

# Banco de Bogotá



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# Chapter 6

## 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 

# 6. Developing Human Talent to Grow

## The Power of doing things together: Our talent

We believe in the power of doing things together, which is why we attribute 2016's results for the most part to our people's teamwork. Employees are one of our most important stakeholders, so we create activities to provide them with experiences that are relevant for their growth and wellbeing.

In 2016, we maintained and reinforced our commitments with six key topics in human resources management: diversity and inclusion, freedom of association, attraction and retention, training and development, healthcare and safety, and pride and satisfaction on the part of our employees for working at our Bank. These commitments are aligned to the corporate strategy of working together for our organization.

## Commitment with diversity and inclusion

At our organization, we have diverse human talent across the different positions, and we are proud of having a workforce

comprised by men and women that belong to different generations, and together, as a team, contribute their experience and knowledge.

Our staff has a great multi-cultural diversity, which is evident in our geographical coverage, where we have set up points of service throughout the whole country.

### Our talent by generations

| Generation  | % Collaborators |
|---|-----------------|
| Millennium Generation<br>(Born between 1980 and 2000) | 57.93%          |
| X Generation<br>(Born between 1965 and 1979)          | 30.46%          |
| Baby Boomers<br>(Born between 1946 and 1964)          | 11.55%          |
| Traditionalist<br>(Born before 1946)                  | 0.06%           |





Pereira Collaborators

## Committed to Freedom of Association

We should emphasize that the number of women comprising our workforce and holding leadership positions has been growing throughout the years.

### Gender, inclusion and leadership of women in our bank

| Attribute   | 2015   | 2016   |
|---|--------|--------|
| % of women in our workforce   | 57.78% | 58.43% |
| % of women in every leadership position at our Bank   | 54.89% | 54.89% |
| % of women in leadership positions at the executive level (no more than two levels below our CEO) | 30.92% | 32.78% |
| % of women in other leadership positions  | 55.52% | 55.52% |

Our Bank has members of several trade unions, such as the Colombian Association of Bank Employees (ACEB, for the Spanish original), the National Union of Bank Employees (UNEB, for the Spanish original), and the Democratic Association of the Banking and Finance Sector (ADEBAN, for the Spanish original), which represent financial industry workers.

The last three collective agreements were negotiated with three-year terms. The current agreement was signed on August 29, 2015, valid from September 1, 2015, to August 31, 2018. Agreements signed with the trade unions benefit 58.10% of our employees.

### Percentage of employees covered by collective agreements

| Attribute  | 2015   | 2016   |
|--|--------|--------|
| Percentage of employees covered by a collective bargaining agreement | 57.39% | 58.10% |

The benefits in effect for employees included in the agreement are aimed at the progress and sustenance of themselves and their families, and focus on: educational aid for their children; educational aid for employees undertaking technical, technological or university studies; meal allowance for workers on night shifts or continuous workdays; and transportation allowances exceeding the legal requirement.

Furthermore, we focus on our employees' wellbeing, by providing them additional benefits apart from those established in the labor regulations in force included in the collective agreement, which extend to the administrative staff, with 100% of our employees covered by the following benefits: extra service and seniority bonuses, also known as five-year bonuses; cash bonuses and some days off in addition to those established by law; pension bonus, funeral assistance; and optical and maternity assistance.

Additionally, we help our employees and their families to meet one of their basic needs through housing loans, regardless of whether the employee is an entry-level associate or a

top executive. We reported a brisk rhythm in request approvals through the lines of credit set up for that purpose.

Similarly, we declared our commitment to our employees' freedom of association. Thus we included a training module on labor aspects in the leadership courses where we train future supervisors to respect this fundamental right of the people, added to enforcing an adequate disciplinary process that protects the rights of our employees.

## Attraction and retention of our talent

As regards our internal selection and hiring policies we uphold our commitment to preventing gender discrimination, sexual orientation, religious beliefs, or race. Our new recruits reflect a significant share of women and young talent that we are willing to train and develop.

