



*Diego Montoya, Personal and SME Banking Director
Antioquia Region and his family.*

Chapter 7

Developing Human Talent to Grow



*We encourage the
comprehensive development of
our leaders*

We promote work teams that are made up of leaders who balance their professional and personal lives, because we know the positive effect this has on the labor environment and productivity.

7. Developing Human Talent to Grow

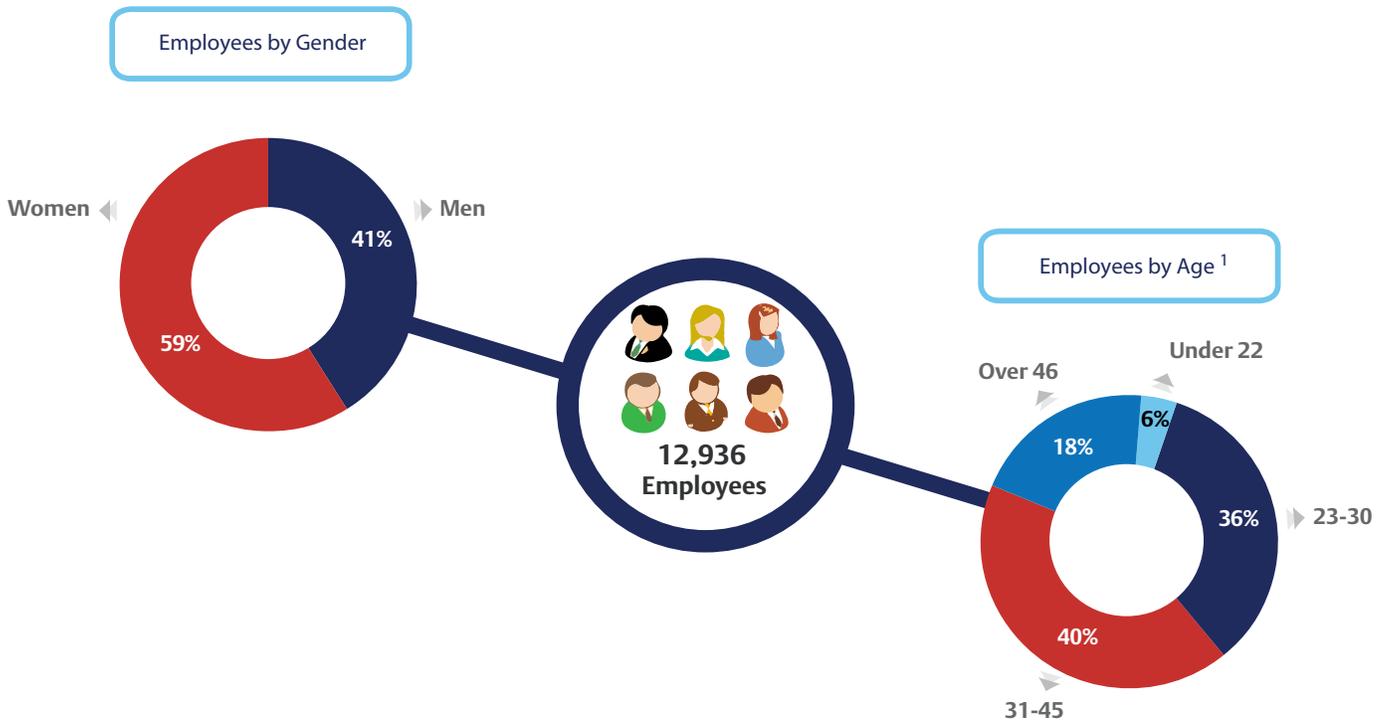
We are Facilitators of Diversity and Participation

We aim for our employees to be committed to offering the best service experience to our customers. For this reason, we recognize that our human resources are the most important resources we have. Each of our human resources management practices have been designed to reflect consistency with this premise, and this is why we work to contribute to the improvement of quality of life for each of our employees.

We undertake programs of wellbeing, professional development, and sports and recreation, which are aligned with the improvement of the work environment. These programs cut across the whole organization, and allow us to benefit our employees and their families.

Seeking to promote diversity and inclusion, our organization's labor force currently consists of 59% female employees, of whom 17% hold a leadership position. Altogether, we closed 2013 with a total of 12,936 employees.

