

# Integrated Report 2021



# Introduction

The quest for a more sustainable tomorrow demands that our actions today be considered with a focus on the legacy we will leave for future generations.

We have been an innovative bank since our inception. We now take an active role in efforts to transition to a low-carbon economy by establishing positive agendas associated with all our businesses and engaging our clients in this global challenge.

This is why we invite you to see in the pages of this report how we are putting our strategy for sustainable development into practice, and how this discussion has become an ever-present part of all the decisions we make.

We also invite everyone, with Bradesco, to challenge the tomorrow and collectively shape one new future: aligned with the attitudes we need for now.

**Enjoy the reading!**

# About this Report

Once again, we present our Integrated Report – reference year 2021 – including all our main activities and results. Where relevant, it also provides information related to the first few months of 2022, aligned with our commitment to report updated information to our stakeholders. This material is based on our 12 material topics and pillars that constitute our strategic planning: Client, Digital Transformation, People and Sustainability. This report was prepared in accordance with the GRI Standards: Essential option. *GRI 102-50, 102-54*

For the sake of transparency and the balance of environmental, social and governance (ESG) information, this material adheres to the main global reporting guidelines, methodologies and frameworks:

- The Global Reporting Initiative (GRI), in its standard version;
- Value Reporting Foundation – Integrated Reporting from the International Integrated Reporting Council (IIRC), Sustainability Accounting Standards Board (SASB) and SASB Materiality Map;
- Resolution No. 14 of the Brazilian Securities and Exchange Commission (Comissão de Valores Mobiliários, or CVM), of December 9, 2020, which follows CPC Guideline No. 9 – Integrated Report, issued by the Accounting Pronouncements Committee (Comitê de Pronunciamentos Contábeis, or CPC);
- Corporate Sustainability Index (ISE) of B3 (Brazilian Exchange & OTC);
- Dow Jones Sustainability Index (DJSI);
- CDP Climate Guidance;
- Task Force on Climate-related Financial Disclosures (TCFD);
- Abrasca Code of Self-Regulation and Best Practices for Publicly-Held Companies; and
- UN 2030 Agenda – Sustainable Development Goals (SDG).

## How to Read the Report\*

*GRI 102-1*

Throughout each chapter, you will come across icons that demonstrate the correlation of the subjects addressed with the principal stakeholders who are impacted, the Sustainable Development Goals (SDGs) that are addressed, and the capital proposed by the integrated reporting methodology.

Additionally, we will use the terms Organization and Bradesco when referring to the Bradesco

Organization as a whole. For financial activities, we have adopted the term Bank. Grupo Bradesco Seguros is also called the Group or Insurance Group. The other subsidiaries are always represented by their names. For internal staff, we use the term employee. The term associate is used only to refer to outsourced service providers. All Human Capital indicators show a coverage above 75% of the FTE. The extent of social and environmental statements is more than 75% of the Organization's revenue.

\* Throughout this report, the Organization's direct and indirect contribution to the 2030 Agenda – SDGs will be illustrated. Find out more in the Sustainability chapter on page 135.

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# Message from the Chairman of the Board of Directors

GRI 102-14

2021 posed a number of challenges and called for us to commit, overcome and pursue new paths and innovative solutions so that we could continue to properly serve our various stakeholders. Faced with the obstacles brought on by the pandemic, affecting not only the economic landscape, but society as a whole. During this time, we made investments, modified our processes and expanded channels – especially digital ones. It has been a year of significant learning in which we demonstrated our ability to adapt and transform ourselves. We have fine tuned the way we operate according to the new demands and needs of our clients, providing them with increased convenience, satisfaction and competitiveness.

We reinforce our mission to serve our clients, bolster the value of the brand, and continue our support for the development of the Country and the entrepreneurial and innovative spirit of our people.



**Luiz Carlos Trabuco Cappi**  
Chairman of the Board of Directors

### GRI 102-14

With a focus on the experience and needs of our clients, we have reinforced the concept of digital transformation, the search for continuous improvements in processes, plus the intensive use of data to improve this journey – all without setting aside the traditional: quality service and a transparent relationship.

Be it through more than 47,000 service points or our digital channels, we offer a complete platform of banking, insurance products and services for all aspects of our clients' lives. We also boast nationwide coverage with strategic points abroad, ensuring a physical and digital presence that caters to all types of clients in a manner that is most convenient for them.

In keeping with our strategy of supplementing our activities in a diversified way and reaching a variety of audiences with different needs, we completed the acquisition of Digio, a financial platform that offers services such as digital checking accounts, credit cards, insurance and loans.

We have further emphasized our commitment to environmental, social and governance aspects with an eye on the Organization's sustainability,

with meaningful strides towards the sustainable development agenda and transition to a cleaner and more inclusive economy. In 2021, we committed to allocate R\$250 billion by 2025 to finance sectors and assets with a positive social and environmental impact. We also joined the Net-Zero Banking Alliance with the intention of decarbonizing our portfolio by 2050. This is why we believe that it is so important to take an active role in raising awareness and engaging with our clients, employees, associates and stakeholders on this agenda.

2022 represents another opportunity for us to write a relevant chapter in the 79-year history of our Organization. Committed to the democratization of information, we present a detailed account of our key achievements and our performance for the year.

To our shareholders and clients, as well as our employees and associates, we thank you for the support and trust you have bestowed upon us.

### Enjoy the reading!

**Luiz Carlos Trabuco Cappi**  
Chairman of the Board of Directors

# Message from the CEO

GRI 102-14

Over the 79 years of our history, we have evolved and adapted with each new cycle through resilience and experience, remaining at the forefront of the banking and insurance fields while reaffirming our mission of creating opportunities for people to fulfill their goals and for the sustainable development of companies and society.

The last two years have been dominated by global uncertainties, elevated inflation and, more recently, a sharp spike in interest rates, all coupled with significant changes in consumer behavior. This challenging, complex and competitive environment has taught us lessons by demanding that business models be adapted and stepping up various processes – such as digitalization and remote working.