### New collaborators distributed by gender and generation, % Income.

| Generations   | 2015          |               | 2016          |               |
|---|---------------|---------------|---------------|---------------|
|   | Women         | Men           | Women         | Men           |
| Millennium Generation<br>(Born between 1980 and 2000) | 58,30%        | 36,14%        | 60,58%        | 36,25%        |
| X Generation<br>(Born between 1965 and 1979)          | 2,86%         | 2,61%         | 1,68%         | 1,19%         |
| Baby Boomers<br>(Born between 1946 and 1964)          | 0,09%         |               | 0,20%         | 0,10%         |
| <b>Total</b>  | <b>61,25%</b> | <b>38,75%</b> | <b>62,46%</b> | <b>37,54%</b> |

Villavicencio collaborators



Moreover, we seek to retain our best talent, and a sample of that are our rotation indicators, which are within limits we consider acceptable. The difference between total rotation and voluntary rotation remains relatively consistent with the work stability policy that is offered to employees.

## Rotación de colaboradores

| Rotation of collaborators | 2015  | 2016  |
|---------------------------|-------|-------|
| % total rotation          | 6.67% | 6.30% |
| % voluntary rotation      | 4.81% | 4.36% |

In addition, so that we can retain the best talent and create a strong bond with our Bank, we engage in various activities to foster a proper balance between personal life and work, as evidenced in the diverse array of cultural, sport and recreational activities with coverage at the national level, that benefit 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 45,761 events during 2016.

The cultural preferences of our employees stood out. Film was the most significant cultural indicator, where we had 12,900 interventions.

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 we emphasized on, again evidencing very good results, was sports schools, through which we provided options for improving our employees' quality of life through healthy participation in sport.

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





The nationwide program of activities includes:

1. Internal sports tournaments in major cities like Bogotá, Cali, Medellín, Barranquilla and Bucaramanga.
2. Recreational programs for employees and their families.
3. Agreements with gyms in major cities.
4. Agreements with local theaters that present seasonal plays.
5. Agreements with compensation funds, which promote programs such as sports academies, free courses for further education, travel plans 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 promotion to obtain significant discounts on tickets to plays and concerts.
10. Agreement with a film distribution and exhibition company in Colombia, which gave us the best discounts in the market.

11. In some cities, sponsoring sports teams competing in inter-company tournaments.

Another important retention incentive has to do with our explicit commitment to train and develop the talent, which we describe below.

## Commitment with development and training

At our Bank, we provide and manage training and learning resources and opportunities, so that our employees join specific, timely and high-quality training and update 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 with the adequate skills to provide clients a high-quality service experience, we have developed training and refresher programs to develop our employees' skills.

Through our Bank Administration Programs (PAB, for the Spanish original), we continued promoting the professional growth of our Bank employees, and developing leaders with a deep knowledge of the banking business: with vision, ingenuity and the ability to communicate, work in teams and mobilize the talent of their work teams. In 2016, 180 people from all over the country participated in these programs.

## Employee Development Programs: Banking and Leadership School

| Training line   | Total Courses | Total participants | Total hours per course* | Total training hours** |
|---|---------------|--------------------|-------------------------|------------------------|
| Bank Administration Program for Professionals (PAB Professionals) (Duration: 1,193 hours)             | 1             | 57                 | 1,193                   | 68,001                 |
| Bank Administration Program for Service Supervisors (PAB Service Supervisors) (Duration: 1,152 hours) | 1             | 18                 | 1,152                   | 20,736                 |
| Bank Administration Program Leaders in Action (PAB Leaders in Action) (Duration: 272 hours)           | 1             | 8                  | 272                     | 2,176                  |
| Staff Administration and Leadership (Duration: 24 hours)  | 3             | 97                 | 72                      | 2,328                  |
| <b>Total</b>  | <b>6</b>      | <b>180</b>         | <b>2,689</b>            | <b>93,241</b>          |

\*Total hours per course: number of hours of the course x total number of courses.

\*\*Total hours of training: number of hours of the course x total number of participants.

We also continued our partnership with the National Training Service (SENA), working with young high schoolers and college students in their first semesters as Bank Technicians. The main purpose of this agreement is to offer participants the opportunity to study a technical career in the banking sector, and then employ them at our Bank.