The experience and knowledge of our employees is very important to us, which is why 48% of our labor force has been with the organization for more than 6 years. As such, we seek a balance between experienced staff and new talent.



We Contribute to the Wellbeing and Development of our Employees and their Families

Working toward the wellbeing, health and security of our employees is one of the most important tasks in the development of human resources. To do this, we undertake different activities and have varied types of assistance to achieve the satisfaction of our personnel.

We offer our employees a series of benefits in addition to those established by labor regulations, such as the extra service bonuses and bonuses for years with the company, also known as five-year bonuses. In addition, we reward the longest serving employees in our Bank with tickets for two to travel to a national destination after having completed 20 years of service in our organization, and thereafter each time they complete five years of service.

With their wellbeing in mind, and with the aim of contributing to the improvement of their quality of life, we have benefits designed for the progress of employees and their families, such as educational assistance for their children, educational assistance for those undertaking technical or university studies, meal allowance for workers on night shifts or continuous workdays, a transportation allowance greater than the legal requirement, maternity assistance, funeral assistance for family member deaths and an eye care assistance. Furthermore, those who go on vacation receive a cash bond and a few days for leisure in addition to those provided by the law. Likewise, those who leave to take up their pension receive a bonus as recognition by our organization for the valuable contribution they made during their years of service.



We Work for the Health and Safety of our Employees

We are committed to the health and safety of our employees. Because of this, in the different regions of the country, including Bogotá, we held optical health sessions, talks about healthy lifestyle habits, women's health sessions, anti-stress sessions, health and beauty sessions, cardiovascular screening, talks on hygiene habits, muscle relaxation sessions, and blood donation sessions, among others. A large number of employees participated actively in these sessions. Additionally, vaccination sessions against the human papilloma virus were held, in which employees and their families participated.

Meanwhile, 940 ergonomic inspections were organized, through which we aimed to assist our employees to improve their postural hygiene and tidiness in the workplace. Likewise, active break sessions were held nationally, in which more than 6,000 employees participated.

More than 1,350 employees also participated in the psychosocial risk diagnosis, and more than 500 of these undertook workshops on topics such as stress management, healthy lifestyle habits, assertive communication, leadership and life planning and team work, among others.

With regards to safety, we raised awareness on risk prevention, and carried out training on the topics of first aid, fire management, fire extinguishers and evacuation with more than 310 employees who perform the role of brigade members in the different administrative offices and customer service centers. We also held evacuation drills, in which employees working in some of Bogotá's administrative offices participated.



We Promote Healthy Entertainment and Sports

We aim to create comprehensive wellbeing for our employees, and to this end we work toward creating spaces that strengthen friendship ties, but that also include families, encouraging them to become involved in the activities planned carefully by our Bank with the aim of promoting healthy entertainment. We organize sporting, cultural, recreation and learning activities.

In the second 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 continuing education and scheduling of free courses.
- Agreements with seasonal shows and amusement parks.
- Tourism agreements.

COP 421 million were invested and 14,457 employees participated in the activities organized by the Cultural Committee.



We Manage the Training and Development of our Employees

One of our main premises is the adequate training of our human talent. As such, we manage each necessary tool with the aim of ensuring the employees have the required training and timely refreshers from the time they join the organization and throughout their work trajectory. To fulfill this goal, and being mindful of the importance of having personnel who are adequately trained to afford our customers a superior service experience, we developed different training and refresher programs, as well as implemented a system to enable our sales teams to measure their knowledge of our products and services.

Conocer (Knowledge) Exam

With the aim of ensuring our Bank's sales team provides customers with accurate and appropriate information regarding financial products and services, we have developed the Conocer Exam, which is held annually.

Prior to the exam, our sales team employees receive a guidebook that aims to provide them with the tools to prepare for the exam individually and as a team. In the second semester we held this exam for the fourth time. The exam was held in 110 offices throughout the country, with 3,000 employees participating.

Orientation Sessions

We understand that the moment employees join the organization is an instrumental time for them, and we want them to get to know and understand our organizational culture and



our history. That is why we held sessions that included 679 people in the second semester. We also offer additional training through the Virtual University, and training sessions in the work place for all employees nationally.