In 2021, we made significant progress on our four strategic pillars: Client, Digital Transformation, People and Sustainability.

Customer-centric is our strategy, and we continue to implement digital and cultural transformations. This includes preparing and training our teams, plus developing and improving our channels, products, services and processes while continuing to be mindful of our clients' expectations, needs and current point in life.



**Octavio de Lazari Junior**  
President and CEO

Today, our digital account holders already represent 73% of our entire client base, and we continue to invest in new tools and contact channels. Nevertheless, we have not given up our physical presence in all regions of Brazil. After all, we want to promote financial inclusion and serve our clients in the way they prefer, providing a fluid omnichannel experience in integrated channels.



### GRI 102-14

We have prioritized top-notch service and invest in a broad understanding of demands and satisfaction levels by means of the Net Promoter Score (NPS), a key metric used to help drive our strategy by assessing the degree of recommendations and loyalty in relationships with the Organization. In 2021, we saw a growth of 13 percentage points in the NPS compared to 2020 (considering 2020 based on 100).

In the digital transformation pillar, we have made strides toward improving our tools, teams and skills in an ongoing process that is expected to accelerate even more.

In order to promote internal and external innovation while attending to the needs of our clients and ensuring the sustainability of the business, we are proud of offering **inovabra** – the ecosystem for Bradesco's innovation in which companies, startups, investors and mentors work collaboratively to innovate and generate new business.

Seeking to get to know our clients more profoundly in an effort to provide them with more rapid and personalized service, we leverage the use of data, analytics, algorithms and artificial intelligence.

We have also deployed the **lean digital culture**, with our teams organized in units (squads) focused on various products and processes and working with agile methodologies, providing boosted value deliveries and shorter deadlines. We offer native cloud solutions and we are also migrating an important portion of our applications to this environment, facilitating agility, innovation, scalability and flexibility in our business and contact with the client.

**Brain – Bradesco Business Intelligence** is one of the examples that, through the use of

data and algorithms, offers real-time decisions on the best credit products, prices, limits and channels for each client. Ever evolving, this tool provides increasingly robust models, enabling the completion of 98.5% of bulk proposals without human interventions.

Also in the cloud, **BIA**, our artificial intelligence platform first launched in 2016 to build closeness through personalized customer service and interactions with users, is available on numerous channels, such as our apps, Bradesco website, WhatsApp, Fone Fácil, Google Assistant, Amazon Alexa and Apple's messaging app. With 520 million interactions in 2021 and services, such as the consultation and delivery of more than 8 million Earnings Reports over the same period, BIA continues to evolve and transform to expand its abilities and communication capacity.

We have gained a reputation in native digital platforms with **next**, which, offering financial and non-financial products and services, has reached 10 million clients, a impressive growth of 170% compared to the end of 2020.

**Ágora**, our open-investment platform for both account holders and non-account holders, is top 3 in the B3 "Individual's Custody Ranking" and has seen continuous growth in net funding – R\$12.5 billion in 2021, a 93% increase over the previous year – and in the client base – 743,000 at the end of 2021, an increase of 35.6% for the year –, improvements that reflect the variety and quality of our solutions.

Complementing our offer, **Bitz** is a digital wallet that promotes the financial inclusion and digitalization of thousands of Brazilians. It stands as the most downloaded finance app in Brazil with already more than 4.2 million accounts and 6.2 million downloads.

## Message from the CEO

### GRI 102-14

Boasting 74.1 million clients at the end of 2021 – 3.9% more than in 2020 – our loan portfolio topped R\$812.7 billion, a year-on-year hike of 18.3%, and our recurring net income was R\$26.2 billion in the period – 34.7% higher than in 2020.

We were also recognized in 2021 by the key sustainability indices and ratings because of our strategic performance, prominent role and above-average performance. In S&P's Dow Jones Sustainability Index, for example, we are the top ranked Brazilian private bank among those evaluated. This significant achievement reflects the care we have taken to keep sustainability integrated into our Organization's strategic guidelines. Through the combination of guidelines, governance, engagement and management of environmental, social and governance (ESG) aspects, we have further bolstered our contribution to sustainable development.

We are active in all Brazilian municipalities, providing inclusion and financial education to small towns or remote communities, where there are scant banking services available, through Bradesco Expresso and our service points. We have been active in adopting methodologies to gauge our climate impact and we have adhered to relevant commitments, such as the Net-Zero Banking Alliance, with an eye toward decarbonizing our portfolio by 2050.

We attained 33% of our goal in 2021 of allocating R\$250 billion to **sustainable businesses** by 2025 and we remain committed to generating long-term value, raising awareness and engaging our clients towards a cleaner and more inclusive economy, helping them to perform their activities with less social and environmental impact.

65 years ago, we created the **Fundação Bradesco**, the largest private socio-educational investment program in Brazil. In 2021, we invested R\$715 million to serve more than 40,000 basic education students and 2 million people through Virtual School training courses. In this way, we promote inclusion and social development with humanistic education and free, quality education throughout the country, with 40 schools in 27 states.

We are over 87,000 employees committed to delivering value, a unique group that has proven to be extremely competent and resilient in the face of the challenging landscapes we have come across.

2022 is expected to be less impacted by the pandemic. However, there is a forecast for some further difficulties with low global and, in particular, local growth, due to the consequences of the monetary policy and the unexpected event of the war in Ukraine, placing additional pressure on global inflation and most likely impacting the economy and our business.

Confident in the opportunities that present themselves and in our experience and capacity for transformation, we continue towards our mission of supporting our clients, people, shareholders and society towards more sustainable development while maintaining our values, ethics and economic and social/ environmental responsibilities.

Throughout this report, we will outline our key achievements and commitments, in addition to our performance plus financial and sustainability highlights.

