

BBVA, at the forefront of the best companies to work for

- **BBVA, evaluated as the third best company to work for, according to the Merco People Report 2008**
- **“At BBVA, talent management has become a ‘strategic priority’ and will be one of the greatest Human Resource challenges facing any company in the near future”**
- **“A good part of talent management lies in identifying, segmenting and managing it differentially within the organization”**
- **“At BBVA, we are convinced that harnessing enthusiasm is far more productive than managing obedience”**



In the centre, Angel Cano, HR, IT and Operations Manager of BBVA; on the left, Pedro Navarro, from ESADE; and J.Alfaro, from the Club de la Excelencia, to the right of the photo

BBVA obtained third place in the ranking for the 100 best companies to work for, according to the findings of the Merco People Report for 2008, and thereby situates itself as one of the best companies to work for in the preferences of candidates and employees.

Angel Cano, manager of HR, IT and Operations for the BBVA, stressed during his intervention on “Strategic Talent Management” at the event organized for the presentation of this report, that “at BBVA, talent management has become a ‘strategic priority’, and will be one of the greatest HR challenges facing any company in the near future, because we are in a world where talent is an asset that is becoming increasingly

scarce”.

Merco (Spanish Monitor of Corporate Reputation) annually publishes a ranking with the 100 leading companies that enjoy the best reputation in Spain, after an evaluation in which more than 10,000 people took part, ranging from company senior executives, financial analysts, NGOs, unions, consumer associations, opinion leaders, and university students. The latter group chose BBVA as the second best company to work for.

The BBVA management model has enabled it to achieve various recognitions over the recent months. In its 2007 edition, the journal *Actualidad Económica* gave BBVA the award for “The best company to work for” and *Fortune* placed BBVA at the head of the “Top Companies for leaders” in executive team member development, in its annual ranking, published in October 2007.

Ángel Cano, BBVA’s HR, IT and Operations manager, explained during his intervention that people management today is one of the core functions of any company and that most companies develop and establish the best environments for their employees.

“We are in a world where talent is an asset that is becoming increasingly scarce and organizations gear themselves to compete for talent. So talent management has become one of the priorities of the large organizations”, explained Cano.

Attraction and development of talent

Demographic factors, particularly in Spain, where birth rate evolution is critical, have a very direct effect on the job market, as the population pyramid is inverted due to the low birth rate, causing a significant reduction in available future talent.

BBVA's HR, IT and Operations manager mentioned another more imminent global phenomenon, the retirement of the baby boomers, which will be another factor leading to a dearth of talent. "Within a period of 5-10 years in the United States, seventy five million employees will retire, and to replace them there will only be forty five million employees".

Moreover, companies are faced with a generational changing of the guard, where new values and preferences pose qualitative challenges, requiring new policies capable of adapting to the different collectives that are currently sharing the job market.

With this new panorama before them, companies make an effort to attract and develop talent. To do so, as Ángel Cano pointed out, the Human Resource Department must guarantee that it can rely on the policies and processes necessary for the right management of talent. These include: identifying and guaranteeing the best market practices, developing effective methods to attract and keep talent, designing people development systems, creating efficient vanguard training models, and designing competitive compensation models.

BBVA's human team is essential for the development and expansion of the financial entity. "At BBVA, management of talent and of the human team is a key competitive advantage and involves leadership, having only the best working with us, managing people in terms of the business, encouraging team working and stimulating the generation of ideas", affirmed Angel Cano.