

Developing Human Talent to Grow

*We foster the
integral development
of our workforce*

Chapter 7



We *foster*

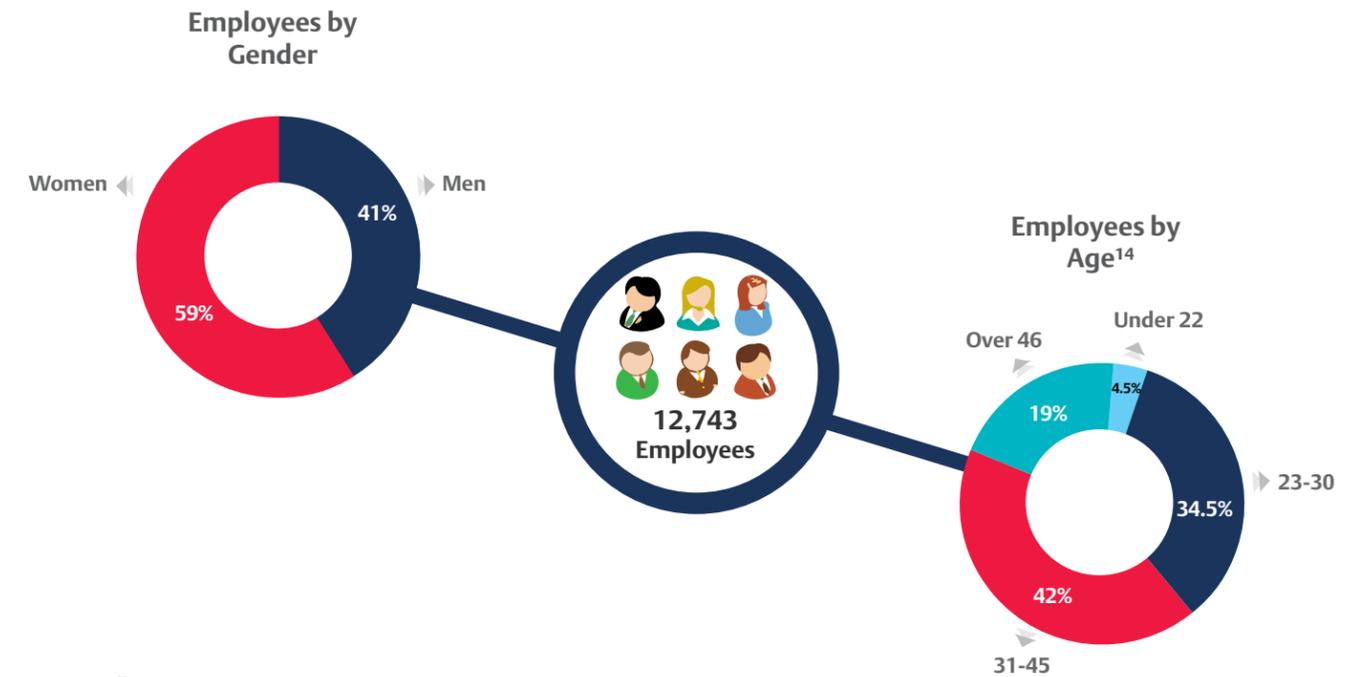
7. Developing Human Talent to Grow

We Support Inclusion and Participation

Our workforce is our most important resource. Our employees ensure that we provide our customers with high-quality service, meet the strategic goals outlined, and maintain our leadership position in the market.

Our human resources development practices thus seek to contribute to the quality of life of each of our employees and their families, through well-being, professional development and sports and recreation programs, aligned with improvement of the work environment.

We work under the principals of diversity and inclusiveness. At the close of June 2014, we had 12,743 employees, of which 59% were women, with 17% in leadership positions. The experience and knowledge of our employees is of great value to us, which is why 47% of our workforce has been with the organization for over six years. We strive for a balance between experienced staff and new talent.



¹⁴ Figures only available for permanent contracts, fixed term contracts and SENA (National Training Service) Trainees.

We contribute to the well-being and development of our employees and their families

Promoting the well-being, health and security of our employees is one of the most important tasks in human resource development. As such, we carry out different activities and offer a variety of support measures to ensure employee satisfaction.

We offer our employees a series of benefits in addition to those established by labor regulations, such as extra service bonuses and bonuses for time with the company, also known as five-year bonuses.

Moreover, we have benefits designed for the progress of employees and their families, such as educational aid for their children, educational aid 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 aid, funeral aid for family member deaths and vision aid.

Furthermore, employees taking vacation time receive a cash bonus and a few extra days off, beyond that stipulated by the law. Likewise, those who retire receive a bonus in recognition of the valuable contribution they made during their years of service.

In the first semester, with the well-being of our employees and their families in mind, we implemented channels so that executive level employees can more quickly and easily access a home loan through the employee credit line. This makes us proud, since around 2,000 employees are now able to access this important benefit.

Furthermore, we continue to serve the home loan needs of our assistance level employees, with rapid approval times through our established credit line. This has allowed us to provide this benefit, on average, following five years of service.

We Promote the Healthy Use of Free Time

Through the holistic management of well-being, we seek to give employees and their immediate family spaces for healthy recreation. We thus plan and develop activities to strengthen the value of camaraderie. Through the organization of company events, we encourage integration between work teams, using culture and sports as the key tools to achieve these goals. Events include artistic, recreational, sports and educational activities.

