Human Capital Report

People, Culture & Performance

2T26

bradesco

SUMMARY

3. Introduction

4. Connect and Board

- Employer Branding
- Recruitment and Selection
- Human Capital Development
- Internship Program
- Young Apprentice Program
- Onboarding
- Our Human Capital

14. Cultivate and Stimulate

- SOU Bradesco
- Diversity, Equity & Inclusion
- Employee Experience
- Organizational Climate
- Recognitions
- Internal Communication
- Business Partners

39. Develop and Empower

- Corporate Education – Unibrad
- Learning Platforms
- Assessment and Learning Experience
- Financial Education
- Program of Mentoring and Technical Mentoring
- Executive Coaching Program
- Leadership Training
- Professional Development Programs
- Volunteer Program

55. Care and Respect

- Viva Bem Program
- Benefits
- Protection and Balance at Work
- Working Time Management
- Remote Working
- Trade Union Relations

73. Innovate and Stay Up-To-Date

- People, Culture and Performance Transformation Management
- People Analytics
- Digital Solutions

80. People, Culture & Performance Policies and Standards

- People Management Policies of the Bradesco Organization
- Corporate Social Responsibility
- Commitment to Human Rights and Dignified Working Conditions
- Expected Conduct Program

86. Closing

Introduction

The Bradesco Organization's business is founded on the principle of acknowledging the value of its staff's performance and their potential for achievement. Over the course of our history, this business approach has forged a brand that believes in continuous development, delivers genuine opportunities for growth, and honors the proactive ownership of each individual in driving sustainable results. Our People, Culture and Performance management model is guided by excellence, respect, and transparency, principles that serve as a framework for how we conduct our relationships and strengthen the trust needed to innovate and transform.

We believe in the potential to encourage sustained growth for individuals and, through them, for the Organization. This is one of the key reasons why we continuously invest in human and professional development within a healthy, secure, and ethical environment, while ensuring transparency in our commitments and goals. We create opportunities to learn, experiment, and be challenged, encouraging initiative and aligning individual aspirations in step with the business's growth. This vision solidifies our dedication to creating a space that prioritizes genuine connections, well-being, and continuous learning, which are essential pillars for transforming careers and building futures.

Even before we formally documented our principles in the Code of Ethical Conduct, the foundational propositions that have shaped our relationship policy could already be seen in the Internal Regulations we created in 1944. Since then, the Code has evolved to become a practical guide to personal and professional conduct, and it is provided to everyone upon hiring. It clearly expresses our core values and reinforces a culture based on trust, respect and care for people, serving as a guide for day-to-day decisions and interactions, while contributing to the establishment of a collaborative, diverse, and ethical environment.

For Bradesco, good results are the consequence of work aligned with values and individual purposes, and to the corporate strategy. As an institution that reflects Brazil's cultural and ethnic diversity, we are strategically committed to respecting plurality and celebrating different backgrounds, broadening perspectives, and promoting more humane and creative solutions. This commitment defines who we are: The confidence to transform. We blend tradition with innovation to bring about positive impacts for people, society, and future generations.

Connect and Board



bradesco

Employer Branding

More than just a workplace, Bradesco is a place where careers take shape and futures are built, with people at the center of every decision.

To strengthen our employer brand, we conducted an in-depth study to understand the factors that most influence people's decisions to join, grow, and build their careers here at Bradesco. From this listening, our Employee Value Proposition (EVP) was born, which is connected to the cultural transformation we are currently undergoing. It's a shift that is redefining the way we think, collaborate, and evolve as an organization. This proposition captures what we offer and what we value in our relationships with our talents, sustained by four core pillars: Connection, Development, Solidity, and Legacy.

- **Connection:** Here, relationships matter. The sense of belonging is genuine and strengthens the way teams work together, promoting a light, respectful environment that values mutual support. People feel like they can count on each other — and that creates a strong, transformative culture.
- **Development:** We grow and learn each and every day. At Bradesco, we encourage growth by offering real challenges, promoting constant learning, and investing continuously in education.
- **Solidity:** Stability and robustness of a well-established brand. Trust in our brand starts with your story. The stability, solidity and value built over decades create a safe, reliable and respected environment. This reputation is a powerful asset — and it's recognized by our people as a significant reason to be here and build a long-term career.
- **Legacy:** Bradesco carries a strong historical commitment to Brazilian society. Our mission extends further than just achieving results: we want to make a positive impact, shape responsible citizens, create opportunities, and leave a legacy that inspires pride. Ethics, inclusion, social responsibility and integrity are at the heart of our decisions and actions.

These pillars reflect a Bradesco that is more agile, collaborative, human and connected to the future. This movement reinforces our market promise: a brand whose strength endures across generations, with the boldness to continually reinvent itself. This value proposition transcends

mere recruitment strategy; it is a lived experience shared by our employees. It serves as the cornerstone of our employer brand and the primary catalyst for all talent engagement.

Our strong and stable reputation as a brand conveys the confidence needed to innovate and transform. Sustainable results are achieved through the synergy between individual purpose and business strategy, strengthening Bradesco's tradition of delivering value to clients, society and employees. We have evolved with a transformation-oriented mindset—and we want everyone to grow with us.

Our mission extends beyond the corporate environment. We have a genuine commitment to making a positive impact on society and to building a legacy for the country. Our purpose is to make a real impact on people's lives, and we remain steadfast in this endeavor. By being part of Bradesco, each individual connects to something greater — a project that transforms realities today and builds sustainable solutions for generations to come.

We invest in initiatives designed to connect students and professionals with our ecosystem, including participation in career fairs, lectures, and customized on-site and online tours highlighting the Bradesco brand and other Group companies. In 2025, our events and strategic participations impacted over 50,000 people, strengthening connections and inspiring futures.

Recruitment and Selection

Our belief in the power of our brand and collaboration inspires us to create a safe, inclusive, and dynamic environment, where people can embrace challenges as opportunities to learn, experiment, and grow.

Ensuring compatibility with the Bradesco culture is essential for building engaged and high-performance teams. As such, each candidate participates in a selection process conducted by the People, Culture and Performance area, in partnership with the Organization's leaders. Our focus is to identify professionals who are aligned with our culture and the competencies required for each role.

Applications can be made through the Work With Us page, LinkedIn or partner portals. We prioritize an agile digital experience, reducing travel and sharing real-time information with

leaders and evaluators. We also rely on specialized consulting firms that strengthen our talent attraction and selection strategy.

In an effort to ensure inclusive processes and freedom from unconscious biases, our recruiters participate in continuous update cycles, reinforcing our commitment to diversity and equity.

Human Capital Development

We employ a team focused on understanding the Organization's human capital, as well as defining and managing products and processes aimed at the construction and maintenance of sustainable results from our employees, contributing to professional, individual, and team development.

Based on the information obtained, the People, Culture and Performance Area, along with the team leaders, can adopt more precise actions that support and accelerate the development of the Organization's human capital, aligned with the strategic assignment of preparing people in a timely manner for building an inventory of talent that provides subsidies for constructing the Organization's Succession Planning, strengthening conversations on feedback and directing the construction of motivating and challenging Individual Development Plans (IDP), as well as proposing engagement activities that focus on developing current and future requirements and valuing the perpetuity of the business.

The Assessment process includes all employees in the Organization. The leaders evaluate employees, and they do their self-assessment, thereby providing a feedback process focused on development, recognition, and alignment of perceptions. Through our development platform – on a voluntary basis – it is possible to provide feedback to all employees, regardless of position or organizational structure. In senior leadership processes, potential leadership is applied in a 360º format. The perception of leadership and self-assessment, as well as the perception of direct teams and peers are all incorporated.

The Performance Evaluation and IDP processes are incorporated into the *Integra* Platform, which includes tools for inserting indicators (group and individual) related to the deliveries planned for the current cycle. We thereby encourage employees to take a proactive role in

responding to the Organization's personal goals and challenges. Throughout the year, we reinforced the importance of managing objectives through communications so that leaders and teams are able to track the progress of indicators and, through development agile conversations, readily adjust which strategies should be adopted to make sure the objectives of the business and, consequently, of the Organization are achieved.

We offer to the BUs the correlation and cascading of strategic objectives with operational indicators, with the aim of ensuring greater adherence and assertiveness in the definition of the Performance Indicators.

We use forums that respect the shared vision to analyze potential and skilled performance, with the goal of equalizing rules and targeting development actions.

In the most recent evaluation cycle, covering 2025, 98.6% of employees were assessed against the established performance criteria.

Internship Program

The Bradesco Internship Program is designed to develop and prepare young talent for future positions within the organization, particularly initial career roles, helping to build a sustainable talent pipeline.

Starting in 2026, the program underwent a strategic restructuring and was reoriented toward students in the Humanities and Sciences fields, beginning in the 4th semester of bachelor's programs or the 2nd semester of technological programs, with the goal of offering a more structured development path and expanding opportunities for internal advancement. This new direction takes shape through a structure based on four operational pillars — Wholesale, Retail, Technology, and Corporate — which promote greater alignment between student profiles, business needs, and the overall development experience. Each pillar features a dedicated journey, made up of targeted development tracks and core actions shared by all participants, ensuring a consistent experience across the program's strategic themes while remaining tailored to each participant's field of work.

Launched in February under the tagline "Confidence to Begin and Courage to Transform," the first 2026 edition of the Internship Program attracted more than 68,000 applicants. It is a record result that underscores the strengthening of the employer brand and the Program's growing appeal compared to the previous cycle.

Throughout the program, the intern acts as the protagonist of their journey of development by applying academic knowledge in practical settings, integrating into area routines, and participating in experiences that promote continuous learning, the development of key skills, and professional growth, while reinforcing the focus on internal advancement at the end of the journey.

The program offers a structured development pathway designed specifically for interns, made up of monthly activities that build behavioral skills, promote practical reflection, and encourage meaningful dialogue with leaders. Each year, Intern Week complements this strategy by holding talks on topics relevant to personal and professional growth, expanding repertoire, engagement, and connection with the company's strategy.

In the first quarter, the Official Viva Engage Intern Community (Corporate Social Network) was launched as an open dialogue channel geared towards facilitating communication, broadening information exchange, and strengthening integration among Program participants. The initiative creates a collaborative space for interns to have a voice, share experiences, and closely follow the actions and decisions of the Program.

Still in the first quarter, the Intern Committee was established, focused on encouraging participant protagonist role and promoting the co-creation of continuous improvements. Supported by the Human Capital | Entry Programs team, the committee acts as a link between interns and Program management, representing different realities and actively contributing to the evolution of the experience. The committee is elected every six months by the interns themselves and is composed of up to 10 representatives at the Brazil level.

In April and May, we organized a Book Club in partnership with GetAbstract, promoting moments of learning, exchange of experiences, and collective construction of knowledge among the interns.

In June, the Interns and Stories Meeting took place, an initiative that connected participants to inspiring journeys of leaders who began their careers at the Organization as interns, reinforcing reflections on development and career paths.

In the same period, we also launched the Self-Knowledge and Career Workshops, expanding development opportunities and preparation for the next steps in their professional journey.

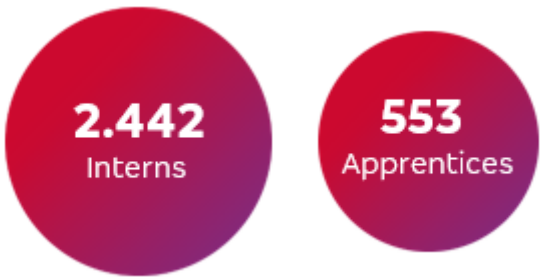
Young Apprentice Program

Conducted in partnership with accredited institutions, the program covers administrative centers and branches across the country, offering young people their first experience in the employment market. Our goal is to promote personal and professional development and identify potential talent for the future.

Jobs are advertised on the Work With Us page, ensuring visibility, security and a complete digital experience. The entire selection process is online, assuring that the process is more agile and accessible.

Throughout the program, participants engage in a theoretical learning track with partner institutions and receive close support from tutors and leaders. The content explores essential themes including the world of work, soft and hard skills, computing, economics, entrepreneurship, and life and career development, all designed to prepare participants for meaningful and transformative trajectories.

Students active in the Programs



Onboarding

We evolved our Onboarding model to integrate people with purpose and accelerate their adaptation from the first day. In 2025, we consolidated a structured 90-day journey as a strategic product of the Employee Experience (EX) area, integrating welcoming, culture and productivity in a unique entry experience at the Organization.

The journey combines automated communication, learning tracks, guided activities, integration events, and in-person and digital experiences, in addition to an exclusive portal featuring content, practical guidance, benefits, support materials, and mandatory training. As part of the program's evolution, we expanded our partnership with various departments within the Bank, enabling the development of customized experiences according to specific business needs and strengthening the new employees' connection to the Organization's strategy and culture from the beginning of their journey.

Among the highlights is the expansion of the Cidade de Deus Tour, available in in-person and virtual formats, providing greater immersion into Bradesco's history, evolution, and institutional identity. The experience has contributed to strengthening the sense of belonging, expanding knowledge about the Organization, and fostering meaningful connections among the participants.

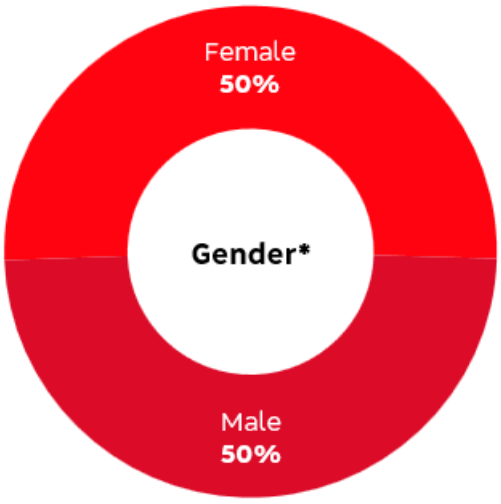
In 2026, we made progress structuring the Branch Network Onboarding program, an initiative created to offer an onboarding experience tailored to the specifics of the Network. Originally launched as a pilot initiative, the model integrates exclusive content, personalized materials for employees and leaders, learning journeys developed in partnership with *Unibrad*, and tools that help accelerate onboarding and role readiness. The initiative enhances the consistency of the entry experience and strengthens the program's scalability nationally.

