

# 4.7 Employees and Society

**↑** We promote an organizational culture based on values and practices of diversity, equity and inclusion for the well-being and development of our employees, in an environment of collaborative work, agility and innovation, to provide a superior experience to our customers and generate positive impacts on society and the environment.

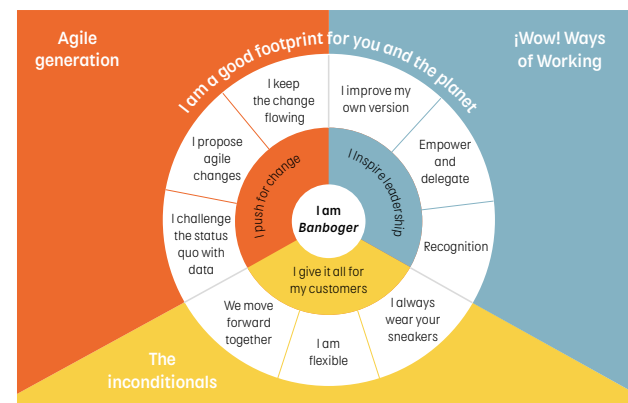
## Employees

### Our Banbogers

[GRI 2-7]



### Banboger Culture Seal



The Banboger Culture Seal is today's cornerstone of our talent, to achieve the best version of our employees and model the way we relate to our stakeholders. All through three pillars: I drive change, I inspire leadership and I give my all for my clients.

During 2023, we made progress in promoting an inclusive, agile and sustainable culture, through initiatives to adopt the behaviors established in the culture seal, among which the following stand out: Ways Of Working (WOW) to mobilize our inspirational leadership; The unconditionals: Everything for our clients, to strengthen service excellence; and Agile Generation, to advance our agile mentality in favor of the business; and thus continue being "good footprint to you and the planet".

### Mobilizing Banboger Talent

The pandemic and post-pandemic have had profound effects on people and society, which in turn, have impacted organizations and their environment in the long term, modifying resources, priorities, and dynamics to adjust to the new needs and challenges in terms of talent and culture management. In this sense, and in line with global trends, we focus our vision on four pillars:

1. Attraction, training, and development of the best agile talent
2. Strengthening our inspirational leadership model
3. The promotion of diversity, equity, and inclusion
4. Promoting extraordinary experiences in favor of the well-being and work-life balance of our Banbogers and families.

The attraction and development of talent were key in 2023, generating opportunities for recruitment and promotion in line with the organizational and financial sector challenges, through the strategic recruitment model, the creation of four successful seedbeds for technological roles with a gender focus (STEM women, Digital Talent for Vulnerable Populations, Web Developers, among others) and the predictive talent model to improve the effectiveness and efficiency of the attraction processes.

In turn, the design and appropriation of comprehensive mental health actions (such as the *Protegiéndote* and *Espacios Seguros para Tod@s* programs) and the strengthening of the wellness portfolio based on our Employee Journey Map BdB, earned us the Employee Experiences Awards 2023. This, in addition to the continuation of the flexible work scheme and hybrid work, the generation of more than 1,000 activities in areas

such as art, entertainment, health, sports, ecology, inclusion, crafts, volunteering, soft skills and personal finance, ensuring memorable experiences for employees.

We advanced in our leadership model supported by the Ways of Working (WOW) program within the framework of the Banboger Culture Seal for more than 1,500 leaders, the launch of the new UBanboger corporate university scheme with eight academies, the Integral Transformation Program (PIT) and the Agile Academy, allowed us to deepen the transformation of talent in favor of the business, creating an ecosystem that impacted more than 6,000 employees.

practices in DEI (Euromoney award as Market Leader in DEI), being recognized as the fourth most inclusive company in LATAM by the National Consulting Center and the Chamber of Diversity, one of the 12 leading companies in DEI according to Forbes in Colombia, and maintaining the Equipares Silver Seal (UNDP, MinTrabajo) and the Friendly Biz Seal for the promotion of diversity and equity in the organization.

### For the fourth consecutive year we are certified by Great Place to Work (GPTW)

[BdB.13] [DJSI, MSCI]

For the fourth consecutive year, we obtained the Great Place to Work certification by GPTW and *Icontec*, thanks to our strategies in favor of the well-being and development of our employees and their families. We implemented best practices and innovative instruments to mobilize the work environment, prioritizing actions to strengthen leadership, train and educate new competencies and skills, incorporate new benefits, and promote existing ones with a gender focus, consolidate the sponsors model for action on the work environment, follow-up, analysis and national monitoring, and carry out pulses and communication strategies to promote benefits for our employees.

### We lead people management at sector level in

All this accompanied by a cross-cutting approach to diversity, equity, inclusion and non-discrimination (DEI), which positioned us as a regional benchmark for our progress and

### Great Place to Work results 2019 - 2023

	2019	2020	2021	2022	2023	2024 Goal
Work environment measurement - % satisfaction	52.0	65.7	71.0	68.7*	66.5	71.8

\*The 2022 result was modified by GPTW during 2023, due to methodological adjustments made by the institute for the sector and measurement in Colombia.

### GPTW distribution by gender 2019 - 2023

	2019	2020	2021	2022	2023
♀	53.1	59.5	70.4	70.1	67.4
♂	50.9	71.9	71.6	64.9	61.6

### GPTW distribution by type of position 2019 - 2023

	2019	2020	2021	2022	2023
Level I	-	65.7	71.0	-	-
Level II	62.8	91	94.3	97.0	75.7
Level III	57.1	82.2	91.0	85.0	87.0
Level IV	47.7	66.1	66.3	60.5	61.0
Level V	42.5	73.9	81.3	87.1	66.3
Level VI	52.6	63.4	72.3	65.3	72.2
Level VII	52.5	62.6	67.9	68.7	61.1
Level VIII	-	62.6	92.9	92.3	87.5

### GPTW distribution by age 2019 - 2023

	2019	2020	2021	2022	2023
Under 22 years old	59.9	83.6	90.8	83.8	84.5
22 to 29 years old	55.9	70.7	76.7	73.9	70.4
30 to 39 years old	47.5	62.0	66.4	59.6	60.7
40 to 52 years old	48.1	63.9	71.8	70.5	66.5
Over 53 years old	47.7	58.8	68.5	70.1	66.0



### GPTW distribution by diversity 2019 - 2023

	2019	2020	2021	2022	2023
Ethnic majority	51.4	65.7	71.0	68.3	66.5
Ethnic minority	48.7	66.5	66.7	75.2	70.8
LGBT+ Yes	-	51.9	65.7	58.7	60.8
LGBT+ No	-	65.7	71.0	68.7	66.5
I prefer not to answer	-	-	60.6	69.5	43.7
LGBT+ unidentified	-	46.9	63.9	47.0	69.3

### MERCO Talento

[MSCI.7]

Since 2021, we have advanced 9 positions in the global evaluation of the attractiveness of our employer brand (from 43rd to 34th place in 2023) to attract and retain talent, conducted by Merco Talento (a monitor that promotes the improvement of human capital management in organizations), achieving a sustained improvement in the perception of our stakeholders in segments such as: Own Employees, University Students, HR Managers, Experts and Headhunters, and Merco Talento Digital. At the same time, we consolidated our position in the financial sector as leaders in people management according to Merco. This evaluation considers the opinion of different audiences on labor quality, employer brand and internal reputation and makes a comparative analysis with large companies.

### Advancing as a Family Responsible Company (EFR)

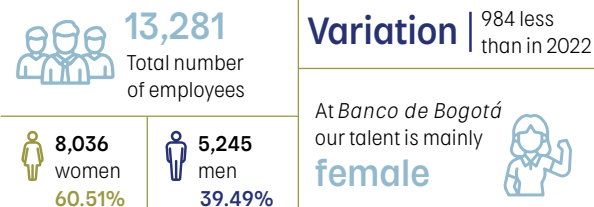
In 2022, we became the first Bank in the country to achieve the Family Responsible Company - EFR - certification, an international standard that promotes the conciliation or

balance between personal, family and work life, through the implementation of a management and continuous improvement model.

