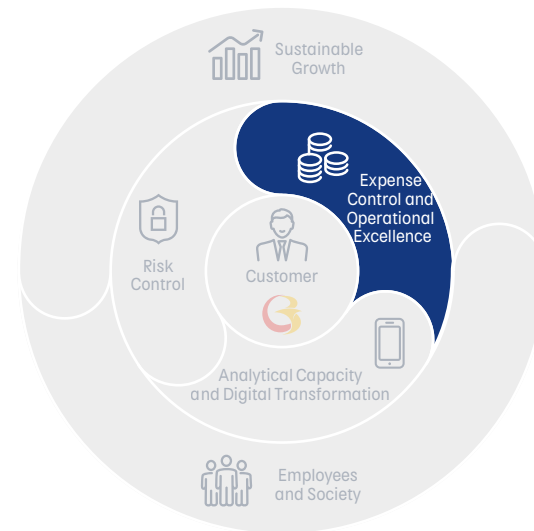


Cost Control and Operational Excellence



→ We efficiently control expenses and make processes agile, simple, and safe to achieve excellence and efficiency in the operation.

To face the main challenges of 2022, we gave continuity to our culture of efficiency, through the management and implementation of different projects that allowed us to optimize the use of resources, facing different situations in 2022.



We implemented a culture of efficiency

Operational Excellence

As part of our commitment to operational excellence, in 2022 we implemented a new model for the direction and management of initiatives with the aim of strengthening our organizational capabilities to analyze, postulate and follow up on the impact of technology requirements associated with the needs of the agile growth program. In addition, we have evolved our process factory into *XCenter*, a multidisciplinary team that seeks to transform and improve the user and customer experience, simplifying their interaction with products and channels.

Among the optimization and efficiency initiatives that we have carried out, we have consolidated strategies to reduce the percentage of the delinquent payroll loan portfolio and built the first *E2E* digital solution for granting car loans, achieving more than 2,500 applications through this flow and reducing nearly 240 minutes of operational burden. Additionally, we designed new lightweight solutions that optimize processes and improve the user experience, such as the Data BI solution to mitigate inconsistencies in the payment of incentives and the new incentive model to guarantee the reactivation of funds dispersions to accounts that had not presented transactional movements for more than 8 months.



Team from the Channels Division

Commitment to the environment



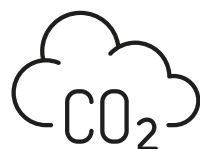
→ We improve the direct management of our operation through initiatives that allow the correct use of natural resources and contribute to the care and preservation of the environment.

First Carbon Neutral certified financial institution in Colombia – Corporate Carbon Footprint [DJSI][GRI2.305.1, 305.2, 305.3]

Icontec certified us as Carbon Neutral

Thanks to our commitment to reduce corporate greenhouse gas emissions and the development of a decarbonization path with mitigation and compensation plans, we were certified by Icontec as the first bank in the country to be carbon neutral, scope 1 and 2. Some of the initiatives we executed were: adherence to the *National Government's Carbon Neutral Colombia* program led by the *Ministry of Environment and Sustainable Development*, the measurement of 100% of our

carbon footprint for three consecutive years in branches and administrative headquarters under the methodological guidelines of the *Greenhouse Gas Protocol (GHG Protocol)*, the installation of renewable energy production methods in its operations, the certification of branches with the *Leadership in Energy and Environmental Design (LEED)* sustainable construction seal, among others. As a result, in 2022 we had the following measurement for Carbon Footprint in Tons of CO₂ equivalent.



Carbon Footprint Calculation 2019 - 2022

GRI 305.1 - 305.2 - 305.3

(Units: tCO₂e)

	2019	2020	2021	2022
Scope 1	2,879	1,166	5,363	3,454
Scope 2 Location Based	5,848	5,146	3,438	3,217
Scope 2 Market Based	N/A	N/A	0	0
Scope 1+2 Location Based	8,727	6,312	8,801	6,670
Scope 1+2 Market Based	N/A	N/A	5,363	3,454
Scope 3	1,153	438	315	431
Total GHG Emissions Location Based	9,880	6,750	9,116	7,101
Total GHG Emissions Market Based	N/A	N/A	5,678	3,885

Notes: In 2022 we adjusted the 2019 baseline, according to the results of the verification performed by Icontec in 2021, so that we included emissions corresponding to R-22 refrigerants.

In 2021 and 2022 we supported 100% of our operation's energy consumption as Renewable Energy, through Renewable Energy Certificates -RECs-, generating in turn a carbon footprint of 0 tons of CO₂ equivalent for Scope 2.

Emissions from land and air travel were estimated at 281.23 tons of Co₂ Equivalent and Scope 3 Total (business travel + paper consumption) in 2022 were 430.98 tCO₂e.

The target for Scope 1 for 2022 was 2,378.72 tCO₂e; for Scope 2 was 4,102.56 tCO₂e; for Scope 3 was 977.04 tCO₂e and for travel emissions 508.06 tCO₂e.

Energy Efficiency [DJSI][GRI.302.1]

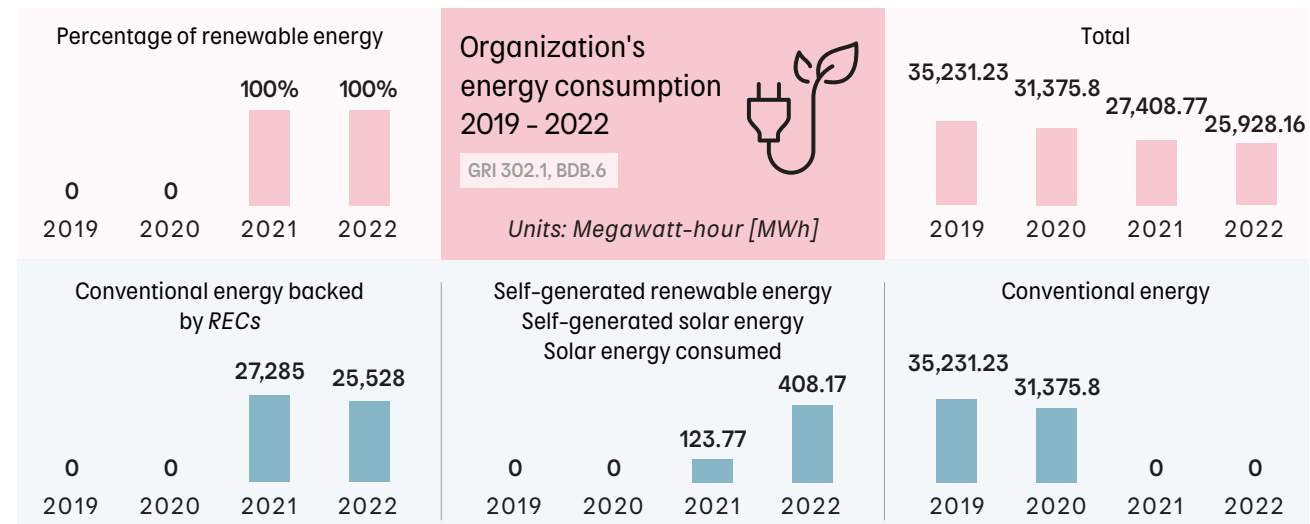
In 2022, we continued to campaign for responsible energy consumption habits. We track and monitor energy consumption through intelligent software, in addition to maintaining an adequate measurement of the self-generated energy of our solar panels, operating in administrative headquarters and branches. As part of our operational eco-efficiency projects, the Bank has installed solar panels in 18 branches and 2 administrative headquarters (Bogota and Barranquilla), achieving a solar energy generation in 2022 equal to 408.17 MWh. All self-generated renewable energy (100%) is consumed in the operations of each branch. The generation data of the solar installations are obtained by direct measurement recorded in the *Energy Master* software.

Likewise, we changed 598 air conditioning units in 88 branches nationwide, ensuring the implementation of the latest generation systems in the market, which generates an average savings of 18% in energy consumption and reduced spending

on corrective maintenance. We also implemented the first *Internet of Things (IoT)* project in the *El Prado Barranquilla* branch, to remotely turn on/off and control the temperature of the air conditioning system. With this initiative, we reduced energy consumption by 17% during the 3 months of monitoring in the branch.

The energy efficiency project, permanent campaigns on good consumption habits, optimization of spaces, implementation of efficient refrigeration technology and the massive deployment of solar panels, which by the end of 2022 completed 20 sites, were the main levers to achieve a 6% reduction compared to 2021, which is equivalent to 229 tons of CO₂ mitigated on the environment.

On the other hand, backed by *Renewable Energy Certificates -RECs-* we are able to accredit that the use of energy in our operation is 100% renewable, our energy demand is reported as follows:



* The Bank's own renewable energy projects correspond to 100% execution by the Bank.

* All renewable energy generated by solar panels is consumed in the Bank's operations.

In the 2021 management report, the self-generation of renewable energy by solar panels was published with a lower value given that December 20 was used as the cut-off date. This report adjusts the value to the cut-off date for the fiscal year.

Methodology for quantification of energy consumption [GRI 302-1]

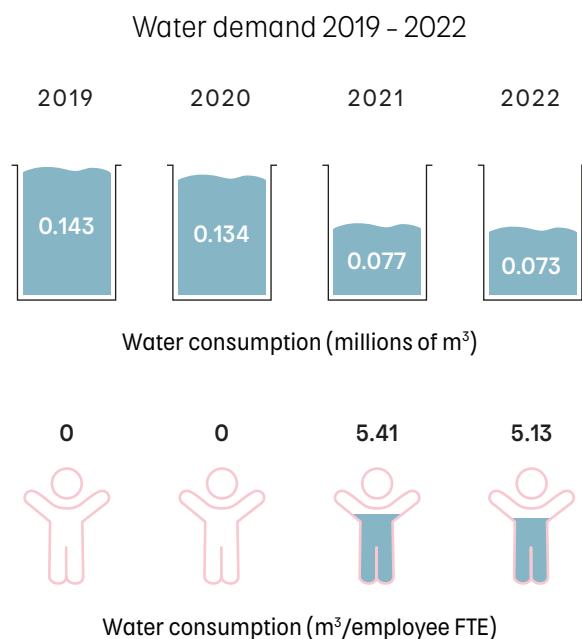
Total energy consumption corresponds to 93,540 GJ, equivalent to 25,983 MWh, which correspond to renewable and non-renewable fuels consumed for the use of vehicles and aircraft (mobile sources) and for electric plants (fixed sources), and to the organization's electric consumption, which includes the total consumption of electric energy coming from the *National Interconnected System -SIN* and that self-generated by the panels installed in 18 branches of the Bank. Fuel consumption is taken from refueling invoices at service stations according to the use of vehicles, airplanes and/or electric plants, and electric energy consumption is recorded by each branch from the respective invoices, in the *Energy Master* software.

On the other hand, there is a difference of 6,327 GJ, equivalent to 1,758 MWh, compared to the electricity consumption records for the year 2021.65 GJ, equivalent to 1,758 MWh, this decrease was generated due to the installation of solar panels in 18 branches and the administrative headquarters in Barranquilla, additionally, the campaigns of good consumption habits continued for all the Bank's employees, inverter devices were installed to optimize the efficiency of turning on and off the air conditioning equipment during non-business hours and solar films were installed to improve the thermal comfort in the branches and avoid turning on the ventilation equipment.