**Thank you very much.**

**Octavio de Lazari Junior**  
President and CEO

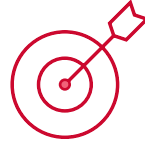
# 2021 Highlights



# Our Numbers

GRI 102-7

## Focus on the result



R\$ **1.7** trillion  
in total assets

Recurring  
net income of

R\$ **26.2**  
billion

R\$ **5.3** billion  
net income in  
the Insurance,

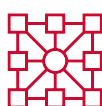
**Pension and Capitalization activities,**  
with a 60% increase in private pension  
plans and a 114% increase in personal  
capitalization in online enrollment

Aggregate value of

R\$ **69.9**  
billion

GRI 102-7

## Larger and hyperconnected



**74.1** million  
total clients

- **36.3 million** account holders
- **45.9 million** insured clients
- **67.2%** of account holders with a digital profile\*
- **81,900** service points
- **2,947** branches
- **39,100** Bradesco Express units (banking correspondents)
- **50,807** ATMs, with 26,526 Bradesco machines and 24,281 Banco24Horas machines

## A diverse team



**87,274**  
employees

- **4,242** employees with disabilities
- **51%** are women
- **27%** are black employees
- **2,010** interns

\* It includes clients using the Mobile app and/or Internet channels (Individuals and Companies).

# Borderless technology

Being where the client is 

■ **R\$6.9 billion** invested in technology each year

■ **Boost of 36% in the volume** of credit approved via digital channels compared to 2020

■ **98% of transactions** are carried out on digital channels

■ **91%** are concentrated on Mobile and Internet channels

■ **BIA: 520 million** interactions in 2021

■ **17% increase** in WhatsApp interactions and more than 52 million transactions performed via the App

■ **1,783 thousand** accounts opened through Mobile in 2021

■ **377 branches** converted into business units

■ **Ágora Investimentos:**  
**743,200 clients** and R\$66.6 billion in assets under custody, solidifying its place as Brazil's third largest-brokerage, according to the Individuals Custody Ranking of B3 S.A. – Brazilian Exchange & OTC (B3).

■ **next: 10 million** clients, 78% of which are Bradesco non-account holders

■ **Bitz: +6.2 million** downloads and +4.2 million accounts

■ **Over 10 million** downloads in the Bradesco Seguros app

## Focus on Sustainability



**First Brazilian bank to commit to the Net-Zero Banking Alliance**



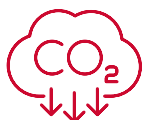
**The only Brazilian bank in the delegation of the Business Council for Sustainable Development (CEBDS) at COP26**, the United Nations (UN) Climate Conference in Glasgow, Scotland



**Chosen as one of the most transparent companies in the disclosure of sustainability information** by the Transparency Observatory of the Global Reporting Initiative (GRI)



**Above average assessment by the key environmental, social and governance (ESG) indices and ratings**, including the CDP, Dow Jones Sustainability Index (DJSI), Business Sustainability Index (ISE B3), FTSE4Good, MSCI, Sustainalytics and Vigeo Eiris



**First Brazilian bank to measure and publish carbon emissions** from the loan portfolio for Companies



**Strategic partnership with Enel X for the construction of nine solar plants** that will serve 308 branches in Ceará, Goiás and Rio de Janeiro, preventing emissions of over 12,140 tons of CO<sub>2</sub> per annum



**For the 4th consecutive year, we placed in the Silver category in S&P Global's Sustainability Yearbook**, which ranks us among the top 5% ESG rating in the banking sector in the world

GRI 102-7

# Fundação Bradesco



■ **R\$ 715 million**  
invested in 2021

■ **43+ thousand** students benefited, with around 86.76% from impoverished areas

■ **2+ million** students benefited in distance learning provided through the Virtual School



## Suppliers



■ **5,166 suppliers** registered in the base

■ **1,589 suppliers** approved for the year

■ **2,421 suppliers** with relationships (active contracts)

■ **R\$ 18.7 billion** purchase volume (spend)



# Materiality and Strategy



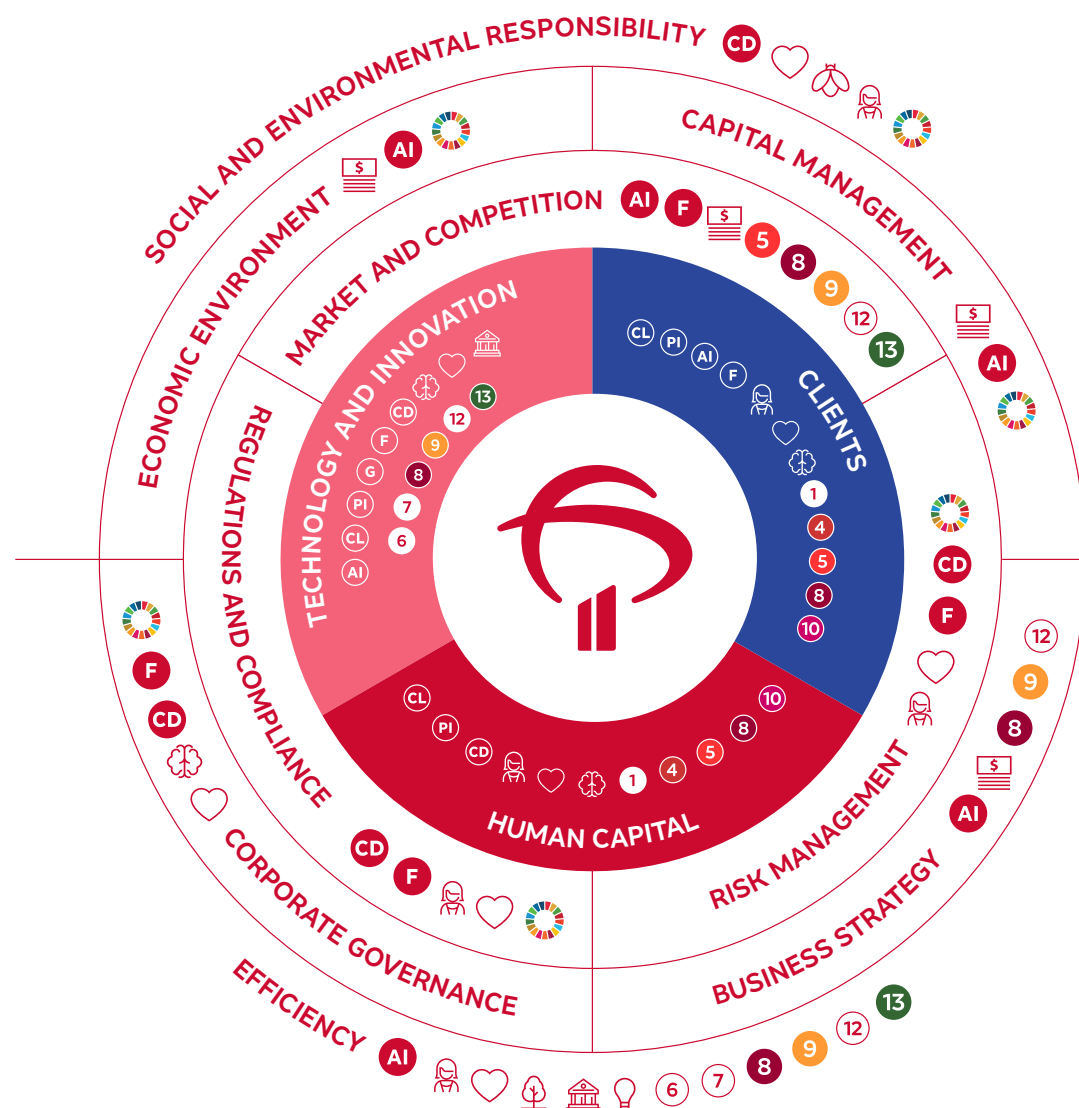
We are continually reinforcing our management of environmental, social and governance (ESG) factors in order to be prepared for future challenges. Our business strategy and materiality matrix align our actions in a way that makes us agents of positive transformation, generating shared value with society, clients, employees, investors and partners.

