



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

Our employees constitute one of our Bank's most important stakeholders. Our achievements and recognition within the financial sector is owed fundamentally to the contribution of each of them. Therefore, our human resource practices are designed to contribute to the quality of life of each of our employees and their families. We focus on wellbeing, recreation, healthcare, sports, development and training programs for employees, with a view to improving the work environment.

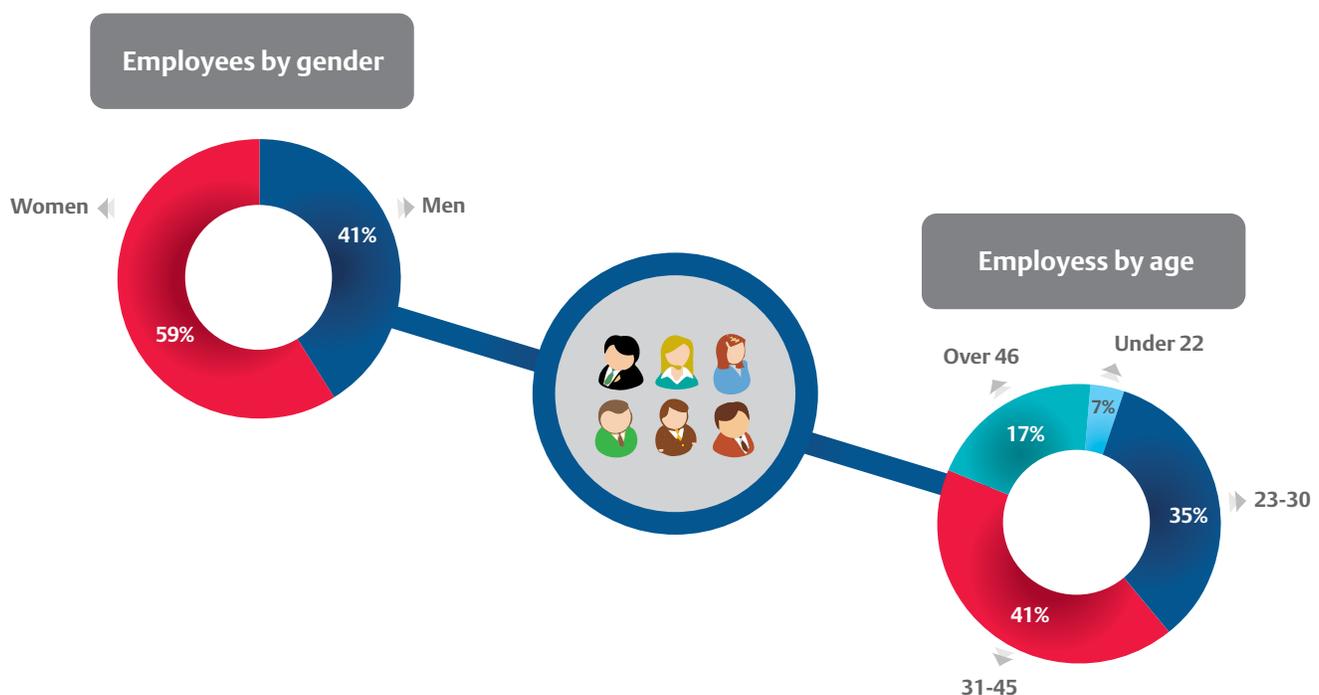
We are proud to announce that over these 145 years, our Bank has been expanding its channels throughout Colombia, building the country and promoting employment for local people in the different regions. This has equipped us with ethnic, racial and cultural diversity in the major and medium-sized cities.

A sign of our commitment to diversity can be found in our staff selection and recruitment manuals, which express policies that guarantee non-discrimination by gender, sexual ori-

entation, religious creed or race. An example of the above is that 59.4% of all our employees and 54.8% of our line managers are females.

Likewise, as a leading Bank we are prepared to face the challenges of being a company that employs a large number of millennials, giving opportunities to young people without much experience, so that they can begin their working life with us. As a result, 41.8% of our employees are below the age of 30. However, we also respect and value the experience and contributions of older adults, which is reflected in our staff's blend of youth and experience.

In this second half of the year, we signed a collective labor agreement, valid for three years, with the ACEB and UNEB unions, a sign of our genuine interest in maintaining labor peace and respecting the freedom to join trade unions as an inalienable right of our employees.





