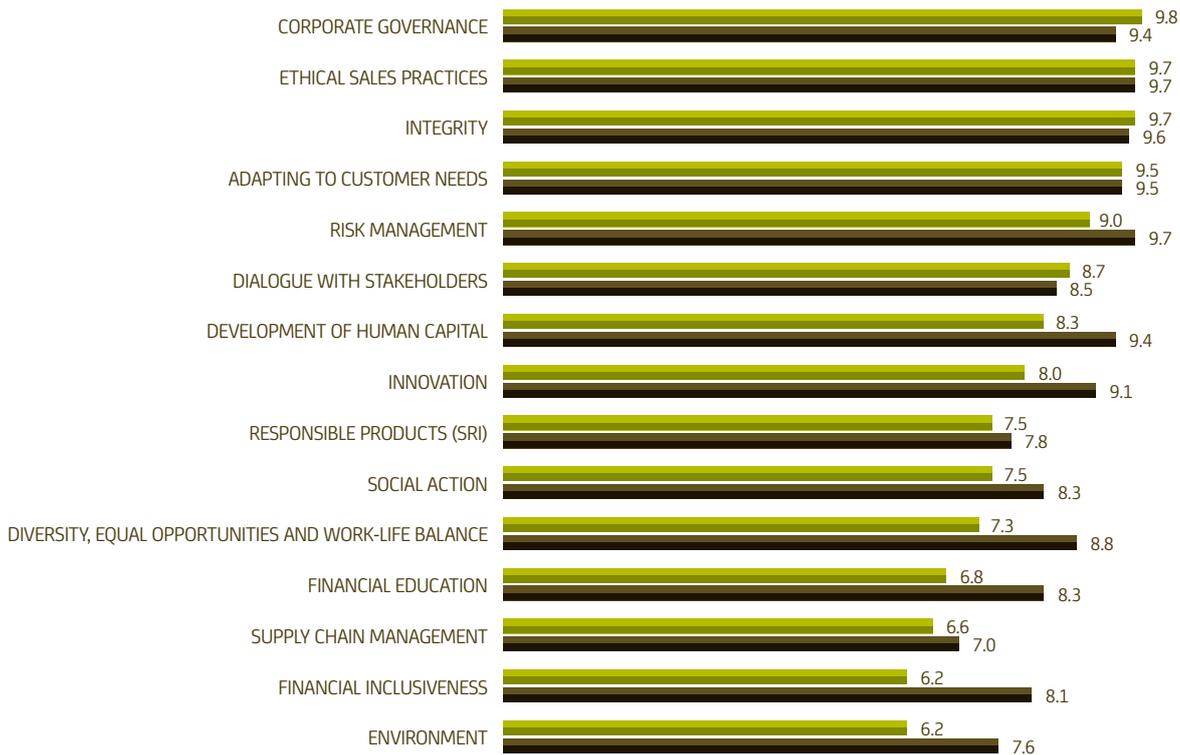
- 13 DIALOGUE WITH STAKEHOLDERS

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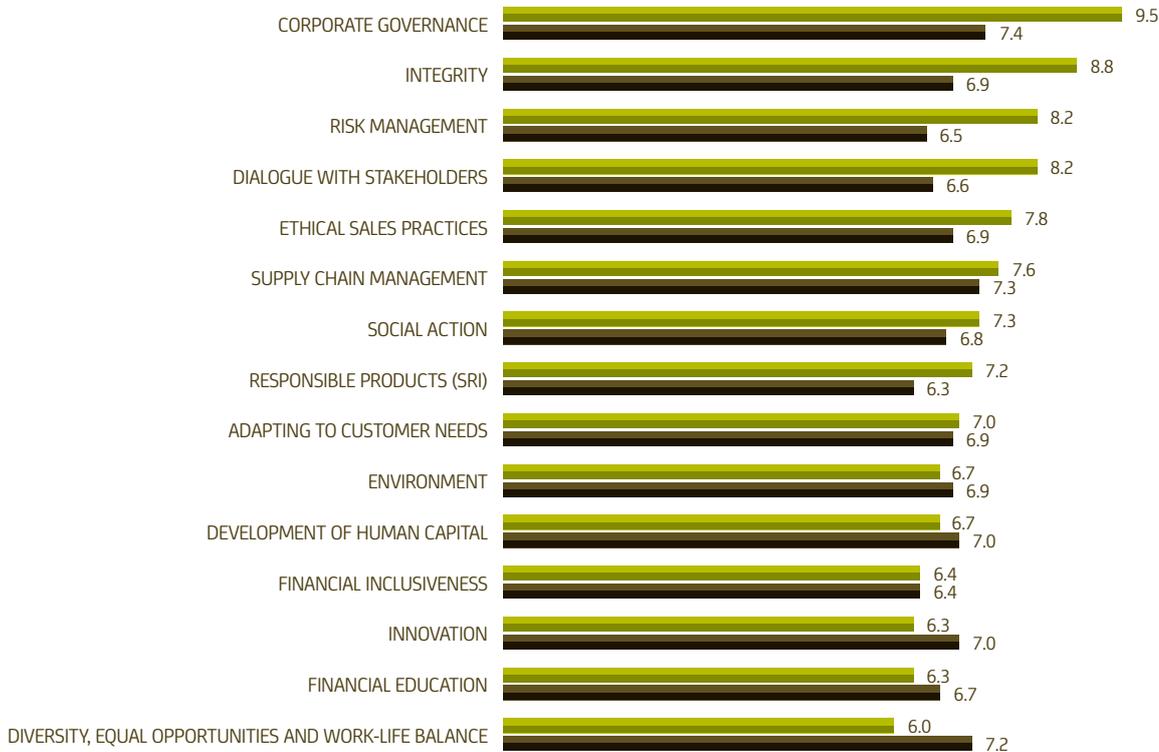
- 14 THE ENVIRONMENT: ECOEFFICIENCY; THREATS AND OPPORTUNITIES ASSOCIATED WITH CLIMATE CHANGE

## IMPORTANCE GIVEN TO ISSUES IDENTIFIED

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## SCORE FOR BANKIA'S PERFORMANCE VIS-À-VIS THE ISSUES IDENTIFIED



● IN-HOUSE SCORE

● SCORE GIVEN BY EXTERNAL STAKEHOLDERS

## SCORE GIVEN BY EXTERNAL STAKEHOLDERS

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The established mechanisms for dialogue and information analysis have allowed a raft of proposals to be drawn up that complement the strategies set out in the 2016-2018 Responsible Management Plan.

The strategies set forth in the 2016-2018 Responsible Management Plan are in line with the Ten Principles of the Global Compact (United Nations Global Compact for corporate social responsibility) and the Sustainable Development Goals approved by the members of this initiative in 2015.

### STRATEGY PROPOSAL

### PROPOSAL

#### CORPORATE GOVERNANCE

Integrate and encourage responsible management to contribute to building a culture of transparency and integrity, guaranteeing the interests of all stakeholders are met

#### CUSTOMERS

Forge full relationships of integrity tailored to customers' requirements, ensuring Bankia is recognised for its treatment and the trust generated

#### EMPLOYEES

Consolidate the corporate identity through a project that ensures Bankia's success is everyone's success, and the responsible management culture is present in every area of the business

#### SOCIETY

Gain recognition as a driver of social and economic development in the communities we serve, working to tackle the main concerns facing society and striving to maximise our positive impact

#### SHAREHOLDERS AND INVESTORS

Bolster transparent reporting of the bank's non-financial performance to analysts and investors, providing transparent and clear extra-financial information

#### SUPPLIERS

Encourage responsible management across the supply chain, evaluating counterparty risks and developing improvement plans that help to spread our responsibility commitment and fuel economic development in other productive sectors