## Essential Topics

GRI 102-26, 102-40, 102-42, 102-43, 102-44

Upgrades of our material topics were created based on reviews of sectoral studies\*, reviews of national and international competitors, alignment with the 2030 Agenda' Sustainable Development Goals (SDGs) and the engagement of around 400 people, which included senior leadership, investors, regulatory bodies and industry associations, suppliers, society, employees and clients.

One aspect that should be mentioned is the participation of our Board of Directors in aligning strategic planning with ESG aspects, seeking solutions that involve all stakeholders. The result was the following mandala, which encompasses our pillars, the key relevant topics for our stakeholders, as well as the SDGs to which we are committed:



## Capitals



Financial Capital



Social Capital



Human Capital



Intellectual Capital



Manufactured Capital



Natural Capital

## Stakeholders



CLIENTS



SUPPLIERS



INTERNAL AUDIENCE



GOVERNMENT/REGULATORY AGENCIES



SHAREHOLDERS AND INVESTORS



COMMUNITY/SOCIETY/TERTIARY SECTOR

## SDGs



No poverty



Affordable and clean energy



Climate action



Zero hunger – sustainable agriculture



Decent work and economic growth



Life below water



Good health and well-being



Industry, innovation and infrastructure



Life on land



Quality education



Reduced inequalities



Peace, justice, and strong institutions



Gender equality



Sustainable cities and communities



Partnerships for the goals



Clean water and sanitation



Responsible consumption and production

\* Sustainability Topics for Sectors – GRI, S&P – DJSI, Sustainability Accounting Standards (SASB) – Commercial Banks and Investment, The Global Risks Report 2020 – World Economic Forum, Studies by the Brazilian Federation of Banks (Febraban).

## Promoting the best experience

Our business strategy focuses primarily on fulfilling the client expectations, understanding their needs and life cycles, and increasing their satisfaction through an exceptional experience throughout all their interactions with the Bank. Based on this thinking, we base our work on four main pillars that support the corporate purpose of creating opportunities for personal achievements and the sustainable development of companies and society.

## Digital transformation – how we do it



We possess a digital mindset and behavior that allows us to be simple, efficient, agile, connected and innovative. In a context of solid digital transformation, we want to make our customer experience even more fluid, practical and secure. Our expense management is highlighted in the strategy, contributing to actions and projects geared towards optimizing the use of channels, reducing the cost of services and seeking continued efficiency. We are focused on maximizing value from the client's perspective through a culture that is centered on continuous improvement, excellence and the use of data for decision making.

## Client – our inspiration



Our goal is to provide the support our clients need to fulfill their objectives through top-tier service focused on their needs and targets, promoting the very best experience and a relationship of trust and respect. Taking the client as the core of our strategy, we developed a number of measures to improve our knowledge on behavior, needs and objectives, adding value at every point and interaction. Through the use of data intelligence for complete business solutions, we have offers according to the client's profile and stage of their life. Everything is done in a pleasant and comprehensive experience, integrating excellence journeys and processes supported by new real-time decision technologies.

## People – our team



We want our company to be the preferred destination for high-performance professionals, and where they choose to work now and build their future, as we believe that people are the basis of our strategy. We endeavor to improve the essential and transformative skills of our professionals to make our corporate strategy viable. We maintain an organizational culture based on ethics, transparency and respect for people; and we invest in creating an innovative, challenging and diverse working environment.

### Sustainability – **made to last**



We are focused on being agents of positive transformation, generating shared value with society, clients, employees, investors and partners. As such, in order to grow in a diversified and sustainable way, we strive for the best balance between risk and return through robust capital and liquidity structures. We are committed to managing the socio-environmental and climate risks related to our business and supporting sectors, activities, projects and assets that have positive socio-environmental impacts. The commitments assumed and the results of our work for diversity and inclusion reinforce our belief in the transformative potential of people, respecting individuality and plurality. Inclusion and financial education are essential drivers for us because we impact and transform the lives of thousands of Brazilians through them. Ethical and transparent performance permeates our values. A significant part of our purpose is to contribute to the sustainable development of society, and we work towards ensuring that our Organization is prepared for the challenges that will be posed by a low carbon and inclusive economy.



