



Let's **transform**



# *Chapter 7*

## Developing human talent to grow

### *145 Years Transforming*

We value the ingenuity, dedication, commitment and loyalty of our employees; we therefore encourage them to take pride in being the foundations of our organization.

## 7. Developing human talent to grow

### Committed to Diversity and Participation

The participation of our employees is fundamental to each of our achievements. Thanks to the talent of our employees, we offer high-quality service to our clients, which has allowed us to remain market leaders. Our human resource 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 improving the work environment.

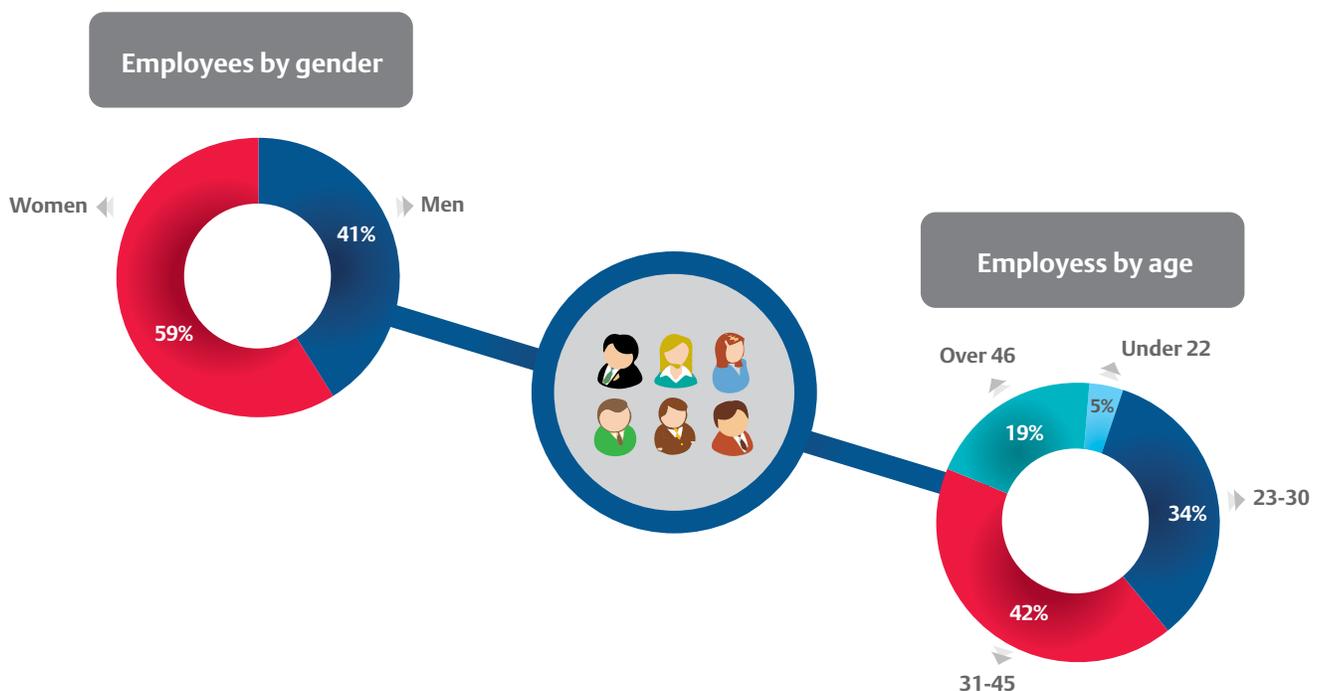
We declare our commitment to diversity and inclusion, reflected in the fact that 59.4% of all our employees and 54.1% of our line managers are females.

In addition, while we provide employment opportunities to young people without prior experience, we also respect and value the experience and contribution of older employees, which

explains the wide range of ages within our workforce. As a result, 39% of our employees are below the age of 30.

Moreover, out of commitment to maintaining dignified employment practices, we set an employee compensation scale that takes into consideration internal and external equity, level of responsibilities of the position and impact on the outcomes, required competencies and the level of performance and projection of the individuals therein.

The compensation scheme establishes two employee categories: union members, the compensation of whom 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.





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

Employee well-being, health and safety are among the most important elements of human resource development. As such, we carry out different activities and offer a variety of assistance to ensure employee satisfaction.

We offer our employees a series of benefits in addition to those required by labor regulations, such as extra service bonuses and bonuses for time with the company, also known as five-year bonuses. Moreover, we provide benefits designed for the progress of employees and their families, such as educational aid for their children, educational aid for those undertaking technological or university studies, meal allowances for workers on night shifts or workdays with no lunch

break, transportation allowances larger than the legal requirement, maternity aid, funeral aid for the death of family members 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, employees who retire receive a bonus in recognition of the valuable contribution they made during their years of service. Another way we help meet our employees' needs is through home financing, regardless of whether the employee is an entry-level associate or a top executive. We are able to readily approve applicants thanks to our lines of credit.