#### THE ENVIRONMENT

Minimise environmental impact and cut associated costs through more efficient consumption of resources and appropriate environmental management across all processes

## NUMBER OF RESPONSIBLE MANAGEMENT COMMITTEE MEETINGS

# 4

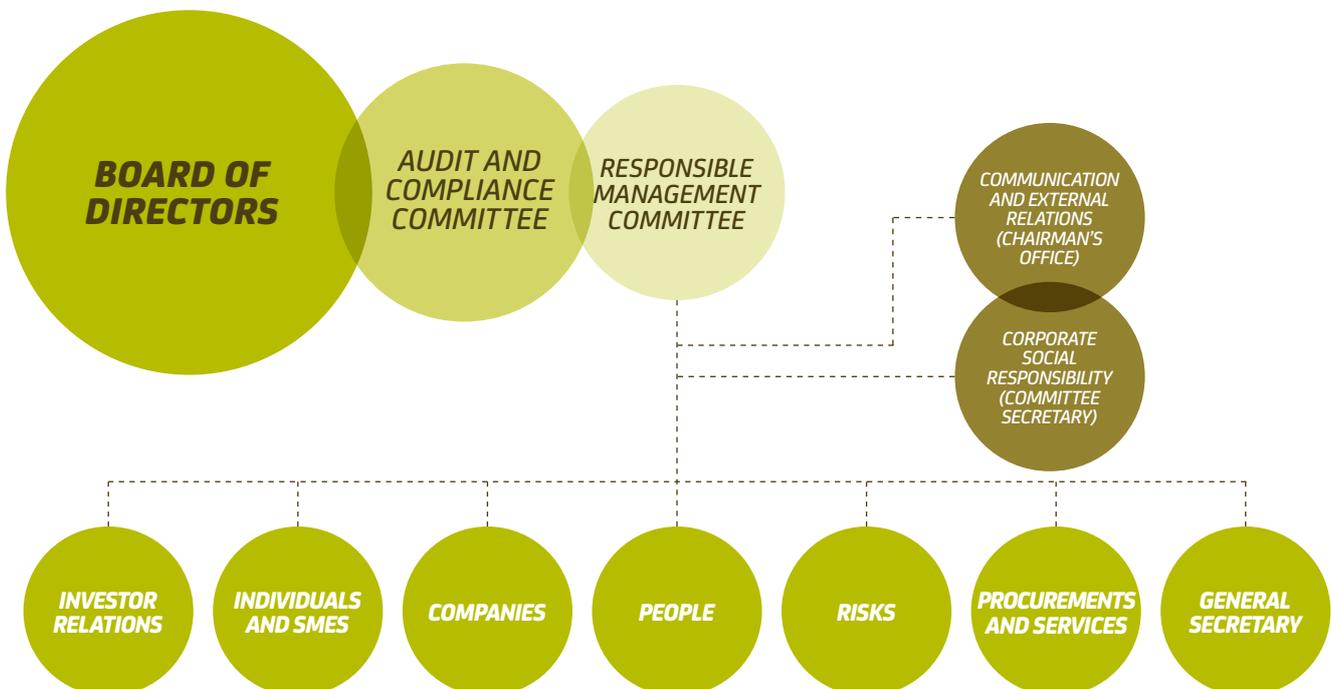
### RESPONSIBILITY FOR AND SUPERVISION AND EVALUATION OF RESPONSIBLE MANAGEMENT

Since November 2015, the Audit and Compliance Committee (ACC) comprising four non-executive directors has been charged with the following:

- Reviewing the Company's corporate social responsibility policy, seeing to it that it is aimed at creation of value.
- Monitoring the corporate social responsibility strategy and practices and evaluating the degree of compliance thereof.
- Monitoring and evaluating the processes of relationships with the various stakeholder groups.
- Evaluating everything related to non-financial risks of the Company, including the operational, technological, legal, social, environmental, political and reputation risks.