Water Efficiency [DJSI][GRI.303.5]

Measuring our water footprint has allowed us to manage water in an increasingly efficient manner. We understand our responsibility given the pressure exerted on the resource; therefore, we have implemented measurement and monitoring tools that allow us to identify high demands and apply the pertinent control measures. In 2022, we continued to carry out campaigns for efficient water use and savings, which have been reflected in a decrease in consumption. Our water consumption is mainly for domestic use from our branches for employee consumption.

In the Pacific and San Andres we have allocated additional economic resources to supply drinking water. Total water consumption in a water-stressed area (San Andres) is represented through the purchase of a weekly 10m³ tank truck to supply the office.



Water consumption in water-stressed areas [GRI 303-5]

0.007 TOTAL WATER CONSUMPTION (MM m³)

7.4 TOTAL WATER CONSUMPTION (MI)

* The reporting units correspond to Millions of cubic meters (MM m³) and Megaliters (MI).

Integrated waste management

[GRI 306.2]

We manage our waste correctly, mainly those that can be used with expert recycling companies. As for hazardous waste, we manage it through entities that carry out a correct final disposal.

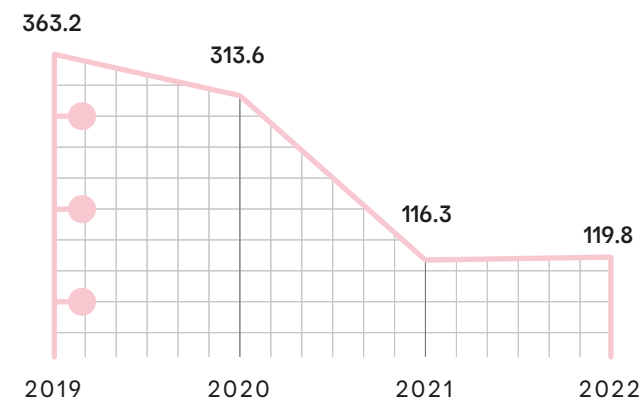
Paper consumption

We continue with our commitment to reduce paper, using it efficiently and minimizing waste through our "zero paper" project; through various initiatives such as the transition to digital vouchers, assignment of paperless shifts, digitization of office formats, among others, we have been able to reduce mainly the printing of paper in our branches. Thus, we standardized operating processes, developed digital function manuals for all positions in the business service centers, and reduced the average monthly paper consumption by 46%. In addition, we implemented the project for the automatic enveloping of credit and debit cards with recycled paper, which will begin operating in the first two months of 2023.

Paper consumption in the organization 2019 -2022

BDB.9

Kilograms of paper (Internal consumption)



According to internal consumption records, there was a slight increase in the use of paper, largely due to the greater participation of employees in branches and the greater number of customers in our branches. On the other hand, we identified a decrease in external paper consumption (printed communications), compared to 2021, equivalent to about 50%.



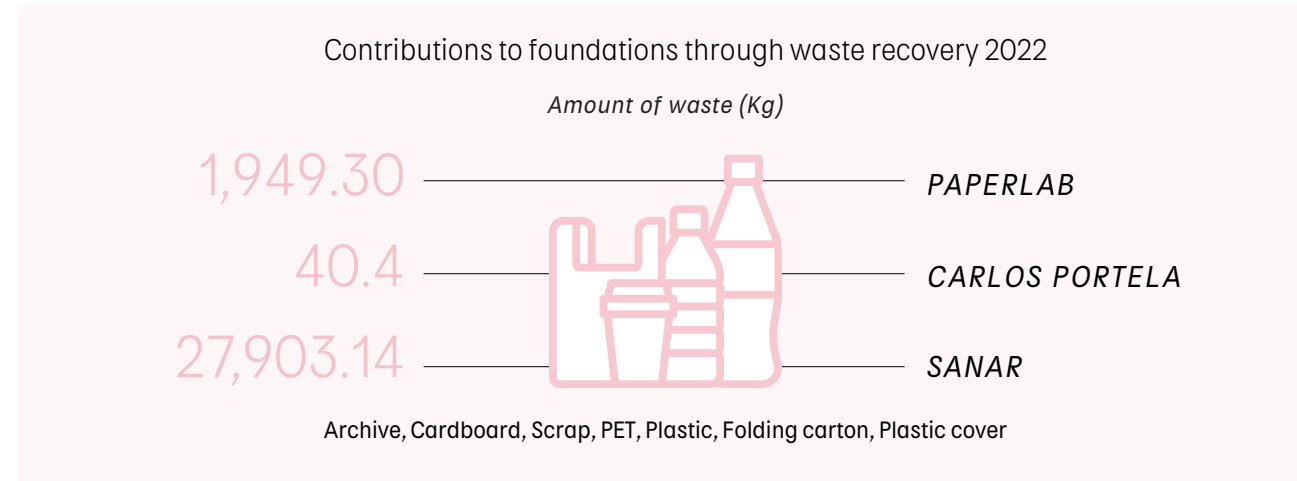
Waste utilization

A large part of our waste program is based on the correct use of recyclable materials generated both in our administrative branches and in our network of branches nationwide. We train and sensitize our employees on the correct separation of waste and the importance of strengthening our culture of saving.

Thus, in 2022, from the central archive, we made use of 280 tons of waste between archival paper, cardboard and plastic accumulated from previous years, through our ally *Carpa-peles*, generating a lower waste load to the environment, recirculation of material and income for the Bank. This waste undergoes a destruction process and is reused as raw material for the production of toilet and industrial paper. On the other hand, 5 additional tons of usable waste have been managed with the company *Ele de Colombia*, which gives a second use to the waste, transforming it into ecological by-products such as pencils, pens, notebooks, notepads and journals made of recycled material.

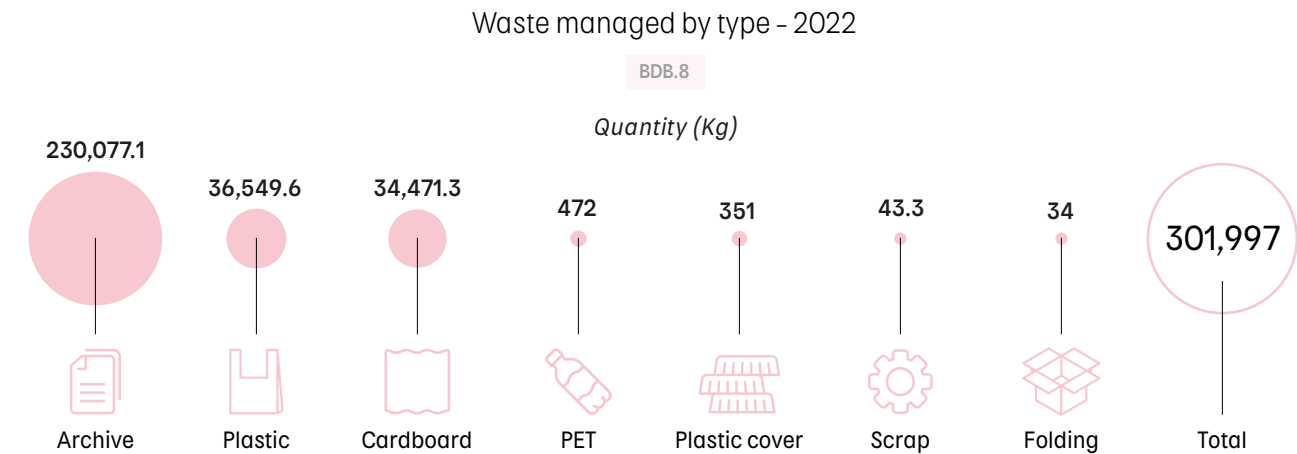
Program for recyclable waste that supports social causes

Hand in hand with our employees, we have forged a great program for the use of waste at a national level, through awareness and workshops for the correct separation. This generates contributions for various foundations that use this material as a source of support, as follows:



Managed Waste

The total waste managed in 2022 by type of waste is presented below:



*All waste was recycled or reused; only 0.81 was disposed of in other ways.

WEEE waste

For the management of hazardous waste or WEEE (RAEE for its acronym in Spanish), we have alliances with organizations such as LITO and GECORAE, with which we reused and correctly disposed of 809 kilograms of material nationwide, consisting mainly of fluorescent tubes, telecommunications equipment, large household appliances, among others. Likewise, we contributed to social causes for the implementation of solidarity projects that generate benefits to different communities in vulnerable conditions, through the *Fundación Puntos Verdes*.

Environmental programs

We continue to work and implement programs that contribute to the well-being of our employees, society and the environment, through actions to mitigate the impact of climate change, protect and conserve biodiversity and offset some of our emissions as a society.

Some of our most relevant programs are:

Sustainable mobility BDB.10

For 2022, we continued working to promote well-being, improve the quality of life of our employees and reduce the amount of CO₂ emissions through our mobility program, where we implement a travel model that minimizes the negative impact on the environment; this is how we received for the third consecutive year the recognition by the *District Mobility Secretariat (Secretaría Distrital de Movilidad)* as one of the best programs in the private sector for transforming mobility habits and culture around the impact of commuting to work.

We have a *Comprehensive Sustainable Mobility Plan -PIMS-* in the Capital District, which we update annually according to the needs and shortcomings we find, and with it we plan the new strategies required by our employees. In 2022, we increased the number of employees who use bicycles, install scooter racks in the General Management, increase the number of users of our *Carpooling App* and extend the program to Medellin, Cali and Barranquilla. We also implemented a system of incentives for good mobility practices, expanded the bicycle sharing system to Barranquilla, Villavicencio, Medellin, Cali and Bogota, we have a hybrid work policy and flexible working hours, and more than 8 thousand users benefited from the program, avoiding 37 tons of CO₂ emissions.



We promote sustainable mobility

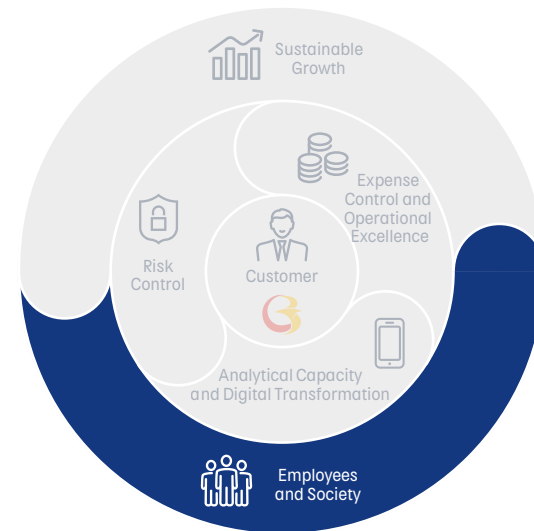
In turn, we support the socio-environmental project of the *Saving The Amazon Foundation* in Vaupés, where we built the *BdB forest* with the planting of 80,526 trees to date and a carbon capture of more than 4,480 tons of CO₂ since its inception in 2015. The project, in addition to contributing to the restoration, has a social focus with the indigenous communities in the area (Tayazú, Santa Cruz and Puerto Paloma) where 70 families benefit and women are empowered to be the main participants in this type of employment with more formality.

Committed to carbon neutral certification in our operation, we acquired 2,000 carbon credits related to a reforestation and conservation project in forested areas between the sub-region known as Montes de María and the Momposina Depression in the departments of Córdoba and Bolívar. This project allows reforestation with native species and generates socio-environmental benefits that translate into the conservation of water sources, erosion prevention, wellbeing in terms of health, CO₂ removal and development of community economic activities.