# Business Model

GRI 102-16

**We keep an eye on the future, and we invest significantly in technology, innovation and digital advancements focused on the client's need, always working to promote the best experience at all points of interaction with the Organization, going far beyond mere financial products.**

We challenge traditional models and our own speed of transformation by considering our wide portfolio, broadening the ability to serve various types of clients with customized, secure and practical solutions – all while bringing people together, making life simpler and easier.

The quest for continuous and sustainable progress is based on high standards of conduct and integrity that steer our strategy for an increasingly integrated performance that is focused on the client and that generates benefits for society as a whole.

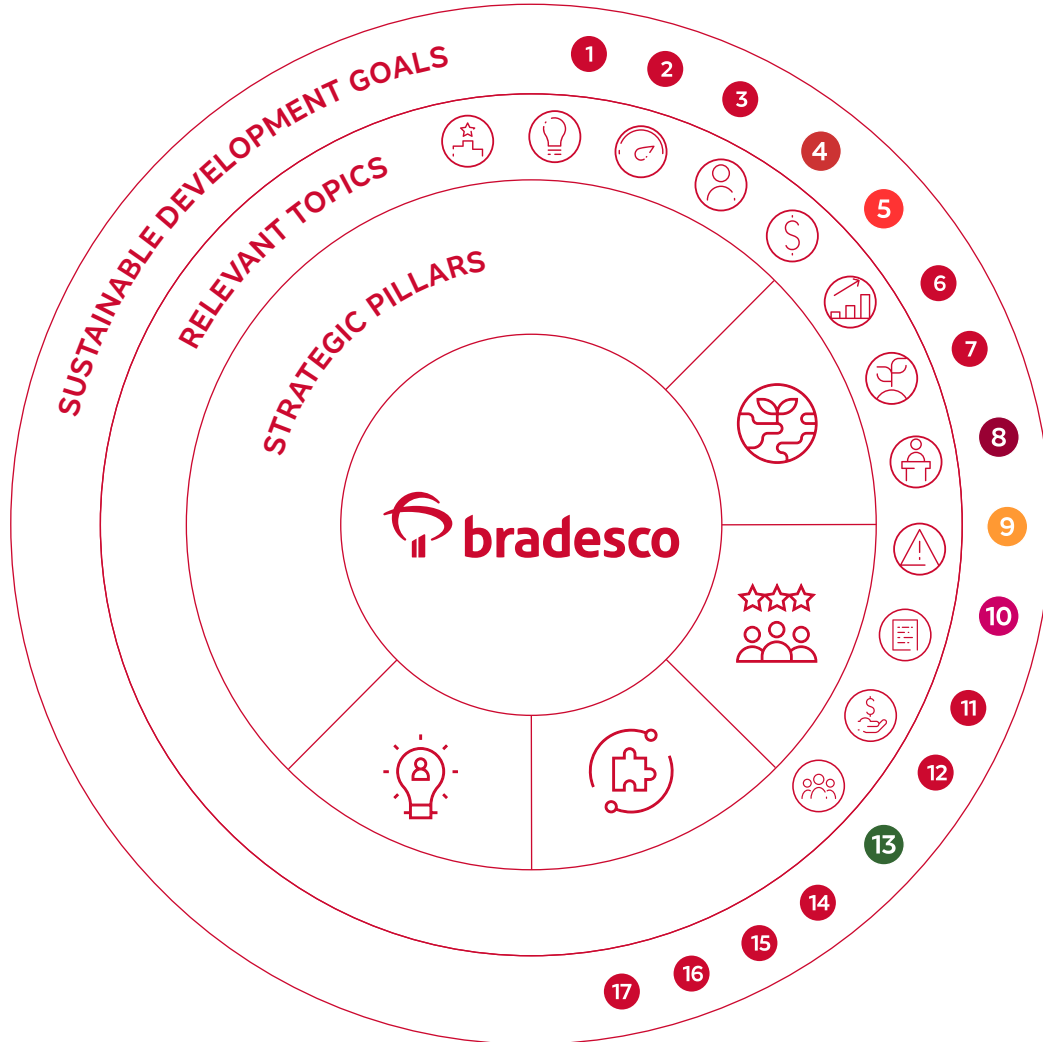
## PURPOSE

Create opportunities for people to achieve their goals and for the sustainable development of companies and society as a whole.

## VALUES

These are the fundamental beliefs of the Organization that serve as a guide in fulfilling our purpose:

- The client as the reason for the Organization's existence;
- Ethics in all of our activities and relationships;
- Transparency of information required by the stakeholders;
- Belief in the value and capacity of people to develop;
- Respect for human dignity and diversity; and
- Social and environmental responsibility, with incentives for sustainable development initiatives.