- Coordinating the process of reporting non-financial and diversity information, in accordance with applicable regulations and reference international standards.

The Responsible Management Committee was formed in December 2014. It meets quarterly and formally reports to the Audit and Compliance Committee, championing everything that stakeholders demand of Bankia day by day. In February 2016, under the auspices of the Board of Directors, the Appointments Committee assumes the undeleagatable powers corresponding to the functions of Responsible Management.





Red Pacto Mundial España  
WE SUPPORT

BANKIA IS A MEMBER OF THE SPANISH NETWORK  
OF THE UNITED NATIONS GLOBAL COMPACT.

THIS REPORT PROVIDES THE INFORMATION SET FORTH IN VERSION G4 OF THE GUIDELINES OF THE GLOBAL REPORTING INITIATIVE (GRI) PURSUANT TO ITS EXHAUSTIVE CRITERIA AND ALSO SERVES AS A PROGRESS REPORT. THE MEMORANDUM OF UNDERSTANDING SIGNED BY THE GRI AND THE UN GLOBAL COMPACT SETS OUT THE LINKS BETWEEN THE GRI INDICATORS AND GLOBAL COMPACT PRINCIPLES.

### **PRINCIPLE 1**

BUSINESSES SHOULD SUPPORT AND RESPECT THE PROTECTION OF INTERNATIONALLY PROCLAIMED HUMAN RIGHTS WITHIN THEIR SPHERE OF INFLUENCE.

### **PRINCIPLE 2**

BUSINESS SHOULD MAKE SURE THAT THEY ARE NOT COMPLICIT IN HUMAN RIGHTS ABUSES

### **PRINCIPLE 3**

BUSINESSES SHOULD UPHOLD THE FREEDOM OF ASSOCIATION AND THE EFFECTIVE RECOGNITION OF THE RIGHT TO COLLECTIVE BARGAINING.

### **PRINCIPLE 4**

BUSINESSES SHOULD UPHOLD THE ELIMINATION OF ALL FORMS OF FORCED AND COMPULSORY LABOUR.

### **PRINCIPLE 5**

BUSINESSES SHOULD SUPPORT THE EFFECTIVE ABOLITION OF CHILD LABOUR.

### **PRINCIPLE 6**

BUSINESSES SHOULD UPHOLD THE ELIMINATION OF DISCRIMINATION IN RESPECT OF EMPLOYMENT AND BUSINESSES

### **PRINCIPLE 7**

SHOULD SUPPORT A PRECAUTIONARY APPROACH TO ENVIRONMENTAL CHALLENGES

### **PRINCIPLE 8**

BUSINESSES SHOULD UNDERTAKE INITIATIVES TO PROMOTE GREATER ENVIRONMENTAL RESPONSIBILITY

### **PRINCIPLE 9**

BUSINESSES SHOULD ENCOURAGE THE DEVELOPMENT AND DIFFUSION OF ENVIRONMENTALLY FRIENDLY TECHNOLOGIES.

### **PRINCIPLE 10**

BUSINESSES SHOULD WORK AGAINST CORRUPTION IN ALL ITS FORMS, INCLUDING EXTORTION AND BRIBERY.

## SUSTAINABLE DEVELOPMENT GOALS

Bankia has signed up to the Sustainable Development Goals (SDGs) adopted by the UN General Assembly in September 2015, which is demonstrated by its

consideration of the SDGs when drawing up and developing the 2016-2018 Bankia Responsible Management Plan. The Plan sets forth the goals that Bankia can support in its area of activity, taking a sustainable and responsible approach to conducting its affairs.

## SUSTAINABLE DEVELOPMENT GOALS



● PRIORITY PRINCIPLES AT BANKIA

## INITIATIVES AND FORUMS OF WHICH BANKIA IS A MEMBER