In most cases, this is their first work experience. This program reflects our commitment to the youth of our country and to employability, because it allows us to establish a seedbed of trained personnel. In 2016, we conducted 18 courses nationwide, with 490 participants. The employability percentage for this program is 80%.

## Employee Development Programs: Young talent training SENA

| Sena Courses in the country (Duration: 1,912 hours) | Total Courses | Total participants | Total hours per course* | Total training hours** |
|---|---------------|--------------------|-------------------------|------------------------|
| SENA Bogotá   | 7             | 239                | 13,384                  | 456,968                |
| SENA Barranquilla                                   | 2             | 45                 | 3,824                   | 86,040                 |
| SENA Bucaramanga                                    | 1             | 20                 | 1,912                   | 38,240                 |
| SENA Cali   | 2             | 56                 | 3,824                   | 107,072                |
| SENA Medellín                                       | 3             | 71                 | 5,736                   | 135,752                |
| SENA Neiva  | 1             | 20                 | 1,912                   | 38,240                 |
| SENA Pereira  | 1             | 22                 | 1,912                   | 42,064                 |
| SENA Tunja  | 1             | 17                 | 1,912                   | 32,504                 |
| <b>Total</b>  | <b>18</b>     | <b>490</b>         | <b>34,416</b>           | <b>936,880</b>         |

\*Total hours per course: number of hours of the course x total number of courses.

\*\*Total hours of training: number of hours of the course x total number of participants.

Our commitment to the people hired by the Bank is to provide them with the necessary training so that, upon entering their positions, they can perform their tasks with suitability and professionalism. The teller position is key because of its impact on our clients' experience, and to that end, we developed a specialized training course for that task. In Bogotá, 108 people took the 4 courses provided in 2016.

### Development program to employees: Specialized training for tellers

| Line of training                                      | Total Courses | Total participants | Total hours per course* | Total training hours** |
|---|---------------|--------------------|-------------------------|------------------------|
| Specialized training for tellers (Duration 230 hours) | 4             | 108                | 920                     | 24,840                 |

\*Total hours per course: Number of hours of the course x total number of courses.

\*\*Total hours of training: Number of hours of the course x total number of participants.

With the goal of providing the most relevant information concerning the Bank to new hires, we developed an orientation program for new employees not attending the PAB, SENA or teller training courses. Our goal is for them to know and understand our organizational culture, corporate values, strategy orientation, and of course, the most important milestones in our history.

In 2016, we conducted 8 courses in Bogotá with 548 participants. We also offer complementary training through the Virtual University, along with workplace training sessions for all employees nationwide.

### General orientation

| Line of training                        | Total Courses | Total participants | Total hours per course* | Total training hours** |
|---|---------------|--------------------|-------------------------|------------------------|
| General orientation (Duration 16 hours) | 8             | 548                | 128                     | 8,768                  |

\*Total hours per course: Number of hours of the course x total number of courses.

\*\*Total hours of training: Number of hours of the course x total number of participants.



Moreover, 10,431 employees participated in “In House” courses for a total of 74,597 hours of training. At these trainings, we update and develop skills in the following areas: Excel, financial math, lease operations, developing business skills in housing, workshop on consultative sales with emphasis on liabilities, protocol and etiquette, high-impact presentations, drafting, etc.

In addition, a total of 191 employees participated in conferences, courses, events and open programs from recognized universities and corporate training institutions, on topics related to their areas of work. The total number of training hours was 3,228.

Our virtual training is designed to ensure national coverage and opportunity in different new or refresher required topics. During the year we had 100,004 participants.