Reforestation and Ecological Restoration

We reiterate our commitment to restoration and mainly the compensation of our carbon footprint by planting native trees in areas stripped of vegetation. With the support of *Fundación Natura*, which carries out ecological restoration projects, and together with our Employees, we carried out the planting of 240 trees in the El Encenillo - Cundinamarca and Silencio-Antioquia nature reserves.

Employees and Society



→ We promote an organizational culture that prioritizes values and practices of equity, diversity and inclusion for the well-being and development of our employees, fostering work-life balance, inspiring and change-oriented leadership, in an environment of collaborative work, agility and digital transformation, to provide superior experiences to our customers and generate positive impacts on society and the environment.

Our Employees [GRI 2-7]



Culture seal

Our Culture Seal revolves around our talent and prioritizes nine behaviors that seek excellence from our employees on a daily basis, through three pillars: We lead and develop others, We mobilize change, and We build collaborative networks and exceed service expectations. During 2022, we promoted the Bank's organizational culture, strengthening the adoption by our employees of the BdB Culture Seal, a distinctive that defines our actions and the way we relate to the different stakeholders.

Human talent strategy

In recent years, the social, economic and environmental changes accelerated by the pandemic and post-pandemic have had a significant impact on society and the Bank's employees. To respond to this new environment, innovations in talent management have been implemented to provide inclusive, productive and innovative environments that adapt to the new needs. In addition, comprehensive wellness actions have been implemented to protect employees' mental health and provide a balance between life and work. Work flexibility, telecommuting and hybrid work are some of the options that have been offered, and the needs and expectations of employees have been listened to and responded to through the *Employee Journey Map (BdB)*.

Talent development has been fundamental, with the adoption of new skills and competencies, and the consolidation of the leadership model with the Integral Transformation Program and the *Agile Academy (Academia Ágil)*. Feedback processes and career plans have been implemented for the growth of individuals and teams, and strategies have been implemented to attract and promote talent in line with the employer brand. All this has been achieved with a transversal approach

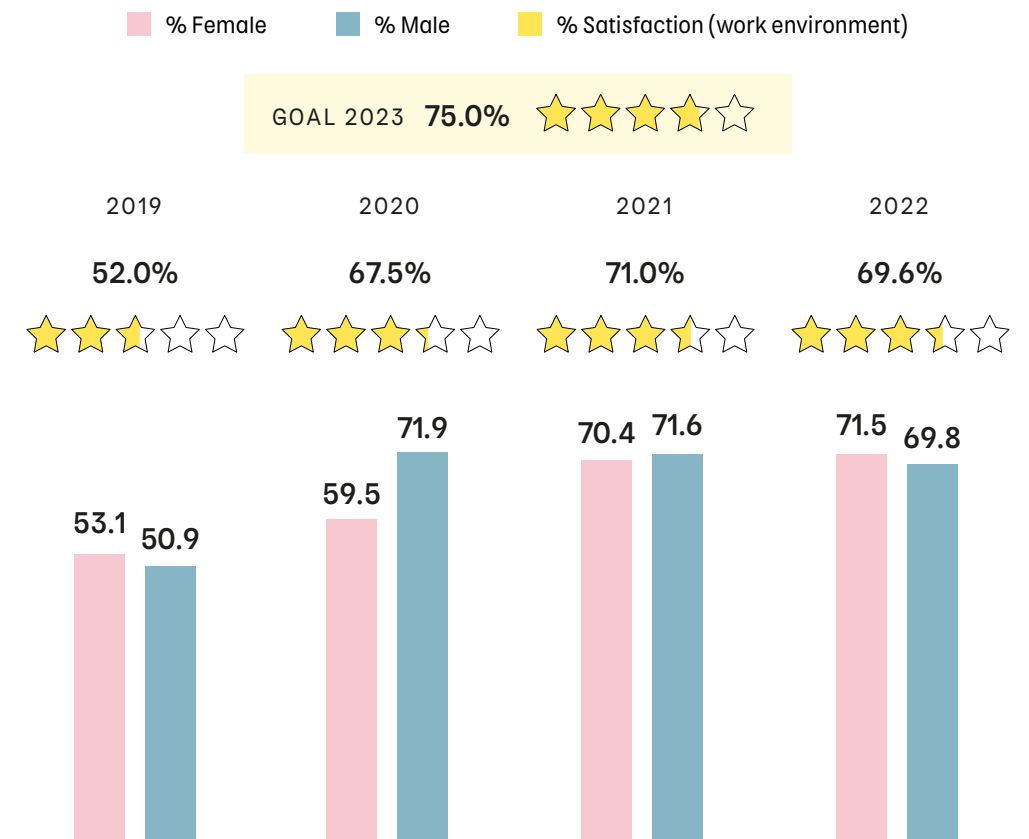
to diversity, equity, inclusion and non-discrimination, which has led to the consolidation of more diverse and inclusive environments, led with a gender approach, and has positioned the company as a benchmark in terms of *DEI (Diversity, Equality and Inclusion)* in the national productive sector: *Market Leader (Euromoney)* in diversity and inclusion in the financial sector; *Equipares Silver Seal (UNDP, MinTrabajo)*, *Friendly Biz Seal* and we are in the top 10 of the most inclusive companies according to the *Chamber of Diversity and the National Consulting Center*.

For the third consecutive year we are certified by *Great Place To Work (GPTW)* [BDB.13][DJSI, MSCI]


For the third consecutive year, we obtained the *Great Place to Work* certification by *GPTW* and *Icontec* thanks to our strategies for the well-being and development of our employees and their families. We implemented best practices and tools to mobilize the work environment, prioritizing actions based on disclosure of results, training in tools, training for the team of sponsors, conducting pulses and communication plans to promote the use of benefits for our employees.



Results 2019 - 2022



Distribution
Great Place To Work

	2019	2020	2021	2022
 BY TYPE OF POSITION (%)	Level I	65,7	71.0	69.6
	Level II	91	94.3	95.9
	Level III	82,2	91.0	86.3
	Level IV	66,1	66.3	63.9
	Level V	73,9	81.3	89.2
	Level VI	63,4	72.3	70.4
	Level VII	62,6	67.9	69.6

	2019	2020	2021	2022	
 BY AGE (%)	Under 22 years old	59.9	83.6	90.8	84.8
	22 to 29 years old	55.9	70.7	76.7	76.7
	30 to 39 years old	47.5	62.0	66.4	62.6
	40 to 52 years old	48.1	63.9	71.8	72.1
	50 years or more	47.7	58.8	68.5	71.5

	2019	2020	2021	2022	
 ACCORDING TO DIVERSITY (%)	Ethnic majority	51.4	65.7	71.0	69
	Ethnic minority	48.7	66.5	66.7	78.5
	LGBT+ Yes	-	51.9	65.7	61.4
	LGBT+ No	-	65.7	71.0	69.6
	I prefer not to answer	-	-	60.6	70.7
	LGBT+ unidentified	-	46.9	63.9	69.6

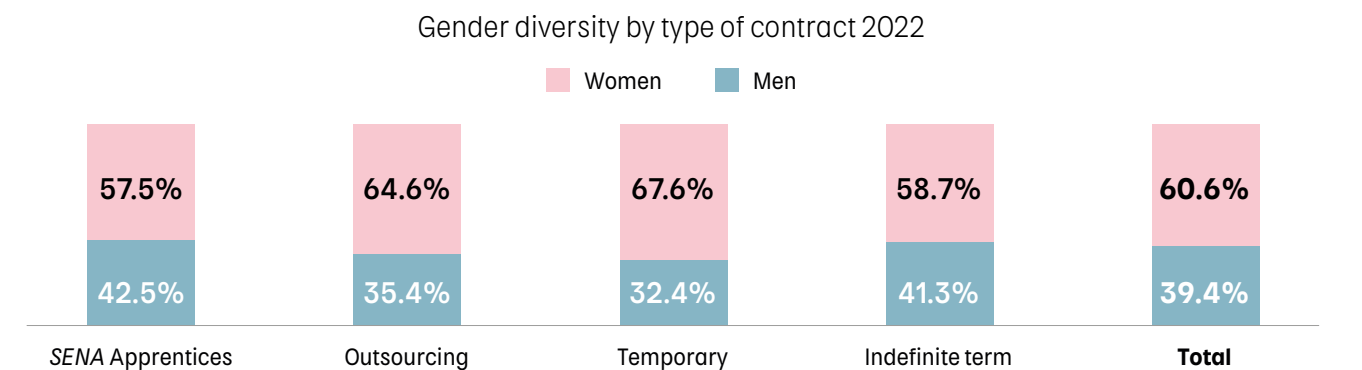
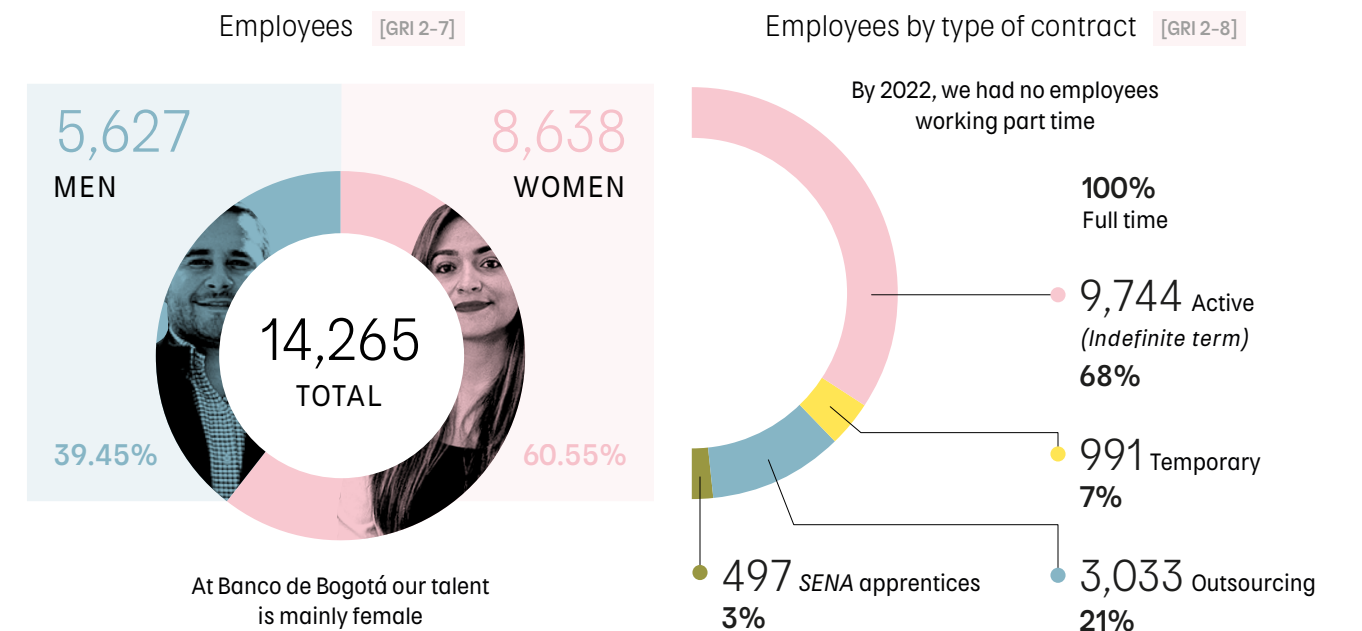
We lead in people management at sector level in *MERCO Talent* [MSCI.7]

In the global evaluation of the attractiveness of our employer brand to attract and retain talent, conducted by *Merco Talent*, a monitor that promotes the improvement of human capital management in organizations, we climbed 6 positions and mobilized, significantly, the perception of our stakeholders such as Business School Alumni, Experts, Headhunters and Unions; likewise, we are positioned in the Benchmarking of people management in the 1st position at sector level and in the 2nd position at the general *Merco* level. This evaluation considers the opinion of different audiences on labor quality, employer brand and internal reputation and makes a comparative analysis with large companies.