In 2023 we continued to move forward hand in hand with *Fundación Más Familia de España* (EFR certifying company), ratifying our commitment to the well-being and reconciliation of our employees and their families, successfully addressing this year's external audit process, with a view to renewing the certification in 2024.

### This is our talent composition

[GRI 2-7]



### Number of employees by type of contract 2023

[GRI 2-8]

	Full-time	Part-time	% Part.	
Active	Indefinite Term	9,230	0	69%
	Fixed Term	0	0	0%
Outsourcing	2,781	0	21%	
Temporary	792	0	6%	
SENA Apprentices	478	0	4%	
<b>Total</b>	13,281		100%	

### Gender diversity by contract type 2023

	SENA Apprentices	Outsourcing	Temporary	Indefinite Term	Total
♂	179	1,017	279	3,770	5,245
♀	299	1,764	513	5,460	8,036
<b>Total</b>	478	2,781	792	9,230	13,281



### Employees by region 2023

Region	♂	♀	Total
General Management	2,188	2,337	4,525
Antioquia Region	244	647	891
Western Region	331	487	818
Coastal Region	241	453	694
Central Region	218	491	709
Bogotá North Region	232	330	562
Eastern Region	167	442	609
Bogotá South Region	149	273	422
<b>Total</b>	3,770	5,460	9,230

### Unionized and non-unionized 2023

[DJSI] [GRI 2-30]

	#	%
Unionized	4,974	54%
Non-Unionized	4,256	46%
<b>Total Employees</b>	9,230	100%

### Unionized and non-unionized by gender 2023

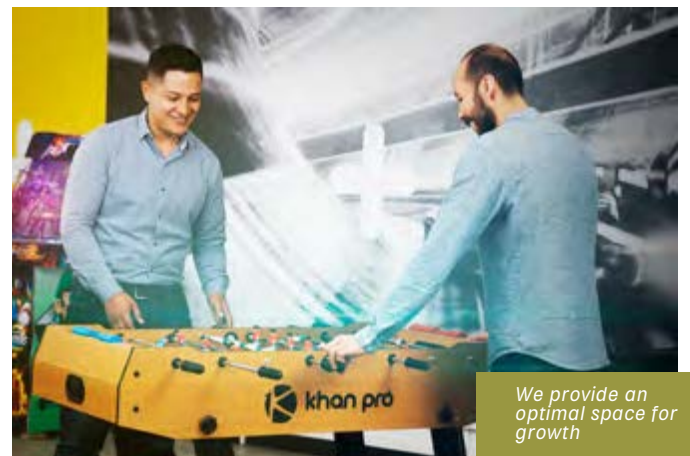
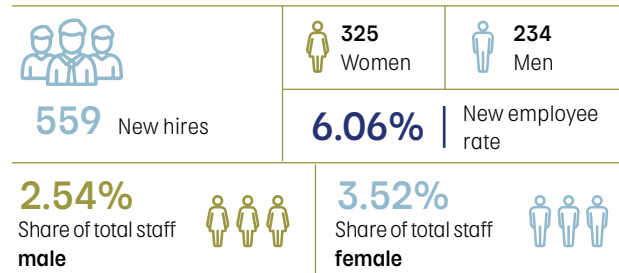
	♂	♀	% ♂	% ♀
Unionized	1,677	3,297	33.72%	66.28%
Non-Unionized	2,093	2,163	49.18%	50.82%
<b>Total</b>	3,770	5,460	40.85%	59.15%

### Distribution by age and Unionized 2023

Age	♂	♀
18 - 25	93	225
25 - 35	575	1,461
35 - 45	385	951
45 - 55	367	531
Over 55	257	129
<b>Total</b>	1,677	3,297

### New employees and employee turnover 2023

[GRI 401.1] [DJSI]



### Positions filled by internal candidates 2023

[DJSI]

Year	Percentage
2019	93.7%
2020	93.9%
2021	89.1%
2022	95%
2023	96.5%

Filling with internal candidates considering promotions in relation to the number of internal calls.

### Percentage of coverage<sup>21</sup>

Year	Percentage
2019	51.40%
2020	49.52%
2021	52.76%
2022	56.02%
2023	65.7%

\*This indicator is calculated including total new promotions/promotions + revenues.

### Hiring of new employees by age 2023

Age Ranges	#	%
18 - 25	242	43.3%
25 - 35	272	48.7%
35 - 45	34	6.1%
45 - 55	9	1.6%
Over 55	2	0.3%
<b>Total</b>	<b>559</b>	<b>100%</b>

### Indicators of turnover, average cost, and rate of new employees

[GRI 401.1]

	2022	2023
Total new employee rate	11.01%	6.06%
Total employee turnover	11.56%	11.14%
Voluntary employee turnover	7.72%	5.14%
Average cost per employee hired	\$4,447,992	\$4,819,822
Total cost of new employees hired <sup>22</sup> (millions)	\$4,773	\$4,702

<sup>21</sup> This ratio is calculated by adding direct hirings and promotions (including transfers from unionized employees to non-unionized). This number corresponds to total external direct hirings plus total promotions; it is used to calculate the promotion percentage.

<sup>22</sup> Total Cost: includes computer equipment, welcome kit, fees, attraction and selection, physical exam, employment websites, evaluation platforms.

### Employee turnover by gender 2023

	#	%
Male	479	45.3%
Female	578	54.7%
<b>Total</b>	<b>1,057</b>	<b>100%</b>

### Turnover rate by position level 2023

Position level	#	%
Second level	31	12.1%
Third and fourth level	194	11.5%
Analysts	377	12.7%
Auxiliary	455	9.9%

### Employee turnover by age 2023

Ranges	#	%
18 - 25	63	5.96%
25 - 35	480	45.41%
35 - 45	288	27.25%
45 - 55	79	7.47%
Over 55	147	13.91%

### We are a diverse, equitable and inclusive Bank for all

[BdB.13] [DJSI] [MSCI 7]

We are leaders in the sector in the promotion of diversity, equity, inclusion, and non-discrimination, being a benchmark of good practices and organizational transformation, thanks to an innovative route in line with the characterization and needs of our employees and clients, which has been certified and recognized by different institutions.

In 2023, the route advanced in training skills for inclusive leadership; generation of new opportunities for people with disabilities; creation of groups such as the BdB women's community and ICT women's circle and other spaces for dialogue around inclusion, stereotype-free parenting and new masculinities; we broadened the vision of diversity with activities and the design of the employability route for people with trans life experience; and we strengthened alliances in key national and regional groups for the mobilization of these issues.



- Inclusion and disability:** the Labor Inclusion Program for People with Disabilities (ILPCD) continued training more than 6,200 employees and generating opportunities for the employment of people with disabilities in alliance with entities such as SENA, Compensation funds (*Cajas de Compensación*), and Foundations.
- Likewise, we trained and certified the first employees in sign language at the national level and made progress together with different municipalities in supporting their inclusion programs (Cali, Medellin, Barranquilla, Bucaramanga), all in search of having the best inclusive talent. These good practices in favor of inclusion were recognized with a mention by the *Corona* Foundation and *Pacto de Productividad*.



- **Diversity;** through the BdB Diverse Family program, broadening the vision of diversity through new initiatives related to new masculinities, stereotype-free parenting, the design of the first employability route for people with trans life experience, and the launch of our Inclusive Communication Guide, which, together with a declarative

brand communication, allowed us to go beyond Pride Month, and made it possible to impact more employees and customers.

- **Equity for all BdB:** in 2023 we continue our path in favor of gender equity thanks to:



Creation of a community of BdB women at a national level and the IT circle of women



Creation of seeders for STEM women to promote formation and labor inclusion for women in digital areas



Implementation and monitoring of our DEI board to monitor the evolution of inclusion in the organization.

Likewise, we advanced in our leadership and inclusive awareness model through new graduates in our 3rd cohort of the female empowerment program "*Mujer Tu Huella Nos Inspira*" (Woman, your print inspires us) and the 2nd cohort of the male program "*Los Hombres También Cuentan*" (Men also count); and we deepened the equity ecosystem and the cycles of workshops for leaders and key areas in terms of unconscious biases in the process of attraction, promotion and work teams.

