

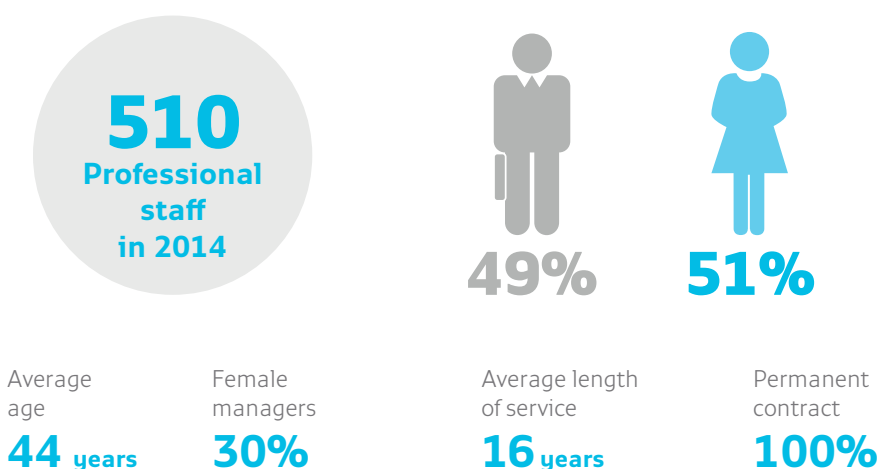
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> Cecabank's team

Above all, our people-management model is geared towards professional development.

Cecabank is a young bank with a highly qualified and dedicated team. The 510 professionals who make up Cecabank's staff are its biggest asset. For this reason, Cecabank's people management model is geared, above all, towards **professional development** and the **detection and management of talent**.

TEAM IN FIGURES



Staff Training and Promotion

Cecabank continued to promote the transformation of its employees in 2014:

Training our team of professional staff guarantees quality service and allows us to respond to the changing needs of our customers and the market.

2014

+21,836 

hours of training

+900€ 

average investment per employee

2014, particular emphasis has been placed on contributing to the development and training of staff currently in strategic departments. As a result various training activities have been carried out as continuous improvement programmes for the institution,

training has specialised in depositary and fund management, financial market regulation, project management, quality management, and languages. In total 45 percent of employees have taken part in one or more of these actions.

TRAINING IN 2014

In line with the institution's continuous improvement goals it revises and adapts to respond to business and market needs. In this regard, over the course of

2014

80% 

% of the workforce receiving training

Training on quality

 **80%**
Satisfaction

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Talent Detection and Management

Managing and detecting talent is one of the pillars of human resources management.

Cecabank is committed to building the organisation's executive talent. For this reason, in 2014 the Quality Executive Development Programme (DEDICA), was launched, ensuring executives match the bank's new business model and the need to respond to the challenges presented by the financial market.

The programme comprises a learning path addressing various different areas of competence and combines classroom sessions with activities via the online campus.

In the case of **external talent**, in order to attract the best candidates from universities and business schools, and help them fit in to the workplace, Cecabank has continued its scholarship policy, which is run through education cooperation agreements with Madrid's leading universities and business schools.

DEDICA PROGRAMME

Executives

56 

Forming part of the DEDICA programme together with the Steering Committee.

Training actions

Areas such as change management, results focus, leadership, people development, motivation and commitment have been developed, always in a way that is tailored to Cecabank's strategic objectives and culture.