

# 01.1

## MISSION, VISION AND VALUES.

BANKIA DEFINES ITS VISION, MISSION AND VALUES IN ORDER TO EXPLAIN NOT ONLY HOW IT DOES THINGS BUT ALSO WHY. VISION, MISSION AND VALUES PROJECT A UNIQUE AND RECOGNISABLE WAY OF DOING THINGS THAT HELPS ALL THE BANK'S PROFESSIONALS WORK TOGETHER AND BUILD STRONG, STABLE RELATIONSHIPS OF TRUST.

Bankia's vision, mission and values are the bedrock of its culture. Their principles influence the bank's business strategy and management model. They also determine the bank's working philosophy and the relationships it establishes,

both internally within the organization and externally with stakeholders (including customers, shareholders, employees, suppliers and society at large).



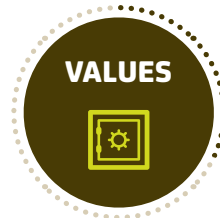
**VISION**

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



**MISSION**

- PROVIDE AN EFFICIENT, 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 AND CHALLENGES FOR THE FUTURE

G4-24 G4-25

In February 2016 the Board of Directors approved the 2016-2018 Responsible Management Plan, which was prepared taking both the bank's strategy and the opinions of its stakeholders into consideration. The plan gives concrete expression, through initiatives and projects, to the main themes of the bank's responsible management policy.

The Responsible Management Plan rests on two fundamental practices: listening to and dialogue with stakeholders; and continuous supervision and assessment of actions taken under the plan. The plan has a series of projects and annual objectives that are monitored through a dashboard, which is updated each quarter and is presented to the Board of Directors. The main lines of work in 2016 and the degree of achievement of project objectives are follows:

THE 2016-2018  
RESPONSIBLE  
MANAGEMENT PLAN  
WAS APPROVED BY THE  
BOARD OF DIRECTORS  
IN FEBRUARY 2016.

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## MISSION, VISION AND VALUES.

Accomplished ●

In progress ●

Not accomplished ●

G4-24



### CORPORATE GOVERNANCE

Foster a culture of transparency and integrity that protects the interests of all stakeholders.

### 2016 MILESTONES

Create a Board Responsible Management Committee. ●

Define and implement the extra-financial (reputational) risk map. ●

Responsible management training and awareness building for BoD. ●



### CUSTOMERS

Honest relationships that match customers' real needs. In Bankia the customer is the greatest asset, so offering the customer high levels of professionalism and high quality service is a core objective.

Promote financial education. ●

Define a set of rules for responsible marketing. ●



### EMPLOYEES

Work and make progress in a common project in which the culture of responsible management impregnates every aspect of the business and where success for Bankia is success for everybody.

Define and approve the Equal Opportunities Charter. ●

Assess employees' loyalty to the values. ●



All of BANKIA's responsible management initiatives and projects are driven by the Responsible Management Committee, created in December 2014.

G4-24

2016 MILESTONES

**SOCIETY**

.....

Listen to, identify and support the real needs of the community. The Bank will work to ensure that growth is positive and sustainable for all parties involved.

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- Create a Dual Vocational Training research and development centre.
- Design products and services with an environmental and social focus.

**SUPPLIERS**

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Extend the commitment to responsible management to the supply chain. Bankia works with suppliers to apply best ethical, social and environmental practices and build lasting relationships.

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- Renew UNE 15896 certification in Purchasing.
- Draw up the supply chain risk map.
- Organise ethical, social and environmental awareness days for suppliers.