- **Alliances and communities:** we strengthened our participation in alliances with companies and stakeholders to continue building a more inclusive society, highlighting: DEI Table with *Asobancaria*, Pride Connection Colombia, the AEquales Regional Community, the Great People Community (GPTW), the Diversity Chamber, the AVAL Group DEI Table, the Culture and DEI Table of BdB subsidiaries and participation in events (i. e. OEI, GPTW, Universities, Chambers of Commerce) and interviews with companies in the productive sector to share our experiences.

This year the strategy was recognized for its impact and strength, in addition to the aforementioned recognitions that fill us with pride (e.g. fourth most inclusive company in LATAM), we obtained mentions for our innovative campaigns and brand communications to break down stereotypes and responsible advertising footprint (UN Women, EffieAwards, P&M and ANDA recognition); the certifications awarded for our efforts in inclusion and disability at a national level granted by municipalities and institutions such as Productivity Pact (Pacto de Productividad) - *Fundación Corona* and the maintenance of our Equipares Silver Seal (PNUD and Mintrabajo) and Friendly Biz Seal.



Young Branch in Bogotá

Diversity and equity indicators



Distribution of employees by race / ethnicity / nationality 2023

Race/ethnicity and nationality	%
Mestizo (2 or more races)	52.80
White	45.30
Afro-descendant, Creole - Palenque, Raizal	Afro - 1.6 Raizal - 1.0
Indigenous	0.50
Others	NA



Distribution of employees by other minorities 2023

Other minorities	2023
People with disabilities	0,67%
LGBTQI+	7%
Non-binary	2%
<30 years old	4,666
30 - 50 years old	7,230
>50 years old	1,385
Foreign population	0.03%

Cases of discrimination and harassment

[ 406-1 ]



Number of incidents of discrimination and harassment 2023

Status	Cases
Addressed to other instances	6
Settlement Agreements	3
Change of area	2
Disciplinary action	0
Approach <sup>23</sup>	20
Waiver	0
Probe	0
<b>Total Cases 2023</b>	<b>31</b>

Complaints received were investigated following our protocol. In all cases, due diligence was performed and, in those cases, where applicable, corrective measures were taken, including: accompaniment, rapprochement, agreements and conciliation, among others.



Banco de Bogotá Team

<sup>23</sup> Outreach refers to active listening to the parties, apology, 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 complying with the minimum requirements, however, they are referred to the corresponding areas to carry out the pertinent 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 2023

[DJSI]

Diversity indicator	2021	2022	2023	2024 Goal
Women in total labor force	59.1%	60.5%	60.5%	60.5%
Women in management positions	49.9%	49.7%	49.5%	49.9%
Women in administrative positions - First level	31.3%	28.9%	30.9%	30%
Women in top management positions two positions behind the President	30.8%	28.8%	29.5%	30.5%
Women in income-generating roles e.g. commercial strength	72.2%	71.6%	72.1%	72.1%
Women in STEM or related positions	36.1%	35.2%	32.5%	33.5%

## Salary indicators by gender 2023<sup>24</sup>

[DJSI]

Position level - DEI	Average salary	Average salary	Average salary ratio	Ratio (%)
Executive level	\$18,549,952	\$22,330,592	83.1%	16.9%
Executive level with incentives	\$20,333,018	\$26,028,000	78.1%	21.9%
Management level	\$5,943,111	\$6,293,458	94.4%	5.6%
Management level with incentives	\$6,602,365	\$6,702,526	98.5%	1.5%
Administrative level	\$2,651,893	\$2,926,216	90.6%	9.4%

## Total women in management positions 2023

[DJSI]

	2021	2022	2023
Total Executives	2.8%	2.7%	2.7%
Women in all managerial positions, including junior, middle, and senior management	49.9%	49.7%	49.5%
Women in junior management positions, i.e. first level management	31.3%	28.9%	30.9%
Women in senior management positions, i.e., at a maximum of two levels of the President	30.7%	28.7%	29.5%
Women in managerial positions in income-generating functions	72.2%	71.6%	72.1%
Breakdown of the labor force by minority group: foreigners	0.04%	0.04%	0.03%

24 In 2022 there was no merger or acquisition, nor any event that might have affected our employees' labor stability. Our evaluation of the salary gap by gender, oriented towards its reduction, has been verified by *Equipares (PNUD)*, in 2021 and 2022. Differences in disclosed salary gap throughout the years is the result of different factors such as a change in compensation plan, the level of compensation for employees with the best remuneration, change in methodology and improvement in data collection.

## We promote wellness

[DJSI]

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

### First Steps Program

Its objective is to support employees and their families in the experience of being 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.

During the year, 15 training and awareness workshops were given in the First Steps Program for leaders, with 57 participants. We also held 19 training sessions for parents where they were welcomed to the program; 127 employees participated, and we obtained 82 eNPS points.

### Management indicators - First Steps Program 2023

#### CoBaby BdB



**\$278.9 million**

delivered by staggered return.

**\$122.5 million** delivered in extended paternity leave benefits.

**\$401 million**

delivered to employees.

In 2023, under the First Steps program, we created CoBaby BdB with the aim of offering a complementary solution for parents who need to work on the Bank's premises 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 where the children are accompanied by professionals in child pedagogy. In this way, we implement this type of space that promotes a balance between the professional and personal lives of our employees and their families.

### First steps

	2023
Number of registrants	293
Number of male participants	127
Number of female participants	166
Male % Participation	43%
Female % participation	57%
Number of hours delivered for extended paternity benefits (only employees of those enrolled who are already in the stage of having a newborn baby).	5,824
Number of hours delivered for staggered return benefit (only employees who are returning from maternity leave)	18,392
Maternity allowance	\$270,679,771
Paternity allowance	\$143,069,097



The children who attended the *Cobaby* enjoyed more than 2,730 hours in this space, which is rated by our employees with an eNPS of 94 points.

### CoBaby BdB

	2023
Number of uses in Cobaby year	273
Number of child pedagogy activities carried out	372
% Participation Fathers	24%
% Participation Mothers	76%

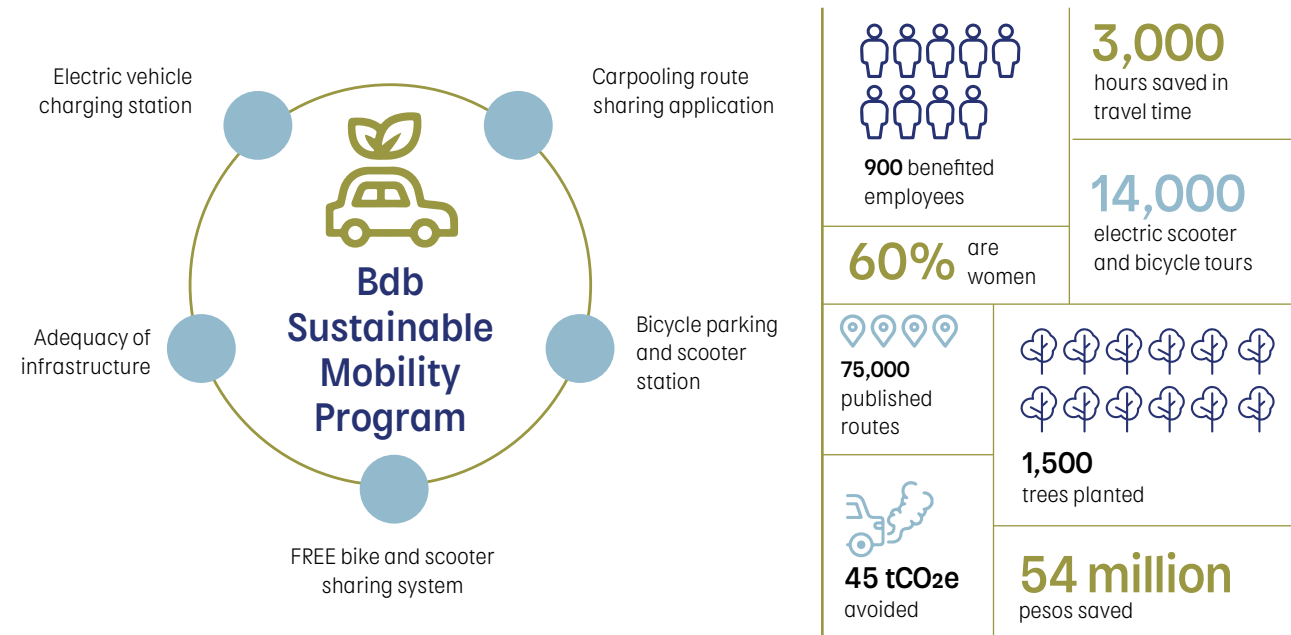


### Sustainable Mobility

We promote the well-being and quality of life of our employees and reduce the amount of CO2 emissions through our mobility program.