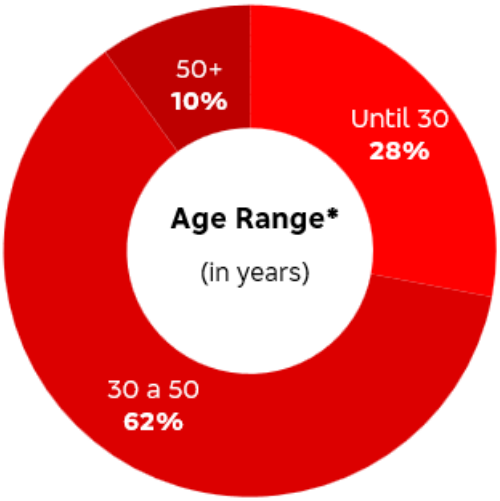
In addition to the onboarding journey, we have expanded engagement and belonging actions throughout the first months of experience. Among them, the highlights include the consolidations of the onboarding community on Viva Engage, the adopting of interactive activities, and implementation of recognition initiatives focused on participants. Between

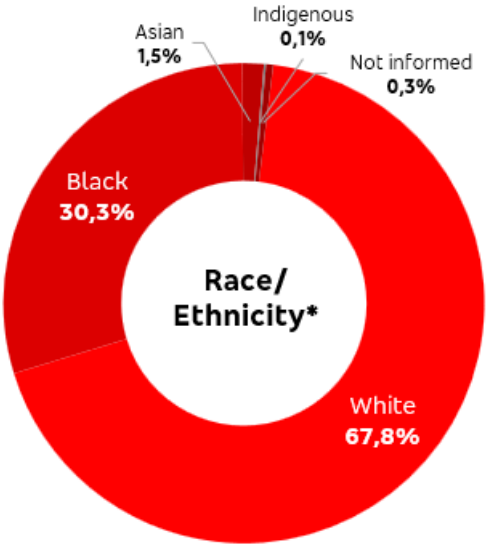
February and June 2026, 53 employees were recognized for their engagement in the experiences promoted by the program, representing various locations throughout the country.

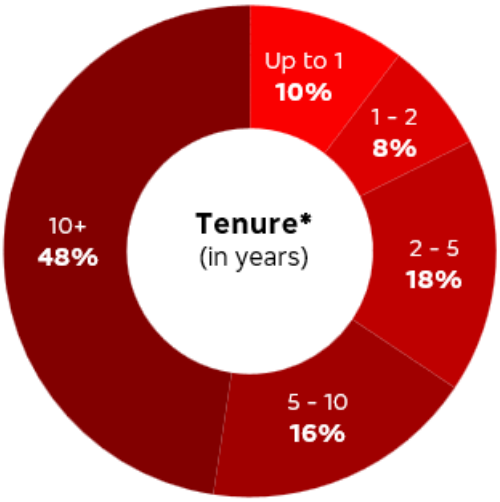
By the second quarter of 2026, the results reinforce the consolidation of the journey. Sixteen Welcome Livestreams were held, with participation of more than 2,000 employees, overall NPS of 84, and an engagement rate of 78%. In the Branch Network, the Livestreams reached 80% participation of the eligible audience and an NPS of 90, classified in the zone of excellence. Governance led by the EX team ensures satisfaction surveys are conducted on an ongoing basis, driving continuous evolution of the experience. The consolidation of the program creates a foundation for increasingly personalized journeys, fostering stronger connections among employees, leadership, and the business. This approach helps accelerate the learning curve, reinforce employees' sense of belonging, and improve the effectiveness of organizational integration.

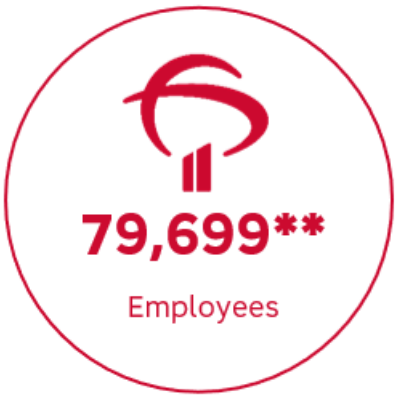
Our Human Capital

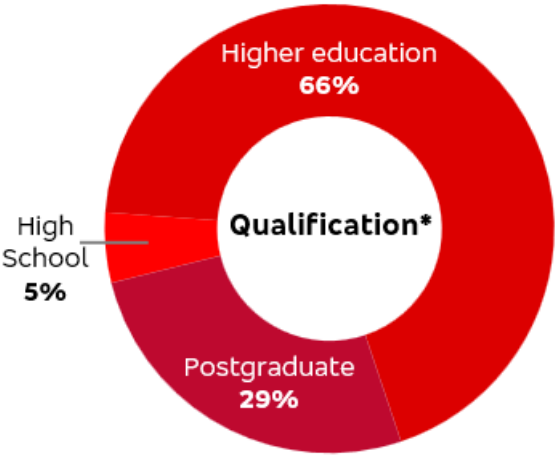






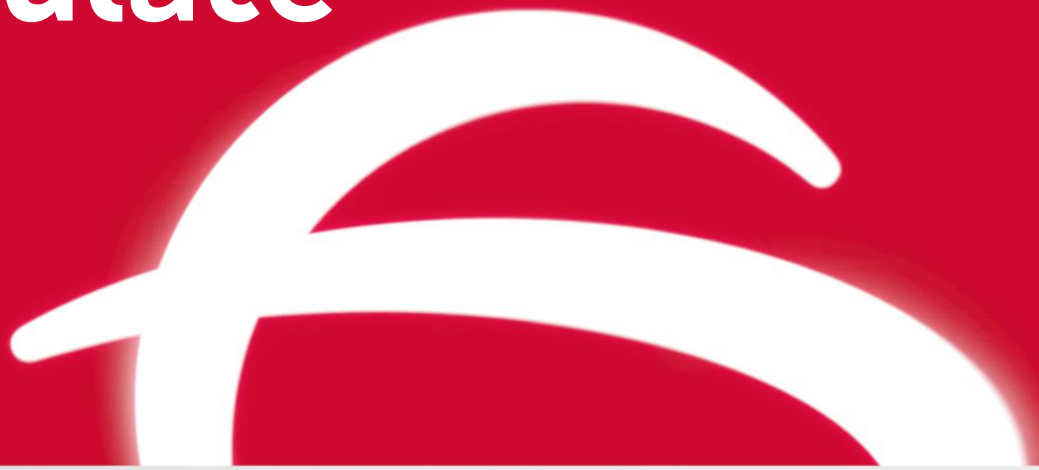






*These demographics do not include employees abroad.
**Distribution by country: Brazil 78,839, United States 388, Mexico 364, Luxembourg 73, Cayman Islands 18, England 7, Guatemala 5, China 4, and Argentina 1.

Cultivate and Stimulate



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SOU Bradesco (I AM Bradesco)

Our evolving culture

Bradesco is one of the largest financial groups in Brazil, recognized for its solidity and tradition. Our culture, developed over the years, has been essential to reaching this level. However, the financial market is experiencing a revolution driven by digital transformation, shifts in customer behavior, and increased competition. To continue on our path of success, we need to continuously evolve.

In 2024, we began the *SOU* Bradesco (I AM Bradesco) journey, intended to honor our history and values, refresh our identity, and develop new behaviors and mindsets to support the transformation of the business. Following an extensive process of listening and diagnosis involving the entire Organization, we assessed organizational health and prioritized initiatives that drive this evolution, represented by six hashtags:

- ***#SomosPelosClientes*** (WeAreForClients): We look to not only meet but exceed expectations by understanding, anticipating and exceeding their needs.
- ***#SomosPelasPessoas*** (WeAreForPeople): We value individuals, diversity and recognize contributions to results and the desired culture.
- ***#ObstinadosPorResultados*** (ObstinateForResults): We have a clear and shared vision of the strategy and act with a sense of ownership.
- ***#OrientadosADesafios*** (ChallengeOriented): We challenge the status quo by staying vigilant, anticipating trends, and leading market movements.
- ***#UnidosEvoluímos*** (UnitedWeGrow): We work as a single team, applying cutting-edge technology to create solutions and innovate.
- ***#UmTimeEmpoderado*** (AnEmpoweredTeam): We operate in an ethical environment of trust and constant learning, with autonomy to make decisions based on facts and data, while also taking risks.

Today, we have 22 initiatives at various stages of maturity, accompanied by structured governance and outcome indicators. Notable among these are initiatives related to strategic communication, active customer listening, performance management, recognition, leadership

development, and data-driven decision-making. All of these together help entrench the drivers of cultural evolution.

To reinforce this journey, we maintained a continuous agenda of communication and engagement focus on strengthening the culture and expanding awareness of expected behaviors. Some of the key initiatives include *Resenha com CEO* (Chat with the CEO), which has engaged more than 1,000 employees through sessions fostering direct dialogue with senior leadership; *Momento SOU Bradesco*, an ongoing program that translates cultural drivers into everyday behaviors, with over 46,000 participations; and the *SOU Influenciador* program, which has trained more than 350 influencers to extend the reach of internal communications, strengthen the influence network, and support listening channels across the Organization.

SOU Bradesco is a long-term movement. In September 2025, we conducted a pulse survey with 84% participation. The results are being worked on through action plans, segmented by BUs, corporate areas and institutional initiatives, focusing on topics that directly impact the Organization's strategy, such as technological training, customer orientation, and talent development.

As part of this evolution, the former Human Resources department was renamed the People, Culture and Performance Area, reflecting our strategic positioning of attracting, developing, and allocating the right talents, forming high-performance teams, and offering impactful solutions. The change emphasizes the importance of culture as one of the pillars for executing the strategy and for the continuous evolution of the Organization.

Under the structuring aspect of Culture, we have also made progress on reviewing organizational competencies. As a natural evolution of the SOU Bradesco journey, the competencies began to be represented by four drivers that consolidate and translate the behaviors present in the six hashtags of cultural evolution: *Agimos pelo Cliente* (We Act for the Client), *Potencializamos Nosso Melhor* (We Maximize Our Best), *Performamos com Impacto* (We Perform with Impact), and Aceleramos o Futuro (We Accelerate the Future). These new competencies reinforce the link between culture, leadership, development, and performance, establishing a shared language to guide people management and development practices.

As a result, cultural drivers become increasingly integrated into the Organization's formal management mechanisms, expanding the coherence between strategy, behavior and results, and contributing to sustain Bradesco's cultural evolution in the coming years.

Diversity, Equity & Inclusion

Diversity, Equity and Inclusion Manifesto

We are opportunities, and we embrace stories. We respect and value the unique qualities that make Bradesco a plural Organization.
We are part of the solution and strive for a corporate environment where all identities are valued and respected — fostering both personal and professional development for everyone.
We are a team that reflects and serves Brazilian society. We are driven by diversity, which fuels innovation, strengthens our culture, and enhances our business outcomes.
We grow and build together, in constant evolution toward an inclusive future where diversity is a celebration.
We are allies for respect!

Social inclusion

Founded in 1943 as an open-door bank, Bradesco has always had inclusion as part of its essence. This belief in the potential of people guides our efforts to offer opportunities for growth and leadership to all employees.

In 2025, we revisited the corporate strategy of Diversity, Equity and Inclusion (DE&I), structured it into three principles: equal opportunities, education for inclusion and engagement; and five prioritized pillars: Gender, Ethnic-racial, LGBTI+, People with Disabilities and Longevity. These pillars represent historically underrepresented groups in the labor market and guide our initiatives.

Our commitment to robust governance is underpinned by the Sustainability and Diversity Committee, which includes the CEO and the Chairman of the Board, alongside a cross-functional DE&I Working Group, formed by employees from different areas and hierarchical levels. In addition, any employee and intern can voluntarily engage in Affinity Groups (AG):

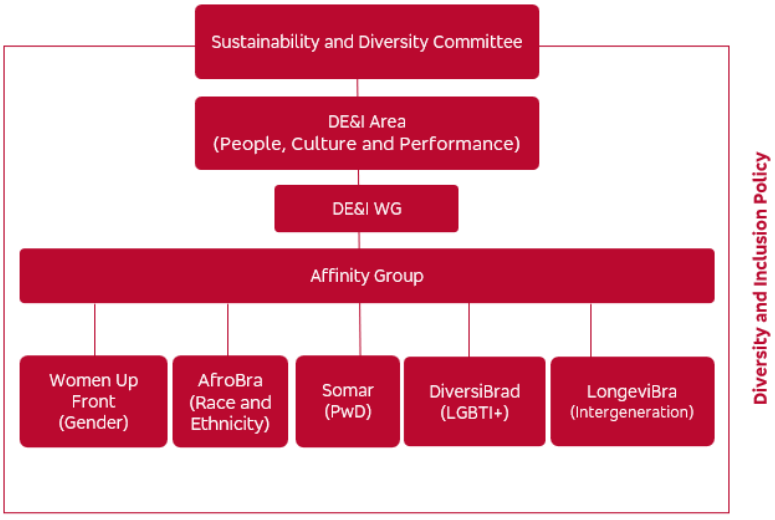
- ***Somar*** (People with Disabilities)
- ***AfroBra*** (Ethnic-racial)
- ***DiversiBrad*** (LGBTI+)
- ***Mulheres Pra Frente*** (Gender)
- ***LongeviBra*** (Intergenerational Diversity)

Each AG is coordinated by a person with a social identity marker that aligns them closely with the topic, ensuring representativeness and deep dialogue. To support these groups, we provide training programs with experts, videos, and podcasts.

Our DE&I Policy, created in 2019, reinforces values present in the Code of Ethics and in the People Management Policy of the Bradesco Organization, consolidating our role as an agent of social transformation. The People, Culture and Performance Area has a dedicated team on the subject, responsible for catalyzing and promoting representativeness throughout the Organization.

We keep in close contact with internal areas, suppliers and partners to publicize best practices, combat unconscious biases and strengthen public commitments. We track diversity indicators and goals, disclosed in our ESG Report. In the most recent cycle, we not only updated surpassed targets, including women in management positions and Black people in the workforce, but also defined new objectives, notably expanding opportunities for women in leadership.

Below, we can observe the structure of the Bradesco Organization's diversity, equity and inclusion governance:



Women

The *Mulheres Pra Frente* (Women Moving Forward) Affinity Group works to promote gender equity at all levels of the Organization, driving positive change for women in terms of opportunities and leadership roles. Our initiatives encompass professional development, well-being, and inclusion, with programs structured to yield real impact.



Programs

Partnership with Laboratoria: An initiative we have sponsored since 2018, where women take part in an intensive *bootcamp* that empowers them to become programmers and data scientists in only a few months. About 10,000 women have graduated from the course and 100 have been hired by Bradesco. This program has strengthened the presence of women in STEM fields (Science, Technology, Engineering and Mathematics)

Pregnancy Program: Viva Bem, our wellness program, offers complementary support and guidance for pregnant employees or dependents of the health plan. The program is aimed at preventing gestational risks through orientation from an obstetric nursing team and encouraging prenatal care. Upon returning from parental leave, psychologists and social workers from the Viva Bem support channel engage with employees in order to offer a space for listening, emotional support and guidance that can help them experience a smoother and more welcoming reintegration.

Citizen Company Program: Guarantees 180 days of maternity leave and provides breastfeeding support rooms in administrative centers. In addition to the program, *Viva Bem* provides breastfeeding support rooms in administrative centers to assist mothers returning to work and to encourage the continuation of breastfeeding.

Women's Leadership Program (*Unibrad*): Structured initiative of workshops aimed at strengthening female protagonism, promoting reflections on the achievements and challenges of women in the labor market. The program has reached hundreds of women, connecting participants across different hierarchical levels and solidifying its role as a meaningful pathway for developing and strengthening female leadership, with strong recognition and engagement from participants.