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 established by labor regulations, such as extra service and seniority bonuses, 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 allowances for workers on night shifts or continuous workdays, transportation allowances larger than the legal requirement, maternity aid, funeral aid for deceased family member and eye care.

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.

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.

Employee wellbeing, a corporate objective

At our Bank, we have designed a nationwide activities plan to offer our employees different recreational options, with the fundamental objective of giving them a work-life balance.

We promote the healthy use of free time by our employees accompanied by their families. Therefore, with the support of the administrative managers throughout the country, we develop these plans to meet their recreational and cultural needs.



Through these programs, we seek to offer a work environment that promotes satisfaction and wellbeing among all our employees and their families. Each year we expand and improve the programs, orienting them toward the achievement of our corporate objectives.

Our activities are based on fundamental tenets, such as recreation, culture and sport, and are planned in conjunction with employees by taking into account population, needs, expectations and satisfactory outcomes of past activities.

For these reasons, our indicators on the matter are always improving, and we are achieving figures that motivate us to continue fulfilling these plans. In 2015, we recorded a total of 39,738 interventions.

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. Agreements with local theaters that present seasonal plays.
5. Relationships with compensation funds, which provide opportunities such as sports academies, free courses for further education, travel and more.
6. Agreements with amusement parks and seasonal shows.
7. Tourist agreements with compensation funds.
8. Nationwide competitions through our internal magazine: Nexos.
9. Agreements with companies specializing in cultural development to obtain significant discounts on tickets to plays and concerts.
10. In some cities, the sponsorship of a sports team that competes against teams from other companies.

We work for the health and safety of our employees

We continue with our commitment to generate safe and healthy workplaces by running activities to prevent accidents and illnesses that could arise out of the work undertaken by each of our employees.

On the occupational health front, we work to achieve high standards of quality, and in compliance with regulations, we are developing our Occupational Safety and Health Management System based on ongoing improvement.

Health promotion

With the participation of more than 2,200 employees, we gave talks on healthy lifestyle habits, relaxing massages, yoga sessions, visual healthcare sessions and recreational talks on self-care.

Ergonomics

With active break sessions, workplace inspections, follow-up of symptoms and training on postural health, more than 3,100 employees participated in a refresher course on self-care in the workplace.

Training in employment risks

More than 2,400 employees located at the different branches in medium-sized cities and settlements received training and refresher courses on the following topics: General Occupational Risks System; rights and responsibilities related to the General Occupational Risks System; what is an occupational

accident?; the process of reporting work accidents; and what is an occupational illness?, among others.

Rental and security risk

To keep workplaces safe and in suitable conditions, in the second half of 2015 we visited more than 300 branches, with the aim of identifying hazards and managing the conditions that could give rise to accidents, illnesses or emergencies. In addition, training sessions for the emergency teams were held, and evacuation drills were carried out across the different sites, with the participation of more than 2,900 people.

Psychosocial risk management

In order to provide tools that tackle and mitigate psycho-social risks, more than 1,000 employees received training on assertive communication, teamwork, conflict resolution and workplace harassment.

Induction and re-induction on occupational health and safety

More than 10,500 employees were trained and refreshed on topics related to the general occupational risk system.





We manage the training and development of our employees

One of the core premises of our Bank is the training of our talent. Thus, we provide and manage pertinent training and learning 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 measurement 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 fundamental to their job placement, and we want them to get to know and understand our organizational culture and history. That is why we held four courses that included 231 people

in the second half-year. 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 human 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, internal and external professionals the opportunity to undertake specialized training in banking business and professional development through “PAB” (Administrative Banking Program).

Second half of the year: We gave two courses attended by 100 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

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.

Second half of the year: The second session took place in 2015, with 36 employees participating from across the country.

Training hours: 1,136 per course.

Bank management program for area managers – Leaders in action

This program is aimed at internally selected employees with the potential to fill commercial leadership positions throughout the country. The program develops commercial, technical and managerial competencies. In the second half of the year, the third promotion was carried out with 11 participants.

Training hours: 272 across taught and practical cycles.



Leadership and staff management course

Our Bank has a genuine interest in developing leaders who are flexible and adaptable to change, and who possess the skills to fully develop and harness the potential of their teams. To this end, we designed this course so that newly-appointed supervisors receive training in this area.

In the second half of the year, three promotions were held with a total of 83 participants.

Training hours: 24 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.