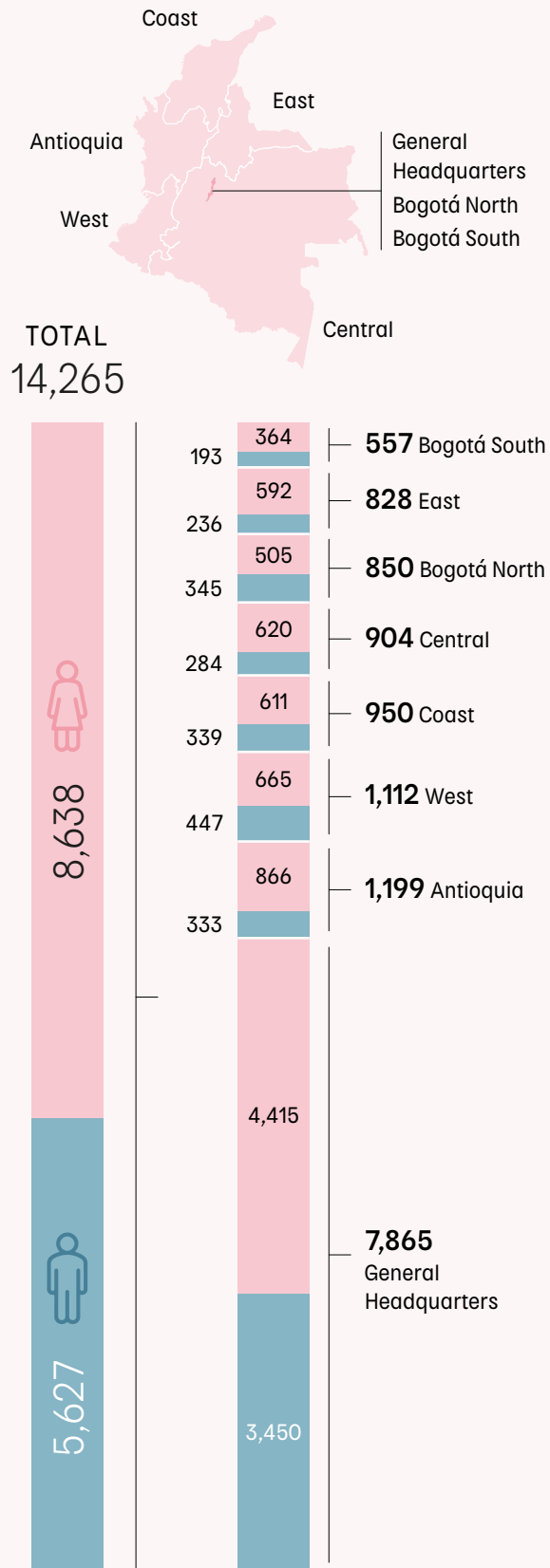
We received the *EFR* certification

In 2022 we became the first Bank in the country to be certified as a *Family Responsible Company - EFR -*, an international standard that promotes the conciliation or balance between personal, family and work life, through the implementation of a management model and continuous improvement. The certification is granted by the *Fundación Más Familia de España*, a private, non-profit, non-denominational and independent entity, established in 2003, for the protection, defense, and promotion of the family, especially those with dependents (minors, elderly, disabled, etc.) in their midst.

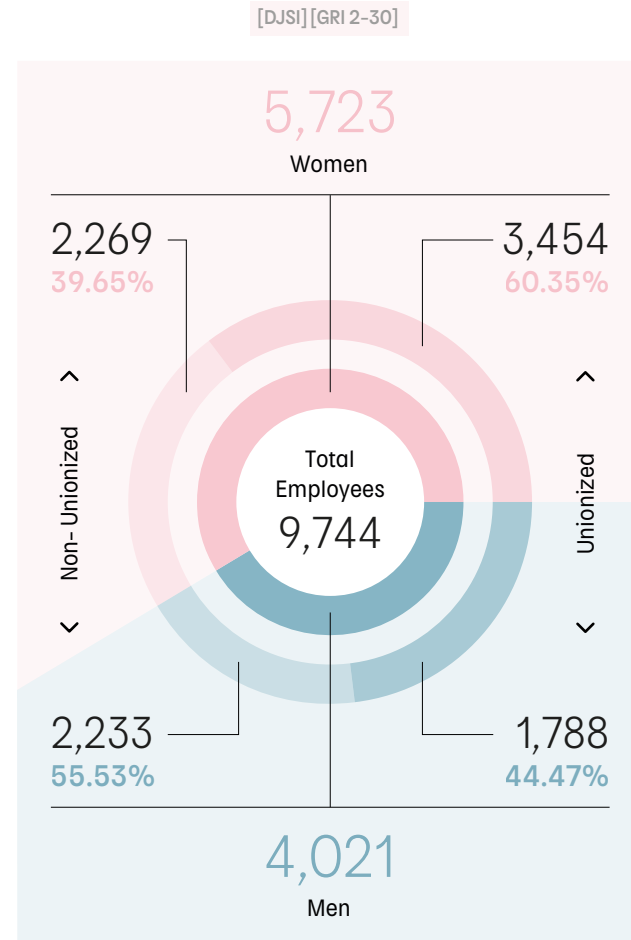
This is how our talent is made up



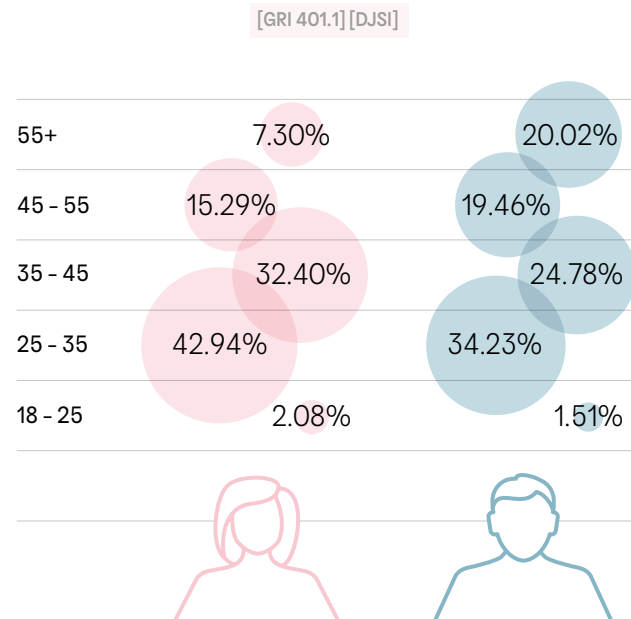
Employees by region 2022



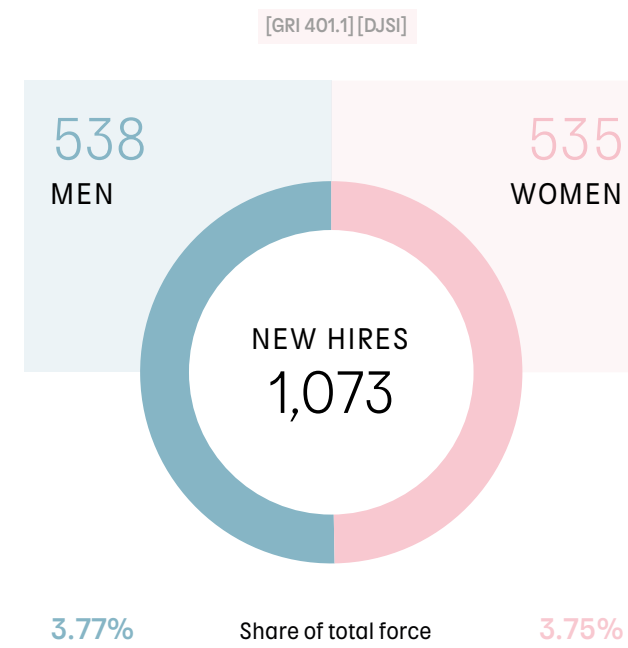
Unionized and non-Unionized 2022



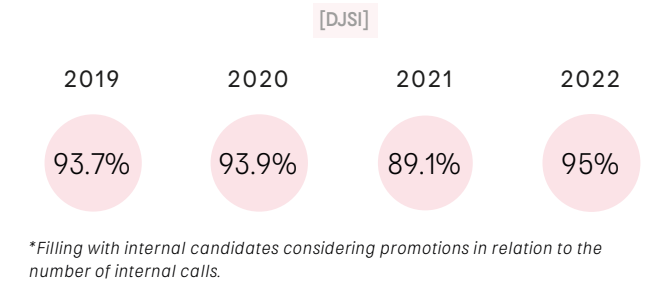
Distribution by age Unionized 2022



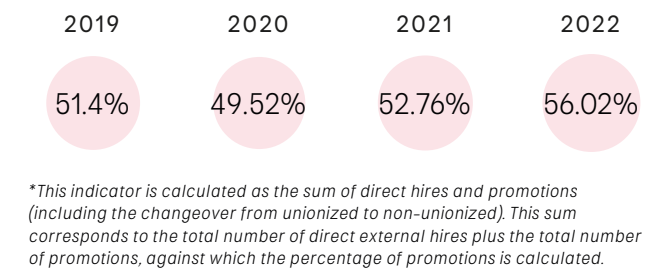
New employees and employee turnover 2022



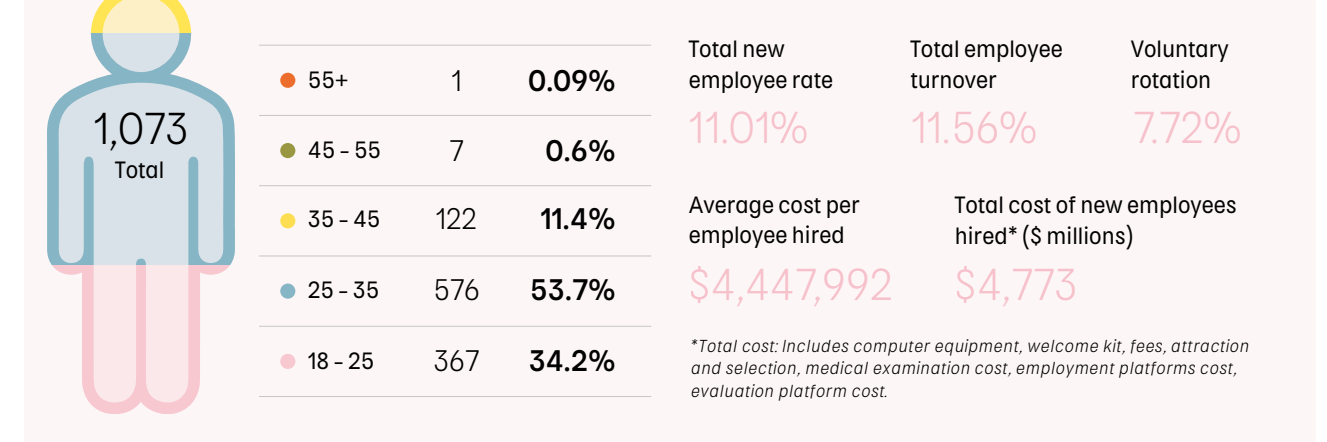
Positions filled by internal candidates 2022



