



Banco Davivienda: ESG Supporting Document DJSI 2024 (FY 2023)

1.4.1 Risk Governance

Lines of Defense Operational Risk:

The purpose of operational risk management is to contribute to the preservation of stakeholder confidence, for which purpose the regulatory, corporate guidelines on risk management, international good practices, the management model and the principles and values of the Bolivar Group are taken into account, focused and appropriate to the business strategy, operational reality and organizational structure of each company. Risk management is based on the development of strategies and methodologies aimed at strengthening the control culture, risk prevention, loss and capital management for operational risk, systematic and analytical monitoring to take timely actions in case of risk alerts, as well as a special emphasis on the management of controls that cover the most relevant identified operational risks that may affect the sustainability, continuity of our business, service delivery, customer loyalty and strategy.

The roles in the risk lines of defense have the following focuses:

First Line: Define and ensure the success of the process or business, through compliance with strategy and policies, identification of risks and controls, monitoring with indicators, ensuring the control environment of its processes and generating preventive or corrective action plans in the occurrence of risk events.

Second Line: Define the instruments, methodologies and procedures for the adequate management of Operational Risk in the processes and businesses, aligned to the strategies and risk appetite. Likewise, monitor the development and results of the effectiveness of control measures in operational risk management with reports and decisions in the established governance bodies, aligning improvement actions with the expected results of risk mitigation.

Third Line: Periodically evaluate compliance with the stages and elements of the operational risk management system, as well as the review of the Operational Risk event log and report the results to the governing bodies.



1.4.2 Risk Management Processes

Risk management in new products or services:

Within the comprehensive risk management of Davivienda, there is a management model to carry out of analysis and approval of new products, services, markets and/or channels, through which the inherent potential risks are analyzed and categorized, in addition to quantifying the risk profile and the impact that these have on the level of exposure, allowing to identify their level of alignment with the Risk Appetite Framework. For this purpose, the Bank has established policies and an approval governance that allows analyzing such risks, controls or preventive mitigation actions, assessing the financial and operational

viability of the business; and compliance with the minimum criteria for its commercialization, such as clear and fair conditions for all customers and financial consumers.

For the design stage of products and services, technical sheets have been established in order to have a mechanism to analyze and evaluate in a comprehensive manner the impact it will have for the entity and with respect to the protection of customers' rights, in addition to ensuring that an analysis of impacts and mitigating factors of the different aspects are considered, such as financial, technological and cybersecurity, operational, continuity, legal, regulatory compliance and AML regulation.

Prior to the escalation to the governing bodies for approval, the different risk areas and others involved in this process, develop an analysis of the risk factors, impacts generated and their controls, if applicable. As an additional requirement, this analysis includes compliance with all the requirements established in the approval policies according to the corresponding internal manuals.

The approval governance of new products and services establishes the guidelines and/or conditions for their production start-up, taking as a reference the risk factors previously identified and emphasizing the implementation of controls and preventive actions required for each product or service. The risk areas monitor and follow up the new controls and preventive actions in the commercialization stage.

1.9.5 Sustainable Project Finance Policy

Transparency:

Tres ejemplos de proyectos o transacciones a los que se aplicaron las políticas del



SARAS

1. Construction project of a solar park with a generation capacity of 9.9 MW

The construction project of a solar park with a generation capacity of 9.9 MW is considered environmentally and socially VIABLE CONDITIONAL taking into account the generation of electrical energy from renewable sources. The project has an approved forestry permit for the solar park and the power line. The channel occupation permit has been approved for the construction of the access bridge to the project to give way to the waters of the Pechilin stream, on which the hydrological and hydraulic study of the structure was submitted.

2. Construction and operation project of a 110 kV electric power line

The construction and operation project of a 110 kV electric power line is considered environmentally and socially VIABLE CONDITIONAL taking into account that for the development of the project there is an approved environmental license valid for 30 years and the Environmental Management Plan is approved. the Permit for the collection of wild specimens and the permit for forestry use for 660 individuals. Likewise, it indicates that in the project area there is no presence of ethnic communities subject to Prior Consultation and there is Authorization to carry out the archaeological interventions of the project.

3. Construction project of a small hydroelectric power station (SHS)

The construction project of a SHS is considered environmentally and socially VIABLE CONDITIONAL taking into account the generation of electrical energy from renewable sources and that the environmental and social impacts derived from the project are controlled and mitigated by the measures of the Environmental Management Plan .The project has a License and environmental permits approved by the Competent Authority valid for the useful life of the project. It is established as follow-up measures to send a copy of the Environmental Compliance Report which demonstrates compliance with the control and mitigation measures stipulated therein.

Review

The environmental and social risk assessments carried out on credit applications are found in the 2023 Annual Report (Pages 260 to 263).



