

01 Our identity

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Customer satisfaction

The services provided for Cecabank's clients are submitted to external and internal quality evaluation every year. The level of quality and the service availability indicators are analysed in order to draw conclusions which will serve as the basis for establishing their quality improvement targets. A total of 161 clients were consulted in 2015. The average mark was 8.3 on the satisfaction index and 8.5 on the recommendation index.



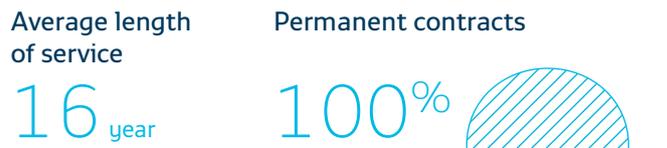
Cecabank's team

Cecabank is a young bank with a qualified, dedicated team. The 508 professionals in Cecabank's team are its main asset. That is why Cecabank's personnel management model focuses first and foremost on professional development and on detecting and managing talent.

The team in figures



Labour relation



Gender



Training, Promotion and retaining talent

Investment in training is essential to the growth, development and promotion of our employees.

The development and growth of our team of professionals is a priority for Cecabank. Consequently, we believe in training and internal promotion as a means of boosting potential and creativity.

Training is reviewed and adapted to meet the needs of the business and the market, in line with the entity's goals of continuous improvement.

Training

19,960 Hours

Average investment

€800 per employee

Motivating the team

One of Cecabank's main concerns as regards human resources management is to motivate the team, with a view to creating sound lasting relationships. Fomenting a good working atmosphere, facilitating access to training and rewarding talent are just some of the policies we use to motivate the team.

Training in 2015

92% of the workforce has received training

Quality in training

81% satisfaction

Attracting and retaining talent

Managing change: Corporate development

After completing the first stage of DEDICA (Desarrollo Directivo de Calidad or Quality Mngement Development) which ensures that managers adapt to the bank's new business model and to the need to face the challenges posed by the financial market, different areas have been worked on:

- ✓ Management Committee with coaching and group sessions on monographic topics. With this, each member of the Management Committee will have a personalized scheme.
- ✓ Management team. Managers who will have a future trajectory designed in such a way that what has been learnt will form part of everyday management skills. The focus will be on business development and the development and evaluation of staff.
- ✓ DEDICA design for Technical Staff. In order to guarantee Cecabank's process of change, a programme has been designed to give Technical Staff initial training in the professional leadership competences they need.
- ✓ Redefining the Performance Evaluation model.

The second stage (DEDICA2) will reinforce competences that could still be improved.

External talent

As regards **external talent**, Cecabank continued to follow the policy of internships through educational cooperation agreements with the most important universities and business centres in Madrid, in order to attract the best candidates.