Women's Mentoring Program: Promotes development by facilitating shared experiences between leaders and employees.

These initiatives reinforce our commitment to gender equity and contribute to an inclusive environment where women are given a space to evolve and lead.

Sponsorships

In 2026, we continued to reinforce our commitment to gender equity through strategic partnerships. In the program with Laboratoria, we sponsored another group of female Data professionals and brought the top talents to join our team.

We also maintained our partnership with Instituto Vasselo Goldoni (IVG), supporting the collaborative mentoring program called *Nós Por Elas*, which is focused on developing women's careers or businesses. The project includes executives from Bradesco as mentors and offers *Unibrad* courses to support the training of participants. Also included in IVG's portfolio is Delas Pra Elas, a free, exclusive program for women serving as CHROs to be mentored by CEOs. In 2026, we continued our sponsorship and expanded our activities involving the IVG.

In addition, for the second consecutive time, we sponsored and participated in Tempo de Mulher, the largest gathering of female leaders in Latin America. Bradesco's Executive Director of Technology was part of the event's program, having participated in the panel "Do I matter? The return of the human to the center of the business."

Training

Our leadership, at all levels, is encouraged to manage with responsibility and attention to diversity, equity, and inclusion.

To reinforce awareness, we provide required training programs for the entire workforce:
- Harassment IS OUR RESPONSIBILITY: A course that addresses prevention, corporate channels and the seriousness of the topic.
-Violence against Women IS OUR BUSINESS: Content consisting of a booklet, videos, podcasts and support materials, adapted for all audiences via the *Unibrad* Portal. We also publicize the exclusive channel for assistance in situations of domestic and gender-based violence: a free, confidential service available 24 hours a day, seven days a week, offering social, emotional, legal, and financial guidance.

Recognizing that gender equity is a shared effort, we created the Gender Equity for Allies course in partnership with *Unibrad*. These sessions are designed as men-only cohorts and are necessarily facilitated by a male instructor positioned as an ally. The course promotes reflections on masculinity standards and encourages inclusive behaviors. The initiative began with a pilot class and was expanded to the entire Organization in livestream format, for the first time, as part of the Women's Month actions in 2026.

Commitments

We voluntarily adhere to national and international commitments that guide our actions and position us at the forefront of the most effective strategies for diversity and inclusion of women. We are signatories of the Women's Empowerment Principles (WEPs) and HeforShe, created by the United Nations, and we also joined the Business Coalition to end Violence against Women and Girls. These memberships reflect our commitment to the physical, mental and emotional well-being of our employees and the entire team, inside and outside the corporate environment.

In recognition of this role, Bradesco received a tribute, from the hands of Maria da Penha for its support for the Defense of Women's Rights and its support in the opening of the first unit of Instituto Maria da Penha in Recife.

Events

We actively participate in campaigns and events that reinforce our commitment to gender equity and women's well-being. We are part of the Pink October awareness campaign to alert women and general society about the importance of prevention and early diagnosis of breast cancer. In the final months of the year, we waived copayments for colposcopy and

mammography exams for female employees and their dependents, reinforcing our commitment to preventive care.

In celebration of the International Day for the Elimination of Violence against Women, we held a hybrid event that featured a lecture by journalist Zé Ricardo Oliveira, from *Papo de Homem*, on the role of men in combating violence against women. The event was attended by over 780 employees who were able to interact in real time with the speaker.

During Women's Month, we hold special events for the entire Organization. In 2026, we kicked off with a corporate livestream that featured speaker Grazi Mendes, addressing topics such as the construction of more inclusive futures in organizations and the legacy that today's changes can leave for women in the future. We also held a talk focused on explaining what allies can do to contribute to the pursuit of gender equity, based on the course titled Gender Equity for Allies. The Summit "Women Who Accelerate the Future" took place for the first time as a hybrid event. It combined online and in-person participation, which gathered Bradesco's main female leadership and outside guests to discuss the increasing female presence in decision-making spaces, in business, and in STEM positions.

The topic is also highlighted in Conexão Mulheres, an intercompany initiative promoted by Bradesco and partner companies such as Google, B3, LinkedIn, Microsoft, IBM, and McKinsey. There have already been six editions held.

Our leadership participates in relevant external events, such as Febraban Tech, taking part in a panel on the inclusion of women in technology, and *Tempo de Mulher*, the largest meeting of female leaders in Latin America, of which we were sponsors. In addition, our CHRO, Silvana Machado, represented Bradesco in a videocast called Preparing Women for the Future of the Labor Market, from Febraban, discussing challenges and initiatives to boost the presence of women in technology.

Campaigns

Respect, health, safety and well-being are a priority at Bradesco. We reject bullying, sexual harassment and all other forms of violence at work. With this in mind, we introduced the New Responses from BIA Against Harassment which, inspired by the UNESCO movement Hey, Update my Voice, updated our Artificial Intelligence responses to take firmer positions

regarding abusive behavior. We have also trained our customer service teams and updated internal protocols. The campaign was recognized as a benchmark in the fight against gender harassment in a report released by UNESCO, together with the IDB (Inter-American Development Bank) and the OECD (Organisation for Economic Co-operation and Development), on International Women's Day.

Reinforcing our commitment, we published an Open Letter Against Harassment, formalizing our position and providing guidelines on the Corporate Reporting Channel and the Consequence Standard.

We also reject and are united against any and all forms of violence against women in society, particularly women bankers and our employees. The *Viva Bem* program includes a dedicated line for support in situations of violence. This includes comprehensive psychological, social, and legal support, with provisions for in-person support at homes, hospitals, and police stations.

Ethnic Diversity

Bradesco works to expand opportunities and accelerate the inclusion of black people and other historically underrepresented groups through structured programs and strategic partnerships.



Programs

Bradesco-Zumbi dos Palmares Professional Training Program: Our long-standing partnership with Zumbi dos Palmares University, established in 2005, focuses on the professional development and recruitment of young black men and women. The program includes *Unibrad* tracks with topics such as Ethics, Career, Financial Education and Financial Market. We have already helped about 500 young people, with the possibility of them being hired after completing the internship. In 2025, we welcomed a new group with an integration event and a panel with former participants. The announcement of the selection process for the 2026 edition of the program has already been initiated in partnership with the University.

In addition to hiring interns from Brazil, the program made it possible to hire migrants and refugees to work in key business areas. The partnership was also expanded with the donation of 100 notebooks to Universidade Zumbi dos Palmares, destined for students in the Information Security course, contributing to the structure necessary for the development of academic activities and technical training for these young people.

Somamos Program (*Febraban Educação*): Since 2018, we have supported the training of black people in Finance and Cybersecurity. In 2025, we visited Bradesco's headquarters and participated in the *Aula Magna* at Zumbi dos Palmares University.

Online Mentoring: Created in 2021, the activity promotes the development of black young people with the support of volunteers trained in racial literacy. In 2026, it reached its 10th edition, having supported more than 700 young people.

Afro Talentos: AfroBra Affinity Group initiative, introduced in 2025, for internal mentoring among black people in the Organization. The program, designed entirely by the group, consists of an exchange of experiences between black employees, in which the more experienced people will be mentors to those who are at an earlier stage in their careers or would like to develop a specific skill.

Projects for Migrants and Refugees: In partnership with *Syntese Educação Corporativa* and *Adus Institute*, we held meetings on Financial Education and Socio-Emotional Skills. In 2025, more than 100 people were impacted by the project.

Projects with Indigenous and Traditional Communities: In partnership with *Enquadra Social Responsibility*, we work in Guarani Mbyá (SP) and Kaí (BA) villages, supporting income generation, financial management and sustainable enterprises. We also held financial education workshops in Belém do Solimões (AM), including a bilingual booklet (Portuguese and Ticuna).

Racial Literacy: Course available to the entire Organization that touches on the origins of racial inequality, racism, blackness, whiteness and the importance of an anti-racist education.

A Raiz e a Recriação da Arte Afro-Brasileira exhibition: Available on the Integra platform, it features works by black artists and a timeline on representation in art.

Workshop on the Code of Best Practices in Diversity, Equity and Racial Inclusion: First company to offer training for suppliers, in partnership with the Business Initiative for Racial Equality, bringing together nearly 400 representatives from partner companies.

Sponsorships

We reinforce our commitment to racial equity by supporting cultural, sports and business initiatives. We sponsored the Run and Walk of Consciousness, an event that brought together more than 3,000 people to celebrate black culture and fight against racism, the *Zumbi dos Palmares* Choir, the *Raça Negra* Trophy and the International Forum for Racial Business Equity, in which we had the opportunity to take part in the The Implementation and Current Challenges of Equity Practices panel.

We also sponsor *Afro Presença*, a virtual meeting between public authorities, the private sector and national and international organizations to promote the employability of black youth and combat racial discrimination. During the event, we participated in the panel discussion on Pregnancy, Motherhood, and the Unfair Division of Care Responsibilities in the Workplace.

Expanding our presence in the cultural universe, we sponsored an exhibition called Ancestral: Afro Americas – United States and Brazil, which brought together more than 100 works by Afro-descendant artists at the Museum of Brazilian Arts of the Armando Álvares Penteado Foundation. In January 2025, we organized a livestream with Marcello Dantas, artistic director of the show, inviting our employees to reflect on the importance of art for racial inclusion.

Training

We maintain a workforce committed to respect and trained in Diversity, Equity, and Inclusion through personalized content that provides relevant experiences. An example is the initiative created for the Bradesco-Zumbi dos Palmares Professional Training Program.

Currently, content such as Unconscious Biases and Allies in Action offer practical reflections on the themes.

We created the Leading Diversity program to reinforce inclusive leadership, combining key concepts and practices with opportunities for dialogue and the sharing of leadership experiences.

Commitments

In addition to the internship program in partnership with UniPalmares, we made affirmative hires to increase the representation of black people in our workforce.

Our commitment to a fairer world is also expressed in the commitments we make. On the ethnic-racial front, one of our commitments is the Business Initiative for Racial Equality, which we have been involved with since 2016.

The promotion of diversity and the fight against discrimination are also reinforced by example. Our senior leadership is engaged and vocal on the topic. In recognition, the Chairman of the Board of Directors and member of the Sustainability and Diversity Committee, Luiz Carlos Trabuco Cappi, received the Grand Cross of Afro-Brazilian Civic Merit, an honor that values Bradesco's work for social inclusion, respect and equal opportunities.

Events

Black Awareness Month was celebrated in a very special way in 2025. The Ubuntu hybrid event: I Am Because We Are, celebrated the 20 years of partnership between Bradesco and Zumbi dos Palmares University, and the Bradesco-Zumbi dos Palmares Training Program. We hosted the dean of the university to receive a tribute from the chairman of Bradesco's Board of Directors, Luiz Trabuco. The event brought together employees who began their careers in the affirmative internship program and three invited black women speakers, whose talks highlighted mental health and self-esteem, the value of allyship, and the power of representation.

PwD



At Bradesco, we promote opportunities aimed at development and qualification, believing in the potential of people with disabilities and investing in solutions that overcome barriers.
We promote a culture of valuing differences, ensuring the inclusion of these professionals in teams and enhancing their skills.

To reinforce this commitment, we have been part of The Valuable 500, a global movement that assures the inclusion of people with disabilities in the corporate leadership agenda.

Sponsorships

We sponsor the *Inclui PcD* fair, the largest employability event for people with disabilities in Brazil. Held entirely online, the fair promotes panel discussions with professionals from major companies on topics like inclusive organizational culture, success stories, accessibility and career development. Over the two days of the event, participants are provided access to networking and employment opportunities.

We also support the Run and Walk for Inclusion organized by Instituto Olga Kos, held in areas surrounding Ibirapuera Park in São Paulo, with the active participation of the Somar Affinity Group.

Training

For more than 15 years, we have conducted affirmative actions to include people with disabilities in our staff. For 14 years, the Bradesco Training Program for People with Disabilities has served as our premier inclusion initiative. To date, over 400 participants have completed a Banking Management course at Fundação Bradesco before transitioning into roles across our branch network.

We evolved the strategy of this program in 2025 to cover all of the Organization's more than 3,900 people with disabilities, as well as anyone who joins us.

That is why we launched *Impulsiona PwD*, an initiative designed to support the careers of employees with any type of disability, which is divided into two pathways: Soft Skills, open to all employees with disabilities across the company, and Technology, specifically for employees with disabilities working in IT departments. Conducted in partnership with Ada, the program consists of a series of activities designed to strengthen interpersonal and behavioral skills essential in the corporate environment, with tracks covering topics such as Assertive Communication, Self-Management and Proactivity, Problem Solving, Teamwork, Adaptability in the Corporate World, and Relationships with Leadership in the Soft Skills area, and Back-end, Front-end, Data, and DevOps & Cloud in the Technology field.

Also, in partnership with DIO, we launched the PwD Tech Bradesco Bootcamp, a free online course containing over 50 hours of content, mentoring and practical projects in back-end development and software quality, primarily intended for the external community. The bootcamp offers asynchronous online Java and Quality Assurance classes. Of the more than 13,000 individuals who have registered, 8% were those with disabilities, totaling 1,125 people.

Neurodiversity and Inclusive Learning

In partnership with Specialisterne, we expanded neurodiversity with professional training and employability for people with autism. This included lectures and specialized psychological counseling for teams.

Another notable initiative is the TEA Bradesco Apprentice Program, a pioneering initiative in the market, developed with Ada Tech, which consists of a Young Apprentice program exclusively for autistic people. In its first edition, 20 people were admitted and underwent exclusive learning tracks that covered topics such as communication, organization, routine, sensory management, and career planning.

The apprentices' leaders also go through a learning experience in which they are able to learn about the role of leadership in building an accessible environment; communication and feedback with autistic people; how to provide day-to-day support in relation to sensoriality,

routine and overload; listening, welcoming and development planning; and other relevant content for carrying out the role in an inclusive manner.

Throughout the program, apprentices and managers have dedicated psychosocial support.

Mentoring and Entrepreneurship

With Social Association for Equality of Differences (ASID), we provide mentoring to boost businesses run by families with people with disabilities, including the support of Bradesco volunteers and lectures from Grupo Somar. In 2025, more than 30 employees participated in the initiative.

Accessibility and Inclusive Communication

We are considered a leader in providing accessibility solutions that ensure financial independence for clients and employees. We provide Brazilian Sign Language (Libras) interpreters at meetings and livestreams, as well as in-person and online training. In partnership with the ASID, we offer an e-book known as the Best Practices Guide for the Inclusion of People with Disabilities and an introductory course on Libras. Tools like Microsoft Teams and email marketing resources complement our inclusive communication strategy.

Events

We actively honor the importance of inclusion every day, but there are specific dates that hold particular significance and help emphasize how crucial it is to the future we want to build. In 2025, we celebrated the National Day of Struggle for Persons with Disabilities with the fourth edition of the *Em Poder Somar* event, promoted by the Somar Affinity Group. The event, held at *Cidade de Deus* and broadcast live to the entire Organization, featured external speakers on accessible corporate environments and a panel with Bradesco employees who have disabilities.