- Recognized among the best mobility programs in the private sector.

- For the fourth consecutive year, we received recognition from the District Mobility Secretariat as one of the best mobility programs in the private sector.
- We have an Integrated Sustainable Mobility Plan (*Plan Integral de Movilidad Sostenible - PIMS*) in the Capital District.



In 2023 we achieved important milestones:

#### Volunteering to promote social development

For our employees to actively participate in social development and strengthening the ecosystem of sustainable

entrepreneurship, we held the second edition of the Mentors that Build Country program, a corporate volunteering initiative with the active participation of 38 specialists in different areas, who provide advice and support to entrepreneurs, to support the strengthening of their business models. In this second version, entrepreneurs that promote sustainability in areas such as:



### 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 continue contributing to the achievement of their goals and those of their families, through credit lines for housing, vehicles, and education, which added to the other benefits that make up our portfolio, exceeded in 2023, a value of \$18,865 million in favor of our employees.

### Total benefits provided to employees 2023 [GRI 403.1 al GRI 403.7]

Benefits and allowances	Benefits delivered	Beneficiaries	Total Amount Delivered COP
Transportation	30,815	2,627	\$2,225,816,302
Feeding	39,083	3,638	\$8,154,992,253
Employee education	1,142	745	\$2,100,387,227
Disability	15,330	3,493	\$3,127,019,230
Lens and frame optician	3,850	3,197	\$1,426,827,528
Education (children)	2,332	2,007	\$1,372,446,506
Maternity	270	267	\$413,748,868
Connectivity	698	96	\$28,160,000
Funeral	14	14	\$15,688,204
<b>Total</b>	<b>93,534</b>	<b>16,084</b>	<b>\$18,865,086,118</b>



Promoting work-life balance

### Commitment to *Banboger* Health and Wellness

The health and wellness of our employees is our top priority. Through the implementation and management of the occupational health and safety system, we comply with the current legal framework (Decree 1072 of 2015, Resolution 0312 of 2019); and we adapt our system to international standards, such as ISO 45001, to ensure practices aligned with best practices globally.

During 2023, our methodology allowed us to:



Identify the main risks in more than 500 work centers nationwide, implementing controls and practices in favor of more than 13,000 employees and stakeholders.



Carry out activities, promoting health through sports activities, medical, psychological and dental care, vaccination days, blood donation, workshops and discussions on integral health.



We include occupational gymnastics techniques with a therapeutic approach and carry out work inspections, commemorations and celebrations of international days.



Continue to work in a hybrid way, managing it as part of wellness and work/life harmony, especially for those roles that fit perfectly into this scheme.



Continue to provide our employees with support through protocols that ensure a safe and healthy work environment, due to the effects of the pandemic.



Implement the "Protegiéndote" program to protect, accompany and sensitize employees in difficult situations, through a clinical psychology hotline.



Incorporate "Miel", the first pet hired in a bank to provide love and support for stress and anxiety management, reflecting our commitment to mental health.

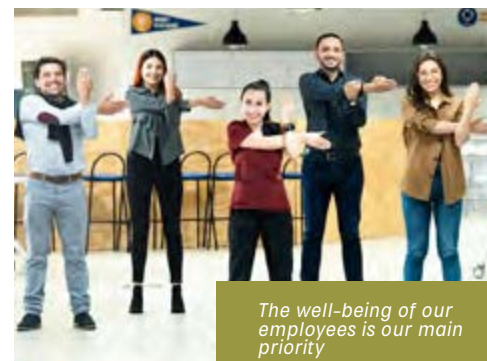


Active breaks to enhance communication skills and personal relationships, improving social skills and reducing stress and depression.

### Work-related injuries 2023

[GRI 403.9]

OSH indicators for employees	2023
Number of deaths resulting from an occupational accident injury	0.00
Death rate resulting from an occupational accident injury	0.00
Number of occupational injuries with major consequences (excluding deaths)	4
Injury rate due to occupational accidents with major consequences (excluding deaths)	0.04
Number of recordable occupational injuries	11
Recordable occupational injury rate	0.71
Number of hours worked	20,411,688



The well-being of our employees is our main priority

### Occupational accidents 2023

Industrial accidents	2023
Accidents	77
Serious accidents	4
Accidents that caused workdays lost	11
Hours worked	20,411,688
Total number of workdays lost due to accidents at work	234
Lost workdays rate	0.00115%
Fatalities	0.00



### Hybrid work - telework 2023

In hybrid work (Working from home) **4,409**

### Absenteeism rate 2023

[DJSI, GRI 403.9]

Indicator	2023
Total days worked by employees	2,291,581
Total number of workdays lost <sup>25</sup>	47,113
Employees	9,230
Absenteeism rate calculated per 200,000 hours worked <sup>26</sup>	2.06%

### Growth and development for our *Banboger*

In line with the digital evolution of *Banco de Bogotá* and our *Banboger* Culture Seal, the training strategy during 2023 was oriented towards the transformation of our leadership model, the strengthening of new skills in favor of people and the business, and the adoption of competencies in agile methodologies for our talent. All this, through the redesign and adoption of channels, platforms, tools, and a new training ecosystem led by *UBanboger*, the Agile Academy and the continuation of our core training programs.

### Training programs in leadership, new skills, and capabilities

[DJSI] [GRI 404.2]

In 2023, we strengthened the corporate induction processes, with the objective of providing knowledge and tools to employees joining the Bank for the first time to support their connection and job placement - in line with our *Banboger* culture - and improve their individual and collective performance. Likewise, we generated new organizational programs to enable and deepen technical and human competencies that would allow effective reskilling and upskilling processes, in favor of our products and customer service, reaching an average of 117 hours of training per person.

<sup>25</sup> Days lost are from occupational accidents, occupational disease and common illness.

<sup>26</sup> Data consistency: temporary reduction in coverage (or target challenge) due to corporate actions.

## Average hours and amounts of training per FTE Full Time Employee

Training and development	2021	2022	2023
Average hours per FTE for training and development	88	98	117
Average expenditure per FTE on training and development	\$292,019	\$335,273	\$358,689

## UBanboger Training Ecosystem and Skills Development Programs

[GRI 404.2] [DJSI] [MSCI.8, 9]

### UBanboger and Agile Academy

We transformed the Corporate University through the creation and launch of *UBanboger*, aimed at producing specialized learning structures, with a methodological base and content curation through eight training academies, allowing employees to develop integrally.

*UBanboger* incorporates segmentation, materials, and tailor-made content, with plans created based on the needs and challenges of *Banco de Bogotá* and its areas, achieving a high level of customization and specialization with an impact on the business. All this through in-house development plus external platforms, which, together with the Agile Academy, a route created for the adoption of agile methodologies that today already has more than 2,500 beneficiaries, consolidate a robust ecosystem of training and multiple content management.

### UBanboger Participation 2023

Academy	Registered	Hours
Agile	2,988	57,126
Banking and regulation	9,972	990,692
Commercial	1,488	16,505
Digital and technology	1,647	28,394
Customer experience	280	1,675
Leadership	4,580	25,648
Power Skills	4,699	15,856
Sustainability	33	73
<b>Total training</b>	<b>10,268</b>	<b>1,135,971</b>



We provide our employees training opportunities

### Programs for company trainees

We maintain our commitment to support new talents and the generation of opportunities for young people, such as the "first work experience". We continued our training program and route for young people, which is based on our commitment to empower future generations through education and the integral development of competencies, inspiring a sense of social responsibility through educational and employment opportunities. In partnership with *SENA*, three programs were carried out to train young people in commercial, administrative and IT areas.