Number of projects/deals reviewed: 275

Number of projects/deals reviewed as percentage of total projects/deals: 64%, based on the total number of financially evaluated project finance and housing construction projects, which correspond to 340.

Number of projects/deals having reached financial close: 59

Number of projects/deals declined: 47, for financial reasons and one declined for environmental issues.

1.9.8 Sustainable Financing Products & Services

Bank Total Portfolio

The Bank's total portfolio balance by the end of 2023 was COP 103,089 trillion, this can be found in our [Quarterly Report](#) (Section 5.1 Page 22) in the column corresponding to the fourth quarter of 2023.

This figure is composed of the Commercial portfolio, which includes the corresponding to SME Lending **(A)** and Corporate Finance **(B)**; and the Consumer portfolio **(C)** and Mortgages **(D)** that represent Consumer Finance.

Banking segment	Saldo (COP)	Categories	Balance (COP)
Commercial	\$42.852.995.805.134 (B)	<i>Constructor</i>	\$6.815.427.644.882
		<i>Corporate</i>	\$18.940.767.917.680
		<i>Official segment</i>	\$4.439.364.863.215
		<i>Enterprises</i>	\$2.948.845.056.402
		<i>Institutional</i>	\$454.078.130.506
		<i>Other Consumer</i>	\$25.130.409
		SME	\$6.857.110.324.142 (A)
		<i>Mortgage</i>	\$45.302.843.747
		<i>Territory</i>	\$29.553.223.859
		<i>International Subsidiaries</i>	\$2.322.520.670.291
Mortgage	\$31.472.947.293.971 (C)	<i>VIS*</i>	\$10.568.750.615.726
		<i>Greater than VIS*</i>	\$20.904.196.678.245
Consumer	\$28.763.012.335.890	<i>Individuals</i>	\$28.763.012.335.890



	(D)	
TOTAL PORTFOLIO		\$103.088.955.434.994

*VIS stands for Social Housing for its acronym in spanish (Vivienda de Interés Social)

Corporate Finance

We present the balances for our social financing and green financing in our [Annual report 2023](#). Social Financing: COP 11,3 trillion (Page 274). Green Financing COP 4,3 trillion (Page 300).

For sustainable financing in Corporate Finance the applicable segments are: Corporate, Construction y Business with the green lines of: Sustainable Construction, Eco Vehicle, Agro Sustainable, Energy Efficiency, Renewable energy, Sustainable Infrastructure y Clean Production.

On the other hand, the total balance for Corporate Lending corresponds to the balance of the Commercial portfolio **(B)** minus the balance of the SME category **(A)**, presented in the **“Bank Total portfolio”** chart. The corresponding portfolio balances are listed below:

Category	Monetary Value FY 2023
Corporate finance applicable segments	<p>Total sustainable corporate finance:</p> <p>\$3,637,416,541,237</p> <p>Sum of applicable Green loans: (Annual Report 2023 Pag 300)</p> <p>-Corporate segment: \$2,128,723,390,591</p> <p>-Construction segment: \$1,410,741,831,607</p> <p>-Business segment: \$97,951,319,039</p>
Total value of corporate lending (B) - (A)	\$35,995,885,480,992
Total sustainable value	\$3,637,416,541,237



Percentage of total sustainable value over total value	10.11%
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Consumer Finance

We present the balances for our social financing and green financing in our [Annual report 2023](#). Social Financing: COP 11,3 trillion (Page 274). Green Financing COP 4,3 trillion (Page 300).

For sustainable financing in Consumer Finance, the applicable segment is Retail with the green lines of Eco Vehicle and Green Mortgages, and the social lines of Low-income housing (VIS) and Low-income housing (VIS) for women.

On the other hand, the total balance of Personal and Mortgage Lending corresponds to the balance of the Mortgage portfolio **(C)** plus the balance of the Consumer portfolio **(D)**, presented in the **“Bank Total portfolio”** chart. The corresponding portfolio balances are listed below:

Category	Monetary Value FY 2023
Sustainable loans and mortgages	Total sustainable consumer finance: \$10,914,889,120,579 Sum of: -Green loans (Annual Report 2023 Pag 300): Retail segment: \$632,982,705,846 -Social loans (Annual Report 2023 Pag 274): Retail segment: \$10,281,906,414,734
Total value of personal and mortgage lending (C) + (D)	\$60,235,959,629,861
Percentage of total sustainable value over total value	18.11%



Part 3: SME Lending

We present the balances for our social financing and green financing in our [Annual report 2023](#). Social Financing: COP 11,3 trillion (Page 274). Green Financing COP 4,3 trillion (Page 300).