We also had *Setembro Inclusivo* (Inclusive September), in which we introduced a playlist of synchronous content designed to support the development of the Organization's professionals with disabilities. The topics covered included: Self-knowledge and Leadership, Lifelong Learning, Personal Brand and Interpersonal Relationships.

LGBTI+

Sponsorships

We are always on the lookout for talented people to join our team, which is why we are long time sponsors and participants in the *Feira Diversa*, an event that promotes professional connections and the inclusion of young LGBTI+ people in the labor market. In 2026, the fair celebrated its 12nd edition, with our presence highlighted by a stand where specialists in diversity, recruitment, and corporate education answered questions about career opportunities within the Organization. We also took part in the event's program, with a specialist from *Unibrad* leading a financial education workshop for those in attendance.

Additionally, we remain committed to the OUTStand movement, formed by companies in the financial sector that advance discussions on LGBTI+ diversity and inclusion in corporate environments, strengthening practices that uphold respect and equity.

We respect the dignity and individuality of each person and reject any form of discrimination based on gender identity. We are committed to mitigating the prejudice faced by trans people in the labor market. This is why we are official supporters of *TransCarreiras*, a social impact project of *Instituto Ser+*. The initiative trains and develops trans people of different ethnicities, age groups, and regions of Brazil through a specialized program of behavioral skills aimed at the job market. At the end of the program, the participants receive a full scholarship for undergraduate studies.

The project includes psychosocial monitoring, career guidance for 12 months, mentoring sessions with professionals from the supporting companies, and financial assistance for five months. In 2023, we had our first hire from the program at Bradesco. The program has already benefited more than 30 trans people and is in its third edition in 2026. Bradesco is the only company to sponsor all 3 editions of the initiative.

Training

All employees have access to the online course Inclusion and Career of the LGBTI+ Community in the Workplace, an asynchronous tool for awareness and dialogue on diversity, inclusion and combating discrimination. For teams that prefer personalized experiences, we produced LGBTI+ Literacy, a synchronous solution that addresses concepts such as sexual orientation,

gender identity, non-binary identities, as well as the history of the movement and Bradesco's actions in favor of the cause.

Training on LGBTI+ inclusion, with a special emphasis on trans people, has been consolidated as a strategic practice of the Organization. The contents include inclusive leadership, unconscious biases, best practices in relationships with trans people and strategies for their inclusion in the labor market. This initiative reaffirms our commitment to diversity, equity and building a safe and respectful environment.

In addition, the Recruitment and Selection teams underwent training on inclusive selection processes, with a focus on LGBTI+ people, especially trans people. Based on interactive and dynamic group classes, the training sessions resulted in the first hires of trans people in areas such as Data Intelligence and Bradesco Seguros.

Commitments

LGBTI+ inclusion in Bradesco has been advancing steadily. We reinforce our commitment to respect and promote human rights by joining the Forum on LGBTI+ Companies and Rights, a permanent business movement that assembles large organizations around practices that ensure dignity and equity in the corporate environment and in society.

Events

LGBTI+ Pride Month is celebrated annually at Bradesco. In 2026, under the theme "*Orgulho que Impacta*" (Pride That Makes an Impact), we delivered a month-long program of activities to reinforce the impact of diversity and inclusion on business and on generating better, more sustainable outcomes.

As part of the campaign, Move, the electric bus that runs through Cidade de Deus, received the *Orgulho que Impacta* visual identity throughout the month of June. The action expanded the initiative's visibility in one of the main transit routes of the headquarters, daily reinforcing the message of respect, inclusion, and belonging every day and making Bradesco's commitment to valuing diversity even more evident.

Throughout the month, we ran a data update campaign to encourage, voluntarily, filling out fields for gender identity, gender identity classification, sexual orientation, and, for transgender employees, chosen name in the people management system (SAP). In addition to

recognizing each person's identity, the initiative provides Bradesco with more representative workforce data, strengthening the construction of data-based diversity, equity, and inclusion policies and initiatives.

The main highlight of the schedule was the *Orgulho que Impacta* Summit, an event that brought together Bradesco leaders and representatives from the Forum of LGBTI+ Companies and Human Rights, *Transcendemos Consultoria*, Instituto Ethos and ANBIMA to discuss the role of diversity and inclusion in creating value for business. The panels addressed topics such as representation, communication, client relationships, sustainability, and corporate best practices, reinforcing the importance of diversity as a strategic element for innovation, decision-making, and more inclusive work environments.

Complementing the Pride Month schedule, a new episode of the podcast Insights was launched, in which the Marketing Director of Bradesco and the Founding Director of *Transcendemos Consultoria* had a conversation moderated by Bradesco's Senior Manager of Diversity, Equity, and Inclusion. The episode prompted some reflection on representation, communication, and the impact of diversity on business.

Additionally, the agenda also included a meeting held by the DiversiBrad affinity group, which welcomed a Global Partner at KPMG Brazil, the first trans woman to hold an executive position in Brazil, for a discussion on leadership, inclusion, and the challenges and advancements of trans employability in the job market.

We also marked our presence at the 2nd LGBTQIAP+ Pride Bell Ringing, a symbolic event held by B3 in support of the Community.

Intergenerational

At Bradesco, we believe in the value of experience and the ability to continuously develop people, recognizing the contributions from older professionals throughout their entire career. Age diversity is an essential part of building an inclusive and equitable environment.

Longevity is no longer treated as “career-ender” and is now understood as a continuous trajectory of learning and contribution. This vision directly combats age-related stereotypes, such as the automatic association between youth and innovation.

To strengthen this agenda, the Intergenerational front was formally incorporated into the Diversity, Equity and Inclusion governance framework, prioritizing the longevity of our employees. In this context, we have LongeviBra, our Affinity Group dedicated to valuing experience and stimulating dialogues about intergenerationality. Its launch occurred at a meeting open to the entire Organization, with discussions focused on generational diversity and impacts on businesses and society.

Currently, LongeviBra has more than 1,400 participants, consolidating itself as one of the largest corporate affinity groups on intergenerationality in Brazil. There is a considerable mobilization and strong engagement from the employees of the organization to support the initiative. Meetings and initiatives promoted by the group have already registered thousands of invited people, which demonstrates the group's influence, extensive reach, and relevance within Bradesco.

We operate throught regular meetings, live streams, roundtable discussions, and educational initiatives, open to the entire organization, connecting different generations and fostering active listening. These initiatives brought together leaders, male and female executives, board members, and experts, who shared professional trajectories, challenges, and learnings, strengthening positive narratives of active longevity, diversity of professional paths, and lifelong learning.

The group also promotes collaborative efforts with other Affinity Groups, reinforcing an intersectional approach to diversity Encounters carried out in partnership, such as those with the Mulheres Pra Frente group, explore themes such as life cycles, health, career, and balance between different stages of the professional trajectory. This broadens the collective understanding of longevity as crossing multiple intersectional and contextual dimensions.

As part of our commitment to provide continuous training, LongeviBra also features a structured content curation initiative brought together in an educational playlist developed in partnership with Unibrad. The playlist includes videos, texts, and training materials on longevity, intergenerationality, and the challenges faced by more experienced professionals in the labor market, and is available to all employees and interns across the Organization.

We also provide specific materials to support leadership, including the Age Diversity Guide for Leaders, which offers instructions to managers for a more conscious, inclusive, and strategic

approach to harness generational diversity in teams, expanding the impact of the group beyond its direct members.

By keeping the LongeviBra Affinity Group active and growing, we reaffirm that experience has value, that learning is a lifelong process, and that organizations prepared for the future are those capable of integrating different generations, perspectives, and paces, thereby strengthening a sense of belonging, combating ageism, and promoting a more just, diverse, and sustainable organizational culture.

In 2025, we remain sponsors of Maturi Day and held the event partially in-person and partially online/hybrid at Bradesco. We welcomed the participation of Marcia Tavares from Maturi as master of ceremonies, along with a panel featuring employees from different generations. The central theme of the event as a whole was to reflect on the challenges and opportunities of the future of work, focusing on productive longevity and coexistence between generations.

We also held an event *Amadurecendo em Perspectivas* (Maturing in Perspectives), an online meeting that underscored the strategic role of 50+ talents in Bradesco's cultural evolution, based on real experiences and connections with other pillars of Diversity. The event featured speakers who represented the other four prioritized fronts: women, PwD, black people and LGBTI+ individuals, valuing intersectionality within these groups.

We contributed to the construction of and took part in the launch panel of the Anti-Ageism Communication Guide during Febraban Tech, the largest innovation event in the financial sector.

Viva a Longevidade, an initiative of the Bradesco Seguros Group, is a content platform that promotes a new look at longevity, understood as: being physically, mentally, socially, and financially well, learning continuously, maintaining quality relationships, and feeling useful throughout life. The platform emphasizes that longevity is not restricted to old age, but concerns the present and the choices made throughout life.

We have hosted the Longevity Forum for close to twenty years, making it one of Brazil's most enduring and significant initiatives devoted to discussions on aging, longevity, and quality of life. Created and promoted by the Bradesco Seguros Group, the Forum celebrated its 18th

edition in 2025. It's held annually, continuously, as a structured space for education, awareness, and cultural transformation around the theme of longevity in Brazil.

We also use the Forum as a space for launching and disseminating research and studies, such as the Personal Longevity Indicator (Indicador de Longevidade Pessoal, or ILP in Portuguese), implemented by the Bradesco Seguros Group in partnership with research institutions. The ILP is an unprecedented tool in the country, designed to promote self-awareness, consciousness, and empowerment among people as they shape their own longevity.

The Bradesco Seguros Group is also an institutional supporter of Carreira 50+, a free mentoring program developed by Instituto Vasselo Goldoni in partnership with Maturi, aimed at the re-entry or repositioning of professionals aged 50 or older in the job market. The objective of the initiative is to combat ageism, stimulate active longevity, and support senior entrepreneurship.

These initiatives mark the beginning of a trajectory aimed at embracing the longevity agenda in all its dimensions, promoting a sustainable future where prejudices, including ageism, give way to respect. More than actions, we are a Bank of open doors, committed to inclusion and the motto: **We are Allies for Respect!**

Employee Experience

The Employee Experience (EX) area serves as an enabler of cultural evolution and organizational transformation at Bradesco, connecting people, culture, and strategy through the design and management of experiences across the professional journey. Using data-driven approaches and continuous feedback, the area transforms relevant moments in employees' careers into structured solutions that help strengthen engagement, accelerate onboarding, increase productivity, and reinforce alignment with the organizational culture.

This vision guides the work of Employee Experience. The Employee Experience (EX) area acts as an enabler of cultural evolution and organizational transformation at Bradesco, connecting people, culture, and strategy through the design and management of experiences across the employee journey. Guided by data-driven insights and continuous listening, the area transforms key moments throughout employees' professional journeys into structured

solutions that help strengthen engagement, accelerate onboarding, enhance productivity, and reinforce alignment with the organization's culture.

During the period, the team completed 11 strategic deliverables, kept 4 initiatives running, and introduced new projects to modernize internal procedures and processes. The results reflect the relevance of the implemented solutions and the positive perception of the served areas, demonstrated by an NPS of 100.

We also continued in the review of structuring employee journeys, focusing on simplifying processes, improving efficiency, and strengthening coherence across employee experiences, operational processes, and our cultural principles. The initiatives reinforce the Organization's ability to reduce friction points, accelerate productive onboarding, and continuously adapt the employee experience to business needs and evolving work methodologies.

The consolidation of the Employee Experience practice strengthens Bradesco's ability to turn employee perceptions and needs into concrete improvements, making the company culture more tangible in daily routines and expanding people's connection to the organization's strategy. In this way, EX contributes to building an environment that is increasingly integrated, collaborative, and aligned with the present and future challenges of the business.

Organizational Climate

Our care for people is reflected in the People, Culture and Performance Management Policy, which guides practices aimed at a safe, healthy and collaborative environment, stimulating relationships of respect and adequate conditions for the best performance.

To understand the perception of our culture and engagement, we conduct annual surveys with employees, apprentices and interns, ensuring confidentiality and anonymity. These surveys help us identify opportunities for improvement and strengthen practices that value our workforce.

The results are shared with Business Partners (BPs), who have access to the information and serve in an advisory capacity to leadership, enabling the analysis of organizational climate data

alongside other People Analytics indicators, such as turnover, absenteeism, internal transfers, and performance. This approach enables deeper insights into employee engagement and experience, allowing continuous evaluations of these indicators. This process supports prioritizing strategies and decision-making, resulting in more effective actions.

As a whole, this climate management process has resulted in external recognitions, as evidenced by the company's inclusion in various rankings and awards, including:

Recognitions

- Best WorkPlaces **– Infojobs**
- Pesquisa Carreiras **– MEJ**
- Destaque em Contratação de Estagiários **– IBMEC**

Internal Communication

We have made significant investments in our internal communications to boost our organizational culture, engage our employees, and spread this information. More than simply conveying messages, we are dedicated to promoting an environment of exchange where everyone feels like an active part of the Organization's strategy.

Simultaneously, and from any location in the country, our employees receive relevant information through press releases, available in internal channels, such as: e-mail marketing, Viva Engage (Corporate Social Network), *Sempre em Dia* (Daily Newspaper), among others. We also offer corporate communication and interaction tools through Teams and Viva Engage, providing communities that facilitate dialogue and promote spaces to address topics aligned with the Organization's drivers, products, services, benefits, partnerships, well-being and integral health, programs designed for training, and many others. All these channels are used to inform, align, and share information, and to celebrate achievements of the Organization.

The active engagement of our leadership in disseminating human capital content underpins the Organization's integrated communication strategy.

We believe that when we communicate clearly and illustrate the true impact of our actions, we enhance how employees perceive the value of those activities.

Business Partners

As a facilitator of the appreciation of human capital, the Business Partner (BP) acts as a representative of People, Culture and Performance in the business units and specialized areas. Their role is to connect strategy and people, driving human development as a key factor for results and sustainable growth.

The BP assists in promoting a balance of relationships, strengthening leaders and encouraging management practices aligned with the Organization's values and culture. In addition, they perform diagnostics, recommend strategic solutions, and monitor results, always with a focus on maximizing employee potential.

Acting as a transformation agent, the BP translates People, Culture, and Performance initiatives. They lead development, career, mobility, and succession processes, ensuring all talent decisions align with our organizational purpose and business goals. We closed out 2025 with 57 Business Partners (Heads + BP Leaders + BPs) and 16 BP analysts.

Develop and Empower



bradesco

Corporate Education Unibrad

Unibrad our corporate university, embodies our confidence to transform, believing in the potential of employees and in human development as a strategic factor for the Organization. This activity promotes social mobility and drives growth for all.

Unibrad's structure is organized in a way that helps expand the connection to the business units, providing greater agility, efficiency, collaboration, innovation, and governance.