**CLIENT**  
*Our inspiration*



**DIGITAL TRANSFORMATION**  
*How we do it*



**PEOPLE**  
*Our team*



**SUSTAINABILITY**  
*Made to last*



Clients



Technology and Innovation



Human Capital



Market and Competition



Risk Management



Regulatory and Compliance



Business Strategy



Economic Environment



Corporate Governance



Capital Management



Social Environmental Responsibility



Efficiency

## Natural Capital

Commitments to the **climate**

**100%** of our activities are supplied by energy from renewable sources as of 2020

**100%** of the carbon emissions generated through our activities are neutralized, starting with those generated in 2019

## Manufactured Capital

**98%** of transactions are carried out on digital channels

**7,480** branches + Service Points (PAs)/ Electronic Service Points (PAEs)

**39,100** Bradesco Express units

## Intellectual Capital

inovabra Ecosystem, which fosters

**innovation**

## Human Capital

**87,274** total employees

## Social Capital

**74,1** million clients

Over **775,000** shareholders and investors

## Financial Capital

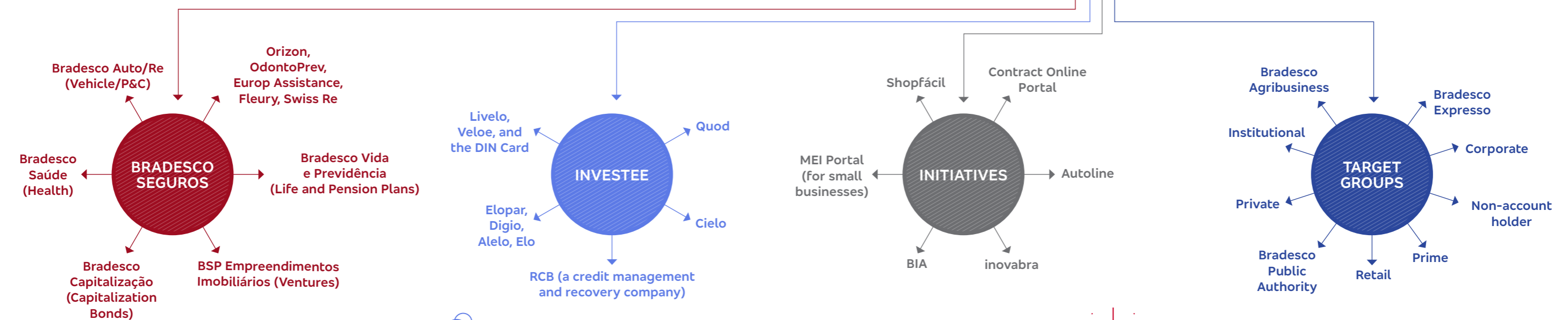
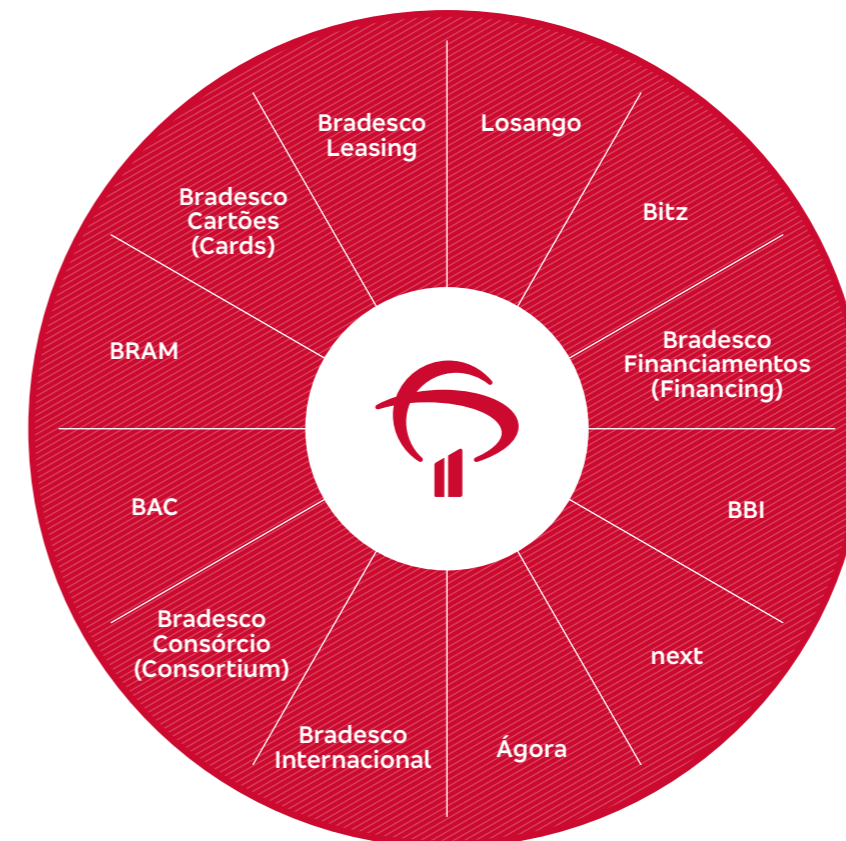
R\$ **1.7** trillion in total assets

R\$ **26.2** billion in recurring net income

# A Living and Constantly Evolving Ecosystem

GRI 102-6

Our diversified portfolio combines banking and insurance activities, a broad portfolio, a targeted service structure and significant investments in technology and innovation. This gives us the ability to satisfy a wide variety of clients and their needs with customized, secure and practical solutions.