  
572 Young people benefited.

  
+857 thousand hours of training.

## Apprenticeship training programs

Program Description	SENA		
	Commercial and Financial Services Technician	Administrative assistance technician	Technologist in software analysis and development
Duration	12 - 15 months	12 months	24 months
Training hours	1,760	2,208	3,984
Target	Reinforce concepts and develop skills to perform effectively in the work of Sales and Service Advisor, implementing different techniques and applying the procedures for the effective achievement of results.	To provide the productive sectors with personnel with high labor and professional qualities, who contribute to economic, social, and technological development, in their environment and in their day-to-day management.	To develop skills around the creation of web solutions and to develop skills around the activities inherent to the process of creating software applications and business solutions.
Skills developed	Sales, customer service, implementation of procedures, achievement of results, consulting.	Principles and values, technological development, adaptability, and contribution to the environment, administrative, processes.	Development of web solutions, creation of software applications, technical skills, innovation, project management.

### Bank Administration Program (PAB, for its acronym in Spanish)

The *PAB* Banking Administration Program is a Bank strategy that seeks to promote the growth, development, and loyalty of our people, focusing on comprehensive training in the business and strengthening the competencies defined in our culture seal.

and Service Advisors and Service Managers. This specialized training allows not only to increase the productivity of the organization, but also allows the mobility and development of our people. Likewise, the program allows for operational efficiency reflected in faster and more effective hiring, reducing the time to fill vacancies for the roles up to three (3) times faster.

### Integral Transformation Program (PIT, for its acronym in Spanish)

The Integral Transformation Program *PIT* has as its purpose the integral formation of leadership roles which are called to mobilize and permeate the organizational culture defined in our culture seal, managing work teams to obtain extraordinary results and performance. The program contributes significantly to the development of leaders, enhancing their skills and delivering concrete tools in change management and customer-centric management skills.

The *PIT* has trained 586 leaders in the competencies of the culture seal which has had a positive impact on the leadership management index that we measure annually increasing by 12% (8 points) since the start of the program in 2020.

In 2023 we trained 102 people, investing 840 hours per person of which 70% are hours dedicated to practice and mentoring in the program.

The commercial and core banking development route begins with the young talent seedbeds (*SENA*), whose objective is to give recent graduates the opportunity to opt for a technical and/or technological degree and develop professionally in the Bank. Once they have completed this training path, the Bank gives them the opportunity to continue their career in the institution through the *PAB* with specialization in service roles such as Managers, Sales



### Technology seedbeds

Sixty young talents were trained and received more than 18,000 hours of training.



We set up technology incubators as a novel strategy focused on attracting and training young people by offering them the opportunity to gain hands-on experience in the field of technology. Students receive training, mentoring, and coaching from experts in the field to help them develop technical and soft skills. A training tailored to the needs of the Bank, bootcamp type, betting on the diversity of knowledge, closing gaps, contributing to the social and economic development of the country from the strengthening of technical skills, at the forefront of agile methodologies and technological developments.

### Evolution of our performance management

[DJSI]

Our performance management and assessment process has been consolidated thanks to the progress made in recent years in the methodology used to carry out the evaluation. This methodology includes a 90° evaluation, which is a fundamental

tool for measuring performance and compliance with the objectives defined in our strategy. This evaluation is comprised of 4 dimensions:

- **Competenciess:** these are measured through the Bank's culture seal, with a series of measurable and verifiable behavioral attributes for each of the organizational levels.
- **Organizational Objectives:** which are common to all employees at all levels of the Bank.
- **Functional objectives:** are those that cascade down from the organizational strategy and are connected to the Balanced Scorecard of each area.
- **Development objectives:** in the different meetings where feedback is given, individual development objectives are established, the main objective of which is to promote individual growth.

Similarly, in performance management, special emphasis is placed on feedback that takes place in constant and constructive conversations that contribute to strengthen a culture of empowerment and development. In addition, the Bank has a 360° evaluation which is also a multidimensional performance management tool, contributing to the development and construction of high-performance teams.

### Performance assessment 2023

Type of evaluation	2021	2022 <sup>27</sup>	2023	2023 Goal	2024 Goal
Management by objectives	100%	100%	100%	100%	100%
Multidimensional	100%	100%	100%	100%	100%
Comparative classification of employees by category	100%	100%	100%	100%	100%

### Return on Investment in human capital programs

[DJSI]

Return on investment in human capital	2020	2021	2022	2023
Total revenue*	\$9,168	\$9,789	\$9,992	\$14,198
Total operating expenses*	\$2,349	\$2,370	\$2,573	\$2,912
Total employee-related expenses*	\$762	\$776	\$804	\$848
ROI result (%)	9.95	10.55	10.22	14.71

\*Figures in billions of pesos.

<sup>27</sup> The performance management and appraisal process for the year 2021 ended in May 2022, so for this report we will report on the management carried out in the reporting year with respect to the previous year's process.

### Average hours of on-the-job training by gender, modality, and job level

[GRI 404.1] [DJSI]

	Position Level	2022		2023		2024 goal
		Virtual	On-site	Virtual	On-site	
	Level 0	0	9	0	0	
	Level 1	6	5	1	0	
	Level 2	38	88	7	30	10%
	Level 3	21	11	10	31	10%
	Level 4	13	119	10	156	10%
Total female		78	223	29	217	
	Level 0	0	0	0	0	
	Level 1	10	14	0	1	
	Level 2	19	10	7	32	10%
	Level 3	18	14	8	25	10%
	Level 4	14	148	11	189	10%
Total male		61	186	26	247	
Grand Total		139	409	55	463	
Trained officials			4,539	9,962	6,846	

Position level	2022		2023		2024 Goal
	Virtual	On-site	Virtual	On-site	
Level 0	0	9	0	0	
Level 1	16	19	0	1	
Level 2	57	98	7	31	10%
Level 3	39	25	9	28	10%
Level 4	27	267	11	167	10%
Total	217	409	27	227	

### 2023 Consolidated

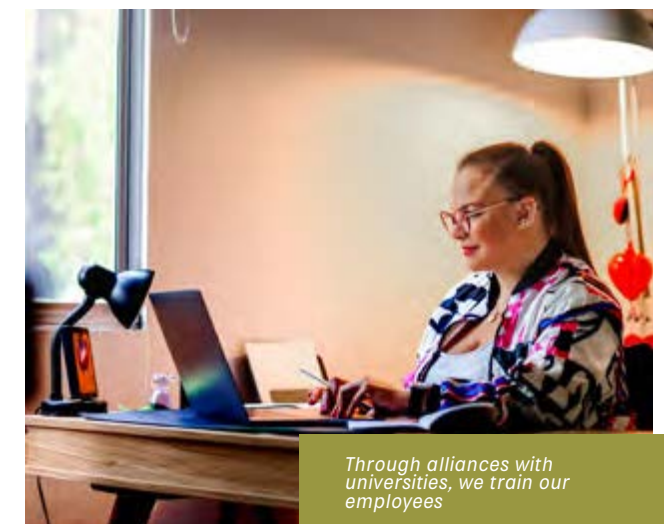
<b>693,994</b> Total Hours—female	<b>121</b> Average female training
<b>441,977</b> Total Hours—male	<b>112</b> Average male training
<b>1,135,971</b> Total Hours	

### Alliances with universities for the executive education of our employees

[MSCI.10.]

We established partnerships with several universities to offer training opportunities to employees:

- With *Universidad de La Sabana*, scholarships of 50%, 35% and 25% were granted for specialization programs in strategic, commercial, and financial topics.
- With *Westfield University*, we promoted scholarships to study the MBA and EMBA with international degrees and immersion in the United States or Spain. In total, 2,259 employees, were trained through these alliances.



Through alliances with universities, we train our employees

### Remuneration and evaluation of Board of Directors and Senior Management

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 and 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 human and technical potential, to comply with the strategy and objectives aligned with the goals set by the Bank.