### Development program to employees: other lines of training

In 2016, as a strategy to develop and retain our outstanding talent, we rewarded 53 employees who had endeavored with excellent performance, had the required seniority, and high potential. Our Bank provided assistance so these employees could enroll in diploma or graduate programs.

| Line of training  | Total Courses | Total participants | Total training hours |
|-------------------|---------------|--------------------|----------------------|
| In house training | 236           | 10,431             | 74,597               |
| Virtual           | 130           | 100,004            | 200,008              |
| Open courses      | 90            | 191                | 3,228                |
| <b>Total</b>      | <b>456</b>    | <b>110,626</b>     | <b>277,833</b>       |

### Development program to employees: postgraduate and certificates

| Line of training | Total Courses | Total participants | Total training hours |
|------------------|---------------|--------------------|----------------------|
| Postgraduate     | 31            | 31                 | 22,028               |
| Certificates     | 22            | 22                 | 2,521                |
| <b>Total</b>     | <b>53</b>     | <b>53</b>          | <b>24,549</b>        |





Collaborators. Popayán, Cauca

## Strengthening excellence in our commercial and operative teams

At the end of the year, we had invested a total of 1,371,169 hours of training for all our direct and indirect employees and SENA trainees, without counting the trainings that our leaders conduct directly with their employees at the work site, nor the hours in which they share their knowledge with co-workers, or hours of conference calls with expert speakers on specific topics that train our staff.

### Average figures per participant

|                                  |               |
|----------------------------------|---------------|
| Average hours per student*       | 129           |
| Average investment per student** | \$ 249,621.03 |

\*Total training hours per year / Total collaborators

\*\*Total investment in training / Total collaborators

In 2014, we launched the job skills certification program for tellers. This program was conducted in cooperation with the SENA, an entity authorized by the government to fulfill this function. To date, we have 971 certified tellers in the country. Of these, 130 were certified in 2016, distributed as follows: 64 in Bogotá and 66 in Barranquilla.

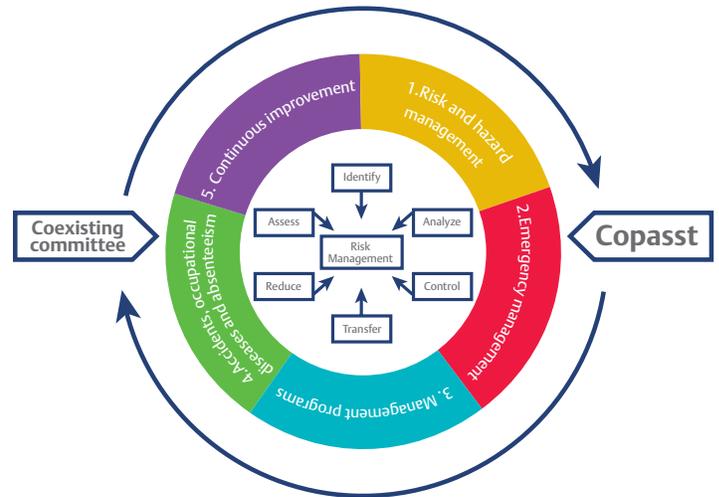
In addition, we implemented a system to measure their knowledge on our financial products and services using the *Conocer* Exam. We use it to ensure suitability and quality in the guidance offered by our employees to clients to have a positive impact on the financial consumer's risks. In 2016, 3,101 participants from the PMP Bank and office assistants from bank branches nationwide were engaged, recording an 84% voluntary participation.

# Commitment to health and safety

We are committed to the health and safety of our employees. For that reason, in 2016, we enhanced the Occupational Safety and Health Management System (hereinafter the SGSST, for the Spanish original) in various phases: definition of objectives, establishment of responsibilities, construction and dissemination of the policy, as well as design and execution of programs. As a fundamental part of constructing and implementing the system, we formed a team of eleven employees who are experts in occupational health, located at different sites throughout the country, and dedicated exclusively to addressing activities derived from our system.

Our team implemented work and intervention plans, based on the following cycle:

## Occupational Safety and Health Management System Cycle



- Risk and hazard management

So far we have updated 99% of the hazard and risk matrix at our administrative sites and bank branches. The methodology implemented started with a visit to the work sites and an employee survey. After that, we identified a series of risks, including biological, physical, chemical, biomechanical and psychosocial, plus safety conditions and natural phenomena. Finally, we assessed the risks as per Colombian Technical Guide 45 (GTC 45). The information gathered was key in designing controls for occupational accidents and illnesses related to the hazards and risks identified.