For the sustainable financing in the SME category, the applicable segment is SME with the green lines of: Agro sustainable, Eco vehicle, Energy Efficiency, Renewable energy, Sustainable Infrastructure y Clean Production; and the social lines of Women-led SME.

On the other hand, the total balance of SME lending corresponds to the balance in the SME category **(A)**, presented in the **“Bank Total portfolio”** chart. The corresponding portfolio balances are listed below:

Category	Monetary Value FY 2022
Sustainable SME loans	Total sustainable SME Lending: \$1,096,441,967,227
	Sum of: -Green loans (Annual Report 2023 Pag 300): SMEs segment: \$60,177,764,220
	-Social loans (Annual Report 2023 Pag 274): SMEs segment: \$1,036,264,203,007
Total value of SME lending (A)	\$6,857,110,324,142
Percentage of total sustainable value over total value	15,99%

2.4 Climate Strategy

(2.4.1, 2.4.2, 2.4.3)

GHG Emissions Inventory Banco Davivienda				
Direct GHG (Scope 1)	Unit	FY 2022	FY 2023	Goal 2023
Total direct GHG emissions (sope 1)	Metric tons CO ₂ e	1952,21	1414,64	Reduce 3% (Max.1894 Ton) compared to the previous year
Data coverage (as % of denominator)	Percentage of	100%	100%	1894



IGHG (Scope 2)		FY 2022	FY 2023	Goal 2023
Location based	Metric tons CO ₂ e	3059,54	4722,11	Reduce 3% (Max. 2968 Ton) compared to the previous year
Data coverage (as % of denominator)	Percentage of	100%	100%	2968
Market-based	Metric tons CO ₂ e	103	97,75	Reduce 3% (Max. 99,88 Ton) compared to the previous year
Data coverage (as % of denominator)	Percentage of	100%	100%	99,8
IGHG (Scope 3)		FY 2022	FY 2023	Goal 2023
Total indirect GHG emissions (Scope 3) metric tonnes of CO₂ equivalents	Metric tons CO ₂ e	4.500.406,47	4608617,36	We are working to define the target based on SBTi, especially for category 15. Investments.
Scope 3 Category		FY 2022	FY 2023	Emissions calculation methodology and exclusions
1. Purchased Goods and Services	Metric tons CO ₂ e	30855,47	41853,47	Methodology based in money (expenses)
2. Capital Goods	Metric tons CO ₂ e	4504,56	5648,50	Methodology based in money (expenses)
3. Fuel-and-energy-related-activities (not included in Scope 1 or 2)	Metric tons CO ₂ e	5,67	4,76	Average data method
4. Upstream transportation and distribution	Metric tons CO ₂ e	2246,70	1325,88	Fuel based method and Methodology based in money (expenses)
5. Waste generated in operations	Metric tons CO ₂ e	280,18	199,90	Waste type specific method
6. Business travel	Metric tons CO ₂ e	636,14	680,34	Fuel based method
7. Employee commuting	Metric tons CO ₂ e	6122,32	6165,11	Average data method



8. Upstream leased assets	Metric tons CO ₂ e	Doesn't apply	Doesn't apply	Fuel and power consumption of upstream leased assets were considered in the company's organizational boundaries in Scopes 1 and 2
9. Downstream transportation and distribution	Metric tons CO ₂ e	15307,34	20839,68	Methodology based in money (expenses)
10. Processing of sold products	Metric tons CO ₂ e	Doesn't apply	Doesn't apply	Since Davivienda does not develop products that require processing, transformation or inclusion in another product prior to use, this category does not apply to the company's business model
11. Use of sold products	Metric tons CO ₂ e	1801,70	5958,67	Indirect use phase emissions (electricity consumption per use of products)
12. End of life treatment of sold products	Metric tons CO ₂ e	6,46	10,04	Average data method
13. Downstream leased assets	Metric tons CO ₂ e	13,32	3,41	Average data method
14. Franchises	Metric tons CO ₂ e	Doesn't apply	Doesn't apply	Since Davivienda does not have an operating model through franchises, this category does not apply
15. Investments	Metric tons CO ₂ e	4438627	4525927,60	PCAF Methodology
Other upstream				
Other downstream				



Emissions related to Category 15: Investments account for 98.55% of the total emissions in the inventory, and the remaining 1.45% corresponds to 1.35% from Categories 1 to 14 of Scope 3, and 0.11% from Scope 1 and 2.

Goal Scope 1 and 2: To reduce in absolute terms Scope 1 and 2 GHG emissions by 42% by 2030 compared to base year 2022 and maintain carbon neutral certification by 2030. This target covers all our operations in Colombia, Costa Rica, El Salvador, Honduras and Panama. However, we are in the process of validation of these targets by SBTi.

