



# Chapter 7

## Developing Human Talent to Grow

Through the dedication and effort of our employees, we have built a company with 146 years of experience.

Let's *Transform*

Banco de Bogotá 





Headquarters' collaborators, Bogotá, Cundinamarca

## 7. Developing Human Talent to Grow

### We are committed to diversity and participation

We are proud of the talent in our company. This is way our employees stand as one of our most important stakeholders, for whom we constantly design activities that give them relevant experiences in the areas of wellbeing, recreation, sports, security, health and training.

Moreover, we strengthened leadership behavior that promotes professional development and generates equal opportunities and respect for all team members.

In so doing, we bolstered the corporate values that make our Bank stand out. Our diverse teams, headed up by inclusive leaders, have seen us achieve result that, as well as offering our clients the best service, place us at the forefront of the financial sector.

Thus, we have continued to promote the diversity of our people. In this way, in our internal selection and hiring policies we uphold our commitment to preventing gender discrimination, sexual orientation, religious beliefs, or race. Evidence of the above is that 59.6% of all our employees are women and 54.7% of leadership positions are occupied by them.

Moreover, we are committed to the training and inclusion of young talent, for which we hire these individuals so they can begin their working life with us. Today, 38.3% of our employees are below the age of 30. However, we value the knowledge and experience of our senior employees, and so we have a balance of youth and experience across our different areas.

# 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, technological 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 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.

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 established to this end.

***We continue to finance housing for our employees through lines of credit established to that end.***

Medellin Branch's Collaborators







Piedecuesta - Santander Branch's Collaborators

## The wellbeing of our employees, a corporate goal

During the first half of 2016 we continued to undertake our plan of cultural, sports, and recreational activities nationwide, thus maintaining our strategic objectives of offering an extensive portfolio of options to our employees and their families.

The policies mapped out by the Administrative Vice-Presidency for the application of all programs yielded very positive results, with 23,683 events during the first half year.

The cultural preferences of our employees stood out.

The indicators speak of significant increases in activities such as theater, cinema and concerts. Moreover, we continued to promote family integration through agreements with theme and recreation parks, whereby we promote camaraderie between employees and their immediate families.

Another area that we stressed, again with very good results, was the sports schools, through which we provided options for improving employees' quality of life through healthy participation in sport.

Moreover, the administrative management areas nationwide continued to develop their programs with the same execution guidelines and policies of our Vice-Presidency.

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 Nexos magazine.
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

As part of our commitment to preventing occupational incidents and illnesses, we continued to develop strategies aimed at promoting safe and healthy working environments for our employees. To this end, in the first half of 2016 and in compliance with current regulations, we have redoubled our efforts to migrate the Occupational Health Program to the Occupational Safety and Health Management System.

We began the development of the Occupational Safety and Health Management System strengthening project in which, through the consolidation of our health and safety teams, and on the basis of the ongoing improvement tools, we strengthened planning with a view to proper system adaptation to the needs of our employees.

***We continued developing strategies that generate safe and healthy working environments for our employees.***



## Hazards and risks

Through fieldwork by the project team at each of our 28 administrative sites across Colombia, and at our branches with the support of our service supervisors, we updated the hazard and risk matrix, whereby we identified the conditions associated with biomechanical and psychosocial risks as critical hazards. This identification forms the basis for the development of prevention programs concerning these two risks. Likewise, we continued to focus actions on controlling occupational accidents and illnesses associated with hazards and risks in general.

## Health Promotion

We completed the collection of information for the health baseline, through which we analyzed the health conditions that affect our employees and strengthened the epidemiological supervision programs, promoting health improvements and providing monitoring and support of symptomatic cases and occupational accidents and illnesses.

In addition, we supported sports events in Bogotá to ensure, through registration in tournaments sponsored by our Bank, that participants are in optimal conditions to minimize the occurrence of occupational accidents. To this end, we con-

ducted medical assessments before each tournament, announced the rules of fair play before each game, and provided other support such as warm-ups and cool-downs before and after each game.

## Emergencies

The provision of training activities for our emergency responders is a pillar of our approach to emergency prevention. In this half year, we promoted sports meets in each of the regions in which we are present, whereby employees/emergency responders strengthened their skills through outreach processes with the Colombian Red Cross.

A total of 260 employees nationwide took part. In addition, we updated our Vulnerability Analysis and Emergency Master Plan, with the aim of generating the necessary emergency prevention mechanisms for controlling threats.

***We strengthened the skills of our emergency responders through outreach processes with the Colombian Red Cross.***







## Ergonomics: program for preventing musculoskeletal disorders

With active break sessions, workstation inspections, monitoring of symptomatic cases and training on postural hygiene, our employees learn about managing risks that could be detrimental to their health and how these risks can be controlled.

During the first half of 2016, we held 564 active break sessions; conducted 208 workstation inspections; monitored 154 cases of occupational illness; and led 362 training sessions on postural hygiene.

***In the first half of 2016 we held 564 active break sessions, among other actions, on preventing bone and muscle injuries.***

## Psychosocial risk program

To ensure the necessary controls for preventing illnesses associated with psychosocial risks, we made diagnoses and continued involving employees and establishing the necessary action plans to mitigate said risks.

### Training

More than 1,400 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; what is an occupational illness?; teamwork; assertive communication; incident command system; postural hygiene; among others.