## Society

### 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.

### Strengthening our communication channels

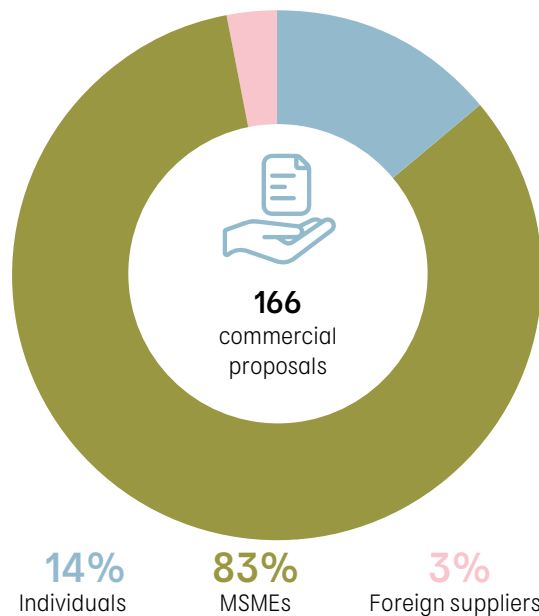
In 2023, we strengthened our communication channels with suppliers, as well as with the areas of the Bank involved in our processes. Therefore, we launched our "Supplier Portal" as part of our commitment to continuous improvement and operational efficiency, to strengthen two-way communication:

- We established an effective communication channel that allows a direct and efficient relationship between the Bank and our suppliers, receiving 22 specific inquiries in three months since its implementation.
- We incorporated a section for suppliers to actively participate in the supply processes, promoting a collaborative environment.
- We created a section that allows potential suppliers to offer their services, simplifying incorporation and registration, strengthening the network, and providing

opportunities for emerging talent.

- We designed a self-management tool so that our suppliers can autonomously manage the updating of their information.

We have received 166 commercial proposals, as follows:



### We manage the satisfaction of our suppliers

We have implemented a dedicated section to collect feedback from our suppliers and measure their NPS (Net Promoter Score). We identify opportunities for improvement from our suppliers and actions to strengthen our process internally through feedback and evaluation of our performance by the areas involved. By the end of 2023 we received a total of 83 surveys and an NPS of 85.

### We provide ongoing training to our suppliers

With the firm commitment to advance in the training and strengthening of our suppliers, we have established a strategic collaboration with our ally, *Portafolio Verde*. In 2023, we provided training to 379 people through 10 training sessions on topics related to sustainability and ESG. Through the portal, we achieved a quick registration and registration of our suppliers.

### 1st Summit of Suppliers of Change

We held our first "Suppliers of Change 2023" Summit, bringing together 61 suppliers from 12 industries, strengthening relationships, fostering collaboration, and establishing strategic alliances.

The Suppliers of Change Summit seeks to enhance collaboration and dialogue through networking sessions and activities designed for the exchange of ideas and experiences between our suppliers and us. The event also served as a forum for the promotion of strategic alliances, focused on improving supply chain efficiency and reducing costs through collaboration and resource sharing.

The event was attended by experts who addressed topics such as:



Sustainability



Circular economy



Economic outlook



Sustainability and technology



Diversity, equity and inclusion

### Suppliers of Change Awards

Within the Summit, we celebrated and rewarded the outstanding commitment of our suppliers in the implementation of sustainable practices. Of the six projects presented, we awarded the following suppliers for their initiatives:

- "Cero Papel" Project of the multiservice provider *El Guavio*
- Innovative sustainable mobility project by *Vita Sana*
- Branch remodeling project by the supplier *Inconig SAS*.

With this recognition, we contribute to the visibility of good business practices. By rewarding those who are leading change, we aim to inspire others to join this new way of doing business, promoting the widespread adoption of sustainable practices in the industry.

### Sustainable Sourcing: Sustainability Maturity Assessment

We integrate ESG (Environmental, Social and Governance) criteria throughout our supply chain, reaffirming our commitment to respect for human rights, decent work, inclusion and gender equality, and respect for the environment.

We extended the application of ESG criteria to the supplier selection process in all contracted business categories, enabling us to comprehensively identify and assess social, environmental and governance risks and impacts. Starting in 2023, we began evaluating our suppliers' commitment to sustainable development, requiring compliance with ESG criteria.

The sustainability assessment reveals that 68% of our suppliers demonstrate a high level of maturity, with six particularly developed industries, such as Construction, Technology, Advertising and Marketing, Retail, among others.



## Human Rights

[DJSI]



➤ We are committed to respecting and promoting the human rights of all and to ensuring progress, ensuring the protection of human rights and remedying any actual or potential impact that may occur as a result of our business activities.

Our Human Rights Policy focuses on 6 key issues:

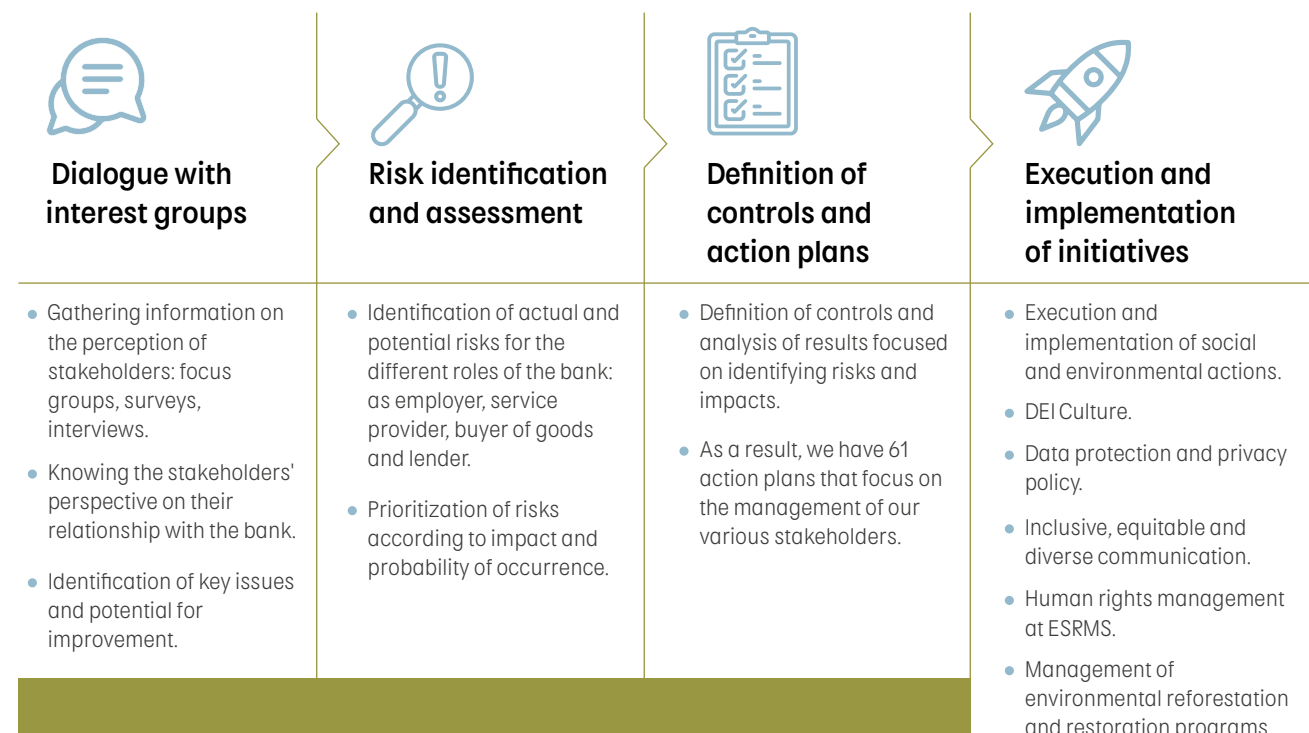


- Care and respect for all people
- Transparency and anti-corruption
- Inclusion, diversity and gender equality
- Environment and contribution to society
- Protection of information
- Respectful communication in human rights

We manage the human rights of all people with whom we interact through our Human Rights Management System, which is aligned with the United Nations Guiding Principles on Business and Human Rights. This framework has 31 principles to implement the Protect, Respect and Remedy framework to address corporate responsibility and accountability in relation to human rights.