During the first semester of 2014, we carried out activities such as:

- Recreational programs for adults and children;
- Company sports tournaments;
- Sponsorship for athletes in intercompany tournaments;
- Agreements with sports schools and gyms;
- Agreements with institutions specialized in continuing education and scheduling of free courses;
- Agreements with seasonal presentations and amusement parks.
- Tourism agreements.

A total of 19,778 employees participated in the activities organized by the Cultural Committee.



We have continued to address the topic of psychosocial risk. A total of 2,500 employees participated in workshops on stress management, interpersonal relations, assertive communication, and leadership, among others.

Regarding safety, we are aware of the importance of risk prevention. We conducted risk prevention training with over 450 employees who acted as brigade members in our different administrative headquarters and customer service centers. This training allowed employees to practice being leaders in an emergency situation, helping to save and protect lives.

We also carried out awareness talks and evacuation drills, in which over 5,200 employees participated to insure that they know what to do in case of an emergency.

We Manage the Training and Development of our Employees

One of our core premises is the proper training of our human talent. We thus provide and manage pertinent training resources and opportunities, so that our employees receive specific, timely and high-quality training and refresher programs when they are hired and throughout their time working with the organization. To fulfill this goal, and being aware of the importance of having employees trained to provide customers an outstanding service experience, we have developed different training and refresher programs. We have also implemented a measure system that allows sales teams to test their knowledge of our products and services.

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 history. That is why we held three sessions that included 202 people in the first semester. We also offer complementary training through the Virtual University, along with workplace training sessions for all employees at the national level.

We Work for the Health and Safety of our Employees

We are committed to the health and safety of our employees. To this end, we carried out a variety of activities: blood donation drives; flu vaccine drives; health sessions that included medical check-ups, cardiovascular screening and oral hygiene; women's health activities that included breast self-exam workshops and informational talks on early detection of breast and cervical cancer; and healthy lifestyle and nutrition workshops, among others. More than 1,200 employees participated in these activities.

We carried out active break sessions, good posture training and work station inspections, as well as supplying work station additions to help employees maintain good posture, thereby reducing the biomechanical risks associated with office work. A total of 5,500 employees participated in this activity.

Development of Our Administrative and Sales Personnel

One of our fundamental interests is the development of our human talent, with the goal of making them experts in the business. For this purpose, we offer banking training programs at all levels of the organization. These programs also serve as professional growth opportunities for employees who wish to develop on a career in banking.

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



Commercial Administrative Banking Program

The Bank increasingly requires professionals who are better-trained and better-suited to advise customers regarding solutions to their financial needs. To achieve this, our Bank offers recently graduated in-company and external professionals the opportunity to receive specialized training in the banking business and professional development through the Administrative Banking Program (PAB, in its Spanish acronym).

2014 First Semester: 36 Professionals
Training Hours: 1,400

Bank Administration Program with Emphasis on Operations, Management and Service

This course is directed towards employees in assistant level positions who stand out thanks to their excellent performance and high potential to move into positions of greater responsibility. During the course, participants learn and develop the administrative and management skills necessary to assume the position of Service Supervisor in our branches.

2014 First Semester: 33 participants from throughout Colombia
Training hours: 1,136

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

We continue to provide this course in partnership with the SENA, whose main objective is to offer young high school graduates 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. In most cases, this is their first work experience. We are proud of this program because it reflects our commitment to Colombia and allows us to create hotbed of young talent from which we can staff bank offices with well-trained, well-qualified personnel.

2014 First Semester: We expanded our coverage to Neiva and continued with courses in Bogotá, Cali, Medellín, Pereira, Barranquilla, Tunja, Bucaramanga, Ibagué and Villavicencio, with the participation of 292 trainees.
Hours per course: 1,876

Teller Courses

38 people enrolled in the courses carried out in the first semester of 2014.

Postgraduate and Continuing Education Courses

In the first semester of the year we gave scholarships for postgraduate studies to 23 new employees who showed outstand-

ing performance and high potential. With this, we hope to provide these employees the tools necessary for their continued professional development.

During the first semester, 1,291 people received training in topics such as Advanced Excel, Macros, International Financial Reporting Standards (IFRS), Business Model and Techniques, and Leadership, among others.

Open Refresher Courses

A total of 121 employees participated in conferences, courses, events and open programs from recognized universities and corporate training institutions, on topics related to their areas of work.



Our Environment, Our Bank

To advance our Work Environment Management Plan and to continue the encouragement of friendship and well-being among our employees, we have created a communications channel exclusively for our employees and their families, in the form of regional digital supplements that complement the Nexos magazine (an organizational publication that goes out bi-monthly to all employees).

These supplements give employees from each region more opportunities for participation and interaction. They now serve as the official communication outlet for the training, well-being, integration and sports activities that our employees participate in at the Regional Offices.



“My story with the Bank began in 2006, when Banco de Bogotá bought Megabanco. Following the merger, the Bank decided to entirely integrate the two networks, and I was given the opportunity to return to my place of birth as Regional Director; I’m very pleased with this opportunity, because I’m proud to represent the bank.”