



We acknowledge that our employees are our most important asset; hence, their goals are also ours

We promote personnel and staff professional development



Chapter 8

PERSONNEL DEVELOPMENT

8. Personnel Development

Employees Profile

Major figures:

- Total employees 2012: 11,518 (993 increase vs. 2011 = 10,525 employees)



• Demographics:

Men: 4,780 (41.5%)



Women: 6,738 (58.5%)



• Type of contract:

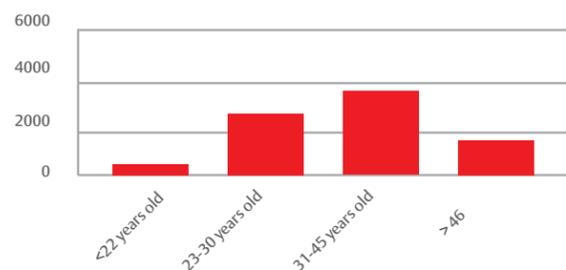
CONTRACT TYPE	TOTAL OFFICIALS
Long Term	8,538
Fixed Term	21
Other Contracts	2,674
Sena Trainees	285
TOTAL	11,518

Concerning age, the biggest concentration ranges between 31 and 45 years of age.

< 22 years	297
23-30 years	2,817
31-45 years	3,843
> 46	1,887

* Figures only available for long term contracts, fixed term and SENA trainees

Number of employees by age 2012



• Average time of engagement of direct employees:

Years of Service	Direct Employees		
	Average	Women	Men
0 to 5 years		2,253	1,427
6 to 10 years		749	512
11 to 15 years		683	428
16 to 20 years		436	430
> 20 years		665	976
Total		4,786	3,773

* Figures only available for long term and fixed-term contracts

Wellbeing

Our employees obtain several types of benefits in addition to those provided by Colombian labor regulations. Some are granted to all personnel (except to staff with a lump sum salary) such as extra-legal service bonuses and seniority or every five-years of service.

Other benefits are based on the constant progress of workers and their families, such as children education allowance, education allowance for those undertaking technical or university studies, food allowance for workers during lunch time and night shifts, transportation allowance with a limit and in an amount higher than the legal one, maternity allowance, allowance in the case of death of family members and optical allowance, among others. All these are designed to improve their quality of life. Furthermore, those who go on vacation, receive a cash bond and a few days for leisure in addition to those provided by the law.

Type of benefit	Number of employees receiving benefits
Health	3,304
Recreation	30,633 subscriptions
Education	3,891
Transportation	3,931
Meals	2,452
Extra-legal premiums	8,468
Housing subsidy	265
Optical subsidy	2,733
Funeral Allowance	30
Maternity Allowance	279

Recreation and Sports

At Banco de Bogotá, we have a concern for the integral well-being of our employees and are aware of the need people have to fulfill their various dimensions: emotional, physical, family and social through involvement and coexistence, sports, arts, recreation, leisure and learning.

In 2012, we held activities such as:

- Recreational programs for adults and children
- Internal sports contests and championships
- Sponsorship for athletes in inter-company tournaments
- Agreements with sports centers and gyms
- Agreements with institutions specialized in continuous education and scheduling of free courses
- Agreements with season shows and amusement parks

These activities had an investment of \$320,000,000 and a large number of employees participated in them, approximately, 30,000.

Training and education programs

We currently have various training programs to develop and specialize employees in diverse disciplines of the work areas.

In addition to the training conducted in-house, we have a policy of support for employees who decide to obtain training outside. In this sense, employees may obtain subsidies, enroll in courses with a flexible work schedule and have the opportunity to come back to their position once they complete their studies outside our organization.



Training activities

Updates

During 2012, approximately 217 employees in several areas attended professional update courses as conventions, forums, congresses, conferences, update courses, seminars and lectures.

Workshops

5,143 people at the national level attended different kinds of workshops to strengthen their skills (Writing, Leadership, Sales, Negotiation, and Communication, to mention a few). Some of these workshops were in-house, and others were short external courses.

Development of administrative and commercial personnel

We are leaders in the training of new professionals who wish to pursue a career in banking business. The professionals trained by our organization have already been located in the sector. These programs include:

• **Bank management with commercial emphasis:** training in the banking business and in the best banking commercial practices for future generation staff.

Year 2012: 211 new trained external and internal professionals

Number of hours of training: 1,140 hours / participant

Schedule: two cycles of theoretical-practical contents and two cycles of internship at the Banks branch network

• **Bank management program with emphasis on administration and service:** Training as Heads of Service for people holding support level positions at the Bank, chosen because of their outstanding performance and development potential

Year 2012: 104 employees

Number of hours of training: 1,278 hours / participant

Schedule: Two cycles of lectures and two cycles of practice

• Young talent program

Partnering with SENA we offer high-school graduates with good academic results and students in the first semesters of college, the opportunity to take a technical career in banking and the possibility to join their first job through a closed course. From the first day, students learn in a work atmosphere, hands-on, at the Bank's facilities.

Currently, the course is developed in Bogota, Cali, Medellin, Barranquilla, Bucaramanga, Villavicencio and Pereira, with participants selected directly by the bank. 90% of trainees who successfully complete the course are hired by the Bank.

Year 2012: 490 trainees

Number of hours of training: 1,872 hours / participant



• Teller Courses

Year 2012: 164 trained tellers

Number of hours of training: 150 hours / participant”

Remuneration

Committed with maintaining decent work practices, at Banco de Bogotá we use the following elements to determine the level of remuneration: internal and external equity, level of responsibilities of the position and impact on the results, required competencies and performance levels and potential of people.

The compensation scheme provides two categories of employees: union members, the compensation of which is determined within the collective plea bargaining and non union members who receive remuneration in agreement with the labor market. The lowest minimum salary of the Bank is 30% above the minimum legal wages in force.

Labor Relations

The Bank's relations with its employees are structured within institutional values that privilege respect and absence of any type of discrimination, within the framework of labor standards.

The Bank's employees have a collective plea bargaining agreement, according to the freedom of association of employees affiliated to the Asociación Colombiana de Empleados Bancarios, ACEB (Colombian Association of Bank Employees), majority union gathering more than one third of the Bank's employees and minority union organization, Unión Nacional de Empleados Bancarios UNEB (National Union of Bank Employees), with which the Bank signed agreements in the second half of 2012 effective up to August 31, 2015, guaranteeing work peace and stability.

There are other union organizations that despite not having a significant number of members have been recognized by the Bank as representatives of this work group.



Management of work environment

In its continuous interest to look after its employees, the Bank has been working on the Work Atmosphere Management Plan with the Great Place to Work® Institute as advisors.

In 2012, Coaching Exercises were conducted to foster trust between the work team and its leaders in the so-called “reconstruction of trust” processes and “coaching of leaders”.

On the other hand, to reach employees, training strategies with more than 1,250 leaders of the major cities have been adopted, together with a communication and approach process with each employee to promote fellowship, having 100% coverage in the organization.

It is worth noting that the Senior Management has been directly involved with the design and implementation of this plan in order to facilitate the improvement of the Bank's work environment.