### Risks and hazards matrix upgrade and coverage in working centers

| Distribution                              | Quantity   | % Coverage   |
|---|------------|--------------|
| <b>Working centers at national levels</b> | <b>806</b> |              |
| Service branches                          | 763        | 98.8%        |
| Administrative working centers            | 34         | 100.0%       |
| <b>Total coverage</b>                     | <b>797</b> | <b>98.9%</b> |

- Emergency Management

We managed emergency risk prevention by updating the emergency plans aimed at our staff at our work sites with a visit to the workplaces and an employee survey.

After that, we identified potential emergencies such as floods, attacks, accidents, explosions, fires and natural phenomena, and finally, we conducted a vulnerability analysis, considering the Emergency Attention and Prevention Fund's methodology (FOPAE - Res 004/09).

### Emergency plans update

| Distribution                              | Quantity   | % Coverage   |
|---|------------|--------------|
| <b>Working centers at national levels</b> | <b>806</b> |              |
| Service branches                          | 763        | 98.8%        |
| Administrative working centers            | 28         | 82.4%        |
| <b>Total coverage</b>                     | <b>791</b> | <b>98.1%</b> |

Evacuation drill / Headquarters



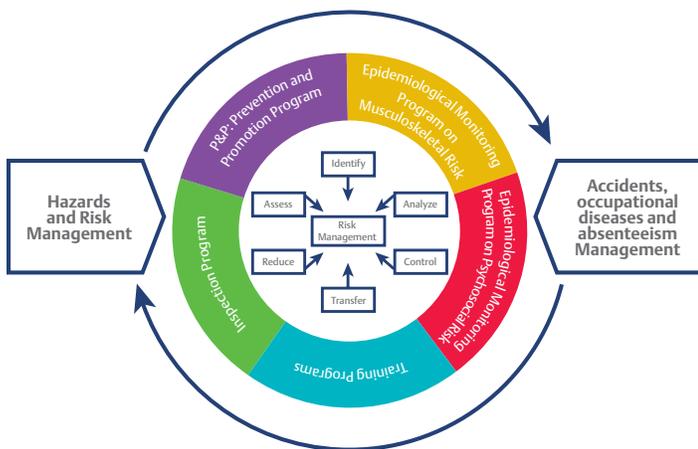
In keeping with the aforementioned, and with the goal of preparing our employees for any potential risk situation, we conducted emergency evacuation drills at different work sites.

### Evacuation drills

| Participation | Quantity |
|---------------|----------|
| Work centers  | 10       |
| Collaboratos  | 3,915    |