Second half-year: we continued with courses in Bogotá, Cali, Medellín, Pereira, Barranquilla, Tunja, Bucaramanga, Ibagué, Neiva and Villavicencio, with 205 trainees participating in the second half of the year, for a total of 475 trainees throughout the year.

Training hours: 1,876 per course.

Teller courses

A total of 97 participants took three courses offered in the second half of the year, giving a total of 204 throughout the year.

Postgraduate programs and courses for further education

In the second half of the year, we awarded financial grants for postgraduate studies to 69 employees who stand out for their length of service, performance and high potential. With this, we hope to provide these employees with the tools necessary for their continued professional development. Throughout the year we sponsored a total of 97 employees.

Likewise, during the second half of the year, 2,665 people received in-company training in order to refresh, develop and





maintain their skills in areas such as writing, advanced Excel, macros, English, consultative selling, teamwork, leadership and IFRS application for the Chief Financial and Credit Officers. In this way, we are adapting to this new financial and accounting climate for companies. We closed the year having covered a total of 3,215 employees.

Open refresher courses

A total of 170 employees participated in conferences, courses, events and open programs from renowned universities and corporate training institutions, on topics related to their areas of work. Throughout the year, 270 people took part in these courses.

Our environment, our Bank

In the second half of 2015, we continued to focus on the work environment strategies for promoting teamwork, camaraderie and, especially, reinforcing pride in our Bank. Therefore, on the occasion of the 145th anniversary of our Bank, we designed three activities for our employees, all of which made a great impact:

- Through our magazine, Nexos, more than 4,500 people across the country took part in the contest on Banco de Bogotá's 145 year of history. By way of this communication channel, we reinforced topics of interest surrounding the most important milestones in the history of our Bank.

- More than 130 employees across the country took part in the "Our Talents, 145 Years Working Together" contest. The final was held in Bogotá at a luxurious gala featuring 27 artists who traveled from the different regions of our country to showcase their musical, singing and dancing talents.

Likewise, with the aim of encouraging teamwork and camaraderie, employees made creative decorations in their areas to welcome children to the activity on October 30: "Child, come and enjoy yourself at our Bank," which was greatly received, having opened the doors to our employees' children across 32 sites nationwide, away from the Bank's branches, with family time at the end of the afternoon, featuring activities organized by employees themselves to share with their families. Moreover, we sent "something sweet" to the more than 5,300 children of employees under the age of 12.

To conclude the year, in December close to 400 employees across the country, organized into 41 teams, took part in a Christmas photo competition: "Let's celebrate this Christmas together," in categories such as the tree, manger and decoration of the area.

In this activity, we satisfactorily met the aim of bringing together our teams to celebrate Christmas. It should be stressed that our Bank's senior management takes an active part in all the activities that we undertake, encouraging participation across each team.



*Milena Cervera
Head of Services, Centauros Branch
Villavicencio, Meta*

Milena Cervera,

A Meta resident committed to her work

The perfect formula to achieve success lies in commitment and dedication. This is what Milena Cervera says, a 36-year-old Meta citizen who has worked for Banco de Bogotá for almost half of her life. In 2001, and with little experience in the financial sector, she joined the company as Operations Assistant, but her drive and desire has seen her become the Head of Services of the Central Region.

Getting to where she is today has not been easy, but Milena has known how to turn her effort into results. She is one of the employees in the region who knows the operation best. She gained this knowledge having served as a sales and services advisor, as well as the head of overtime, among other positions that added experience and the desire to progress to her resume.

She will never forget the unconditional support she received from her family when she decided to begin her university education. These were five years of trials, late nights and stress that have been most worthwhile, she says. She graduated as a Public Accountant from the Universidad Antonio Nariño, an achievement rewarded within the organization through opening doors in recognizing her talent.

She is a dedicated professional who, despite her professional achievements to date, still wants more. Her aim is to continue growing within the organization that helped form her as a leader. Growing and progressing are among her medium-term plans, and she feels confident that she can achieve this with the backing of a Bank that gives room to dream.

The Bank has touched not only her professional life, but her family life as well. Milena was single when she joined the team, and now she has a husband and two beautiful children.

“On the personal front, the Bank has given me the opportunity to give my children a better quality of life. I arrived without commitments, and I have been able to build a marvelous home filled with solvency and peace of mind.” Milena insists that she will continue giving the best of herself to the Bank that has supported her development, so that the experience continues to shorten the distance between intention and goal.

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145 años
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