This arrangement strengthens the purpose of supporting the Organization's strategic plan, guiding the creation of learning journeys that are aligned with business priorities. Under this design, the main perspectives of *Unibrad's* performance stand out:

- A focus on developing a learning culture based on a new operating model in HUBs, that improves integration, agility, innovation, and connectivity with the business.
- Developing and delivering learning solutions that drive the enhancement of organizational competencies and skills.
- Ongoing training of employees to ensure that business activities are carried out and customers are satisfied.
- Building learning products, providing educational experiences to all Bradesco employees, using innovative methodologies that encourage continuous learning and organizational acculturation.

These initiatives aim to enhance how the company executes its strategies through knowledge management aligned with the goals of learning solutions. The proposed actions include technical mentoring programs, creation of communities of practice or study groups, crowdsourcing, workshops and storytelling.

As for the extent of its resources, *Unibrad's* structure includes nine campuses that are strategically spread throughout the country, along with the administrative headquarters in Osasco. Altogether, our structure includes 7 physical units, 46 classrooms, and 3 auditoriums. This presence strengthens a culture that aims to serve everyone, including the external community, and to constantly boost the local economy.

Learning Platforms

The learning resources are dictated by technical and behavioral skills that are based on a diagnosis which investigates the demand of the business areas in detail. At the same time, the connections with the People, Culture and Performance subsystems help to produce solutions focused on quality of life, diversity, health, and career building.

To further support this continuous development, the *Integra* portal provides more than 5,200 educational resources to all employees of the Organization in formats such as e-learning, videos, infographics, and podcasts. The contents cover essential topics for Banking: Financial Market, Banking Products and Services, Client Relations, Risk Management, Technical, Administrative, and Operational Improvement, Corporate Skills, Training Program for New Employees, among others. Integra also makes it possible to self-enroll in synchronized courses on the *Unibrad* agenda, taking into account, of course, the employees' respective IDP planning, as well as participating in learning communities. To promote diversity and ensure that everyone can participate, we offer a variety of accessibility features that include having sign language interpreters available for synchronous solutions, and tools like screen reader adapters and image audio descriptions for asynchronous solutions.

In line with the Sustainability Strategy and our commitment to generate value for stakeholders, we have incorporated the Sustainable Development Goals (SDGs) into several *Unibrad* initiatives. Over 130 programs have been classified for addressing pillars of our Climate, Sustainable Business and Financial Citizenship agenda, aligning with the six SDGs prioritized by Bradesco, which include Quality Education, Gender Equality, Decent Work and Economic Growth, Industry, Innovation and Infrastructure, Reduced Inequalities, and Climate Action.

- **Partnerships:** For Extension, Specialization, Postgraduate, MBA and Master's courses, we have established partnerships with renowned educational institutions. By uniting theory and market practice, this integration develops critical analysis and decision-making skills, preparing employees to assume increasingly strategic roles.

- **Learning Tracks:** They represent an important development pathway and provide support for reskilling and upskilling contexts, covering the improvement of soft and hard skills. The

learning tracks are structured according to the audience, featuring specific pathways for youth apprentices, such as the BRA Journey – Apprentice and Tech Apprentice tracks; for interns, including the BRA Journey – Intern track and area-specific pathways; as well as leadership-focused tracks, such as First-Time Leadership and New Corporate Competencies. There are also tracks open to all different groups at the Organization, aligned with the different development needs and contexts of operation.

- **Communities:** Collaborative learning groups that bring employees together. As an example, we have the Risk Management Community: Available on Integra for all employees, offering content on risks and their variations. Members of the community share knowledge and experiences on the topic, as well as the Organization's strategies, aiming to deepen the understanding of risks and their classifications.

- **Languages:** We have an online platform called EF (Education First) that is designed to help promote learning English, with courses from basic to advanced level, available to all employees. Between March and April, the program was restructured into a more focused and strategic model, now relying on 2,000 corporate licenses to support the Organization. Courses are also offered in a synchronous group or individual format, in the case of specialist and management positions and areas that require communication in other languages. In addition to classes, *Unibrad* offers as a complementary activity called the Book Club, which promotes reading and discussion of book summaries in English, thereby boosting vocabulary and textual comprehension.

- **Virtual Library:** The GetAbstract platform provides summaries of significant business books, articles, economic reports, video talks, and podcasts, being available to all employees, youth apprentices and interns. There are currently over 27,400 titles available, with more than 70 new titles added each month. Up-to-date and contemporary, they are written by noted experts in the market. Since its launch, we have logged over 16 million downloads of content summaries.

- **Integra Portal:** We provide more than 5,228 learning solutions to all employees, apprentices, and interns through formats such as e-learning, videos, infographics, and podcasts. The content covers key topics for the Organization, including the Financial Market, Banking Products and Services, Customer Relations, Risk Management, Technical,

Administrative and Operational Development, Corporate Competencies, and the Training Program for New Employees, among others. Through the portal, employees can enroll in courses offered through the Unibrad learning agenda, aligned with their Individual Development Plan (IDP), as well as participate in Learning Communities.

- **Alura:** A distance education platform that offers more than 2,000 technology courses, divided into categories such as: Programming, Data Science, Digital Transformation, and Soft Skills. Currently, over 3,300 registered licenses have been consolidated.

- **Udemy:** A distance education platform, offering more than 19,000 courses in areas such as Technology, Business, and Personal Development. Currently, over 830 registered licenses have been consolidated.

- **Coursera:** A global digital education platform that provides access to courses, specializations and certifications from more than 160 universities and renowned companies such as Yale, Stanford, Google and IBM. Focused on developing technical and behavioral skills, the platform is designed to help employees learn in a way that is flexible and tailored to individual needs, with content in areas such as Business, Technology, Data Science and Soft Skills. We currently use around 190 licenses across the areas of Risk and Information Technology (IT).

- **Unico Skill:** A platform that offers unlimited access to content aimed at boosting careers and promoting continuous learning. It is organized into four main categories: Free Courses, Education and Training (undergraduate, post-graduate and MBA), Languages and Mentoring with specialists. Currently, we have 5,000 licenses distributed among employees in various departments, with more than 7,000 enrollments in the four categories and 1,600 conclusions registered.

Learning Assessment and Experience

As part of the commitment to high-quality educational solutions and the continuous evolution of learning experiences, *Unibrad* carries out the monitoring of the participants' experience in asynchronous courses made available on the IntegraRH Portal. This monitoring is helping to continuously improve the content, formats, and resources provided to the Organization.

User perception is assessed through the Net Promoter Score (NPS) indicator, applied asynchronous solutions, with a focus on measuring the relevance, applicability of content, and usability of the digital learning environment.

In 2025, about 63% of the asynchronous courses evaluated posted an NPS above 82, an index adopted as an internal reference of excellence for *Unibrad's* digital solutions. The results obtained are analyzed in a structured way and used as support for continuous improvement actions. These actions are strengthening the effectiveness of learning journeys and adherence to business needs. As a reflection of these results, the table below presents courses from the asynchronous portfolio that earned high satisfaction rates (NPS).

Course Title	NPS
Generative AI – Prompt Engineering + Function Calling	100
Innovation Experience: AI as a Leadership Strategy	100
Microsoft Azure – AI-900: AI Fundamentals	100
Data-Driven Business Decisions	100
Agile Management: Teams, Scale, and Client Focus	100
Humanized Leadership	98,6
Antifragile Leadership Workshop	98,7
Critical Thinking	98,2
Feedback 2.0	97.4
Self-Awareness and Leadership	97.1

Financial Education

Financial education plays a key role in promoting inclusion, autonomy, and well-being. To that end, we develop products, services, and initiatives that expand access to financial knowledge and support more conscious and responsible choices.

For clients, employees, and society, we provide learning content and experiences in in-person and digital formats, nationwide.

By promoting the development of financial skills, we contribute to strengthening financial citizenship, improving people's quality of life, and generating sustainable value for society.

The following are some of the key financial education initiatives aimed at both internal and external audiences.

Internal Public

Our internal channels and over 200 available learning solutions are used to communicate ideas and concepts about Financial Education. In the second half of 2026, more than 3,000 Financial Education training courses were completed by employees, young apprentices, and interns, emphasizing our commitment to developing financial skills.

- **Financial Education Journey**: Mandatory course available to the entire Organization. An interactive journey designed to help individuals organize their personal finances, prevent excessive debt, and encourage responsible credit use. It involves presenting concepts and practices related to Financial Education.

External Public

- **Financial Education Page:** podcasts, courses, videos, e-books, and free tools: *banco.bradesco* -> Cidadania Financeira *(Financial Citizenship)* -> Educação Financeira *(Financial Education).*
- **Financial Well-being Lectures:** offered by the business areas to corporate clients and taught by the Sustainability team, they cover two themes: "Personal finance" and "Getting out of debt". In the first half of 2026, 62 lectures were held in different regions of Brazil, both online and in-person, impacting more than 3,000 people.
- **Volunteer initiatives**: through our own projects and initiatives developed with strategic partners (JA Brasil and Instituto Joule), we engage employees and interns in financial education actions benefiting children, teenagers, adults, and retirees across all regions of Brazil. In the first semester of 20226, 245 volunteers were trained and benefited 1,174 people.

Program of Mentoring and Technical Mentoring

With an approach focused on enhancing the development of professionals, the Mentoring and Technical Mentoring Program stimulates engagement, leadership, collaborative management of participants, the internalization of new knowledge, behaviors and paths accelerated by the experience of others, in an effort to broaden perspectives, providing an acceleration of technical and/or behavioral readiness and generating more value for business and human relations. In the second quarter of 2026, we recorded 92 participations in 3 activities related to the mentoring theme.

Executive Coaching Program

The Executive, Career and Team Coaching Program builds skills that will be the focus of improvement for the Organization's leaders. It is an individual and/or team process that promotes change and drives potential, getting the best performance out of professionals, helping them to overcome challenges and turn adversity into opportunities.

Leadership Training

Leadership development at Bradesco is delivered through an integrated journey that brings together learning, development, and cultural engagement experiences tailored to the needs and challenges of each stage of the leadership path. Structured in a progressive way, this journey reinforces skills, broadens capabilities, and fosters the transformation of mindsets and behaviors aligned with business transformation and the SOU Bradesco culture. In terms of content, it addresses the responsibilities, complexities, and requirements associated with different levels, posing challenges that call not only new competencies and knowledge, but, above all, consistent changes in how people think, act, and engage with their work and with each other.

As the leader progresses, this path connects to the SOU Líderes, Bradesco's structuring journey for leadership development. The program was designed to engage all levels of leaders in the practical application of the SOU Bradesco mindsets and behaviors, consolidating the vision that leading extends beyond processes management: it is about acting as a culture ambassador, connecting strategy, people, and performance in the daily life.

With a focus on learning applied to real-world business challenges, SOU Líderes translates the desired culture into observable behaviors, strengthening management practices, expanding skill sets with industry benchmarks, and creating ongoing opportunities for dialogue, knowledge exchange, and cultural engagement. This journey unfolds into integrated initiatives, including Leadership Dialogues, PDL, Roda Viva, Leadership in Action, livestreams, and Sou Líder, e agora? (I'm a Leader, Now What?)—ensuring consistency, scalability, and alignment with the specific needs of each leadership level.

As a result, *SOU Líderes* has established itself as the backbone of leadership development at Bradesco, combining depth, scale and focus on cultural and business impact. In 2025, the program yielded impressive results:

- Over 3,000 leaders directly impacted by the initiatives;
- 71% of the target audience reached, significantly expanding the reach of the culture;
- NPS of 89, showing a high degree of satisfaction and recognition of value;
- Consistent promotion of behaviors aligned with SOU Bradesco, reinforcing leadership's role as an agent of cultural transformation.

In this context to leadership practices, we started the Leadership Dialogues, a strategic journey specifically aimed at strengthening the organizational culture through leadership. The program stars from the understanding that cultural evolution is driven when experienced in daily life, and that leaders play a central role as mobilizers and role models.

Throughout the journey, the *Diálogos de Liderança* promotes self-knowledge, reflection, and practical experimentation, aligning leaders' actions with the principles of SOU Bradesco and connecting people, culture, and performance. Each participant is invited to define their leadership goal, identify opportunities, test new behaviors in the day-to-day, and consolidate

their learnings with a focus on sustainable impact. Currently, 83 directors are participating in this journey, underscoring senior leadership's commitment to cultural alignment.
This initiative connects with the Leadership Development Program (LDP), which totals 51 hours of dedication and is designed to further strengthen leaders' performance, driving people development with a focus on collaboration and engagement, fully aligned with the evolving SOU culture. The initiative prepares the senior leadership to face the challenges of the present and the future, recognizing continuous development as essential to sustain the relevance, impact, and long-term performance of the business.

The PDL is structured into three complementary components:

- Immersive activities focused on cultural enrichment, promoting the leader's overall health, and disseminating best practices that fuel sustainable results;
- Practices and Dynamics, with interactive experiences focused on the development of behaviors, mindsets, and key leadership themes;
- Webinars, which address trends in People Management and enhance the connection with SOU Bradesco.

In 2026, the program already accounted for 904 participations. Eight classes were held this year, totaling 116 participations, emphasizing a commitment to making leadership even more prepared, conscious, and aligned with the strategy.

Corporate Assistant Managers Training Program

Primarily aimed at the development of future leaders, the Corporate Assistant Managers Training Program offers a broad view of the Corporate segments and essential routines of the role. With 130 hours spread over 4 different modules, the track combines preparatory activities, virtual sessions and practical content that strengthen professional performance.

In the second quarter of 2026, the program ran two classes, in which over 70 professionals were developed across modules one and four, reinforcing the continuity and effectiveness of the initiative.

By promoting the exchange of knowledge among participants, experts, and managers, the initiative reinforces our commitment to continuous learning and to building sustainable careers. The program fosters a culture of lifelong learning and contributes to the development of competencies designed to meet both the current and future demands of the business.

Professional Development Programs

Technology and Data Analytics

Analytical Vocation Program

Its goal is to offer a specific development environment focused on data analysis while ensuring retention, engagement, and productivity, considering the external and internal factors that professionals encounter throughout their career. Built on four pillars, the program spans attracting and developing young professionals through theoretical and practical training and technical programs, to career placement in fields such as Data Science, Data Engineering, Business Intelligence, Governance, and Data Quality, with competitive remuneration for these professionals. We currently have over 2,000 professionals participating in the program, from a wide range of areas throughout the Organization.

Dynatrace SaaS Roadshow

In an effort to support the dissemination of the culture of observability and prepare teams to adopt the Dynatrace SaaS platform, a hybrid workshop was held addressing OpenTelemetry concepts, an overview of the solutions, and infrastructure, services, microservices, and user experience monitoring strategies. The initiative trained 368 employees in 8 hours of training, promoting an introductory journey aligned with the organization's needs during its technological transformation.