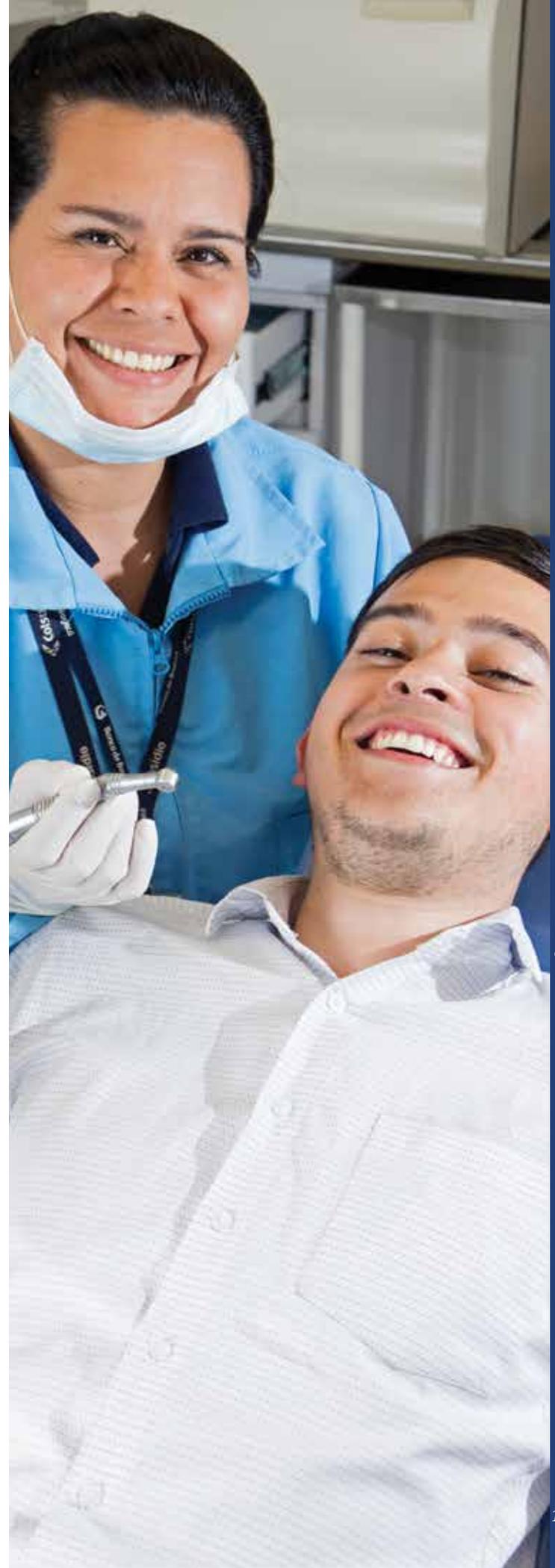
### • Management Programs

As part of our SGSST, we designed and implemented five strategies aimed at preventing injuries, illnesses and employee absenteeism to improve their quality of life at work and providing them with tools that allow them to be aware of the importance of self-care in our culture of organizational safety and health.



### • P&P – Prevention and Promotion Program

We developed preventive and occupational healthcare activities aimed at improving the employees’ health and quality of life nationwide.





### Activities of the Prevention and Promotion Program

| Occupational medical evaluations    | Total Collaborators |
|-------------------------------------|---------------------|
| Income                              | 1,349               |
| Post disability                     | 59                  |
| Periodical                          | 586                 |
| Retirement                          | 196                 |
| Occupational safety and health week | Total Collaborators |
| Nutritional fair                    | 2,500               |
| Blood donation                      | 356                 |
| Uterine cancer screening            | 22                  |
| Back massage                        | 477                 |
| Facial spa                          | 145                 |
| Shoulder therapy                    | 162                 |
| Cardiovascular risk screening       | 106                 |
| Ergonomic challenge                 | 322                 |
| Sport injury prevention             | Hours               |
| Medical care on sports competitions | 350                 |
| Healthcare measurements             | 44                  |

### • Epidemiological Monitoring Program on Musculoskeletal Risk

This program aims for early detection and prevention of biomechanical risk pathologies and the occurrence of occupational illnesses in our employees nationwide.

#### Epidemiological Monitoring Program on Musculoskeletal Risk

| Epidemiological monitoring phase | Total Collaborators |
|----------------------------------|---------------------|
| Sense of morbidity survey        | 1,149               |
| Skeletomuscular evaluations      | 112                 |
| Workstation Inspections          | 870                 |
| Total population                 | 2,131               |
| Intervention phase               | Total Collaborators |
| Workstation adjustments          | 1,336               |
| Proper posture training          | 1,620               |
| Total population                 | 1,620               |

### • Epidemiological Monitoring Program on Psychosocial Risk

One key focus of our programs is to emphasize on early prevention and identification of psychosocial risk factors that have

negative repercussions on the health and wellbeing of our employees nationwide.

### Psychosocial risk epidemiological monitoring program

| Epidemiological monitoring phase     | Total Collaborators |
|--------------------------------------|---------------------|
| Intervened population                | 1,524               |
| Focus group sessions                 | 34                  |
| Focus group in intervened population | 566                 |
| Total population                     | 1,524               |
| Intervention phase                   | Total Collaborators |
| Assertive communication workshop     | 45                  |
| Teamwork presentation                | 42                  |
| Total population                     | 87                  |

### • Training Programs

In 2016, over 2,500 employees in various offices from towns and mid-size cities participated in the SGSST awareness raising program for a presentation of general system guidelines.

| Program activities                | Total Collaborators |
|-----------------------------------|---------------------|
| In-person orientation             | 545                 |
| Virtual training                  | 2,226               |
| Hours spent on program activities | Hours               |
| Emergency brigade training        | 400                 |
| Presentation                      | 2,500               |
| Overview of a healthy lifestyle   | 60                  |
| Legislation                       | 8                   |
| COPASST                           | 8                   |
| Coexistence committee             | 8                   |



## • Inspection Program

In an effort to correct and prevent unsafe actions and conditions and to timely implement action plans that contribute to reducing the probability of occupational accidents and illnesses, we prepared different activities aimed at anticipating risk-related situations.