Goal Scope 3 Category 15. Investments: We are working on the development of intermediate target/s for the loan and investment portfolio according to the methodologies provided by SBTi for the year 2030, in order to subsequently initiate the validation process of these targets by the initiative.

Likewise, as soon as SBTi has the standard for the definition of Net Zero target/s for financial institutions, we will apply it in order to define our targets for the credit and investment portfolio for 2050.

2.4.8 Financial Risks of Climate Change

In the context of climate risk management, we have incorporated qualitative and quantitative analyses. These analyses include making quantitative estimates of potential financial implications, taking as reference potential values that could be at risk, costs, and expenses associated with management actions, such as insurance, among others. These actions correspond to tools and methods of the climate risk management framework described in our TCFD Report 2023, pages 41 to 53.

3.1.3 Workforce Breakdown: Race / Ethnicity & Nationality

As part of our diversity, equity, and inclusion program, we have engaged with our employees to gain deeper insights into the ethnic groups they identify with—those they feel a personal connection to.

Below, we provide an aggregated overview of these identifications, including their classification in management positions:

<i>Ethnic Group / Management Position Classification participation</i>	<i>Percentage of</i>
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I do not belong to an ethnic or racial group
Does not know / does not answer
Other

- *Mestizo (mixed race of white and Indigenous)*
- *Indigenous peoples and communities*
- *Black, Mulatto, Afro-descendant, or Afro-Colombian*

Grupo étnico / Management Position Clasificación	Porcentaje de participación
+ No pertenezco a ningún grupo racial y/o étnico	86,32%
+ No sabe / no responde	5,08%
⊖ OTRO	1,85%
Middle	0,39%
No level	1,41%
Senior/top	0,05%
⊖ MESTIZO (MESTIZAJE DE RAZA BLANCO E INDIGENA)	4,11%
Middle	0,54%
No level	3,53%
Senior/top	0,03%
⊖ PUEBLOS Y COMUNIDADES INDÍGENAS	0,62%
Middle	0,03%
No level	0,59%
⊖ NEGRO, MULATO, AFRODESCENDIENTE O AFROCOLOMBIANO	2,02%
Middle	0,05%
No level	1,97%

3.3.1 Training & Development Inputs

These programs are designed as a strategic initiative to align with our organization’s goals, focusing on enhancing the knowledge, skills, and competencies of our team. The aim is to equip them to effectively tackle the evolving challenges of the business.

The following chart depicts a breakdown of the hours dedicated by each department, along with the overall figure:

Program Department	Total Hours	Average Hours per Person
Family Counseling Center	7.980,00	1
Talent Management	104.380,00	9
Leadership	13.203,00	16



UXplora. Corporate University.	185.452,00	15
Overall	311.015,00	26

** These figures add depth to the annual report by incorporating all of the bank’s training and development programs.

They highlight the organization’s dedication to the ongoing growth and advancement of its employees, equipping them to tackle both current and future challenges.

3.3.2 Employee Development Programs

In 2023, we furthered our commitment to employee growth by rolling out a range of upskilling and reskilling programs, reaching all members of our workforce. These programs equip our team with the tools needed to drive organizational change and transformation across analytical, digital, leadership, and innovation domains. By evolving roles to meet business needs, we promote sustainability, manage natural turnover, and ensure our talent is ready to confront today’s challenges and anticipate future demands.

UXplora Schools - Corporate University

UXplora offers specialized Schools tailored to business needs, strengthening our team’s competencies and aligning with organizational objectives. Our key Schools include Leadership, Analytics, Digital, Commercial, Innovation, and UXplora.

Additionally, our Business Intelligence (BI) process provides in-depth analysis of learning outcomes, focusing on four critical indicators: Compliance, Adherence, Self-Training, and Satisfaction.



Image 1. Dashboard of UXPlora Corporate University.

Commercial School (Projects targeting the salesforce)

Based on an evaluation of our sales team's technical knowledge regarding the bank's portfolio offerings and solutions, we have developed a comprehensive learning pathway for 2024.

The assessment encompassed the following sales groups:

- ➔ Wealth Management - 134 people
- ➔ Specialized Sales Teams and Retail Banking - 343 people
- ➔ SME Banking - 510 people
- ➔ Branches - 4764 people
- ➔ Regional leaders - 170 people



Image 2. Slide showing employees reached

In addressing the needs of our commercial roles, we achieved the following:

- Full coverage of employees in commercial roles.
- 105,287 hours of training for commercial staff, including mandatory and self-training hours.
- An average of 19 hours of training per person per year.
- 99.73% of employees met over 80% of their learning plan goals.
- By transforming the cashier role from a purely operational position to one that includes advisory skills, digital adoption, and transactional referrals, we boosted commercial productivity by 333%, resulting in 95,000 products sold and balances amounting to 274 million in the new role.
- Additionally, the new advisory role has helped shift 70% of transactions to digital channels, cutting the bank’s costs by 750%.