**ENVIRONMENT**

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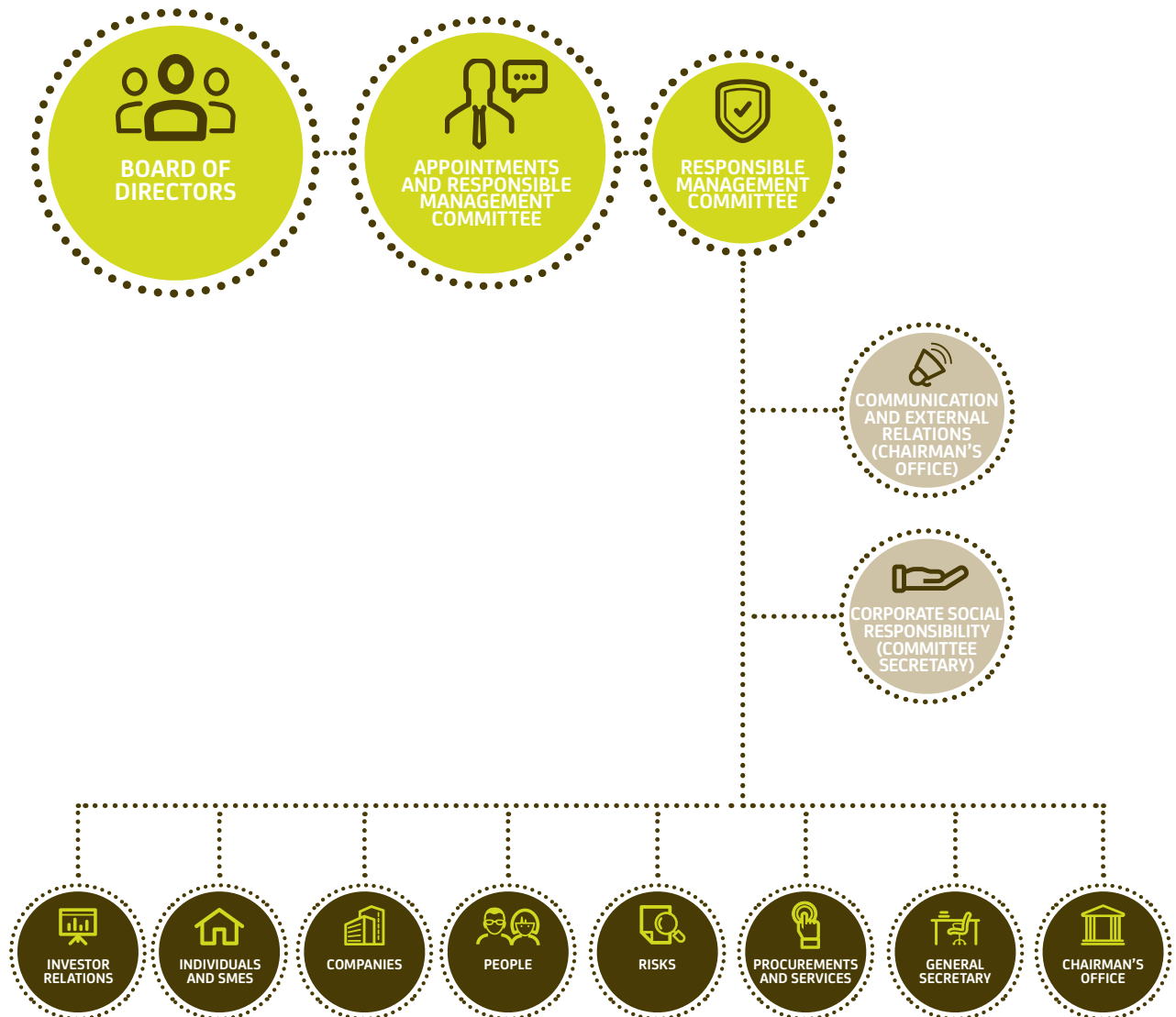
Respect the environment and take responsibility for impacts arising from the bank's activity. Work to reduce the bank's environmental footprint and promote responsible attitudes among employees, suppliers and customers.

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- Develop environmental awareness programmes for professionals.
- Source 100% of electricity from renewable sources.

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## MISSION, VISION AND VALUES.



## RESPONSIBILITY, SUPERVISION AND ASSESSMENT

Ultimate responsibility for corporate social responsibility in Bankia belongs to the Board of Directors. In December 2015 the remit of the Appointments Committee was extended to include overseeing responsible management policy and the committee's name was changed to that of the Appointments and Responsible Management Committee. Made up of four independent directors, this committee reviews and assesses the bank's corporate social responsibility policy and practice and oversees relations with the different stakeholder groups.