Refresher Courses

One hundred and twenty-one employees participated in conferences, courses, events and open programs from recognized universities and corporate training institutions on topics related to their work areas.

Development of our Administrative and Sales Personnel

One of our main interests is to develop our human talent, with the aim that they will become business experts. For this purpose, we offer banking training programs at all levels of the organization, which also represent opportunities for professional growth for the employees who wish to develop a banking career.

Our programs are widely recognized and are already established in the financial sector. Our employees are trained in our organization's training school by in-house teachers, as well as by external teachers from prestigious institutions. The programs are:

Commercial Administrative Banking Program

The Bank demands professionals who are increasingly better trained and more suited to advising customers on solutions to their financial needs. To achieve this, our Bank offers recently graduated, internal and external professionals the opportunity to undertake specialized training in banking business and professional development through Administrative Banking Program "PAB" (for its Spanish acronym).

Second semester 2013: 110 Professionals
Training hours: 1,400

Administrative Banking Program with Emphasis on Operations, Management and Service

Those who apply for this course are employees in assistant level roles who stand out for their excellent performance and high potential to assume roles with greater responsibility. Through this course, participants learn and develop the necessary administrative and management skills to assume the Service Supervisor role in our branches.

Second semester: 43 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 collaboration with SENA, whose main objective is to offer young high school graduates and first semester university students the opportunity to study a technical course in the banking sector and thereafter take up employment with our Bank. In most cases, it is their first work experience. We are proud of this program because it reflects our commitment to the country and allows us to create a breeding ground of young talent from which to provide the banking branches with trained and qualified personnel.

Second semester: we expanded our coverage to Tunja, Bucaramanga and Ibagué and continued with courses in Bogotá, Cali, Pereira, Barranquilla and Villavicencio, with the participation of 310 trainees.

Hours per course: 1,876

Teller Courses

One hundred and eight people undertook the courses carried out in the second semester of the year.

Postgraduate and Continuing Education Courses

In the second semester of the year we provided 22 new employees with economic sponsorship for postgraduate studies, with the aim of providing the necessary tools for their professional development. These employees were outstanding due to their excellent performance and high potential.

Our Environment, Our Bank

In line with the ongoing project of working to achieve the satisfaction and wellbeing of our employees the actions of the Work Environment Management Plan reflected the friendships that are built within work teams in this second semester, and strengthened the confidence of our employees in our Bank, through better relationships with their leaders.

For this reason, we continue to work with advisors from the Great Place To Work® institute, with whom we have developed tailor-made tools to empower our leaders, particularly in their ability to rally together and inspire their work teams, achieving their proposed objectives and goals through respectful, fair and equal treatment, with a clear vision. As a result of this effort, 1,455 leaders from the main cities around the country attended the “Si quieres resultados, ¡Inspira!” (If you want results, Inspire!) workshop. Likewise, all 2,550 leaders of our Bank have a copy of the booklet entitled “8 Retos del Liderazgo que lo conectan con su Equipo” (8 Leadership Challenges that Connect you with your Team), which was designed and developed with guidance from senior management, to outline the leadership style that we want to be characterized by.

As an additional activity, we held the national Costume Contest, between office teams and areas of Executive Management, in which more than 2,000 employees participated around the country and which generated great enthusiasm, since it created opportunities for enjoyment and integration between our employees. We also held the Trees and Cribs Ecological Contest, which had as its objective to promote an environmental conscience among our employees. More than 200 people participated nationally.

To support the improvement of the work environment, the refurbishment of the Executive Management building was completed. Consequently, our employees now enjoy better lighting, ventilation, hygiene and comfort in their offices. The new Calima building was also opened, which allowed us to satisfy the expansion needs that exist due to our Bank's growth.





“The Bank helped me to accomplish my personal and professional goals”

I had the wonderful opportunity to join Banco de Bogotá 23 years ago, when I was 18. I began as a messenger and from the first moment they made me feel welcome and motivated me to learn about all the different roles in banking operations. At the Bank, I had the opportunity to explore my abilities and they guided me to accomplish my professional and personal goals.

Diego Montoya Ossa - *Director of Network Banking, Antioquia Region*