

Exhibit 2

Banco Davivienda Innovation Skill – Organizational Mechanisms and Structures Axis

In order to maintain innovation in place throughout time and ensure that all the people receive the support necessary to innovate, we have developed various programs and mechanisms:

New Roles:

We initially envisioned two figures within the organizational structure: a **Mentor Vice-president** and an **Innovation Manager**, who are in charge of guaranteeing that innovation flows through all the organization in an orderly manner. Yet these figures were not enough to make innovation a systematic process for all the company. For this reason we also created the roles of the **Innovation Coach** to support the strategy and the **Project Owner** to ensure the implementation of each idea.

Innovation Portal

We have an information system which is accessible to all staff in order to:

- Check the tools and principles of innovation
- Check the network of Coaches available
- Learn the bases of the Innovation Award
- Become aware of innovation news in the bank and the world
- Register their implemented innovation achievements
- Consult innovation achievements of others
- Requests help and send suggestions and concerns to the Innovation Management



Evaluation of Coaches



We have an assessment of the Innovation Coaches, to evaluate their work as change agents, facilitators and their management in implementing the achievements. In this way we can know in which cases it is necessary to intervene and strengthen the skills and knowledge of people.

Evaluation of Organizational Climate

During Staff-Supervisor and Supervisor-Staff evaluations, we include questions relevant to innovation which help us enrich the organizational climate.

Innovation Award

We created the Innovation Award as a mechanism to disseminate best practices in the organization, recognize officers and teams that have led innovation and strengthen the innovation culture.

Each year officers who consider they implemented innovation achievements that broke paradigms and had an economic, social and/or environmental impact on the organization nominate their projects through the portal. In a second phase, a technical committee formed by Bank's Vice-presidents is responsible for selecting the most innovative achievements to be presented before an external jury. In the last stage the external jury, comprising people from the public and private sectors, invited for their careers and relationship to innovation, defines the winning accomplishments in each category.

The group categories recognized in the Award are: Customer Experience, Efficiency, New Product Creation, Synergy, and Branches; and individual categories are: Best Project Owner, Best Innovation Coach and Best Vice-president.

Innovation Expedition

The Innovation Award winners don't receive a traditional prize, but rather something that encourages creativity and innovation and enables them to strengthen their knowledge of innovation and inspires them for further innovation. The award is the Innovation Expedition, a trip to experience an exotic place in Colombia, in which participants have the opportunity to participate in conferences with experts in innovation, work with the community and experience life events typical of the region they are visiting.

The first expedition went to the Amazon and involved experts in biomimetics; the second version of the expedition was to San Andres and Providencia, where attendees had the opportunity to share their experiences with entrepreneurs in the region.

Communication Strategy

In the construction of this skill communication strategy has been important to raise awareness throughout the organization of our innovation progress and to maintain the issue current over time. Among the various components of this strategy are:

- A logo that identifies us and makes us visible to the entire organization.
- A weekly newsletter, called Innovation Day, which contains innovation news from the Bank and innovations of other companies in the world, which become a reference point for our staff.
- A note on the progress of the innovation strategy that is included in each issue of the organization's internal newsletter.