All the initiatives and projects relating to Bankia's responsible management are overseen by the Responsible Management Committee, which was created in December 2014. The Committee is made up of the managers from the various units in the bank that have direct relations with stakeholders. The Committee is chaired by the Deputy General Directorate of Communication and External Relations, which has a standing invitation to attend meetings of the Board of Directors. The post of secretary of the committee is held by the Corporate Social Responsibility Directorate, which is in charge of researching, proposing, coordinating and fostering internal debate on responsible management in Bankia.

## ACTIVE LISTENING AS A MEANS TO IMPROVE

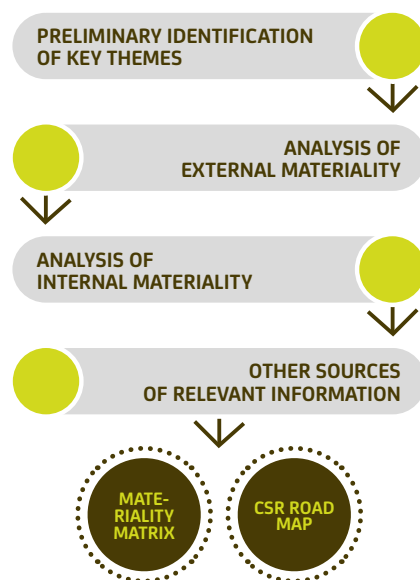


In 2016 Bankia carried out another materiality analysis (the previous one was carried out in 2014) to get a first-hand account of the expectations and perceptions of the most important stakeholders. To do that it conducted surveys both internally (managers and commercial network) and externally (shareholders, personal and business customers, industry experts, regulators, standard-making bodies, suppliers, analysts), using face-to-face and telephone interviews, focus sessions and questionnaires.

## IN OCTOBER 2016-2018 THE BOARD OF DIRECTORS APPROVED BANKIA'S HUMAN RIGHTS POLICY

The study revealed the gap between perceived performance and actual performance and so helped identify a number of key issues that will be the focus of Bankia's next initiatives and projects, in line with the behaviours expected by stakeholders.

### MAIN PHASES OF THE MATERIALITY ANALYSIS



Bankia's teams worked together to incorporate the results of this active listening exercise into the bank's decision-making processes. Communication with each stakeholder group is built on transparency (knowledge of Bankia's present and future), participation and dialogue (ongoing, two-way communication) and mutual benefit (balanced development and progress, not only economic development).

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### CHANNELS OF DIALOGUE G4-26



CUSTOMERS

- LETTERS AND E-MAILS TO THE CHAIRMAN
- COMMERCIAL NETWORK
- CUSTOMER SERVICE
- SOCIAL NETWORKS
- "BANKIA ACTUALIDAD" (BANKIA NEWS)

- CORPORATE WEB SITES
- SURVEYS AND INTERVIEWS
- SPECIFIC SEMINARS AND EVENT DAYS
- CONFIDENTIAL WHISTLE-BLOWING CHANNEL



SHAREHOLDERS AND INVESTORS

- GENERAL SHAREHOLDERS' MEETING
- COMMERCIAL NETWORK
- ROAD SHOWS
- INTERNATIONAL CONFERENCES
- SHAREHOLDER'S OFFICE

- CORPORATE WEB SITES
- SHAREHOLDER AND INVESTOR INFORMATION SERVICE



EMPLOYEES

- PEOPLE MANAGERS
- INTRANET
- ONLINE FORUMS
- FOCUS GROUPS
- "BANKIA ONLINE" MAGAZINE

- "BANKIA EN30SEGUNDOS" (BANKIA IN 30 SECONDS) WEEKLY NEWSLETTER
- HR PEOPLE LINE
- SEMINARS AND EVENT DAYS
- CORPORATE WEB SITES
- CONFIDENTIAL WHISTLE-BLOWING CHANNEL



SUPPLIERS

- SUPPLIER PORTAL
- SUPPLIER SERVICE CENTRE
- SPECIALISED STRATEGIC SUPPLIER MANAGER
- SATISFACTION SURVEYS
- CORPORATE WEB SITES
- CONFIDENTIAL WHISTLE-BLOWING CHANNEL