### Due diligence process

The Human Rights due diligence approach has allowed us to anticipate, prevent and/or mitigate impacts and address potential and/or actual risks arising from our business activities, which could violate the Human Rights of stakeholders to make decisions that are reflected in the implementation of good practices within the Bank.



Likewise, we conducted a risk assessment of our operations in terms of human rights for 100% of our operations, including: our own operations, suppliers, and partners:

### Evaluation of potential risks in the value chain

[DJSI]

Category*	% risks assessed (last 3 years)	% risks identified	% risks with mitigation actions
Own operations	100%	100%	100%
Suppliers and allies	100%	100%	100%

\*Banco de Bogotá does not have joint ventures.

As part of the challenges, we will seek to raise awareness among our employees, providing them with ongoing training to strengthen our culture and continue to strengthen initiatives and programs that promote respect for human rights.

### Well-being and financial education

[BdB.17] [FS16]



Financial Well-being enables quality of life, people, and communities to be able to comfortably cover daily expenses without worry, manage unexpected financial crises and be prepared for the future (UNEP FI, 2021).

We promote the financial wellbeing of our customers and non-customers through financial education and inclusion, covering key topics such as:



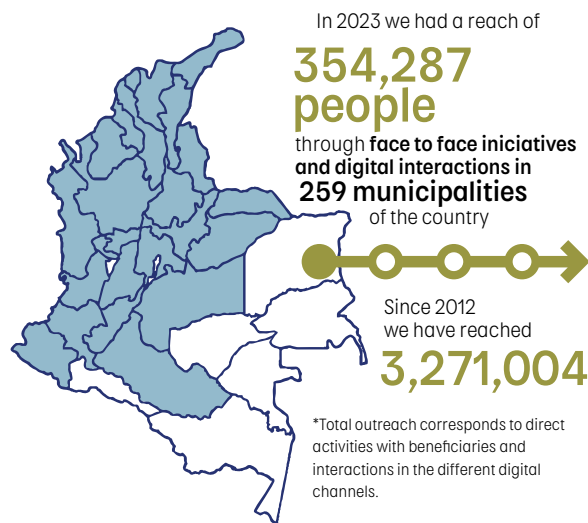


## Financial education program

We seek to empower people with knowledge and tools to make informed financial decisions through 3 strategic focuses:

1.  **Financial and digital skills**
2.  **Good use and access to products and services**
3.  **Open and transparent consulting**

In 2023 we will benefit through our various initiatives:



## We promote inclusive financial education

We developed an accessible financial education program aimed at people with hearing disabilities, with the objective of providing training on the use of money to this traditionally underserved population, boosting their financial autonomy, promoting productivity, and strengthening social and financial inclusion.

**2 courses**

- Personal finance**
- Entrepreneurship**


Achieving a reach of **58,868** digital interactions

Developed in Colombian Sign Language

In alliance with:



For the innovation of this initiative and its social impact, we received 2 awards:



**“Bringing Banking Closer to Colombians”**

in the category of Financial Well-being, awarded by *Asobancaria*, an institution that brings together the country's financial institutions.



**“Recognition of Good Practices for Sustainable Development 2023”**

awarded by Global Compact and the Bogota Chamber of Commerce.

## Consolidating our training strategies

In 2023, we developed webinars and conferences specialized in financial education for our Banking Correspondents and the general population, achieving a total reach of 43,673 people through our social networks and technological platforms.












Additionally, with our virtual workshops, we trained 2,745 people from various educational institutions, companies, and allies. We addressed key topics such as the proper management of personal finances, entrepreneurship, responsible use of credit, financial security, among others.



### Total number of attendees virtual workshops 2023

Workshop	Attendance
Adults: My home and my money	1,345
Adults: Digital Finance	206
Youth: The power of saving	199
Adults: The ABC's of Financial Products	178
Youth: Savings and financial plan	153
Adults: Couple Finances	147
Adults: Family Finance	140
Adults: Financial Security	121
Adults: Intelligent debtor	108
Adults / Entrepreneurs: Me and my business	94
Entrepreneurs: Finance for Entrepreneurs	54
<b>Grand total</b>	<b>2,745</b>

### Total number of webinar attendees 2023

 <b>Zero financial stress</b> 697 14,478 15,175	 <b>Live under the roof of Financial Wellness</b> 84 7,269 7,353	 <b>Personal and family economy</b> 70 5,783 5,853	 <b>Getting to know the financial sector</b> 47 5,273 5,320	 <b>Digital Finance</b> 25 3,703 3,728	 <b>Taking care of indebtedness</b> 64 3,445 3,509
 <b>Financial Security</b> 2 2,487 2,489	 <b>Finance for entrepreneurs</b> 82 11 93	 <b>Mujeres cambiando la moda - Financial Relationship</b> 60 0 60	 <b>Mujeres cambiando la moda - Sustainable Finance in Fashion</b> 60 0 60	 <b>The ABC of financial products</b> 33 0 33	<b>Grand Total</b> 1,224 42,449 43,673

■ Attendance / Live ■ Digital interactions ■ Total Reach  
\*Total outreach corresponds to direct activities with beneficiaries and interactions in the different digital channels.

### Our trade union commitment

We actively participated in the initiatives proposed by *Asobancaria* at the union level. We joined the initiative "Global Money Week - Plan your money, plant your future", which takes place in March, promoting the proper use of personal finances through savings, achieving a total reach of 2,972 children and young people benefited.

For the month of savings, developed in October, we conducted the webinar "Smart Financial Management", promoting the proper use of personal finances and financial wellbeing, achieving a total of 14,052 digital interactions.

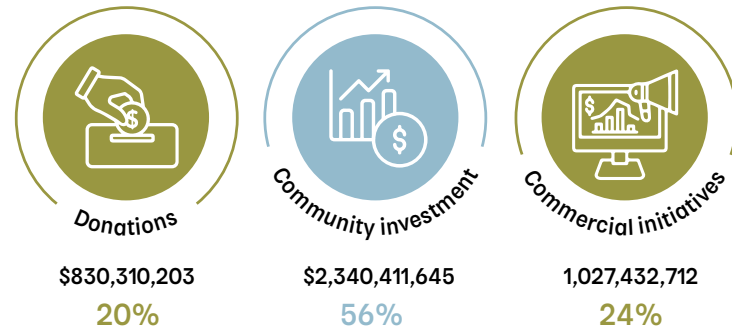
Trade event	Attendance
Global Money Week	2,972
Savings Month	14,052
<b>Grand total</b>	<b>17,024</b>

### Social investment

[DJSI]

Social investment from the Bank's various fronts in 2023 was distributed as follows, based on the London Benchmarking Group's reporting methodology:

### Total invested in social causes 2023



<b>Total invested in social causes</b>	<b>\$4,198,154,560</b>
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### Total invested by type of contribution 2023

Type of contribution	Total amount	%
Cash contributions	\$4,026,447,657	94.29%
Paid volunteer hours	\$46,629,218	1.09%
Donations in kind: donations of products or services, projects/partnerships or similar.	\$21,962,563	0.51%
General administrative expenses	\$175,115,122	4.10%
<b>Total</b>	<b>\$4,270,154,560</b>	<b>100%</b>

\*This table includes general administrative personnel expenses in the amount of \$72,000,000.



## Banco de Bogotá Foundation

[BdB.12]

*Banco de Bogotá* Foundation works to build a more equitable and inclusive society, through programs that strengthen the business fabric and the social welfare of the most vulnerable communities, and projects that promote environmental protection and climate change mitigation.