Leadership Faculty

Our “Lidera” program offers various initiatives designed to enhance leadership skills according to our Grupo Bolívar Leadership Model. These programs focus on practical knowledge and tools that empower leaders to take action immediately.

- 13,203 hours of training for leaders.
- 848 leaders participated in development programs.
- Leaders involved in support programs saw their connection index rise by an average of 0.37 points from 2022, increasing from 3.81 to 4.18.
- In 2023, we launched the Cross-Mentorship GB program with no execution costs.



Image 3. Metrics Follow-Up Dashboard

Analytics School

Specialized Programs (660 users)

Business Intelligence 469 active users

- 86% certified at the advanced level
- 99% compliance

Data Engineer 114 active users



- 82% certified at the advanced level
- 96% compliance

Data Scientist
77 active users

- 71% certified at the advanced level
- 91% compliance

Special Programs

GCP

558 active users

- 97% compliance

Leadership Programs

Expert Leaders

90 active users

- 100% compliance

Amateur Leaders

103 active users

- 100% compliance



Image 4. Slide showing the structure of the Analytics School at UXplora

Digital School

Driving the bank's digital transformation by developing our team's digital skills, capabilities, and mindset through an agile, practical, and cutting-edge learning model.



Image 5. Slide showing the structure of the digital school at UXplora

Cross-Cutting Programs:

Our goal is to help our employees embrace a digital mindset.

- Module 1 launched, reaching all employees

Specialized Programs

Product Owner

- First cohort: 39 certified talents
- Second cohort: 29 talents certified at the advanced level, 14 at the basic level, and 32 at the intermediate level



Scrum Master

- First cohort: 36 talents certified at the basic level

Cybersecurity

- First cohort: 21 talents certified at the advanced level
- 171 total participants in 2023

Developer

- Assessed over 50 agile developers
- Created an Agile Developer learning path
- Developed two specialization tracks for Backend and Frontend developers
- Launched the Techcamp program

TechCamp: Where Technology Fuels Our Dreams

We opened the door to two cohorts in our TechCamp digital incubator—a program where our young, digital talent can truly shine. Through this initiative, we nurtured promising developers who, with the support of our Corporate University and mentorship, took charge of their learning, honed their skills, and bridged technical gaps to meet our business challenges.

In the first half of 2023, we made a social impact by quickly and virtually engaging 18 young talents nationwide who had basic development knowledge but no experience. They are now part of our project to internalize development factories, which also led to the internal promotion of 18 talents.

In the second half of 2023, we evolved this initiative, focusing on 11 internal talents passionate about developing and programming powerful ideas. From November 2023 to May 2024, they are participating in an upskilling program with 109 hours of training, enhancing their technical skills and tackling business challenges that support our digital transformation strategy. This will prepare them for new roles in digital areas in the near future.

Our TechCamp Achievements:

- We developed a competency model to identify trends and business needs in Technical Skills, such as development, IT literacy, DevOps, Generative AI, Big Data, and Cloud. This also helped us pinpoint positions and manage rotations, all



aligned with business goals. As a result, 31 digital positions were needed in 2023, and 58% of them were filled by talent trained in the TechCamp program.

- We received 10,000 external applications in the program's first phase.
 - 100% of both external and internal program participants were hired by Banco Davivienda to serve in digital positions.
 - By internalizing development factories with talent from this program, we completed projects like Digital Onboarding, Mobile Credit Redesign, and the Davivienda Home Design System. This resulted in a six-month cost saving of \$1.62 billion by reducing our reliance on external development vendors.
- We see talent injection programs as incubators that will provide the organization with the right skills at the right time to tackle complex challenges and become leaders in our business areas.

Innovation School

We drive transformation and innovation at Davivienda by developing key skills in the following domains:

- Problem-solving and process transformation
- Designing new products and services
- Developing products and organizational transformation initiatives through the “Disruptive” program
- Innovation methodologies with Credly by Pearson certification through the Skills i program. By year’s end, 197 employees were internationally certified.

UXplora School

Offering 40 open programs in soft skills

Key figures from UXplora:

- 7,882 open-access resources for self-directed learning and skill development
- 58 competencies from Davivienda’s skills framework covered
- 13,000 enrollments in virtual store courses and specialized offerings

UXplora Fext (annual event)

We connected 5 countries, 5 Davivienda companies, and over 18,000 employees to discuss customer service, NPS, and experience, all in line with the Bank’s strategy.