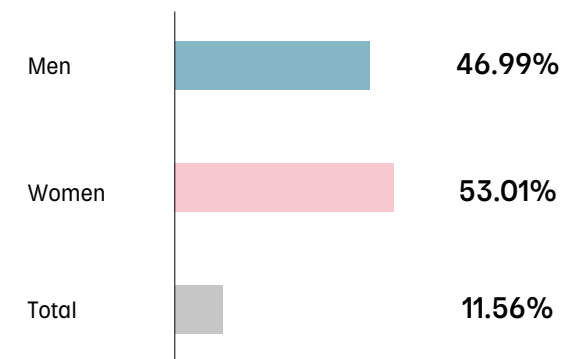
Percentage of coverage*



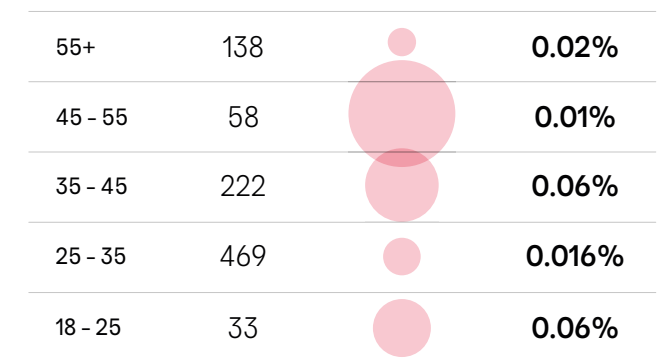
Hiring of new employees by age 2022



Employee turnover by gender 2022



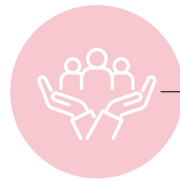
Employee turnover by age



We promote a diverse, equitable and inclusive Bank for all [BDB.13][DJSI][MSCI 7]

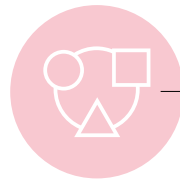
At Banco de Bogotá, we focused on promoting diversity, equity, and inclusion, and we consolidated our position as a benchmark in the sector. In 2022, we continued with the implementation of training programs, certifications and affirmative actions to promote equality and inclusion, we made progress in the inclusion of people with disabilities in the workplace, we broadened the vision of diversity, we introduced programs for female and male empowerment, we adjusted processes for reporting and protocols for workplace, sexual and non-sexual harassment, and we were recognized with two awards for our management in equality and diversity.

Our strategy focused on four fronts: inclusion and disability, diversity, equality and coexistence.



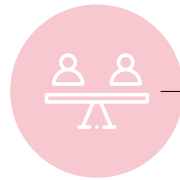
Inclusion and disability:

The Labor Inclusion Program for People with Disabilities (ILPcD) made progress in raising awareness and training on disability (+6,300 people). In addition, it introduced the first inclusive branch, incorporated concepts of universal access and reasonable adjustments in physical spaces and relay centers in 60 branches, provided training in sign language to the commercial force, and incorporated the first calls for people with disabilities, to continue attracting the best inclusive talent.



Diversity:

As part of the BdB Diverse Family initiative, we broadened our vision through benefits, events and conversations. In addition, we trained 2,000 people in key areas of the company in diversity and strengthened the onboarding process.



Equality:

We implemented a series of initiatives to promote gender equality in our organization, including the launch of our first men's program *Los Hombres También Cuentan (Men Also Count)* and the presentation of the second cohort of our women's empowerment program *Mujer Tu Huella Nos Inspira (Woman Your Footprint Inspires Us)*. In addition, we strengthened our equity ecosystem and were certified with the Equipares Seal, and we continued with our series of conversation cycles and the women mentoring initiative in alliance with the *Ministry of Science*.



Coexistence:

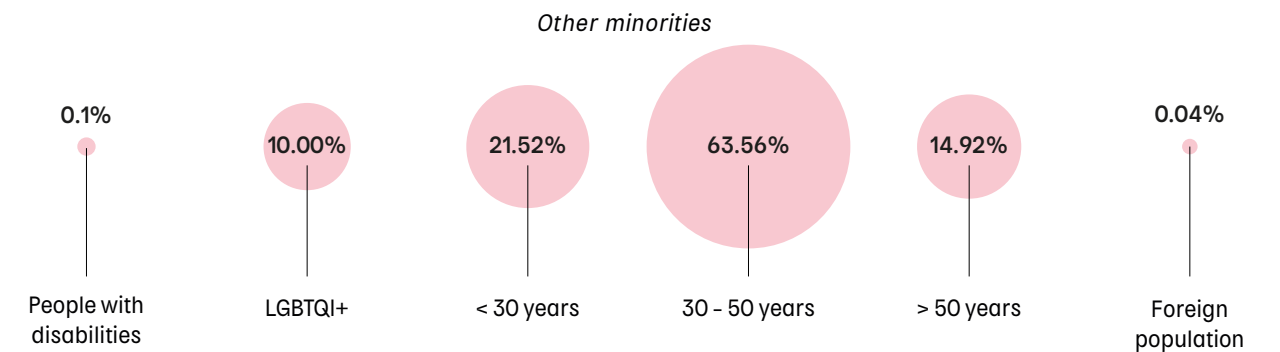
We adjusted our reporting processes and protocols for workplace, sexual and non-sexual harassment, in line with good business practices, strengthened the training and education channels related to this issue, through our coexistence courses and coexistence workshops (5,000 participants) and the creation of our inclusive communication manual.

Diversity and equality indicators [DJSI]

Distribution of employees by race / ethnicity / nationality 2022

Race/ethnicity and nationality - Total workforce	% of total workforce 2022	% in all management positions 2022
Mixed	52.8%	52.8%
White	45.3%	45.3%
Afro-descendant, Creole - Palenque, Raizal	1.4%	1.4%
Indigenous	0.5%	0.5%
Others	0.0%	0.0%

Distribution of employees by other minorities 2022



Cases of discrimination and harassment

There were 19 complaints of alleged sexual/non-sexual harassment. These cases were investigated following our protocol, identifying some cases related to mistreatment of subordinates, disrespect, and pressure in the position, which employees interpret as harassment. In all cases, due diligence was performed and in the applicable cases, corrective measures were taken, including: accompaniment, rapprochement, agreements and conciliation, among others;

Number of incidents of discrimination and harassment 2022 [DJSI]

Status	Number of cases
Addressed to other instances	11
Settlement Agreements	3
Change of area	1
Disciplinary action	1
Rapprochement*	1
Quit	1
Probe	1
Total Cases 2022	19

*Outreach refers to active listening to the parties, apologies, follow-up and monitoring of the case. Referred to other instances: refers to cases that are not within the competence of the committee, they are rejected in accordance with Law 1010 of 2006 for not meeting the minimum requirements, however, they are referred to the corresponding areas to carry out the relevant procedures such as work environment surveys. There are also rejections because issues that do not fall within the committee's competence, such as disagreements with the performance evaluation, for which the Bank has other channels available.

Distribution of women in the labor force 2022 [DJSI]

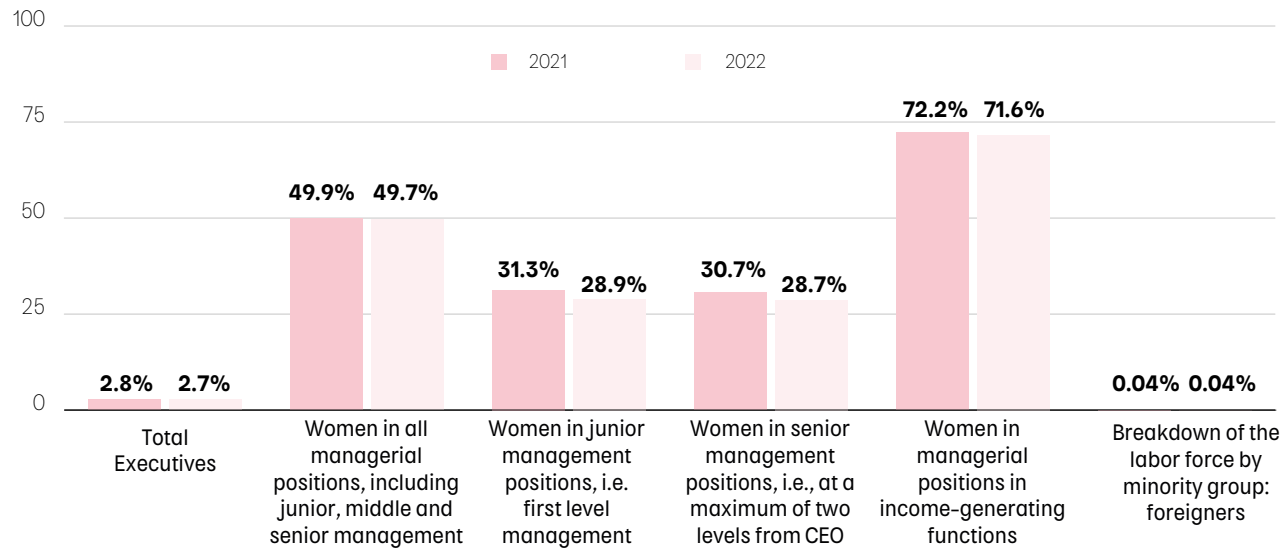
Diversity indicator	2021	2022	Target 2023
Women in total workforce	59.1%	60.5%	60.5%
Women in management positions	49.9%	49.7%	50.0%
Women in administrative positions - First level	31.3%	28.9%	29.0%
Women in top management positions two positions behind the President	30.8%	28.8%	29.0%
Women in income-generating roles e.g. commercial force	72.2%	71.6%	71.6%
STEM or related positions Women	36.1%	35.2%	35.3%

Salary indicators by gender 2022* [DJSI]

Position level - DEI	Average salary for women	Average salary for men	Average female / male salary ratio
Executive level	16,736,541	20,498,810	0.82
Managerial level	5,387,911	5,756,302	0.94
Managerial level with incentives	6,164,377	6,246,733	0.99
Administrative level	2,367,275	2,603,919	0.91

*During 2022, we did not carry out any type of merger or acquisition, nor any event that could affect the labor stability of our employees. Our assessment of the gender pay gap, aimed at implementing actions to reduce it, has been verified by Equipares (UNDP) during 2021 - 2022. The difference in the pay gap reported over the years is the result of different factors such as a change in the compensation policy, the level of compensation for the highest paid person or employees, a change in the calculation methodology and an improvement in the data collection processes.

Total women in management positions 2022 [DJSI]



We promote wellness [DJSI]

To take care of our employees, we designed programs and initiatives that allow us to offer them physical, emotional and social well-being in a safe working environment that also provides opportunities for them and their families to progress.