The program earned an overall satisfaction rating of 8.3, with particularly high scores for the relevance of the content (8.5), the clarity of the explanations (8.2), and practical applicability (8.2). The results point to a high degree of alignment between the content and the teams' context and needs, while also reinforcing the Roadshow as a key step in building awareness and preparing for the upcoming phases of training and platform adoption.

Microsoft 365 + Copilot Overview Workshop for Luxembourg

To support the standardization of Microsoft 365 tool usage and improve team productivity, we conducted a training program for the Luxembourg office focused on practical applications across the Microsoft ecosystem and the effective use of Copilot Chat in day-to-day work. The initiative involved 75 participants through workshops conducted in English and supporting materials made available for later reference, as well as a dedicated channel for handling questions.

The action contributed to strengthening digital adoption, promoting greater consistency in the use of corporate tools, increasing the autonomy of participants, and expanding knowledge of artificial intelligence resources applied to work. The training received an average score of 4.3 out of 5, underlining the relevance of the content and the interest participants showed in gaining a more thorough understanding of Copilot prompts and practical applications.

Corporate

Corporate Assistant Manager Development Program

Focused on developing future leaders, the Corporate Assistant Manager Development Program provides a comprehensive overview of the Corporate business segments and the core responsibilities associated with the role. Consisting of 130 hours delivered across four modules, the learning journey combines preparatory activities, virtual learning sessions, and practical content designed to strengthen professional performance.

During the second quarter of 2026, two cohorts of the program were delivered, with approximately 70 professionals participating in Modules 1 and 4, reinforcing the continuity and effectiveness of the initiative.

The program fosters knowledge sharing among participants, subject matter experts, and managers, reinforcing our commitment to continuous learning and sustainable career development. It encourages ongoing professional growth and contributes to building capabilities aligned with the current and future needs of the business.

Risk Management

Jornada Ascender (The Ascend Journey)

With the objective of leveling the knowledge of the Risk team and elevating the seniority of Junior, Mid-Level, and Senior Analysts framework, the initiative was rolled out to an eligible audience of 1,135 employees, among which there was a reach of 1,073 employees who completed the program (a 94.5% completion rate). The initiative reached virtually the entire target audience, with high capillarity across strategic areas (Risk Areas), which demonstrated a high level of engagement and discipline in execution, with consistent participation throughout the period.

Among the expected results from the journey are reduced turnover and talent retention, robust pipeline for technical and first-level leadership roles, efficiency gain, quality in analytical deliverables and preventive action, and strategic influence of the 2nd line in the Bank's decision-making.

The program comprised a 28-hour immersive and transformative journey, which included: Basic Risk Training (14 hours), Financial Market (4 hours), Game Banking Risk (8 hours), and Behavioral Assessment – DISC (2 hours).

The journey reached an NPS satisfaction of 91.9 with 160 respondents. The results indicate excellence in the employee experience.

To consolidate learning, pre- and post-tests were applied, with structured knowledge assessments before and after the training program, yielding an average evolution of +20.3% in performance and a mean post-test score of around 91.9 points.

The results evidence a consistent gain in technical knowledge, measured objectively, with performance and effectiveness of 1,070 tests completed and monitoring by class and track, providing a detailed overview of the evolution.

Volunteer Program

The Bradesco Volunteer Program aims to stimulate the engagement of employees and interns throughout Brazil by developing initiatives to foster a culture of social and environmental responsibility.

Celebrating its 18th year, the Program promotes measures connected to the purpose of the Bradesco Organization and the Sustainable Development Goals established by the UN, producing benefits for the community and actively contributing to the development of skills and abilities among volunteers.

In 2025, we had 10,175 employees and interns from the Bradesco Organization participating in 299 volunteer initiatives, dedicating over 40,000 hours of work and benefiting 92,917 people in all regions of Brazil.

Find out more about the initiatives developed by the Program:

Environmental Engagement and Education: Viva a Mata Atlântica! (Long live the Atlantic Forest!)

As partners of the SOS Mata Atlântica Foundation since 1989, we have carried out joint measures for the preservation and recovery of this biome, with employees and family members participating in activities at the Forest Experiment Center of SOS Mata Atlântica.

Since 2018, 12 different events have been held, involving the participation of 948 volunteers.

Content Multipliers - 2025

In an effort to spread financial education broadly and accessibly throughout the community, we launched the Content Multipliers project in June 2024. The initiative trains employees and interns to act as speakers in activities with communities throughout the country, with the support of *Unibrad* – Bradesco Corporate University. The materials were produced with an eye towards supporting diverse audiences, including children, adolescents, adults and retirees, in any region of Brazil.

In 2025, 403 trained volunteers carried out 54 actions for the community, which have benefited 3,191 people.

12th National Blood Donation Campaign

Throughout the month of July, we invited our employees and interns to take part in the long-standing *National Blood Donation Campaign*, presented in partnership with the *Viva Bem Program* and the *Fundação Pró-Sangue*.

The campaign promotes blood donation throughout Brazil and offers opportunities for donation with appointments at the *Meu Doutor Novamed* unit at Bradesco's headquarters in *Cidade de Deus*, in Osasco, SP.

Over the course of the 12 events, there have been more than 4,000 donors, which have benefited more than 14,000 people. Bradesco was awarded the gold seal of the *Pontos de Atitude* project by the *Pró-Sangue* Foundation, in recognition of its support in engaging new donors.

Sustainable Business Program

In partnership with Junior Achievement Brazil, we have been running the Sustainable Business program since 2022, which has benefited 762 young people from public schools in Belém, PA, Manaus, AM and Osasco, SP. Volunteers explained the principles of sustainable entrepreneurship, circular economy and conscious consumption to students, introducing new possibilities for more sustainable entrepreneurship.

2025 Voluntários Mais

Created to foster protagonism, talent and the ability to drive change among employees and interns, the *Voluntários Mais* competition has had a positive impact on communities throughout Brazil since 2013. Drawing inspiration from COP30, this year's volunteer challenge empowered participants to develop actions centered on climate awareness, sustainable practices, and positive community impact. These efforts directly support the bank's commitment to the UN Sustainable Development Goals, with a primary emphasis on SDG 13 (Climate Action).

In 2025, the initiative mobilized over 1,700 volunteers, organized into 62 teams in all regions across Brazil. During preparation, the volunteers participated in an online lecture on Climate Change that was presented by Bradesco's Sustainability team, which reinforced the concepts and emphasized the importance of working on the topic.

Throughout September and October, volunteers dedicated more than 6,000 hours of their time to carrying out 589 activities, including lectures, workshops on material reuse, creating and restoring vegetable gardens, planting seedlings, and cleaning beaches. These efforts benefited over 4,000 people from 50 different institutions.

Natal da Esperança 2025 (Christmas of Hope)

In December, over 2,300 employees, interns and family members throughout Brazil participated in campaigns to collect various items. Together, the teams donated 46,482 items, including toys, food, treats, books, clothes, shoes and accessories, personal hygiene and cleaning products. More than 7.4 tons of food were also donated, benefiting 11,571 people.

More information about the initiatives is available on the *Bradesco Volunteer Portal*, the Program's official platform**.**

Looking to strengthen the culture of volunteering, Bradesco is associated with the CBVE (*Brazilian Business Volunteering Council*), a forum of companies, institutes and foundations that share best practices at meetings and events on the subject.

Care and Respect



bradesco

Viva Bem Program

We have the Bradesco *Viva Bem* Health, Wellness and Quality of Life Program, focused on disease prevention and promotion of healthy habits, attitudes and behaviors. The program's initiatives are divided into three main pillars: In Balance, Healthy and On the Move.

Our actions, materials, and internal communications always seek to foster awareness and employee engagement to transform habits and lifestyles. In this way, we contribute to improving the organizational climate, making it more harmonious, healthy, and collaborative, and enhance our employees' quality of life by providing conditions for balance between work, health, and family.

The initiatives of the Viva Bem Program, in addition to in-personal activities, the program includes extensive content in digital format. These are available on the corporate portal throughout the country, where employees have free access to up-to-date information on health, well-being and quality of life. In addition to the pillars and actions focused on health, *Unibrad* (Corporate University of Bradesco) also has solutions focused on Wellness. Some examples are the learning tracks available for all employees, such as: Academy of Emotions, a Web Series on Happiness with Leandro Karnal, a Web Series on Psychological Harassment with Mario Sergio Cortella, a Web Series on Mental Health with Izabella Camargo, Emotional Intelligence content, booklets, infographics, videos and podcasts with the theme of health, well-being and quality of life.

Among other themes and solutions, *Unibrad* provides health and well-being content through GetAbstract, with summary books and TEDs, and a specific *Viva Bem* track.

We conduct SIPAT (*Semana Interna de Prevenção de Acidentes de Trabalho* - Internal Workplace Accident Prevention Week), a project updated every year with new formats to increase its attractiveness. It stimulates the balance between personal and professional life and productivity, reinforces safety at work, and encourages quality of life and the creation of a more collaborative, healthy and happy work environment.



Pillar
In Balance

Mental Health Promotion and **Prevention**

- Psychosocial support
- Awareness of emotional balance
- Managing emotions as a core competency

Viva Bem Support Channel
24/7 | Confidential and Free
Calls are not recorded
0800 701 1212

Health and Quality of Life Meetings
Hybrid format | Wellness | Prevention
93 interactions | 12,383 participations

Mental Health Program
Preventive culture |
Digital content

Channel for Domestic Violence
24/7 | Social and legal support
0800 580 0207

Professional Rehabilitation
Multi-professional support

Support in Natural Disasters
Temporary housing | Interest-free loans | Medical care

Support during bereavement

Pillar

In Balance

The pillar aims to provide psychosocial support and promote emotional balance, considering that managing emotions is an essential skill for personal and professional contexts, assisting in self-control and in dealing with reality. Some examples of initiatives are:

- ***Viva Bem* support channel:** A voluntary and free access guidance and counseling service for our employees and their families. Available 24/7, the service is performed by specialized professionals who provide emotional, social and legal support, financial guidance, assistance in cases involving substance abuse, interface with the health plan, emergency care in critical situations involving accidents and robberies and/or kidnapping.

  All calls are kept confidential and secure. In cases of natural catastrophes, such as floods, landslides, dam failures, among others, the psychosocial support team actively monitors and contacts employees and family members who live or work in the affected areas. In the first semester of 2026, we carried out 93,539 appointments, follow-ups, and developments, including active, receptive, and in-person channels.

- **Health and quality of life meetings:** Meetings in hybrid format with employees to talk about well-being and quality of life, including dynamics and exercises for body awareness and conscious breathing. A variety of topics are discussed, including depression, anxiety, healthy eating, and physical exercise. In addition to addressing themes related to prevention, promotion of health and quality of life, these topics are designed to meet demands received through various channels and by leaders. In addition, in partnership with *Unibrad*, we created a series of virtual lectures with themes focused on mental health prevention and care through general guidelines on behaviors, signs, and symptoms of mental illness. In the first semester of 2026, we conducted 93 interactions with meetings in in-person and/or hybrid formats, including 12,383 participants.

- **Maternity and Fatherhood Support Program:** Returning to work after the arrival of a child can be a challenging period. Therefore, as part of our care for people, employees returning from maternity and paternity leave are contacted by a social worker and provided a space

for listening, emotional support and guidance that can contribute to a smoother and more peaceful process of reintegration. In the first semester of 2026, 12,267 contacts were made.

- **Professional rehabilitation program:** Multi-professional support to welcome employees who are in the process of rehabilitation by Social Security upon their return to work, including psychosocial interview and follow-up. In the first semester of 2026, there were 24 follow-ups of individuals rehabilitated by the Brazilian Social Security Institute (INSS).

- **Organizational development program for continuous improvement of labor relations:** Considering the significance of leadership on the impact that health promotion and well-being have on the employees of their team, we held workshops for Directors, Regional Managers, Branch Managers and Administrative Managers to provide guidance to them on maintaining a healthy environment that is safe and cooperative, promoting well-being and offering greater satisfaction to employees.

  We have discussed the importance of taking care of themselves so that they can help and care for the physical and emotional health of the team, and we reinforce the importance of the quality of relationships in the working environment. We address topics such as self-care, healthy eating, sleep quality, preventive tests, time and stress management, physical and emotional health, support networks and *Viva Bem* channels for support.

- **Exclusive channel to handle situations involving gender and domestic violence:** A free and confidential channel that runs 24/7 and provides social, emotional, legal support and financial guidance.

- **Mental Health Program:** Launched in October 2022, the program was a pioneer in the banking sector and includes preventive aspects related to healthcare, as well as support in personal, professional, and people management areas. This program has Initiatives that support employees in situations involving mental health, work-life balance, awakening self-awareness and bringing reflections from the perspectives of the pillars: prevent, treat, and rehabilitate. Aims to reinforce the importance of self-awareness and the minor habits we can adopt to prioritize our health and well-being. The Program looks to provide support to employees, helping to create a preventive culture in mental health by redirecting our attention to the integral care of body and mind.

The Mental Health Program, in partnership with *Unibrad*, provides materials such as a web series, infographics, e-books, and a podcast, all focused on the themes of psychological safety at work, management practices, self-knowledge, and balance. In addition to these materials, we periodically hold meetings with specialists who address the mental health issues, providing some time for interaction, reflection and encouraging self-care. In the first semester of 2026, 2,309 participants were recorded in the lectures and 1,358 accesses were made to the available asynchronous content.

As part of the preventive approach of the Mental Health Program, the Organization carries out the mapping of psychosocial factors in the workplace, an instrument that allows evaluating what the impacts of the environment and work relations are on mental health.. Conducted in compliance with NR 1 (Brazilian Regulatory Standard), this mapping guides initiatives for mental health promotion, prevention, and care. It strengthens the integration between Occupational Health and Safety (OHS) and the mental health program, focusing on risk management and holistic care for the people.

Pillar Healthy

Prevention and **Self-care**

- Diet, sleeping, and exams
- Health monitoring
- Vaccination campaigns

Pregnancy Program
632 Pregnancy monitoring follow-ups

Monitoring of Infectious Diseases
Evaluation and monitoring, including dependents

Medical Outpatient Clinics
30,087 Clinical appointments
2,685 Dental appointments

Vaccination Campaign
Campaign from April 27 to July 31, 2026

Nutritional Support Program
Contact and guidance

2,762 Appointments

Breastfeeding Support Room
Encouragement of breastfeeding

Medical Support and Telemedicine channels
24/7 monitoring and video consultation

Pillar

Healthy

In an effort to encourage and spark employees' interest in prevention and self-care, the program promotes the idea that health is not only an absence of illnesses. We emphasize the importance of reflecting on health when it comes to food, hydration, sleep quality, annual screening exams (such as those for the prevention of breast, prostate, and cervical cancer) and monitoring blood pressure, blood glucose, lipid levels, in addition to vaccination campaigns and special programs for comprehensive health.

- **Pregnancy Program**: Offers complementary monitoring from pregnancy to postpartum. To prevent, identify and monitor risks during pregnancy, it provides information on the changes expected during pregnancy and encourages prenatal care and follow-up exams, which are essential for self-care, infant care and breastfeeding. In the first semester of 2026, we carried out the monitoring of 632 pregnant women.