We reached 100,000 views and 20,000 reactions and comments in our UXplora community on Workplace.

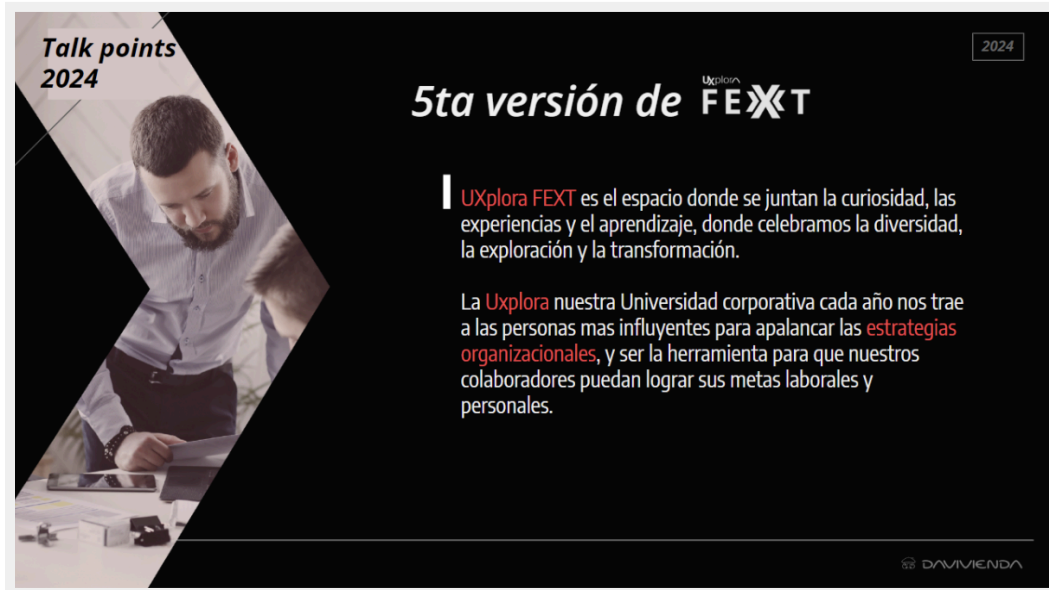


Image 6. UXplora Fext Presentation

3.3.5 Type of Individual Performance Appraisal

Comprehensive Performance Management

Our performance evaluation process is designed to foster a culture of continuous dialogue, constructive feedback, and proactive self-management. This process not only identifies individual performance and contributions but also unlocks potential, driving the achievement of business goals. By embracing a multidimensional approach, we assess cultural alignment, business impact, development objectives, and organizational skills and values, creating a holistic view of our talent.

This comprehensive perspective uncovers opportunities for growth and drives actionable strategies that propel both personal development and organizational success.



This annual evaluation journey begins with setting objectives at the start of the year and concludes with their review at the year's end. Throughout the year, leaders and individual contributors engage in ongoing, open conversations and feedback.

We've implemented two robust evaluation frameworks, each with a rating scale that categorizes performance as: exceeds, meets, partially meets, and does not meet:

→ 90°/180°: Tailored for individual contributors, this framework includes self-assessment, evaluation by the direct leader, and, where applicable, evaluation by the functional leader.

→ 360°: Designed for leaders, this framework includes self-assessment, evaluation by their leader, feedback from direct reports, and evaluation by the functional leader, if relevant.

In 2023, this process led to 93% of our employees completing their performance evaluations. For 2024, over 89% have already set their business objectives, ensuring clarity on expectations and focus on achieving results. Additionally, we conduct evaluations within projects or initiatives, recognizing both individual outcomes and team contributions.

Last year, we assessed the potential of 3,673 talents, which allowed us to enhance the profiles of our Davivienda executives and High Potentials. Through targeted programs and initiatives, we maximized their readiness to step into future roles or tackle new organizational challenges. This strategic effort impacted 395 individuals through tailored development actions.

3.3.9 Trend of Employee Engagement

Our People Are Our Greatest Achievement

At Davivienda, we pride ourselves on being fully aware and true to our core identity, radiating our essence both within and beyond our organization. Over the past five years, we've been dedicated to measuring organizational commitment, striving to understand the emotional connection our people have with the company. This commitment has led us to develop strategic action plans focused on fostering growth, well-being, and development, creating a more productive environment that aligns with our purpose.

Gallup has been a key partner for us within Grupo Bolívar, leveraging its global financial market expertise and deep insights into our workforce. This collaboration has provided us with a clearer understanding of our employees' attitudes and behaviors at Davivienda.



Each year, we gain more precise insights into their basic needs, individual aspirations, team dynamics, and growth opportunities. This refined understanding drives our continuous improvement process, demonstrating our commitment to evolving into an exceptional place to work, grow, and dream.

