



Chapter 7

Developing Our Human Talent to Grow



*We develop our human team so
they can grow
within the organization.*

We support our employee's talents
to help them achieve their professional and
academic goals.

7. Developing Our Human Talent to Grow

We Support Inclusion and Participation

Our employees are the most important resource we have, because due to their dedication and commitment we are able to provide quality service to our customers and consolidate our market position.

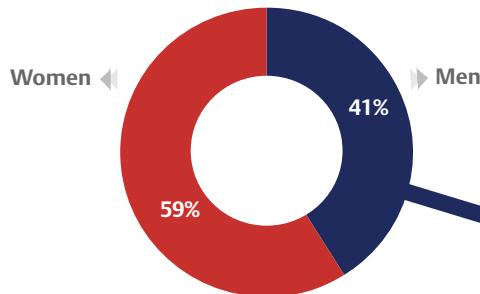
That is why we are committed to the development and management of their talent and to improving their quality of life. This translates into programs designed for their personal and professional growth, generating inclusive opportunities, improving their work environment and ensuring their wellbeing. That is how we work to achieve their goals, which we take on as our own.

Thanks to our practices of inclusion and policies of professional growth in the organization, we have a higher percentage of women on staff. As of June 2013, we had 12,197 employees, out of which, 59% were women who work in different positions and levels of the organization.

Work stability and, therefore, the knowledge and experience of our employees of the business, is one of our organization's great strengths. In the following graph, you can see how our employee age group distribution. Our largest group is between 31 and 45 years old.

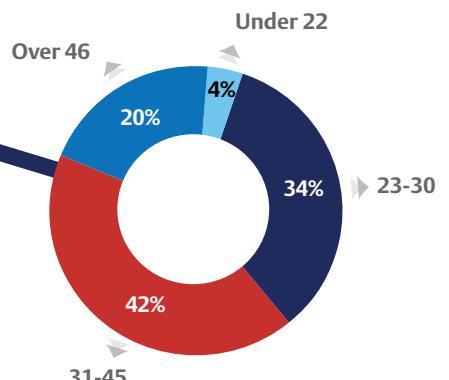


Employees by Gender



 12,197 Employees

Employees by Age¹



¹ Figures only available for undefined and set contracts and SENA apprenticeships

Wellbeing

One of Management's priorities is our employees' wellbeing, which is why we work to achieve their satisfaction and motivation through benefits for their integrity and opportunities for growth, in an environment of trust and camaraderie.

We offer our employees a series of benefits in addition to those established by labor regulations, such as the extra service bonuses, bonuses for years with the company (also known as five-year bonuses), which, added to those benefits given to executive staff, constitute important coverage for our employees.

Likewise, and in the interest of positively impacting their quality of life, we have benefits designed for the progress of employees and their families, such as education assistance for their children, education assistance for those undertaking technical or university studies, meal allowance for workers on night shifts or workdays with no lunch break, a transportation allowance larger than the legal requirement, maternity assistance, funeral assistance for family member deaths and eye care assistance. Furthermore, we provide vacation bonuses and vacation days over that provided by law.



Wendy Blanco - Business Intelligence Analyst
Buen Vivir Dining hall - Banco de Bogotá
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Occupational Health

We work with the guidance of the occupational risk manager, ARL Alfa to promote healthcare of and prevent illness among our employees. In the first semester of 2013, we carried out the following activities:

- Program to prevent sports injuries for employees who participated in our sports tournaments, covering more than 450 employees. They were provided a check-up for medical clearance to play. During the tournaments, specialized professionals were available to provide assistance.
- Active break program covered more than 5,000 employees.
- Health events in Medellin and Cali that covered employees and their families.
- Flu vaccination campaigns in Bogota in which more than 220 employees and family members participated.
- Blood donation events with the Colombian Red Cross, in which more than 200 employees participated.



Active break at the Bogotá D.C. Call Center



Andres Cepeda Mother's Day Celebration - Bogota, D.C.

Recreation and Sports

The overall wellbeing of our employees is essential for their personal development and quality of life. Hence, we seek to strengthen their emotional, physical, family and social dimensions through different sporting, artistic, recreational and learning activities.

In the first semester of 2013, we carried out activities such as:

- Recreational programs for adults and children
- Company sports tournaments
- 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 seasonal shows and amusement parks
- Tourism agreements
- Concerts

We invested COP 240 million in these activities, and 15,370 employees participated.

Training and Development Programs

Training and Development Programs

Constant training and education is one of our strengths, because we consider it essential to provide our employees with the tools necessary to grow professionally and to develop the skills they need to carry out their work. We currently have various training programs to develop and specialize employees in diverse work areas.