- **Breastfeeding support room:** An initiative to promote breastfeeding after returning to work. We offer specially equipped rooms at administrative centers for extracting and storing breast milk in ideal conditions.

- **Corporate medical outpatient clinics:** Our employees have access to eight corporate medical outpatient units. Located in administrative buildings, they offer clinical emergency care, collection of lab tests and consultations with specialists such as gynecologists, cardiologists, family physicians, endocrinologists, dermatologists, gastroenterologists, physical medicine and rehabilitation, ophthalmologists, orthopedists, otorhinolaryngologists, pediatricians, urologists, nutritionists, speech therapists, physiotherapists and psychotherapists, with co-pays waived for consultations. In addition to encouraging health care, they provide quality care and reduce travel time. At the Cidade de Deus Headquarters, we provide the Bradesco Dental for dental care to employees and dependents enrolled in the health plan. In the first quarter of 2026, 30,087 appointments were provided in outpatient clinics and 2,685 dental appointments.

- **Medical support and telemedicine channels:** *Viva Bem*'s medical team monitors and accompanies our employees through active telephone contact. Telemedicine channels are also offered through the Bradesco *Saúde* app, including video consultation with a specialist doctor, 24 hours a day, seven days a week.

- **Vaccination campaign**: A prevention and health promotion initiative, the flu vaccination campaign is available for all employees, interns, and apprentices at no cost. There is also an incentive for the vaccination of dependents and family members, with payment made directly to the clinics. The 2026 campaign took place from April to June 2026, and was extended until July 31, 2026. Each year, the program offers a drive-thru format at the Headquarters – Cidade de Deus and Bradesco Seguros – Rio de Janeiro, in addition to vaccination points for pedestrians spread across the Núcleo Cidade de Deus, administrative buildings, and branches, with the option for people to get vaccinated at accredited clinics across the country. To date, 43,978 employees have been vaccinated through the campaign.

- **Cancer Prevention Campaign:** During the annual cancer prevention campaign held between October and December, employees and their dependents are not required to pay the usual co-participation for screening tests related to breast, prostate, and cervical cancer. We also established partnerships with Hospital Edmundo Vasconcelos, which is offering special conditions for services to employees and their families during the campaign period. As part of our commitment to the cause, we distributed educational materials on women's health, men's health, and cancer prevention, hosted lectures with experts on physical and mental health, and lit up administrative buildings in *Cidade de Deus*, Leopoldina, PAV, and Xaxim in pink and blue.

- **Monitoring of infectious diseases:** Diagnostic assessment to identify infectious diseases as part of an effort to control and monitor health conditions, medical and nursing support. This process includes assessing people who have been in contact with the infected individuals, coordinating with public health authorities for tracking, and implementing necessary measures to mitigate risks. Additionally, it entails intervention in the workplace if deemed necessary. The Viva Bem support channel monitors and supports employees' health until they are better and can return to work.

- **Nutritional support program**: Through the Viva Bem Support Channel 0800 701 1212, we provide up to four sessions with a Nutritionist free of charge for employees and their close family. We encourage healthy eating and shifting unhealthy habits in favor of well-being and health for everyone. Our Viva Bem self-service shops have snack machines stocked with fruits, juices and natural snacks and whole foods, and, at the Cidade de Deus Headquarters, we have restaurants that offer employees and collaborators healthy foods, helping them to adopt more beneficial habits in the corporate environment. In the first semester of 2026, 2,762 nutritional appointments were provided. In an effort to focus more on ensuring a proper nutrition and diet, the *Meu Doutor Novamed* in-company in Cidade de Deus, Itapeva, and Rio de Janeiro offer free nutritional care for employees. This is also provided at *Cidade de Deus* Headquarters for dependents on the health plan.

Pillar
On the move

Physical activity and **Quality of Life**

- Balance
- Exercise and movement
- Promoting health and well-being

Cidade de Deus Center
Osasco (SP) Expansive wooded area with swimming pools, multi-purpose courts, running track, and bicycle parking

Vem pra Pista
26,137 accesses

Internal Championships
1,590 participants in various sports

Gym Membership
Partnership with Totalpass

Regionalized Well-being Actions
3,880 participants

Pillar

On the Move

Representing physical activity and quality of life, it includes initiatives that provide employees with opportunities and experiences to get the best out of exercise and movement, promoting health, well-being and balance.

- ***Cidade de Deus* Center:** Located in Osasco (São Paulo), it includes ample wooded spaces with communal areas, swimming pools, a sports plaza with multi-sports courts and an athletics track for the use of employees and their families. We also offer a sports consultancy with physical educators who conduct targeted activities. The schedule of activities accounts for the different seasons to offer exercises that can be done throughout the year. Additionally, at the *Cidade de Deus* hub, we have a Bio Ritmo gym unit with special pricing for employees.

  In the first semester of 2026, we initiated the soccer, basketball and men's and women's tennis championships and the first gamer championship with 440 participants, involving employees from different departments and promoting integration through sports. We have seen 1,590 participants so far, showcasing increasing engagement in these activities.

- **Vem Pra Pista:** Up to June 2026, the Cidade de Deus Sports Complex logged 26,137 entries, encompassing use of the track for training, weekend recreational activities with dependents, participation in classes, and attendance at swimming, tennis, mixed volleyball, women's and men's soccer, gamer and chess tournaments. At headquarters, we offer a large wooded area that includes swimming pools, a sports complex with multi-purpose courts, a bicycle parking, and a running track for use by employees and family members. Activities are led by physical education professionals and include functional training, fitness dance, yoga, pilates, water aerobics, running, and classes in volleyball, soccer, basketball, and tennis. The schedule is adjusted seasonally to ensure that exercising continues consistently throughout the year.

- ***Viva Bem* Space:** Considering the comfort and well-being of the Organization's employees, we provided *Viva Bem* Space, located in *Cidade de Deus*, Osasco, which is an environment for integration, health and quality of life initiatives. The site includes offices for occupational examinations, a breastfeeding support room and a multipurpose space for activities and health and well-being workshops.

- **Regionalized actions:** In the first semester of 2026 we were active in 19 cities across 8 Brazilian states, covering various areas. There were 3,880 participants in the Health Pit Stop (health assessment with blood pressure measurement, blood glucose test, bioimpedance assessment, and Quick Massage) and awareness on Ergonomics. In addition, over 1,050 people, including employees and family members, engaged in Family Day (a day of team-building and recreation featuring physical activities for the employees and their family members). These Comprehensive Health Care activities underscore the importance of self-care, encouraging good health habits and well-being, demonstrating how the initiatives of the Viva Bem Program can support employees in all aspects of their health. These initiatives are designed to integrate well-being as a fundamental part of employees' lives and serve as a driver for achieving sustainable results.

Benefits

Health and Dental Plan

Our employees and their dependents are provided with a health and dental plan including standard hospitalization in a private room that is fully covered by the Organization.

Supplementary Pension Plan

We offer our employees a supplementary pension plan in which the Organization provides 5% of the participant's basic compensation, including the 13th salary (holiday bonus).

Major Life Insurance

This benefit is fully funded by the Organization and is granted to all employees, apprentices and managers, providing uniform coverage, funeral assistance, extended to spouse, children, parents and in-laws.

***Vida Viva* Bradesco Insurance**

All employees can join the Vida Viva Bradesco Insurance, an exclusive benefit for those who work in the Organization. The major advantage of this insurance is it allows the insured capital, coverage, and assistance to be customized according to the employee's needs and stage in life.

TotalPass

Benefits for physical activity with the comprehensive health care of our employees and their dependents in mind, we offer a benefit that includes a wide network of accredited gyms and studios throughout Brazil, providing a range of physical activities, mental health solutions, online classes, and exclusive content about nutrition, wellness, and quality of life.

Other benefits

Human capital is a strategic priority for Bradesco, and we realize that the performance and potential of people are the basis for sustaining the Organization's businesses. Along with the benefits provided for by law and in the collective agreement for bank employees, we provide all of our workers with other exclusive perks, that can be accessed on Corporate Portal. Read more about it in the Integrated Report.

Protection and Balance at Work

We revisited our Health and Safety strategy and adopted Strategic Guidelines based on the International Labor Organization (ILO), reaffirming Bradesco's commitment to the continuous improvement of the environment and working conditions of its employees.

Amongst the prevention and promotion programs implemented include:

- **Activity Readaptation Program:** An initiative focused on promoting occupational health, guided by integral care and employee well-being. The program aims to prevent the worsening of musculoskeletal, psychological, and other health conditions through the temporary adjustment of work activities according to each employee's specific restrictions. An occupational physician conducts a thorough evaluation of ergonomic

conditions, as well as the biomechanical and cognitive overload of tasks, offering recommendations that account for individual limitations and favor the continuity of medical treatment without compromising the employee's health. Throughout the Program, employees are continuously monitored by the health team, with the goal of overseeing the process and supporting a safe and sustainable return to work activities. This welcoming, individualized and evidence-based approach helps employees resume work activities in a safe and sustainable way, and reinforces the company's commitment to health, well-being, and quality of life at work.

- **Occupational Health and Safety Management System:** Based on the International Standard ISO 45001, which is used to identify hazards and risks in the work environment and monitors procedures, corrective measures and guidelines dedicated to its employees. It is audited annually by the certifying authority through local inspections and actions developed to better adapt work environments.

- **Risk Management Program:** Is carried out every two years by a specialized technical team, in accordance with Regulatory Standard NR-01. The initiative ensures effective management and digitalization of occupational health and safety documents, improving access and transparency. In units certified by the ISO 45001 standard, the commitment is to achieve 100% compliance with the established requirements, reinforcing the culture of prevention, responsibility and continuous improvement. To further ensure our commitment to the safety and health of our employees and collaborators, our Corporate Social Responsibility Management System is audited annually by an independent organization, Fundação Carlos Alberto Vanzolini (FCAV), maintaining our seal as evidence of our good practices.

- **Fire Brigade:** Promoting a culture of prevention is an essential part of Banco Bradesco's values, reinforcing our commitment to the safety and well-being of everyone. Each year, we conduct evacuation drills and Fire Brigade training at our administrative buildings and other locations, in accordance with the current state legislation. These exercises are essential to ensuring rapid and effective action in emergencies.

  This practice includes advance Evacuation Route Recognition, enabling employees and emergency response teams to navigate exit routes and gain familiarity with the fire safety equipment installed throughout our facilities. Every year, the Organization also

extends an invitation to its employees to participate in fire brigade training, where they receive appropriate instruction and are later assigned specific roles within the brigade. From January to June, we trained 2,561 employees and collaborators.

- **Ergonomic Assessment:** Aiming to enhance employee comfort and safety, we carried out a Preliminary Ergonomic Assessment to ensure compliance with NR-17 regulations of the Ministry of Labor and Employment, thereby promoting safer, more ergonomic, and healthier workplaces. This analysis sets criteria to improve how activities are carried out so as to prioritize the well-being of employees. To this end, workstations are identified and adjusted to meet biomechanical requirements and organizational characteristics of the work, ensuring suitable conditions to prevent risks and improve the quality of life at work.

  In addition to the preliminary assessment, we conduct an in-depth ergonomic study whenever necessary, based on internationally recognized methodologies. As such, we closely observe and verify the ergonomic conditions to ensure they are up to standard in an effort to ensure that the work environment is organized in a way that promotes health, safety, and efficiency in the activities being performed. Our commitment is to reduce risks, prevent injuries and promote an environment that values the physical and mental integrity of our employees.

- **Occupational Health Medical Control Program (PCMSO):** Acts as a central instance of governance in occupational health, integrating corporate risks management to preventive strategies and institutional policies. This model strengthens decision-making processes and ensures the sustainability of a permanently updated management system, with the support of specialized technical committees. Its primary focus is the promotion, preservation, and surveillance of employees' health, including the early detection of work-related disorders. All actions are conducted in strictly compliance with NR-7 and related standards, ensuring organization, standardization, and adherence to the best practices in occupational health.

  In 2026, the company operates a Specialized Service in Safety Engineering and Occupational Medicine (SESMT) comprising occupational physicians, nurses, nursing assistants, engineers, and safety technicians, distributed in the states of São Paulo, Rio

de Janeiro, Pernambuco, Bahia, Rio Grande do Sul, Goiás, and Minas Gerais. This structure has as its objective to continuously boost the quality of the occupational care offered to employees. The structure of the service allows occupational examinations to be carried out by qualified and experienced professionals, ensuring a human-centered approach, rigorous technical assessment, and comprehensive monitoring of employee health. The implementation and expansion of SESMT reinforce the company's commitment to compliance with NR-4, ensuring that the Safety and Occupational Medicine team is appropriately staffed based on the level of risk and the number of employees, as stipulated by current legislation. This compliance allows for more effective preventive action, greater vigilance of existing risks, and more agile and qualified responses to health and safety demands. The expansion process will continue throughout 2026, with the expansion of SESMT's presence in new regions and the strengthening of care coverage, always with a focus on protection, well-being, and the promotion of safe and healthy work environments.

- **Health and Safety Certification:** In May 2024, we migrated from OHSAS 18001 to ISO 45001, updating our processes and accreditations. The ISO 45001 Standard reinforces our commitment to the health and safety of our employees and collaborators. Beyond compliance with international standards, this certification signifies an organizational culture dedicated to employee care, prevention, and well-being in the work environment. By investing in practices that prioritize safety and responsibility, we are making inroads in building a more sustainable, humane and resilient future.

Working Time Management

Managing working hours is one of the pillars of our people governance framework, contributing to legal compliance, transparency in employment relationships, and the promotion of a more balanced work environment. To support this process, we use **Work Time**, our corporate timekeeping and workforce management solution, which enables the digital recording of working hours and allows both employees and managers to monitor schedules effectively.

In 2026, we further enhanced the platform by introducing mechanisms designed to support compliance with labor regulations, including controls aimed at ensuring adherence to

mandatory meal and rest breaks and legal working hour limits. These improvements help prevent non-compliance while promoting employee health and well-being.

In addition, recognizing that personal and professional needs evolve throughout different stages of life, we offer flexible working arrangements for certain activities and teams. Through mutual agreement between employees and managers, these arrangements allow adjustments to work schedules and the compensation of hours worked, supporting a healthier balance between personal and professional life.

Remote Working

Our internal remote work policy, applicable to employees and interns, is aligned with business needs. The hybrid work model is predominantly adopted, providing flexibility while preserving workplace interaction, which is essential for fostering strong professional relationships and reinforcing our organizational culture. The policy outlines eligibility criteria for remote work arrangements, financial support for expenses related to predominantly remote work, and other relevant guidelines.

Since caring for human capital is one of the foundations of our Organization, we offer a range of courses for both employees and managers. These courses are essential for adopting remote work and also prepare our teams with information on ergonomics, emotional health, remote leadership, productivity, and general rules regarding teleworking.