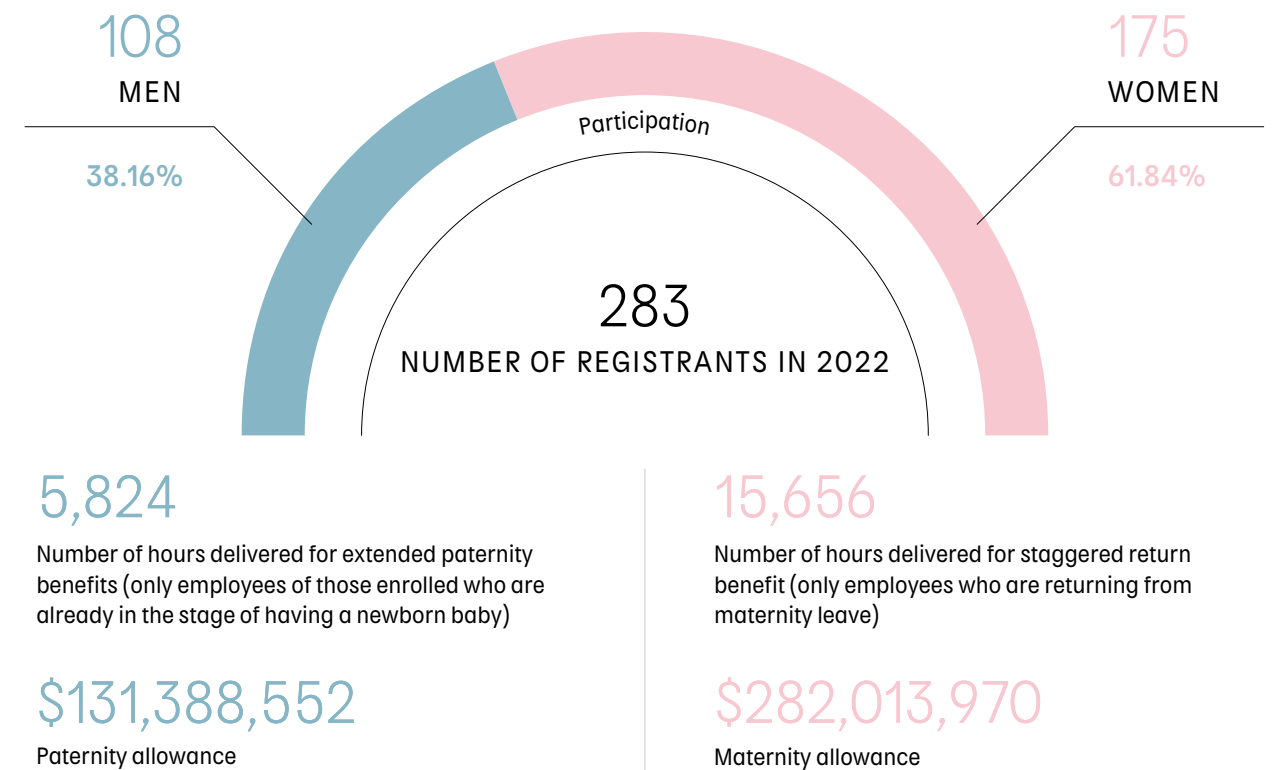
Primeros Pasos

The *Primeros Pasos (First Steps)* program aims to support employees and their families in the experience of becoming parents, promoting breastfeeding, responsible parenthood, and childhood development. It accompanies parents from the announcement of pregnancy until the baby's first year of life, providing training and technical awareness for parents. In addition, they offer a staggered reincorporation process for mothers and additional time for fathers to exercise their leading role in the first days after birth. They also provide financial support for expenses associated with this new stage and a welcome kit for newborns.



Beneficiaries of the Primeros Pasos (First Steps) program

Management indicators - Primeros Pasos Program 2022

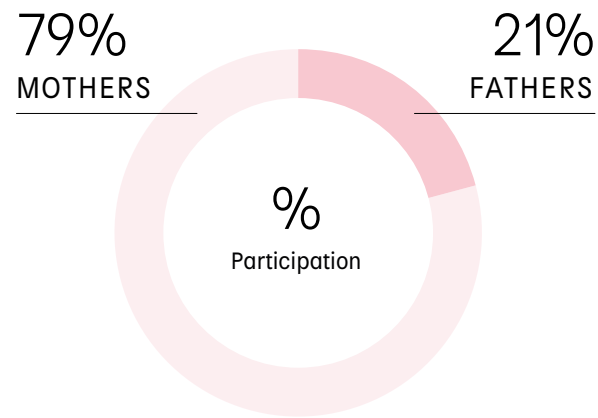
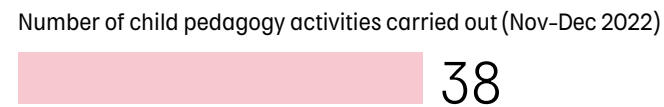
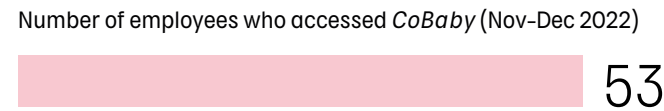


CoBaby BdB

In 2022, under the *First Steps* program, *CoBaby BdB* was created with the aim of offering a complementary solution for parents who need to work at the Bank's facilities to care for their children between 0 and 5 years of age. *CoBaby BdB* offers a space where employees can work with their children and another space where children are accompanied by professionals in child pedagogy. The Bank is the first to implement this type of space that promotes a balance between professional and personal lives of employees and their families.

Management indicators - CoBaby Experience 2022

CoBaby BdB Consolidated figures 2022



We implemented *CoBaby* so that our employees can work and at the same time take care of their children.

Benefits and allowances for our employees

[GRI 401.2]

→ We work to improve the quality of life of our employees and their families.

To promote the progress of our employees, we contribute to the achievement of their goals and those of their families, through mortgage, car and education credit lines. Likewise, in 2022, we provided benefits and allowances for a total amount of more than \$17,230 million.

Total allowances and benefits provided to employees 2022

Benefits and allowances	Benefits delivered	People benefited	Total Amount Delivered (COP millions)
Feeding	39,289	3,465	7,316
Medical Leave	13,786	3,510	2,528
Transportation	33,164	3,375	2,208
Employee education	1,309	834	2,075
Lens and frame optician	4,113	3,341	1,333
Education (children)	2,493	2,098	1,286
Maternity	294	285	434
Connectivity	647	121	26
Funeral	28	26	23
TOTAL	95,123	17,055	17,230

We are committed to the integral health of our employees [GRI 403.1] AL [GRI 403.7]

In developing the framework of current regulations, Decree 1072/2015, Resolution 312/2019 and voluntary international standards such as *ISO 45001*, we have designed, implemented, evaluated and verified an *Occupational Health and Safety Management System (SGSST)* for its acronym in Spanish) since 2016. Through this system, we manage occupational hazards; for which we have a procedure for hazard identification and risk assessment, based on the technical guide *GTC45 "Guide for the identification of hazards and risk assessment in occupational safety and health"*; the *SGSST* and its components are verified and updated annually and within them the hazards matrix is updated in this frequency.

The *SGSST* has the competent human resources considering Colombian legislation, *Resolution 1151/2022*, for the design, implementation, and follow-up, which has established permanent communication channels for reporting and consultation of the *SGSST*. Likewise, the Bank, in accordance with its organizational structure, has a team of *SST* officers at the national level and established telephone lines for reporting unsafe acts and conditions (*ACI* for its acronym in Spanish), work accidents and health monitoring requirements, among others.

Reports are made to the occupational health and safety area and as part of the organizational culture, when reporting risk situations, guaranteeing management on the issue and not on the reporting person.

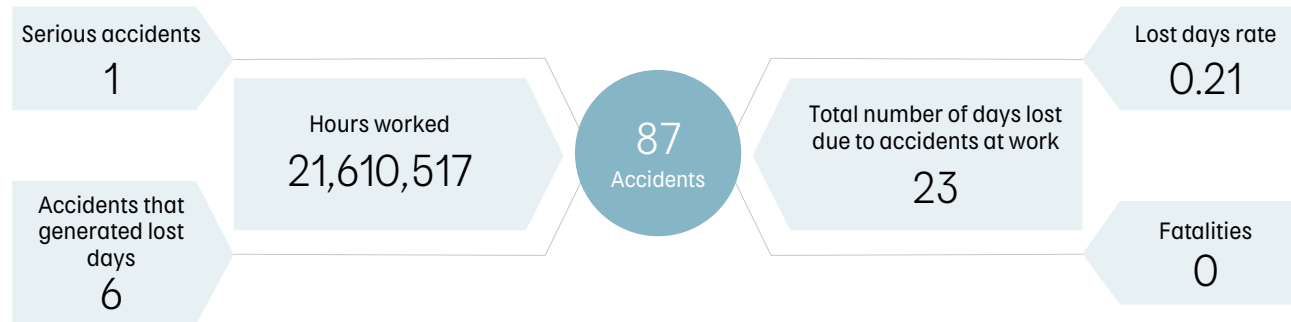
100% of the Bank's employees are covered by the occupational health and safety management system, including outsourced employees. [GRI.403.8]

During 2022, the Bank's *Occupational Health and Safety* program implemented several actions to prevent and control the spread of *COVID-19*, such as control calls, follow-up of suspected and confirmed cases, vaccination and testing days. Workplace physical training activities, psychosocial workshops, medical and dental care, and a musculoskeletal risk prevention program was implemented with postural hygiene workshops and personalized ergonomic follow-up. In addition, health promotion and prevention campaigns were carried out, including a health week and an emergency drill, for which brigade members were trained and more than 9,500 employees participated. Finally, we held commemorative events, such as *World Day for Safety and Health at Work*.

Work-related injuries 2022 [GRI 403.9]

OSH indicators for employees	2022
• Number of deaths resulting from an occupational accident injury	0
• Death rate resulting from an occupational accident injury	0%
• Number of occupational injuries with major consequences (excluding fatalities)	1
• Injury rate due to occupational accidents with major consequences (excluding fatalities)	0%
• Number of recordable occupational injuries	6
• Recordable occupational injury rate	0.05%
• Number of hours worked	21,610,517

Occupational accidents 2022 [GRI 403.9]



Growth and development

As part of our transformation plan, we have implemented a new talent development strategy that involves increasing the capabilities of the leadership team in the areas of education and training for all employees. We also seek to enrich the performance appraisal process so that both areas work together to create a more competitive team that adds constant value to our employees.

Leadership, new skills and capabilities training programs [DJSI] [GRI 404.2]

In 2022, we carried out induction and on-the-job training processes with the purpose of providing knowledge and tools to employees who join the Bank for the first time, to facilitate their job placement and enable their performance in the best possible way. Likewise, we include institutional programs to enable technical and human competencies and ensure job performance; also, we guarantee continuous and complementary training to improve and increase performance, solving needs detected from updates, changes in processes, technology, strategies, models, and performance evaluation.

Evolution of our performance management [DJSI]

Our performance management and appraisal process has been underway for several years with great advances in the methodology used to carry out the evaluation. This methodology has allowed us to achieve 100% coverage of eligible employees for this process.

With the *Banking Administration Program*, we strengthened the technical, managerial, and commercial competencies of future business leaders.

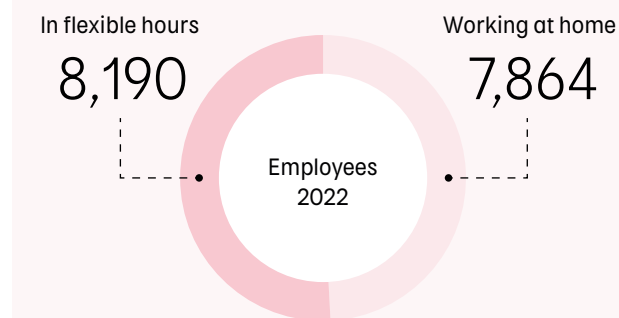
Average hours and training amounts per FTE

Full Time Employee, for its acronym in English

Training and development	2021	2022
Average hours per FTE for training and development	88	98
Average amount spent per FTE on training and development	\$ 292,019	\$ 335,273



Telework and flexible hours 2022 [BdB.14]



Absenteeism rate 2022 [DJSI]



* Days lost are from work-related accidents, occupational illness, and common illness.