### Orientation and reorientation

Following the successful reorientation plan implemented in 2015, in which we trained more than 10,500 employees, in the first half of 2016 we trained more than 360 employees in the general occupational risk system.





## We manage the training and development of our employees

One of our fundamental premises 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 training and refresher programs. Moreover, we have a system for the annual measurement of knowledge of our products and services, to be undergone by our sales team each year.

### 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 three sessions that included 225 people in the first half year in Bogotá. 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

We are interested in 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.

These 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 banking industry increasingly requires professionals who are better qualified 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 Bank Administration Program (PAB, for the Spanish original).

## 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 training, participants learn and develop the administrative and management skills necessary to assume the position of service supervisor in our branches.

**First half year:** We led the 36th intake (the first of the year), with 18 participants.

**Training hours:** 1,152 hours, including the study and practical cycles.

## Banking Administration Program – 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.

## 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 half year:** We initiated four courses in Bogotá, one in Barranquilla, one in Cali, and one in Medellín, with a total of 208 participants.

**Hours per course:** 1,912 per course.

## Teller Courses

Fifty-seven participants took the two courses offered in the first half year in Bogotá.





## Postgraduate Programs and Courses for Further Education

In the first half of the year, we awarded financial grants for postgraduate studies to 13 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.

Moreover, 2,008 people received in company training during the first half year, so as to refresh, develop and maintain their skills in areas such as writing, advanced Excel, IFRS updates, high impact presentations, "Train the Trainer", English and sales workshops, among others.

## Open Refresher Courses

In addition, a total of 82 employees participated in conferences, courses, events and open programs from recognized universities and corporate training institutions, on topics related to their areas of work.

## Conocer Exam

Each year we give the Conocer exam in which all of the sales team voluntarily participates from managerial positions to assistant positions. The aim is to measure the degree of knowledge of the Bank's portfolio of products and services as a way of ensuring the suitability of the employees' knowledge to provide good quality advice to our clients, having a positive impact on financial consumer risk. The sixth version was held on June 12, with the participation of 3,095 individuals nationwide, and 85% voluntary participation.

*The sixth edition of the Conocer exam featured the participation of 3,095 employees nationwide.*

Conocer Exam, Bogotá, D.C. - Cundinamarca





Coastal Region Collaborators

## Our Environment, Our Bank

In the first half year, we worked to promote a sense of pride in belonging to our Bank and each departmental team. To achieve this, we have designed and applied different internal communication strategies.

At a corporate level, we release our newsletter, Vive Tu Banco (Long Live Your Bank) every week, which contains articles and developments about the various Banking segments; moreover, we launched an internal campaign, reinforced on an ongoing basis, known as Cuidemos Nuestro Banco (Let's Look After Our Bank) whereby we provide basic tips to equip our employees with tools for tackling everyday situations in branches and with clients internally. Moreover, out of commitment to Colombia's capital city, we joined the ProBogotá's campaign: Bogotá, te doy mi palabra (Bogotá, I give you my word), by promoting a series of recommendations to

***We joined the campaign  
"Bogotá, te doy mi palabra",  
by promoting actions that  
foster citizen consciousness.***

awaken citizen consciousness by way of the newsletter that we release each week.

In addition, we want our employees to improve their writing skills, and to this end we published useful advice to help them polish their internal and external communications to clients.





*Martha Cecilia Hoyos,  
An Antioquia citizen with great humanity*

*During her 34 years at the bank, she believes she has been lucky and contends that her development has been comprehensive, allowing her to develop as a person and a professional.*

**A**t just 23 years old, with great expectations and a clear intention to advance professionally, Martha Cecilia Hoyos Moreno joined Banco de Bogotá. This Antioquia resident, a social worker by profession, took on a huge challenge: to enter the world of work.

Motivated by belonging to a great organization, she points out that the values and principles inculcated by her mother have served as a route map through her career to date, based on the premise of how important it is to sustain healthy personal relationships. Based on this principle, in 1983, Martha Cecilia embarked upon her career at the Bank, starting out as an analyst and then, in recognition of her good performance and drive, she was appointed as an office manager.

In a very short space of time, her results at the Bank saw her become the Antioquia Region Administrative and Services Manager, a position she is very proud to hold since it brings her close to people, the Bank's most valuable resource.

"I enjoy having contact with people, and I am fortunate enough to work in an area where I am constantly interacting with others. I am very pleased to help our employees achieve their professional and family objectives. I have an interest in supporting them when they find themselves in a

difficult situation, a loss or illness of a family member," says Hoyos Moreno.

She adds that she stresses the importance of "placing oneself in the shoes of others to understand and identify their needs" to her team. She also feels that her area must go one step further, understanding the talent environment and thereby generating a greater connection so that employees feel that they are backed by the Company.

During her 34 years at the bank, she believes she has been lucky and contends that her development has been comprehensive, allowing her to develop as a person and a professional. "I have two daughters, one who is now a professional and another who is at university. Being at the Bank has helped me improve my quality of life and has had a positive impact on my family."

Martha Cecilia has garnered many experiences during her years of providing service, and expresses her satisfaction about contributing through her work to the Bank's growth and development in the Antioquia region. Her tremendous efforts do not stop her from thinking on the new generations and the youth who come to the company; she stresses that working with passion and conviction, and upholding values such as respect, honesty, humility, gratitude, and a good deal of transparency in one's professional life is key.

*Martha Cecilia Hoyos, Administrative and Services Manager, Antioquia Region.*