### Inspection Program

| Type of Inspection                              | Total inspections |
|---|-------------------|
| On-site inspection                              | 15                |
| Emergency equipment inspection                  | 58                |
| Personal Protection Equipment (PPE) inspections | 6                 |

## • Management of Occupational Accidents and Illnesses and Absenteeism

Thanks to our prevention efforts, internalization of healthy lifestyles, a culture of self-care and commitment on the part of our employees to maintain and care for their health, we have been able to reduce occupational accident and employee absenteeism indicators.



## Occupational accidents, absenteeism and occupational illnesses

| Accident indicators (NTC 3701)            | Year |      |
|---|------|------|
|   | 2016 | 2015 |
| Frequency indicator (FI)                  | 1.94 | 2    |
| Severity indicator (SI)                   | 5.38 | 6.2  |
| Absenteeism indicators (NTC 3793)         | Year |      |
|   | 2016 | 2015 |
| Frequency indicator (FI)                  | 138  | 133  |
| Severity indicator (SI)                   | 658  | 682  |
| Occupational illness indicator (NTC 3793) | Year |      |
|   | 2016 | 2015 |
| Incidence rate (IR) (per every 100,000)   | 220  | 210  |

## Committed to our employees' pride and satisfaction

We want our employees to be proud and increasingly satisfied of working at our Bank. For that reason, in 2016 we began a work to align our organizational culture around our clients. The first step was to design strategies to strengthen the bond between employees and the Bank.

First, we created the Preferred Plus segment, which provides preferential service to all our employees and their immediate families, with access to our financial products and services.

Next, we designed and conducted a survey to gauge the perception of the service offered by the Top Management at bank branches. We obtained a net satisfaction rate from the survey, with significant opportunities for improvement in various services. As a result, we launched internal action plans to respond to the concerns expressed in the survey.

Finally, we created the Human Resources web page to gather all the information from our departments and frequently asked employee questions concerning benefits, social security, access to wellness activities and recreation nationwide, etc.



anco de Bogotá



*Diana Betancourt,  
An example of perseverance and achievement*

*“The Bank has been very important to me because it has helped me to grow as a person and as a professional”.*

This 34-year-old woman, born in Pereira, tells her story at Banco de Bogotá with pride and satisfaction. At the age of 18 she joined the institution as Administrative Secretary at the main office in the capital city of Risaralda, launching her professional life.

Her drive and perseverance encouraged her to start college, and she split her time between work and her studies. During that time she worked as a sales consultant, and thanks to her efforts, she obtained her Marketing and Sales Administrator certificate. This achievement encouraged her to keep growing within the organization and helped her in being promoted. She began the Banking Administration (PAB) program to become Service Manager, and in a short period of time got the position, which she has held for almost 3 years.

After that, Diana Betancourt decided to enroll in the PAB Manager program, and took on a new challenge in 2009: to become an Office Manager. “The Bank has been very im-

portant for me because it has helped me to grow as a person and as a professional” she insisted.

Over time, she came back to the office where she began her work, but as a Manager, and she happily recounts that “after so many years, coming back to the place where I began fills me with pride. Even some clients remembered me, and they told me: Hey, I know you! I answered them: yes, I used to be the secretary”.

Today, Diana is Manager of the new Premium Office which recently opened in Pereira. With the help from a great team, she takes care of local clients in that segment. She says that from her position she hopes to continue “to contribute my part to the Bank’s objectives”.

Diana emphasizes that the Bank helped her to grow and fulfill her dreams, and says that young people coming into the organization find an excellent opportunity to grow professionally.

And she insists that the key to success lies in “always having the best attitude and putting everything into meeting our goals and objectives”.