Training Activities

Online Education

We continue to improve our “Online University”, a technology platform that allows us to opportunely send information and deliver training courses to our employees throughout Colombia. During this period, we provided knowledge and relevant information to 5,239 people.

Banco de Bogotá Orientation

We regularly carry out orientation sessions for new employees to give them a general understanding of the organization and of our culture. In the first semester, we held sessions for 773 employees.

Workshops and Courses

To develop and strengthen their skills, 4,291 people received training on topics including teamwork, communication, leadership, coaching, sales techniques, writing, advanced Excel and macros, etc.



Refresher Courses

One hundred and thirty (130) employees participated in open programs, courses and events of recognized universities and corporate training institutions on topics related to their work areas.

Development of Administrative and Commercial Personnel

Because of our desire to forge a well-trained team, and become an expert in the business, we implemented banking training programs at all organizational levels, and developed opportunities for professional growth for those who wish to develop a career in banking.

Our programs are greatly recognized and the professionals trained by our organization are already working in the sector. These programs include:

Commercial Administrative Banking Program

Training on the banking business and best practices of commercial banking for the future generation of executives.

1st semester 2013: 93 Professionals

Training hours: 1,400

Administrative Banking with emphasis on Management and Service Program

People in assistant level roles who have good performance and the potential to assume roles with greater responsibility apply for this course. Through it, participants learn and develop administrative and management skills to assume the Service Supervisor role in our branches, with high performance standards.

1st semester 2013: 41 participants from throughout Colombia
Training hours: 1,136

Young Talent Program - SENA (National Training Service) Banking Technician Course

We continue to develop this course in partnership with the SENA, whose main objective is to offer young high school grad-

uates and students in the first semesters of university the opportunity to study a technical degree in the banking sector and later start working at the Bank as their first job. This program, in addition to complying with the legal apprentice requirement, allows us to create a cradle of young talent to staff our branches with trained, educated employees.

1st semester 2013: 392 apprentices in Bogota, Cali, Medellin, Pereira, Barranquilla and Villavicencio.

Number of courses completed: 12

Hours per course: 1,876

Teller Courses

128 people enrolled in the courses carried out in the first semester of the year.

Graduate and Continuing Education Courses

In the first semester of the year, 45 senior-level employees took graduate studies courses as part of their professional development using our financial sponsorship.

Management of the Work Environment

We know that working in an environment of trust and camaraderie is fundamental to ensure teams are motivated and feel they are an active part of the organization.

To achieve this, we continue to develop the Work Environment Management Plan, with the advice of the Great Place to Work®

Institute, to strengthen partnership and teamwork among our employees, as well as to forge an inclusive and interactive leadership model, based on trust and respect.

As part of this program, in 2012, we carried out "Journey" workshops for supervisors in charge of employees, monitoring their action plan to improve departments' work environments. In the first semester of 2013, this continued with "Rebuilding Trust" and the "Leader Assistance" workshops.

Likewise, we continued to implement the "In 2013, Decide" program that aims to promote camaraderie between work teams. For the first semester of 2013, the second of this campaign's four stages was launched: "Decide to Make Your Mark", covering the entire organization.

Senior Management has constantly been involved in the design and implementation of this work environment improvement plan and has actively participated in the training strategies implemented.

Moreover, in order to support the improvement of the work environment we renovated a significant number of floors in the Executive Management Building. Our designs include more light, ventilation, hygiene and comfort. They are open plan offices with low partitions that encourage interaction. We receive advice from an occupational risk manager, with which we work with to prevent occupational illnesses. In this process, we advise employees on how to adopt a suitable physical position at their work stations, as well as giving them basic tips for appropriate use of space and work objects.



“I have been able to make my dreams come true.”

“When I starting working in the Bank, I was a SENA apprentice, and it was my dream to grow within the organization. Through my dedication, I had the chance to study Business Management, thanks to the training program the Bank has to support its employees.

Now, I am the Manager of the El Tunal branch. I tell my colleagues how important it has been to me to be here, because of the support I have received. Recently, I was able to go to Europe and the United States, get an apartment and a car, and take my parents to the seaside for the first time. I have been able to make my dreams come true.”

Jacqueline Mora, *El Tunal Branch Manager*



“I have grown a lot as a woman.”

“I joined Banco de Bogotá though the SENA program. Over these nine years, I have had the opportunity to be a business advisor, and work in the marketing department and on innovation projects. Now, I am experiencing a new challenge; I participate in the strategic planning department of official banking. I have a lot of expectations for the future, because on this journey, I have grown a lot as a woman. At the Bank, I have a balance between my professional and personal life”.

Claudia Prieto Angulo -*Official Segment Analyst*