** Data consistency: Temporary reduction in coverage (or target challenge) due to corporate actions.

Graduate training/apprenticeship program [GRI 404.2][DJSI][MSCI.8, 9]

Programs for company trainees

The Bank has three programs with SENA for commercial, administrative and IT (in process) areas. Through the commercial and administrative programs, 1,132 apprentices have been trained and 700,608 hours of training have been generated.

Apprenticeship training programs			
	Commercial and Financial Services Technician (SENA)	Administrative Assistance Technician (SENA)	Technologist in Software Analysis and Development (SENA)
Duration →	12-15 months	12 months	24 months
Training hours →	1,760 In 2022, the employees who participated in this program correspond to 22%* of the FTE.	2,208	3,984
Target →	Reinforce concepts and develop skills to effectively work as Sales and Service Advisor, implementing different techniques and applying procedures to achieve results.	Provide productive sectors with personnel with high labor and professional qualities, who contribute to the economic, social, and technological development of their environment and the country.	Develop skills around the creation of web solutions and around the activities inherent to the process of creating software applications and business solutions.

*The 22% of FTEs participating in the program is calculated based on the bank's total number of employees and trainees as of 31st Dec 2022.

Bank Administration Program (PAB for its acronym in Spanish)

The bank administration program trains our future commercial leaders through a program that strengthens commercial, leadership and operational skills to reinforce our commercial leadership. The objective of this program is to strengthen the technical, managerial, and commercial competencies of future leaders focused on core banking. In 2022, 92 employees were trained, investing 834 hours per apprentice and 560 hours of mentoring practice per apprentice. In 2022, the employees who participated in this program correspond to 93% of FTE.

Return on Investment in human capital programs [DJSI]

Return on investment in human capital	2019	2020	2021	2022
Total revenues*	\$9,211	\$9,168	\$9,789	\$9,992
Total operating expenses*	\$2,547	\$2,349	\$2,370	\$2,573
Total employee-related expenses*	\$744	\$762	\$776	\$804
ROI result (%)	9.95	9.95	10.55	10.22

*Figures in billions of Colombian pesos

Average hours of on-the-job training by gender, modality, and job level [GRI 404.1][DJSI]

	Position level	2021		2022		Target 2023
		Virtual	On-site	Virtual	On-site	
FEMALE	Level 0	0	0	0	9	0
	Level 1	45	0	6	5	26
	Level 2	29	56	38	88	49
	Level 3	15	13	21	11	16
	Level 4	17	103	13	119	69
	Total Female	49	106	78	223	
MALE	Level 0	0	0	0	0	0
	Level 1	6	0	10	14	3
	Level 2	17	52	19	10	40
	Level 3	15	11	18	14	15
	Level 4	17	120	14	148	79
	Total Male	43	55	61	186	137
GRAND TOTAL		92	161	139	409	-
Trained employees		11,294	10,242	11,048	4,539	

Position level	2021		2022		Target 2022	Consolidated 2022	
	Virtual	On-site	Virtual	On-site		Total Hours	Average training
Level 0	0	0	0	9	0	Total Hours Women	599,558
Level 1	51	0	16	19	29	Total Hours Men	399,570
Level 2	46	108	57	98	89	Total Hours	999,128
Level 3	30	24	39	25	31	Average training Women	99.7
Level 4	34	223	27	267	147	Average training Men	94.4
Total	161	354	217	409	296		

Alliances with universities for the executive education of our employees MSCI.10.

During 2022, the Bank established alliances with various universities to offer employees, training opportunities. With *Universidad de La Sabana*, scholarships of 50%, 35% and 25% were granted for specialization programs in strategic, commercial, and financial topics. *Universidad Central* provided discounts on the cost of the Master's degree in *Data Analytics*, while we established an alliance with *Universidad del Rosario* for the Master's degree in *Business Analytics*; also, educational fairs were held so that employees could have access to different training programs. With *Westfield University*, 9 scholarships were granted to study the *MBA* and *EMBA* with international degrees and immersion in the United States or Spain. In addition, an alliance was formed with *ESIC University* to offer higher education programs in other regions. In total, 3,063 employees were trained through these alliances.

Senior Management Compensation and Evaluation

Senior Management is evaluated through the performance management mechanism (Balance Scorecard). Likewise, the parameters of their remuneration and compensation are defined and governed by corporate guidelines of our parent company and reviewed by the *Remuneration & Compensation Committee*.

The remuneration of Senior Management is in line with the best compensation practices in the Colombian labor market, allowing the Bank to maintain a competitive level and ensuring the permanence of outstanding personnel with high human and technical potential, to meet the strategy and objectives aligned with the goals set by the Bank.



We support the professional growth of our employees

Society

We want to contribute to the construction of an inclusive, equitable and sustainable society, with the support of our strategic allies, to promote the well-being and integral development of people, especially the least favored, promoting respect for human rights, encouraging the education of young people, the empowerment of women, the entrepreneurial fabric and employment opportunities.

Suppliers, strategic allies

→ We build long-term relationships with our strategic allies to jointly strengthen our capabilities, reduce risks, and achieve common goals that allow us to generate sustainable prosperity.



During 2022, progress was made in the integration of *ESG* criteria in the supply and logistics chain, promoting sustainability and respect for human rights, decent work, inclusion, and gender equality, as well as an environmentally friendly operation. *ESG* criteria were extended in the supplier selection process to all contracted business categories, allowing for the identification and evaluation of social, environmental and governance risks and impacts. A risk analysis was conducted highlighting the acquisition of solar panels, air conditioning equipment and the development of an internet of things pilot in branches. Recycled glasses were purchased and an automatic credit and debit card enveloping project was implemented using recycled paper.

We support and sign contracts mostly with local suppliers to support the domestic industry. Foreign suppliers are highly specialized and are contracted given strategic decisions.

The Bank is focused on strengthening its sustainability strategy by integrating its supply chain suppliers through the *+Sostenibles (+Sustainable)* Program, which seeks to support more than 1,000 suppliers within three years. Suppliers can become certified through a four-module course on sustainability and receive strategic support from *Universidad Externado de Colombia*. In the first year of implementation, the Bank had the participation of companies from different sectors and a good reception and participation in the different scenarios available for the construction of knowledge and experiences.

Description	Amount paid (\$ billions)	No. Suppliers
Local	3,768	6,792
Foreign	52.7	106
Grand total	3,820	6,898

With the *+Sostenibles* Program we support our suppliers with the implementation of environmentally and socially friendly practices.

Our procurement process, a benchmark in the industry

The Bank has made great progress in the procurement process, placing us as a benchmark in the financial industry according to the *Procurement Benchmarking Colombia 2022* study. Three years ago, we were in the "followers" segment, but now we are on the borderline of "procurement leaders" among different industries. We stand out in maturity, especially in terms of digital, Data and Analytics, Strategy and Supplier Management. This achievement motivates us to continue working with our strategic allies to maintain our leadership in best practices.

Financial Education [BDB.17] [FS16]



→ Financial education is one of the most important pillars of our Sustainability strategy, due to its high impact on society and great support in the process of inclusion and banking access of Colombians.

The Bank wants to contribute to the country's sustainable and inclusive growth, to improve the living conditions of people, especially the most vulnerable, by strengthening their financial capabilities. To achieve this, it has a financial education program called *Finanzas Contigo (Finance with you)*, which seeks to develop values, knowledge, skills, and behaviors necessary to make responsible and conscious financial decisions. The program is aimed at children, young people and adults and seeks to provide them with the necessary tools to make decisions that result in greater peace of mind, wellbeing, and quality of life.

In 2022, we benefited 356,079 people, including topics such as savings, family economy, budgeting, credit management, entrepreneurship, economic empowerment, and relevant financial concepts for adequate financial wellbeing, achieving nationwide coverage reaching 11 departments⁵. The program, which began in 2012, has benefited a total of 2,916,717 people.

Persons benefited by type of initiative 2022	
Initiatives	Total
Financial education web portal	264,055
Digital content: Accessible financial education course	41,589
Webinars and specialized conferences	28,283
Trade union strategies	17,000
On-site workshops	2,649
Virtual workshops	2,315
Augmented reality app	188

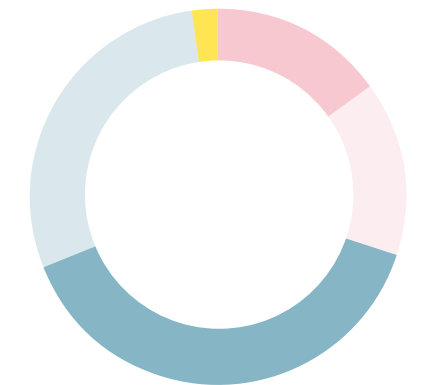
⁵ The coverage of municipalities corresponds to virtual and face-to-face workshops. However, it is not possible to identify 100% of the municipalities covered because some of the people participating in the workshops do not register their location. For the latter, the classification assigned is 'national level'.

Contents and experiences

Focused on our beneficiaries, together with our partners and experts in financial education, we create content according to the needs of each profile, providing relevant content for their development:

Participation (%) by type of beneficiary and age 202

Age distribution		
Children	Between 4 and 7 years old	15%
Children	Between 8 and 13 years old	15%
Youth	Between 14 and 17 years old	39%
Adults	Between 18 and 50 years old	29%
Elderly	Over 50 years old	2%



Data for the following initiatives: face-to-face workshops, virtual workshops, and trade union strategies. We conducted surveys to identify the attendees to our program, receiving 59% of responses on the total of these initiatives.



We provide financial education workshops

Accessible financial education

The Bank launched the *Accessible Financial Education Program* in partnership with the German *Sparkassenstiftung* in Colombia and the *Federación Nacional de Sordos de Colombia (National Deaf Federation of Colombia)*, with the aim of training people with disabilities in the efficient management of their personal finances and promoting their financial and social inclusion. The initiative offers equal access to information on financial habits and includes a course on entrepreneurship. The contents are available on the Bank's YouTube channel *Finanzas Personales (Personal Finance)*.

Financial habits for the future

We trained 4,964 people with our virtual and face-to-face workshops, where children, young people and adults from educational institutions, companies and commercial partners received training in personal finance, entrepreneurship, good use of credit, insurance, and financial security.