## We Promote the Healthy Use of Free Time

Through our Administrative Vice-Presidency, we have worked strategically on the design of a nationwide activities plan to promote the healthy use of free time among employees and their families.

In all regions of Colombia, we hold activities that meet the recreational and cultural needs of our employees, with a view of achieving a healthy balance between work and quality of life.

Through these programs we seek to offer a working environment that promotes the well-being of all our employees and their families. Year after year we have steered our employees towards the achievement of our business goals related to talent development.

We place an emphasis on recreational, cultural, educational, and sports themes in the activities we stage, based on historical employee-satisfaction information. Thereby, we hope to reach our workforce and increase the level of interventions each period; in the first semester of 2015, for example, 26,801 employees took part in our events.

## The nationwide program of activities includes:

1. Intramural sports leagues in the major cities of Bogotá, Cali, Medellín, Barranquilla and Bucaramanga.
2. Recreational programs aimed at employees and their families.
3. Agreements with gyms in the major cities.
4. Relationships with compensation funds, which provide opportunities such as sports academies, free continuing education courses, travel and more.
5. Agreements with amusement parks and seasonal shows.
6. Agreements with companies specializing in cultural development to obtain significant discounts on tickets to plays and concerts.
7. In some cities, the sponsorship of a sports team that competes against teams from other companies.
8. Nationwide competitions through Nexos magazine.

## We Work for the Health and Safety of our Employees

We are committed to promoting and protecting the health of all our employees. In the first semester of 2015 we carried out activities in the different regions of the country, through which we seek to maintain optimum working conditions and physical, mental and social health of everyone who contributes to our business activities.

### Training in Employment Risks

More than 3,400 employees located at administrative sites and branches in the major Colombian cities received training and refresher courses on the following topics: General Occupational Risks System, What is a Work Accident?, Procedures for Reporting Work Accidents, What is an Occupational Disease?, Procedures for Rating Diseases, and Employees' duties, Rights and Obligations, among others.

### Rental and Security Risk

In the first semester of 2015, with the professional consultation of ARL Seguros Alfa, we visited 400 branches in the major cities, applying the risk matrices that allow us to identify, control and rectify certain conditions that could result in the occurrence of certain events with potential effects on the health of our employees and/or customers.

### Emergencies Plan

Out of commitment to the security of our employees and with the aim of preparing them to act and respond appropriately to possible medical emergencies, earthquakes, fires or public disturbances, in the first semester of 2015 we trained 738 employees to serve as safety officers and prepared employees at certain administrative sites on how to act in the event of such situations.

### Health Promotion

Over the first semester, more than 1,000 employees took part in blood donation events, yoga sessions, rumba, motivational talks and stress management training, among others. Our objective is that these activities contribute to keeping our em-



employees in good health by controlling psychosocial risks. In addition, we trained more than 450 employees to lead active breaks in the numerous branches throughout Bogotá and the central region.

Finally, we carried out 250 workplace inspections and training sessions on postural hygiene, contributing to the maintenance of health conditions and the control of biomechanical risks among our employees.

## We Manage the Training and Development of our Employees

One of our core premises is the proper training of our talent. We thus provide and manage pertinent training resources and opportunities so that our employees receive specific, timely and high-quality training programs from the time they are hired and throughout their tenure 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 instrumental to their job placement, and we want them to get to know and understand our organizational culture and history. That is why we held five sessions that included 485 people in the first semester. We also offer complementary training through the Virtual University, along with workplace training sessions for all employees nationwide.

## Development of Our Administrative and Sales Personnel

One of our fundamental interests is the development of the Bank's talent, with the goal of making them experts in the business. For this purpose, we offer banking training programs and schools at all levels of the organization. These programs

also serve as professional growth opportunities for employees who wish to develop 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. These programs include:

### **Bank Administration Program with Emphasis on Sales**

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 in-company and external professionals the opportunity to receive specialized training in the banking business and professional development through the Bank Administration Program (PAB, for the Spanish original).

**First Semester:** We gave a course attended by 62 of the Bank's new and longer-standing professionals from across the country.

**Duration:** 13 teaching weeks and 16 weeks of in-branch practical sessions.

### **Bank Administration 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. During the course, participants learn and develop the administrative and management skills necessary to assume the position of Service Supervisor in our branches.

**First Semester:** The first session took place in 2015, with 43 employees participating from across the country.

**Training hours:** 1,136 per course.

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

We continue to develop this course in collaboration with SENA. The primary 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, this is their first work experience. We are proud of this program because it reflects our commitment to Colombia and allows us to create a center





for young talent from which we can staff bank offices with well-trained, well-qualified personnel.