Trade Union Relations

The Trade Union Relations team is responsible for centralizing services and maintaining a permanent channel of dialogue and negotiation with representatives of the union nationwide. This work is guided by accessibility, agility, and proactivity, aiming to prevent or minimize conflicts.

Currently, 33,8% of employees are union members, representing over 27,900 individuals.

All the employees have freedom of association, have labor union representation, and are covered by collective bargaining agreements. Participation in collective negotiations takes place through assemblies and information on union activities is posted on bulletin boards and in the *Jornal Sindical*, available at our administrative centers and on the union's website.

Innovate and Stay Up-To-Date

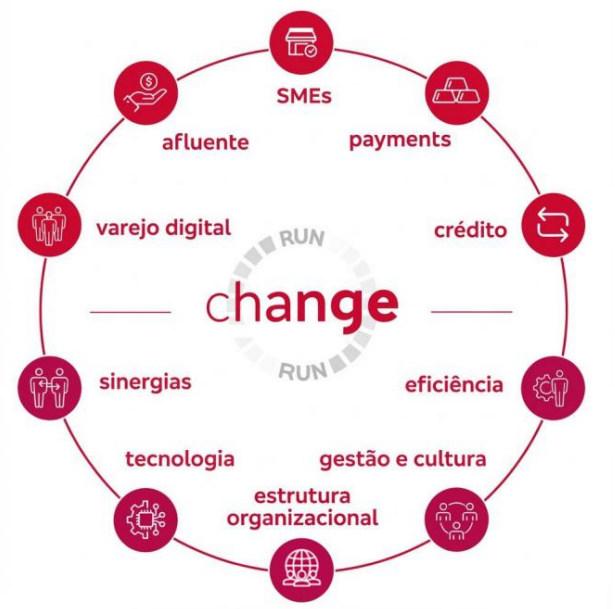


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People, Culture and Performance

Transformation Management

Introduced in 2024, the Change Movement is Banco Bradesco's organizational transformation movement structured around 10 strategic themes that bring together initiatives and goals aimed at increasing the bank's profitability, returns, and competitiveness. The People, Culture and Performance area is responsible for the Management and Culture Model initiative and works in a structured manner to strengthen the culture, develop competencies, and evolve work models as central levers for executing the strategy.



Change Mandala

Building on the progress achieved in 2025, this effort further accelerated the development of a dynamic portfolio of initiatives organized into five workstreams: Culture, Special Conditions, Working Hours Management, Operating Model, and Solutions. The portfolio comprises more than 100 initiatives, with approximately 41 completed and already generating meaningful results in 2026, and an additional 64 initiatives currently underway.

These initiatives cover a broad range of priorities, including process automation, the enhancement of core People systems, improvements to the employee experience and organizational management, the adoption of digital solutions, leadership development, and

the promotion of agile practices. Collectively, these actions have increasingly fostered higher levels of employee engagement and participation, greater operational efficiency, and a culture that is ever more aligned with the Organization's strategy.

To support this transformation, the Project Management Office (PMO) within the People, Culture and Performance area is responsible for sustaining and accelerating the execution of strategic projects through governance, standardized methodologies, and structured delivery routines. This framework connects strategy with execution, supports initiative prioritization and monitoring, and strengthens decision-making processes, with the goal of maximizing impact in the shortest possible time.

Through a consultative approach and a results-oriented mindset, the Project Management Office supports the disciplined execution of strategic plans, enhancing outcomes and consistently adding value, with a direct contribution to the achievement and outperformance of established financial and non-financial objectives.

At the same time, it operates in a preventive and corrective way in the mitigation of risks and promptly addresses deviations preserving the execution pace and delivery effectiveness. Actively participating in transformation routines, combined with constant updating of project management tools, ensures greater visibility, transparency, and agility in decision-making.

People Analytics

We have a dedicated People Analytics team whose work supports decision-making related to People, Culture, and Performance management through the qualification, consolidation, and analysis of data, which is transformed into strategic insights. These analyses guide processes, action prioritization, and strategic directions related to human capital.

Based on systematic analyses, people indicators are structured and monitored, and analytical dashboards are developed in Power BI to support scenario assessment, risk identification, trend monitoring, and strategic discussions. These dashboards enable continuous monitoring of human capital, providing up-to-date visibility, in-depth analysis, and correlations across metrics, allowing for more assertive, data-driven decisions.

The data undergoes consolidation and processing procedures to ensure consistency, reliability, and methodological standardization. This process directly supports strategic workforce planning, resource management, and the mitigation of risks associated with human capital.

In this context, workforce planning coverage—also measured in FTE—is ensured through analyses conducted by the People Analytics team, guaranteeing analytical scope, data consistency, and effective support for medium- and long-term strategic decision-making.

The analyses also support the identification of current and future workforce skills gaps by correlating performance data, professional profiles, internal mobility, business needs, and workforce planning. This enables informed decisions on development, training, and recruitment strategies.

Statistical and predictive models are also applied, enhancing the organization's ability to anticipate scenarios and identify relevant patterns, particularly in turnover and employee attrition risk analyses. These studies support preventive actions aimed at talent retention and the reduction of human capital loss risks.

Currently, analyses cover strategic topics such as absenteeism, demographic profile and diversity, recruitment and selection, time-to-hire, workforce management, turnover, attrition risk, performance evaluation, merit-based practices, and people-related budgeting. These insights enable integrated monitoring of hiring, mobility, development, and human capital management processes, strengthening the analysis of people indicators and supporting continuous adjustments in strategic approaches.

Additionally, the analyses incorporate external benchmarks and labor market indicators, supporting evaluations of talent supply and demand, competitive retention risks, and strategic decision-making related to human capital.

The structured use of data is integrated into People Strategic Planning, generating tangible and measurable contributions to corporate decision-making through executive dashboards, key indicators, and in-depth analyses. These deliverables strengthen governance, transparency, efficient resource allocation, and risk mitigation, consolidating data analysis as a foundation for objective decisions aligned with organizational outcomes.

Digital Solutions

The Agile Room in People, Culture, and Performance remains at the forefront of a comprehensive digital transformation. This initiative is focused on optimizing the employee experience while simultaneously streamlining the operational efficiency of our internal service delivery. In 2026, the structure operates with 13 squads in total, with 10 dedicated to Digital Transformation and 3 focused on Maintenance and Automation, acting in a multidisciplinary way in redesigning journeys, digitizing processes, and developing modern, user-centric solutions.

Within the scope of Digital Transformation, there has been progress made in conducting and accelerating strategic initiatives. In total, 11 initiatives are in progress throughout the period: 9 related to Digital Transformation and 3 to Maintenance and Automation. Furthermore, 6 deliverables were completed in 2025, including legal projects and continuous improvement initiatives, highlighting the team's ability to balance innovation, compliance, and operational efficiency.

A dedicated Governance team underpins the transformation structure, ensuring integrated program management, reinforcing prioritization practices, and driving the correct adoption of technological solutions throughout the organization. This model provides better strategic alignment, transparency and consistency for implementing initiatives.

At the same time, the Maintenance and Automation squads work continuously to ensure stability, incremental evolution, and rapid responses to recurring demands. In 2025, these efforts led to the implementation of automation and improvements that reduced manual efforts, optimized internal processes, and directly contributed to productivity gains.

The areas supported also noticed significant advancements that were reflected in concrete results, including:

- Auto-approval of requests that previously required prior manager validation (e.g., daycare and babysitting assistance, transportation vouchers, social security and certifications reimbursement).

- Anticipation of login credentials, ensuring that new employees have access to systems on their first day of work.
- Full adherence to eSocial legal requirements, ensuring compliance and mitigating regulatory risks.
- Creation of a digital compensation agreement, allowing for adherence without the need for printing or in-person procedures.

The Agile Room operates based on agile practices, short delivery cycles, continuous feedback and a focus on product orientation. This approach strengthens innovation, expands the ability to adapt and promotes the joint construction of solutions with managers and employees.

Through the integration of advanced digital tools, a user-centric mindset, and dedicated squads for both transformation and sustainment, the Agile Room accelerates the development of intuitive, personalized, and autonomy-oriented journeys, contributing directly to the development of human capital and to a more agile, collaborative, and results-oriented organizational culture.

People, Culture & Performance
Policies and Standards



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People Management Policies of the Bradesco Organization

We have a framework of policies and standards that reinforce the Organization's commitment to issues related to human capital and people management, which include:

- People Management Policies of the Bradesco Organization
- Education, Training and Development Policy
- Corporate Human Rights Policy
- Diversity, Equity and Inclusion Policy
- Policy on Appointment and Succession of Directors
- Compensation Policy for Directors
- Corporate Social Responsibility Management System
- Requirements of the Bradesco Corporate Social Responsibility Management System Standard
- Bradesco Occupational Health and Safety Management System Standard
- Occupational Health and Safety Standard

The documents and more information can be found on the Investor Relations website.

Corporate Social Responsibility

The Bradesco Organization's Corporate Social Responsibility Management System constitutes a structured model to ensure the management of workplace relations, compliance with human rights, and the ethical conduction of activities, through formal mechanisms for the prevention, identification, investigation, and treatment of misconduct.

This system integrates the Corporate Whistleblowing Channel as the principal tool for receiving and handling reports related to conduct, integrity, human rights and workplace conditions. The Channel is available to administrators, employees, interns, apprentices, service providers, clients and other interested parties through several access points, ensuring anonymity,

confidentiality, independence in reporting, and protection against retaliation for whistleblowers acting in good faith.

- Electronic form: available on the Corporate Portal, Bradesco IR Website or Bradesco Institutional Website;
- Telephone Service: 0800 776 4820, Monday to Friday, from 8 a.m. to 6 p.m., except weekends and holidays;
- Whistleblowing Boxes: available in the buildings of *Núcleo Cidade de Deus*.

All reports are logged in a structured corporate system, categorized according to their nature, severity, and potential risk, and sent to the appropriate areas, ensuring end-to-end traceability, standardized treatment, and maintenance of auditable evidence.

Reports are classified by category, including themes of conduct and integrity, human rights, and labor relations, as well as other regulatory and operational topics. Depending on the nature of the complaint, the investigation may involve independent areas to ensure that the process remains impartial and technically thorough.

The process for handling reports follows formal and controlled procedures, including intake, screening, classification, investigation, and evidence collection, technical validation, review by the relevant governance bodies, and closure with full documentation. The governance of the process is supported by a specific structure, oversight forums, and regular reporting to the Integrity and Ethical Conduct Committee, with escalation to senior management depending on the severity of the cases.

The Organization adopts specific regulations to classify occurrences and establish corrective and disciplinary measures, ensuring proportional, consistent, and trackable treatment. Actions may include guidance measures, warnings, suspension, and termination, depending on the severity, recurrence, and impact of the case, with all measures recorded in the corporate system to ensure historical tracking and monitoring of repeat occurrences.
In addition, the model includes mechanisms to hold managers responsible in situations where they might fail to act, ignore or tolerate misconduct, or are negligent. This reinforces the importance of accountability and strengthens the effectiveness of the disciplinary process.

The process is monitored by performance indicators, including how long it took, resolution rate, origin, and recurrence. This measurement is important for evaluating the effectiveness of internal controls and for identifying opportunities for continuous improvement.

The Corporate Social Responsibility Management System is subjected to periodic internal and external audits, conducted by an independent body, to verify the compliance of flows, consistency of decisions and integrity of evidence, supporting the certification of the Social Responsibility Seal.

Through ongoing communication and training, the Organization actively drives the adoption of its social responsibility guidelines and promotes the responsible use of the Whistleblowing Channel. These efforts reinforce a shared culture of integrity, transparency, and respect across all professional interactions.

Commitment to Human Rights and Dignified Working Conditions

The Bradesco Organization reaffirms its commitment to respect for Human Rights, Children's Rights, and Fundamental Labor Rights, in accordance with its People Management Policy and applicable national and international standards.

This commitment is brought to life through a structured set of guidelines, policies, and practices that govern workplace relationships and ensure dignified, safe, and equitable conditions for all employees, interns, and contractors.

The Organization’s activities comprehensively include:

- promoting a safe, healthy, and respectful work environment
- preventing harassment, discrimination, and misconduct
- ensuring decent working conditions and social protection
- respecting working hours and rest, including the enjoyment of vacations according to current legislation

- promoting diversity, equity, and inclusion
- freedom of association and strengthening of trade union relations
- providing remuneration and benefits in line with standards of dignity and quality of life

The Organization guarantees all employees their right to an annual paid vacation period, in accordance with applicable legislation, fostering work-life balance as a cornerstone of employee health, well-being, and sustainable labor relations.

On the economic front, the Organization promotes structured compensation and benefits policies aligned with market practices and the principles of decent work and social protection. Compensation includes a fixed salary and, when applicable, variable components linked to organizational performance, and is periodically reviewed to ensure competitiveness, internal equity, and adherence to market benchmarks.

In addition, benefits and initiatives are provided to help with the essential needs of employees and their families, including access to healthcare, well-being, and financial support. In addition, the Organization offers financial literacy programs, expert advisory services, and enhanced credit terms, supporting the financial well-being and quality of life of its workforce.

The Organization continuously invests in developing its human capital through structured training, refresher courses, and corporate education programs that support the professional development of employees and their adaptation to the transformations of the business environment.

This model is supported by a strong governance system that drives ongoing workplace monitoring, risk identification, and the rollout of preventive and corrective measures. The ultimate goal is to safeguard the integrity of professional interactions and foster continuous optimization of our corporate culture.
Within this context, the Corporate Whistleblowing Channel serves as a formal mechanism for reporting potential human rights violations, facilitating the identification, investigation, and structured handling of situations related to harassment, discrimination, working conditions, occupational health and safety, and other issues associated with fundamental rights.

Reports are addressed on an evidence-based workflow, following a structured workflow and defined governance. When applicable, they result in corrective, preventive, and disciplinary measures, thereby contributing to risk mitigation, the prevention of recurrences, and the strengthening of workplace relationships.

The Organization carries out ongoing communication, awareness-raising, and training initiatives, reinforcing a culture of respect for human rights and fostering the responsible use of formal reporting channels as a means of protection, transparency, and organizational development.

Expected Conduct Program

The Expected Conduct Program focuses on enhancing the culture of ethics and promoting best practices, aligned with the Code of Ethical Conduct, the Internal Regulations, the Integrity Program, the Policy and Standard of Consequences, in addition to other internal and external policies and standards applicable to Bradesco's activities.

The electronic record of disciplinary measures applied allows the consolidation of information for analysis and establishment of actions of communication, acculturation, training and improvement of internal processes and the quality of products and services made available to Bradesco's clients.

Closing

This report reflects our ongoing commitment to the people who are part of the Bradesco Organization. Each initiative, indicator and achievement presented here reinforces our belief that caring for human capital means also caring for the future of our business.

We will continue to evolve by focusing on diversity, well-being, development and innovation, to ensure an environment that is increasingly healthy, inclusive, and aligned with market changes.

Thank you for taking the time to read this material and we hope it inspires new ideas and strengthens our journey together.

We'll see you in the next report















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