SOCIETY

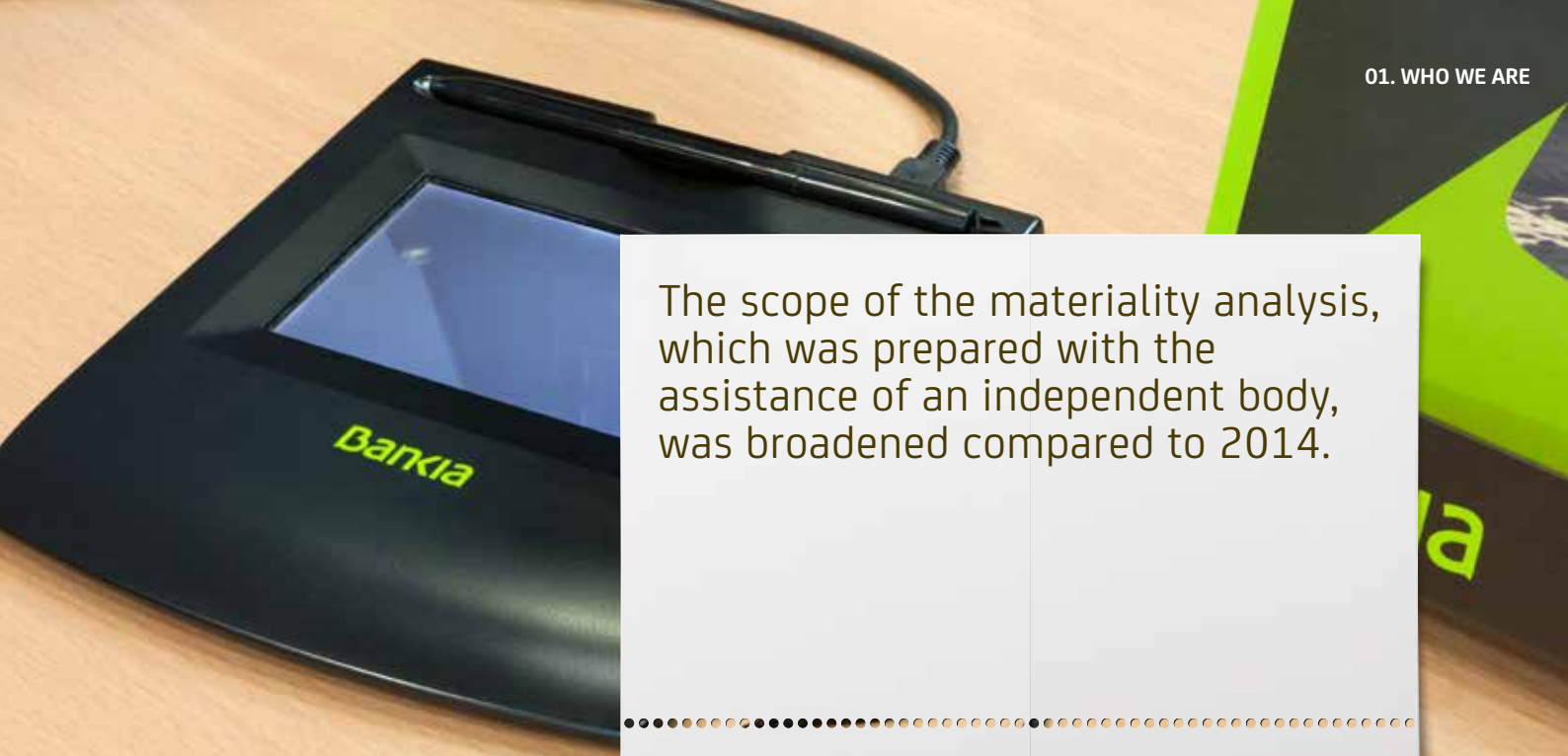
- COMMERCIAL NETWORK
- "BANKIA ACTUALIDAD" (BANKIA NEWS)
- CSR MAILBOX
- VOLUNTEERS' PORTAL
- SOCIAL NETWORKS