Gallup defines engagement in the following terms: actively engaged employees are "those who are highly involved and enthusiastic about their work and workplace. They feel a sense of ownership over their roles, driving performance, innovation, and advancing the organization." On the other hand, not engaged employees are "psychologically detached from their work and the company, as their engagement needs are not fully met." Lastly, actively disengaged employees "are not only unhappy at work but also harbor resentment because their needs are unmet, expressing their discontent."

At Davivienda, we have witnessed a transformative journey each year, with an increasing number of employees transitioning from non-engaged to actively engaged. This positive shift is a direct result of our action plans, and the dedicated support provided by our leadership. The following section illustrates the evolution of this engagement index, as detailed in our 2023 Annual Report, on page 242:

Engagement Index	2019	2020	2021	2022	2023
Engaged	38%	56%	57%	64%	68%
Not Engaged	51%	39%	38%	32%	28%
Actively Disengaged	11%	5%	5%	4%	4%
% Total employees	90%	94	93	95	96

3.5.2 Financial Inclusion Products & Services

Davivienda’s Financial Inclusion commitment, strategy and targeted populations are disclosed in our policy “El mundo es nuestra casa”.



1. Through Daviplata, in 2023 we benefited 13.3 million customers who did 336 million transactions for COP 45 trillion.

Targeted Populations	Product	Business Indicator	Reached clients
Rural population	DaviPlata depósito de bajo monto	986 thousand DaviPlata accounts	986 thousand DaviPlata customers from Colombia's rural population
Indigenous population of the Zenú community in the Municipality of Tuchin, Córdoba	DaviPlata	103.791 transactions COP 15.390 million billing	13.710 customers onboarded
Women	DaviPlata	9,7 million Daviplata accounts	9,7 million of our customers are women
Elderly	DaviPlata	13,2 million transactions COP 2.2 Trillion	1,4 million elderly people with DaviPlata
Young people between 14 and 17 years old	DaviPlata	90 thousand young people between 14 and 17 years with DaviPlata	90 thousand young people between 14 and 17 years with DaviPlata
Young people between 18 and 29 years	DaviPlata	164 million transactions COP 20,4 Trillion	5.3 million young people with DaviPlata
Beneficiaries of subsidies granted under the: - Youth in action program - VAT return - Secretariat of Education - Guaranteed Minimum	DaviPlata	4 million payments were disbursed totaling COP 1.1 trillion	1.8 million beneficiaries



Income			
Artisans	DaviPlata	Transactions: 3.3 million Transactions amount: COP 480 billion	Registered customers: 23,983
Population of the San Andres, Providencia, and Santa Catalina Islands	DaviPlata	Transactions: 483,076 Billing: COP 66,273 million	23,876 users registered, including: 18,510 natural persons 5,366 businesses 1.985 of those businesses (37%) have the interoperable QR
Migrants	DaviPlata	Transactions Amount: COP 486 billion	94 thousand migrant customers enrolled with
Vendedores de “a pie”	DaviPlata	7.2 millones transacciones COP 712 mil millones	87.708
Market Squares	DaviPlata openings Interoperable QR Deployment of DaviPlata and digital businesses to stimulate market squares	Transactions: 3.4 million Transactions amount: COP 531 billion	146,070 registered customers including: 137,800 individuals 8,270 businesses
Women who accessed loans through DaviPlata and women owners of microbusinesses	Small loan	COP 20,8 billion disbursed to women (with no micro business)	21.275 women 4.059 women with



		COP 4,4 billion disbursed to women with micro business	micro business
Individual business owners who accessed a loan through DaviPlata	Small loan	10.748 loans COP 5,8 billion disbursed	10,748 individual business owners received a loan through DaviPlata
People who were granted a loan by the financial system for the first time	Small loan	COP 10,7 billion disbursed	31 thousand DaviPlata customers received their first loan granted by the financial sector

2. Micro, small and medium enterprises are strategic actors in the growth of the economy, transforming countries production sector, and enhancing its competitive edge. In 2023 we supported over 51.000 companies in completing their projects, with disbursements totalling COP 5 trillion, of which 56% correspond to micro SMEs.