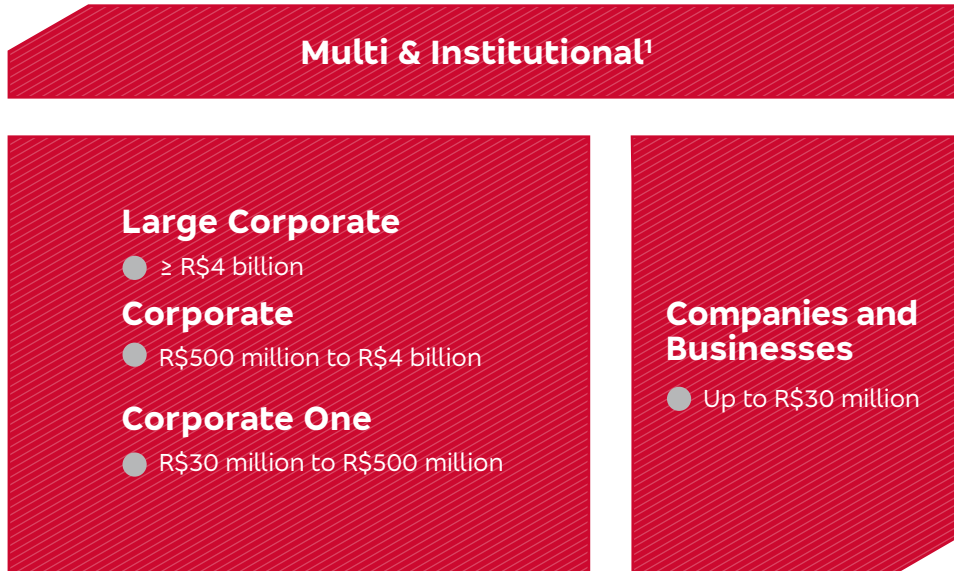




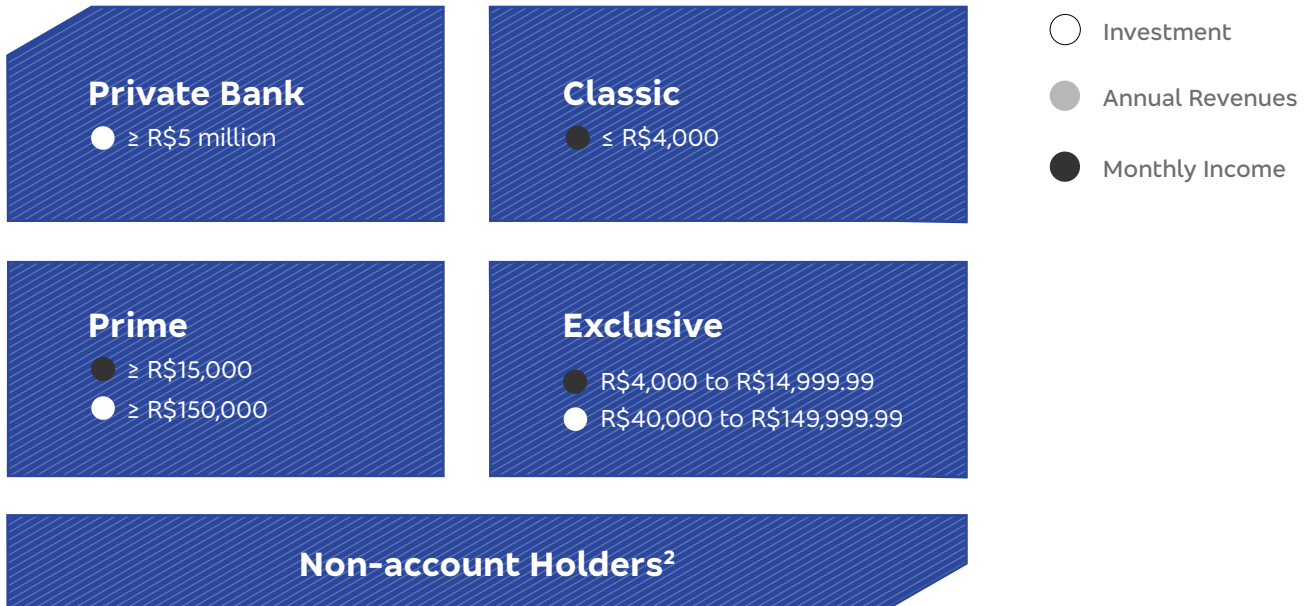
# Customer Targeting

GRI 102-6

## Companies



## Individuals



1. Asset management, pension funds and brokerage houses.

2. Individual or Corporate clients of Bradesco products and services that do not have checking account.

# More than just Financial Products

GRI 102-2, 102-4, 102-6

Boasting an international presence and operations in more than eight countries through agencies, subsidiaries and representative offices, we offer a lot more than just financial products to our clients. We combine a complete and integrated portfolio of solutions and a diverse portfolio of banking and insurance services to serve the client wherever and however they need to be.

**Investment Banking:** We provide advice to clients on primary and secondary stock offers; merger transactions; acquisition and sale of assets; structuring and distribution of debt instruments; structured corporate finance transactions; and finance projects. Our Global Markets Area is responsible for securities and relationships with institutional clients, encompassing a number of sectors and publicly held companies in São Paulo, Buenos Aires, Mexico City, New York, London and Hong Kong.

**Bradesco Corretora (Broker):** We exclusively serve the institutional segment, covering investors domiciled in Brazil, the United States, Europe and Asia. At Bradesco Corretora, we aim to mediate the purchase and sale of shares, commodity futures contracts, financial assets, indices, options, stock rentals, swaps, fixed-term contracts, in the primary and secondary markets, trading on B3 and in the organized OTC market. We offer complete investment analysis services, with coverage of the main sectors and companies in the Latin American market through a team composed of 29 sector analysts. We also have our own teams of economists and fixed income analysts.

**Cards:** We work with the main credit card brands and offer Private Label cards in partnership with leading companies involved in electronic payment solutions, services and consumer credit to Individual and Corporate clients from all socioeconomic profiles.

**Digital Invoice:** With Bradesco Cartões, we make a digital invoice available to clients via Bradesco Cartões App or [banco.bradesco](http://banco.bradesco) website, avoiding the use of paper – a safe, practical and sustainable way to keep track of credit card expenses.

**Digital Acceptance:** Digital Acceptance allows the client to confirm the credit card proposal by the Bradesco Cartões App, thus avoiding paper printing and contributing to organizational eco-efficiency.

**International operations:** We have a team of experts in Brazil and abroad who are active in the foreign exchange, export, import, financial transfers and trade finance markets.

**BAC Florida:** We offer traditional banking services, including checking accounts, cards, loan options and investments.

**Cash management:** Offering a wide portfolio of products and services, sturdiness, security, customized solutions and an integration of systemic platforms, which facilitate the financial management of companies, public services and agencies for managing accounts receivable and payables and the collection of taxes and fees. Our Global Cash Management Area structures solutions for international companies operating within the Brazilian market and domestic companies that operate abroad, maintaining a partnership with 53 international banks and providing access to the Swift Network.

## GRI 102-2

**Consortia:** Bradesco Consórcios is a leader in all segments in which it operates, being the administrator that most contemplates in the country with a complete portfolio for account holders and non-account holders. In addition to hiring at agencies, we offer more autonomy and practicality for customers to purchase the product in our digital channels: Bradesco App, Internet Banking or [website](#).