- WEBSITE [WWW.ENACCION.BANKIA.COM](http://WWW.ENACCION.BANKIA.COM)
- CORPORATE WEB SITES
- ANNUAL REPORT
- BANKIA BLOG
- WEBSITE [WWW.BANKIAESTUDIOS.COM](http://WWW.BANKIAESTUDIOS.COM)



GOVERNING BODIES

- INTERNAL AND EXTERNAL WORK DAYS
- MEETINGS WITH EMPLOYEES
- E-MAILS FROM THE CHAIRMAN
- DIRECTORS' BLOG



The scope of the materiality analysis, which was prepared with the assistance of an independent body, was broadened compared to 2014.

## SETTING PRIORITIES



The scope of the materiality analysis, which was prepared with the assistance of an independent body, was broadened compared to 2014. The surveys were carried out with a dual objective:

- To define the content of the bank's Annual Report and thus give priority

to the information needs of the different stakeholder groups.

- To identify any particularly important issues that should guide the bank's responsible management strategy.

The materiality analysis also provided information about stakeholders' opinion regarding potential risks to the bank's image, which will help to improve reputational risk management.

### IMPORTANCE FOR STAKEHOLDERS (IN ORDER OF MATERIALITY)

Transparency in product information

Customer service

Bankia's financial position (solvency / economic strength)

Ethics in financial management

Commercial policy (fees and commissions, product and service offering, aid, etc.)

Corporate culture: mission, vision, values and Code of Ethics and Conduct

Social return: statement of state aid repayment

Mechanisms for dialogue with stakeholders (customers, employees, shareholders.)

Social commitment and contribution

Bankia's business strategy

Corporate governance (composition, functions, management quality, assessment and control)

People development

Responsible commercial processes

Supplier management

Responsible management of employees (equality, work-life balance, diversity, etc.)

Responsible culture and performance (policies, mechanisms, etc.)

Digitisation strategy

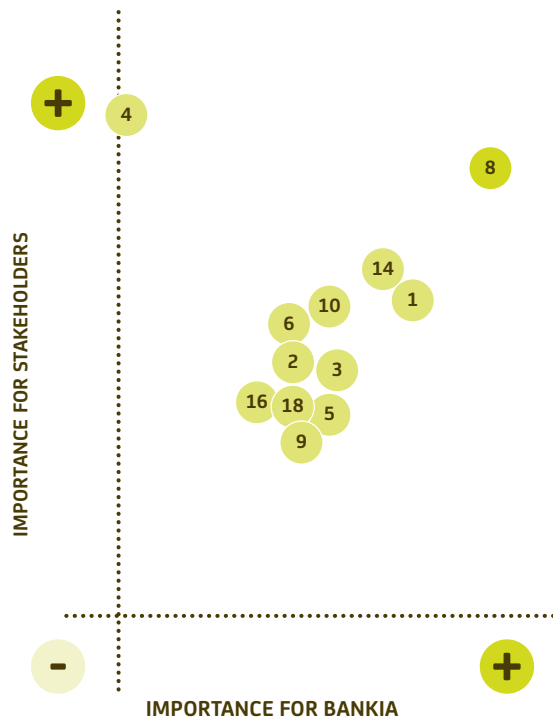


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### MATERIALITY MATRIX

G4-19 G4-20 G4-21 G4-27



#### MOST MATERIAL ISSUES\*

- 8 Transparency in product information
- 1 Implementation of actions to rebuild trust among stakeholders (customers, employees, shareholders, suppliers, society)
- 14 Customer service
- 3 Implementation of good corporate governance practices
- 10 Responsible customer relationship management model
- 5 Ensure compliance with CSR policy and implementation of Bankia's CSR Plan
- 9 Initiatives to involve stakeholders (customers, employees, shareholders, society, etc.)
- 2 Implementation of actions envisaged in Bankia's strategy aimed at being useful to customers
- 16 Responsible management of employees (equality, work-life balance, diversity, etc.)
- 4 Fight against corruption and bribery
- 6 Regulatory compliance
- 18 Social commitment and contribution

(\*) High importance for stakeholders and Bankia.