Targeted Populations	Product	Business Indicator	Reached clients
SMEs prioritized for financial inclusion	Loans	Balance: COP 6.9 trillion Disbursements: COP 5 trillion	Total SMEs: 411 thousand SMEs with an active loan: 51 thousand
Women-led SMEs	Loans	Balance: 1.036 trillion Y/Y growth: 20% 16 thousand loans Y/Y growth: 33%	Total Women-led SMEs: 13 thousand Women-led SMEs with an active loan: 9.7 thousand

Other achievements:



- In 2023 25 thousand new businesses joined Davivienda, which we support with solutions to manage their operations.
- Access to solutions to manage their businesses digitally; we supported 121.5 thousand businesses through the transactional portal and 39 thousand with the Business App, which allows them to make payroll payments, supplier payments, and more. In line with this, our SMEs made payments totaling COP 87.9 trillion
- Payment methods to help them increase their sales. The collection of our 33.6k companies amounted to COP 14 trillion through physical means, and we also provide digital solutions to receive payments via Credit Card, Debit Card, and PSE (online deposits), resulting in collections of COP 13.4 trillion
- We help companies build their assets through the opening of 9.2k certificates of deposit (CD) and 34.5k collective investment funds (CIF)

Non-financial offer for SMEs:

- Py+ is a free content portal for SMEs, focused on promoting digital transformation and new technologies. It features articles, tools, and specialized resources that help SMEs to gain knowledge and skills. During 2023, this website received more than 144,000 visits, of which 66% were from women.
 - We contribute to the construction of the Colombian business fabric with the support of the Fundación Bolívar Davivienda through the "Emprender País" program, which has enabled more than 523 companies to develop new business skills.
 - We enabled 500 SMEs to calculate their carbon footprint, as well as to monitor their main social, environmental, and economic management figures
 - "MiPyme Online": During 2023, we helped 800 SMEs digitize their businesses through the creation of e-commerce platforms.
 - Open day: We launched Demo Day, an initiative created by Davivienda and Grupo Bolívar to boost the group's ecosystems through connections with Bigtechs, startups, sector experts, and academia. More than 239 attendees participated, over 100 startups were involved, and more than 60 connections were made.
3. Agriculture and rural population: our strategy is aimed at increasing our participation and reaching small producers with a new offer of financial and nonfinancial products.

Targeted Populations

Product

Business Indicator

Reached clients



		(balance)	
The total Agro Segment Portfolio at Davivienda corresponds to primary and agroindustrial customer attention, impacting producers in 763 municipalities across Colombia, with a market share of 14%.	Short and long term credits (Includes the Agro and Coffee producer credit cards)	COP 5,4 trillion	35.400
Of the total portfolio, 37% corresponds to the support we provide to companies and individuals with sales under COP \$20 MM (SMEs), where the majority participation focuses on medium and small producers.		COP 2 trillion	33.100
30% of the Agro - SME portfolio corresponds to financing for Rural Women.		COP 53 billion	9.762
Sustainable portfolio*		COP 1,1 trillion	89
20% of the portfolio is guaranteed through mortgages, payment sources, collateral, among others, and we highlight the participation of the Agricultural Guarantee Fund (FAG) with a distribution by producer type: 23.7% for medium producers, 7.8% for large producers, and small and low-income producers.	Loans with other guarantees	COP 721 billion	3.087
	Loans with FAG guarantee	COP 365 billion	1.852
Grupo Bolívar Ecosystem: With our integration strategy, we managed to impact 3,000 producers by financing anchor companies that guarantee technical assistance and support to the integrated producers.	Short and long term credits (Includes the Agro and Coffee producer credit cards)	COP 184 billion	3.000
Grupo Bolívar Ecosystem: Through 64 value chains, we impacted over 1,000 producers in the livestock, coffee, rice, cocoa, palm, and input storage sectors, with lightweight approval processes and credits granted from a rotating quota managed through the Agro and Coffee producer Card,	Agro and Coffee producer credit cards	COP 26 billion	1.523



which allows adjusting the customer's payment plan to their activity cycles.			
In 2023, we managed to insure, free of charge, along with the National Government, over 15,000 Small Producers and Low-Income Producers through the Parametric Insurance, which covers producers from excess rain or drought, with agile and fast processes, and offering banking services through Daviplata to 80% of the insured beneficiaries. Additionally, 67% of producers received the insurance indemnification without any paperwork, as the indemnified amount was transferred to their Daviplata account at the time of the incident	Parametric Insurance	Insured Amount COP 97.672 million	15.208
	Insurance indemnification	COP 3.673 million	10.200

*20% of the Agro portfolio is sustainable, certified through sustainable practices guaranteed by certifications such as:

- Fairtrade Standard for Small Producer Organizations
- Florverde Sustainable Flowers
- Rainforest Alliance
- ISCC International Sustainability and Carbon Certification EU
- Fairtrade Standard for Small Producer Organizations
- Rainforest Alliance
- GANSO
- Fairtrade Standard for Hired Labour
- RSPO Supply Chain Certification Systems
- Global GAP

Similarly, we integrate sectors that implement these good practices, such as:

- Flowers
- Coffee
- Bananas
- Sugar
- Palm oil
- Livestock