On the other hand, we strengthened our Webinars and specialized financial education conferences, with the participation of 28,283 people in our social networks and technological platforms:

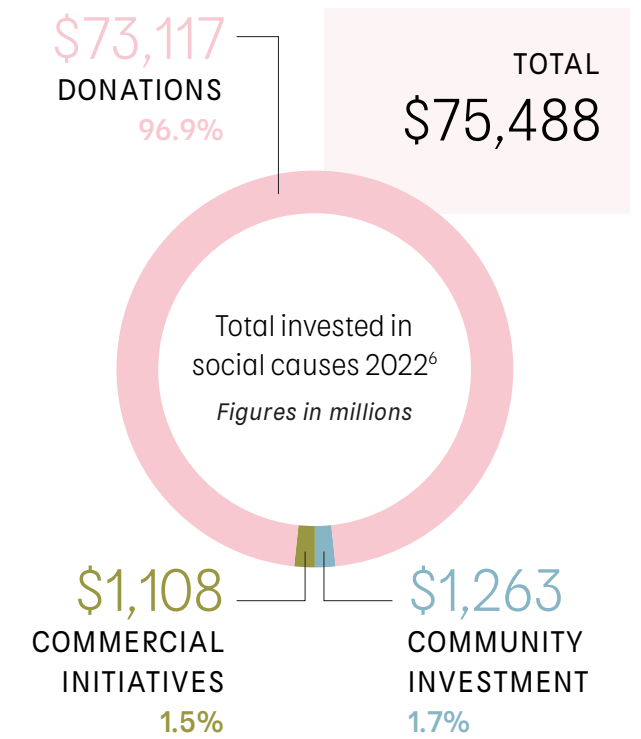
Coverage and number of attendees by topic and attendee profile 2022

Subject	Date	Attendees / Scope	Attendee profile	Coverage
● Finance for entrepreneurs	31/03/2022	379	Entrepreneurs and micro-entrepreneurs	National
● Credit and indebtedness	29/04/2022	7,343	Customers, non-customers	National
● Digital finance	27/05/2022	9,322	Customers, non-customers	National
● Income tax return	29/07/2022	7,250	Customers, non-customers	National
● Financial relationship	25/08/2022	52	Inexmoda Entrepreneurs	National
● Crezco Workshop 1: Financial Statements	15/06/2022	332	Entrepreneurs and micro-entrepreneurs	National
● Crezco Workshop 2: Cash flow	21/07/2022	229	Entrepreneurs and micro-entrepreneurs	National
● Crezco Workshop 3: Financing Strategies	24/08/2022	166	Entrepreneurs and micro-entrepreneurs	National
● Crezco Workshop 4: Investment Decisions	22/09/2022	74	Entrepreneurs and micro-entrepreneurs	National
● Crezco Workshop 5: Business Valuation	20/10/2022	318	Entrepreneurs and micro-entrepreneurs	National
● Crezco Workshop 6: Green and sustainable finance	01/12/2022	103	Entrepreneurs and micro-entrepreneurs	National
● The ABC of products and financial self-management	06/12/2022	2,715	Customers, non-customers	National

During 2022, we supported *Asobancaria's* initiatives and participated in events such as *Global Money Week*, offering investment talks and educational forums for universities and schools. We also organized workshops and webinars on financial education with a focus on gender, financial health, and savings planning, and held the second version of the financial culture digital contest. In addition, we offered personalized financial advice to our employees and through our guild strategy, we benefited 17,000 people. Through our financial education web portal, 264,065 people accessed our financial education content during the year.

Social investment [DJSI]

On several fronts, the Bank provided resources for \$75,488 million in donations and support to initiatives that promote education, health, reforestation, entrepreneurship, art and culture. In the field of promoting national culture, the Bank's support to cultural institutions such as *Carnaval de Barranquilla (Barranquilla's Carnival)*, *Festival Iberoamericano de Teatro (Ibero-American Theater Festival)*, *Festival de Música Sacra (Sacred Music Festival)*, *Festival Mono Núñez (Mono Núñez Festival)*, *Feria Internacional de Arte de Bogotá -ARTBO- (Bogotá's International Art Fair)* from Bogotá's Chamber of Commerce, *Estéreo Picnic Festival*, *Museo de Arte Moderno (Bogotá's Museum of Modern Art)* and the *Anna Pavlova ballet company*, among others, with the attendance of more than 300,000 people, stands out.



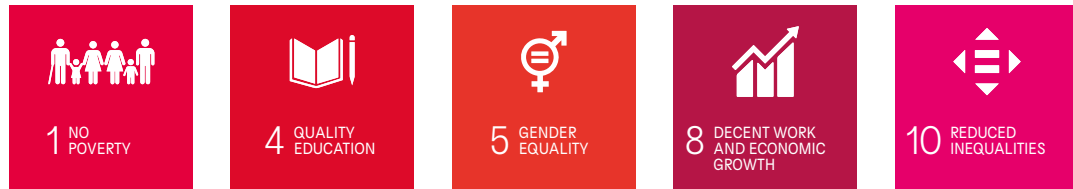
Total invested by type of contribution 2022
Figures in millions



⁶ Presented in accordance with the London Benchmarking Group methodology. Presented in accordance with the London Benchmarking Group methodology, it is a methodology that allows measuring, managing, classifying, and communicating the social action carried out. Donations are understood as those carried out as part of social philanthropy such as contributions to foundations and social organizations; community investment is understood as those strategic environmental and social initiatives; and commercial initiatives are understood as those contributions for commercial purposes considered as sponsorships. This information was consulted at: <https://www.lbg.es/es/home>

⁷ Does not include general administrative personnel expenses estimated at \$73 million

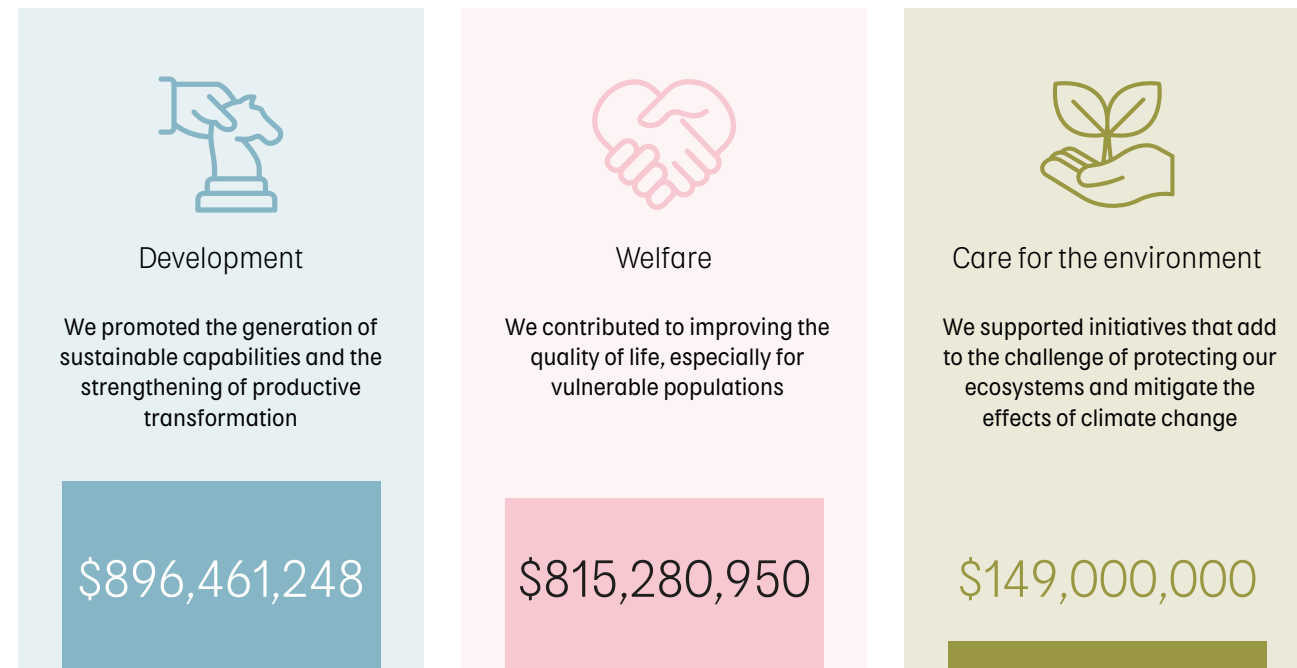
Banco de Bogotá Foundation [BDB.18]



→ We build capacity, strengthen the leadership of vulnerable populations, and promote entrepreneurship to generate greater opportunities for progress and prosperity.

In 2022, *Fundación Banco de Bogotá* focused its strategy on generating capacity and leadership and supported projects in education and closing the digital gap, gender equality, sustainable business development and reforestation, in alliance with other parties. It also supported organizations dedicated to social inclusion and the integral development of people. The work was carried out in three dimensions: development, welfare and care for the environment. Total investment for the year was \$1.9 billion, as follows⁸:

Fundación BdB Investment 2022



⁸ Not including administrative expenses of \$39.0 million

Social Impact Programs

We support the acceleration of women-led ventures

In 2022, the Bank partnered with *Inexmoda* in a pilot program called *Mujeres Cambiando la Moda (Women Changing Fashion)*, which provided training and advice to 55 women entrepreneurs in the fashion industry, led by women and with sustainability criteria in their businesses. Of these entrepreneurs, 10 were selected to showcase their talent at the *Colombiamoda* fair, where they exhibited their brands and strengthened their market positioning. Most of these brands work with recycled materials and zero waste plans and collaborate with single mothers who are heads of households or vulnerable populations.

We promote the closing of the digital divide and the country's young talent

In 2021, we created the *Programa para el Desarrollo de Talento Digital, Juan María Robledo (Development of Digital Talent, Juan María Robledo)*, with which we support low-income young people studying mathematics and IT, *STEM* careers, through economic support and mentoring. In 2022, 134 youths participated in mentorships given by the Bank's technology experts and 60% of the group are women, promoting change in gender trends in the technology industry.

Entrepreneurship and employability program for youths

In 2022, together with the *ROFÉ Foundation*, we supported 35 young people in vulnerable situations, part of the *Jóvenes Creativos Rofé (Rofe Creative Youths)* program, which focuses on providing work and entrepreneurial education. Through workshops and training in essential skills, financial education and entrepreneurship, and software development, the program seeks to promote entrepreneurship and employability of young people, to contribute to their personal and professional growth, and address the gaps in technology and innovation in the country.

We promote the restoration of our ecosystems

We support the reforestation and restoration of our forests with the *Amazonía Debit Card*; for every two trees planted, we donate an additional one. Through this initiative we provided employment opportunities to indigenous communities such as Tayazú, Santa Paloma, and Santacruz, located in the Vaupés region, who are in charge of planting and caring for the trees. In this way, these communities have preserved their culture, generating income for the social development of 70 families through 210 jobs, 60% of which are occupied by women. This initiative, which we developed in partnership with the *Saving the Amazon Foundation*, has allowed us to plant more than 80,000 trees.



Beneficiary of the Program for the Development of Digital Talent, Juan María Robledo

We support the education and welfare of children in the country

To promote education, health and nutrition rights of the country's children and teenagers, we have a *Unicef* debit card through which our customers contribute 1% of the value of their purchases to the *Unicef* organization, while we donate the same amount. In 2022, we reached more than \$586 million in donations. With these contributions, we support nearly 200,000 children with educational materials and methodologies that help reduce illiteracy and school dropout rates. We also supported different programs such as *Tejiendo Lazos Comunitarios para la Educación, la Reconciliación y la Consolidación de la Paz* (*Weaving Community Ties for Education, Reconciliation and Peace Consolidation*) within the framework of the *Development Programs with a Territorial Approach* (*PDET* for its acronym in Spanish), executed by *Unicef*, which enables teenagers to study technical labor programs in agro-industrial management, or as accounting and financial assistants. Two offers designed according to the socioeconomic demands of the regions, with the aim of facilitating the transition to the labor market and the development of life projects in the territories.

In 2022, we visited the village of Belén de Bajirá and the municipality of Carmen del Darién, both located in the Urabá region of Chocó, to learn first-hand about the *Universidad al Campo* (*Countryside University*) initiative and continue to ensure that students receive an education that allows them to continue building their life project from our debit card.



Banco de Bogotá team
in Belén de Bajirá