In 2023, the Foundation redefined its strategic focus, aligned with the Bank's Social Action and Climate Action objectives. Following these guidelines, it established three action fronts for the development of its programs and projects:

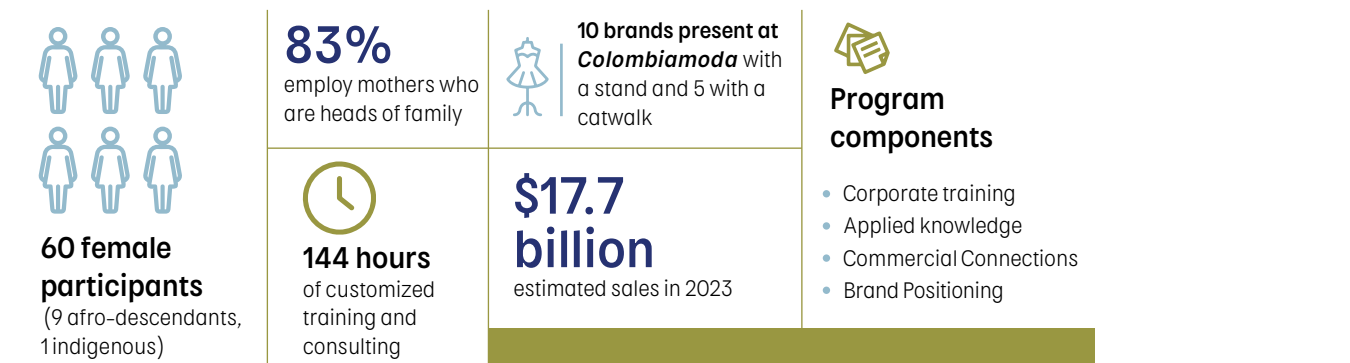


### Social and Climate Entrepreneurship

We promote projects that address social and environmental challenges, promote employment, entrepreneurship, and the development of innovative solutions.

#### Mujeres Cambiando la Moda Program

To support female empowerment, gender equity and sustainable development, in 2023 we developed the second version of the *Mujeres Cambiando la Moda* (Women Changing Fashion) program, in partnership with *Inexmoda*. This is a business acceleration project that promotes high-potential ventures in the fashion system, led by women, with sustainability criteria in their businesses.





### Rofé Women Program - Banco de Bogotá

In 2023, in partnership with the ROFÉ Foundation, we developed the first version of the "ROFÉ Women Banco de Bogotá" program.

We seek to strengthen skills in financial education and entrepreneurship among women heads of household in vulnerable conditions in urban and rural areas of the country, with low- or no-income levels.

Our program has reached 22 departments in the country virtually. Thanks to the in-depth sessions on entrepreneurship, women state that:



**952** female participants

Financial education

**15** training sessions



In-depth sessions on Entrepreneurship

**108** female participants

**4** training sessions

Through each session a specific theme was strengthened

- Session 1: Finance
- Session 2: Sales
- Session 3: Brand
- Session 4: Partnerships



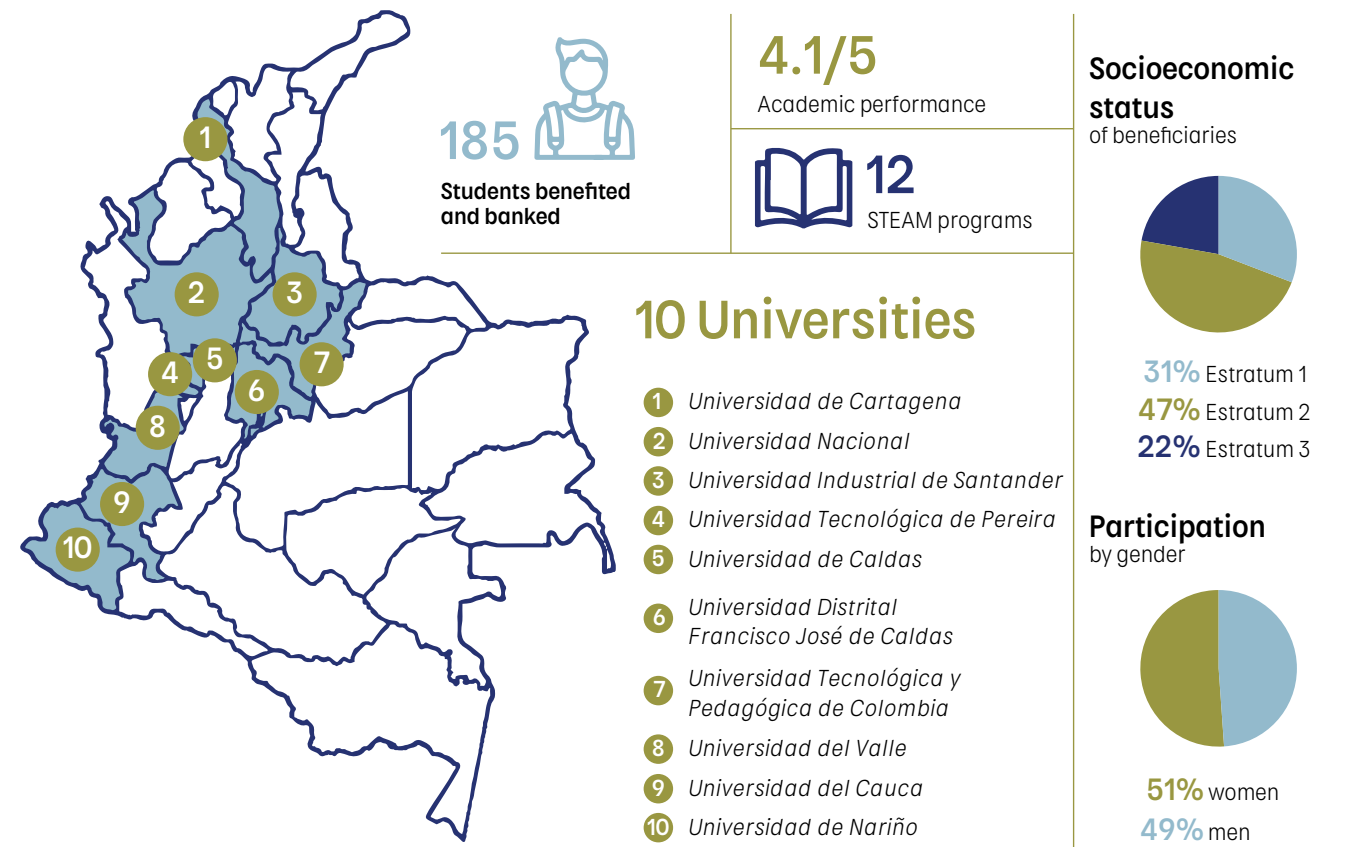
Entrepreneurship training sessions

### Education and Social Welfare

We promote transformative education for social change that promotes the integral development and employability of the most vulnerable populations.

### Promoting the closing digital talent gaps

Through the Juan María Robledo Digital Talent Program, we support young students in STEM careers (science, technology, engineering, and mathematics) who are characterized by their academic excellence and interest in innovation. We promote the closing of the digital divide and the country's young talent.



**12** Future Banbogers: Students in the process of selection for internships in 2024-I

**3** Successful hirings of program participants in executive level roles

**12** Graduates in 2023 II join our Talent Pool

**Mentoring**: The Juan María Robledo program provides students with training mentorships that allow them to develop their soft and technical skills, and to get closer to the Banboger culture.

**+40 hours** of training

**50%** Soft skills

**50%** Tech skills



### Social Welfare Support

We support initiatives led by non-profit organizations that focus their management on education, social inclusion, and the integral development of people. The donations made in 2023 were destined to the lines that the Foundation has established to generate wellbeing in vulnerable communities, namely: art and culture; education for sustainable development; social inclusion and reduction of inequality; health and food assistance. In 2023, the annual investment was \$2,243.0 million.

### Environmental Protection

We support climate change mitigation by promoting environmental projects that contribute to reducing our carbon footprint.

### 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 provide

employment opportunities to indigenous communities such as *Tayazú, Santa Paloma and Santacruz*, located in Vaupés, which oversee planting and caring for the trees.

In this way, these communities have preserved their culture, generating income for the social development of 500 families from 106 indigenous communities, with 60% of the jobs occupied by women, empowering them to be the leaders of this project in their communities.

This initiative, which we developed in partnership with the Saving the Amazon Foundation, has allowed us to plant more than 72,000 trees.

We will continue to contribute to the reforestation of the country, the protection of biodiversity and the social development of communities.



Vaupés Indigenous Community