**First Semester:** We continued with courses in Bogotá, Cali, Medellín, Pereira, Barranquilla, Tunja, Bucaramanga, Ibagué, Neiva and Villavicencio, with the participation of 269 apprentices over the course in the first semester.

**Training hours:** 1,876 per course.

### Teller Courses

For this training program, 107 participants took the three courses offered in the first semester of the year.

### Postgraduate and Continuing Education Courses

In the first semester of the year we gave scholarships for postgraduate studies to 28 new employees who stand out for their length of service, performance, and high potential. With this, we hope to provide these employees the tools necessary for their continued professional development.

Likewise, during the first semester 550 people received in-company training in order to refresh, develop, and maintain their skills in areas such as writing, advanced Excel, macros, teamwork, English, leadership and IFRS application for the Financial and Credit Vice-Presidencies. In this way, we are adapting to this new financial and accounting climate for companies.

### Open Refresher Courses

In addition, a total of 100 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

The Administrative Vice-Presidency continues working to foster a sense of belonging to our Bank and to the respective work teams across the business. To this end, we designed and implemented different strategies to improve communications in the company and encourage camaraderie and trust among employees.

Along these lines, with the support of the Communications Management, we reorganized our internal channels, generating an Internal Communications System with organizational and business resources.

#### Organizational Growth Channels

- Nexos Magazine
- Regional Supplements
- Internal Area Bulletins
- Senior Management News
- Institutional News Bulletin

#### Commercial and Business Information Channels

- Intranet
- Commercial Bulletins
- Comunicándonos

Over this period, the specialized bulletins “Vive Tu Banca” were introduced, aimed at the sales force of each of the segments in order to disseminate relevant business and operating information relating to them. At present we have eight digital bulletins, released weekly and designed and sent from the institutional email, Comunicándonos.

At the corporate level, in order for employees to learn first-hand the Bank’s institutional strategies and actions, we produce a weekly publication that includes news of interest on activities that we carry out on topics such as social responsibility, commercial activities, competitions, security tips and Aval experiences, among others. Through this bulletin, we offer competitions and promote the participation of employees in the Bank’s different strategies.

In addition, we have worked with some vice-presidencies on initiatives to improve internal communication and move employees closer to these work teams. To this end, senior management along with the primary leadership team, the Human Resources analyst group from the General Management and the Communications Management, we produce internal digital bulletins so as to foster teamwork and keep employees updated on topics of interest and internal social events held in each area to promote camaraderie.

Finally, through the NEXOS Magazine we hold a competition in which our employees get the chance to win prizes, while con-

stantly kept updated through this publication.

With respect to another important aspect, we are proud to report that we completed the office construction and furnishing process in the Western Regional Office in Cali, as a result of which our employees now work with better lighting, ventilation, hygiene and comfort, all of which to help improve our working environment.

### Internal Launch of Institutional Campaign

To celebrate the Bank’s 145th anniversary on November 15, in June we launched the “145 Years Working Together” institutional campaign to highlight the work we have been doing to sustain our market leadership.

Internally, our President and Executive Vice-President sent a message of thanks to all employees, and urged the different areas to join forces and work as a team to ensure clients a high-quality service. All employees received a special kit presenting the most important aspects of the campaign.





*Alirio Saavedra  
Banco de Bogotá Director of Personal Banking in the Western Region  
Cali, Valle del Cauca*

## *A Man of Great Challenges and Professional Development*

**A**lmost four decades have passed since Alirio Saavedra began at Banco de Bogotá as a messenger in the Popayán office. He was a young man filled with dreams and one clear conviction: only through perseverance, tenacity and discipline could he build a career filled with accomplishments and successes within the Bank.

And so it was, as he took advantage of every opportunity. He traveled the country on a journey that took him from Cúcuta to Ipiales, passing through Bogotá, Antioquia and the Eastern Region; it was an exceptional experience that allowed him to experience almost all the positions that make up the bank's operations (administrative, operational and commercial), thus af-

fording him a comprehensive vision: “I always grew through the organization. My mission has been to learn about and support the Bank,” he insists. He complimented his professional experience by studying Economics in the Universidad de Manizales and, afterwards, specializing in Finance and completing a PHD in the School of Business and Finance at the Universidad de la Sábana in Bogotá.

Today, as the Director of Personal Banking in the Western Region, he is a man dedicated to his work, an exceptional person with demanding standards, as described by his employees who enormously appreciate and admire his human sensitivity: “The people who do things correctly, are the ones who take care of the Bank, who contribute with ideas and efforts so that the goals are always achieved properly and with their heads held high. This is the key to our success over the last 145 years,” he stresses.

He regards himself as an absolutely happy person, grateful to God for a wonderful family that beholds his constant personal and professional growth, thanks to Banco de Bogotá. He is the proud father of three children and a husband dedicated to his home, who values having the opportunity to serve his country from his work.

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**145 años**  
TRABAJANDO JUNTOS

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