**Loans and financing:** We offer assistance for Individuals and Companies of all profiles and sizes to address immediate needs for funds, acquisition of goods and services, and investments to support implementation, expansion and modernization projects. Emphasis on:

- **Real Estate Financing:** 100% digital contracting for residential real estate and digitization of processes carried out through real estate partners by way of application programming interfaces (APIs). We have real estate platforms with coverage throughout the Country.
- **Agribusiness:** We are leaders among private banks in the marketing of products geared towards rural credit and the largest transfers of resources from the National Economic and Social Development Bank (BNDES) to the agricultural sector. We have 14 agribusiness platforms available that are spread throughout Brazil, which include agronomist experts and engineers, providing assistance to the service network and rural producers.
- **Payroll-deductible Loans:** Targeting retirees and pensioners of the National Social Security Institute (INSS), employees of private companies, federal, state, municipal and Armed Forces public servants, it is the first option for offering credit to Individuals, and is distinguished for offering an agile and practical digital journey.

## Capital Markets

We offer our capital market partners a diversified portfolio of services that are backed by excellence and advanced technology. We are one of the leading solution providers for this sector, as well as a national and global leader in qualified custody of securities (Anbima ranking). Some of the notable services include:

- Qualified custody of securities for investors and issuers
- Controllership of investment funds, clubs and managed portfolios
- Net Asset Value (NAV) and Register and Transfer Agent (RTA) services for offshore funds
- Asset bookkeeping: Shares, Brazilian Depositary Receipts (BDR), Investment Fund Quotas, Real Estate Receivables Certificates (CRI), and Debentures, Decarbonization Credit (CBIO), among others
- Custody of shares to back Depositary Receipts (DR)
- Stock loans
- Settlement bank
- Escrow account – trustee
- Clearing agent
- Tax and legal representation for non-resident investors
- Fiduciary management for investment funds

### Certified Services

Bradesco Custódia (Custody) is certified by ISO 9001:2015 (Quality Management) for the services offered to the capital market and by GoodPriv@cy, which deals with data privacy. It also possesses certification in the international standard ISAE 3402, which includes the issuance of the report on Assurance of Controls in Service Provider Organization. These standards ensure quality, safety and control over processes.

### Market Leadership

R\$1.993 trillion in assets under custody by Bradesco, with a market share equivalent to 22.6% and occupying a leading position.

**Offers to public authorities:** We have 44 platforms located throughout the country to exclusively serve the demands of the public sector. Some of these important services include: payment of salaries and suppliers, collection of taxes, bank charges, re-registration and proof of life, acquired through bidding processes. We process over 1,900 payrolls from public agencies, which include: five states, nine capital cities and 11.5 million INSS (Social Security) beneficiaries, and we provide collection, tax and fee services to roughly 1,100 public agencies at the federal, state and municipal levels, as well as being accredited in more than 600 social security institutes to manage financial resources.

**Ágora:** Bradesco's investment house for both account holders and non-account holders. With a technological architecture based on micro-services and employing an open banking model, it is a unique platform for the Prime segment, high-income and wealth management, allowing products to be distributed from companies that are not part of our Organization, as well as any and all financial assets available on the market.

**Finance Advisory Services:** We offer unique finance advisor services to our clients through digital channels or in person, covering the entire portfolio of Banco Bradesco and Bradesco Previdência, in addition to Ágora Investimentos products, and based on the client's needs, profile and current stage in life. Clients also benefit from the recommended portfolios, combining a variety of financial products that are produced on a monthly basis based on the client's profile and outlooks for the national and international markets. In addition to being assisted by the managers from the branch network, the advisory service includes a staff of investment experts.

**A digital investment fund platform and tools for studies and asset comparison:** Used specifically by relationship managers and investment specialists, the platform is designed to compare all investment funds available in Brazil. Developed by the Investment Department in conjunction with inovabra, the tool offers agility and effectiveness in assisting the investor, while also generating educational content. One of the key features is that the tool provides two ways of comparing between Fundos de Investimentos Bradesco (Investment Funds) and their respective competitors through recommendations.

GRI 102-2, 102-4, 102-6

**Poupa Troco:** With this service, we encourage the client to save easily and in an imperceptible manner, creating an investment culture.

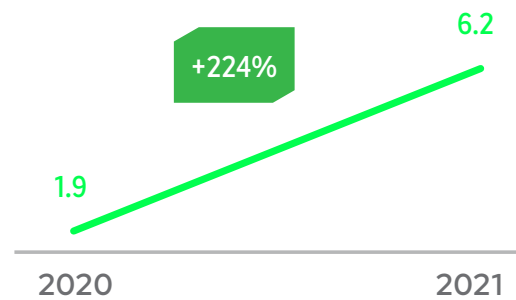
**Debt renegotiation:** We offer differentiated renegotiation conditions, observing the debt profile and needs of each person. To accomplish this, clients are provided a self-service structure in our digital channels and partner platforms to fulfill their commitments, done in a simple, fast and intuitive way, in addition to being able to rely on the traditional support of the Bank's branch network.

**Bitz:** Through this complete ecosystem that provides virtual and physical debit card, we facilitate the process of receiving, paying and even charging other people via Mobile for our clients. We also offer others services like cell phone top-ups, credit, integration of Alelo Grocery and Meal cards and payments via QR Code at locations with Cielo machines. Today, Bitz has 4.2 million accumulated accounts.

**Bradesco Asset Management (BRAM):** Boasting complete solutions for managing funds and investment portfolios for clients of all profiles and sectors (bank clients and institutional investors in the country and abroad), we are now one of the largest third-party asset managers in Brazil. As a signatory to the Principles for Responsible Investment (PRI), we employ methodologies that analyze the risks, opportunities and potential impacts that stem from environmental, social and on the performance of these assets. With R\$540.6 billion of assets under management, 99.8% were valued within these standards.

**next:** In 2021, next arrived at 10 million clients – 170% growth in the last 12 months, having consistently and sustainably gained more than 6.2 million clients over the year. Contributing to this outcome was the implementation of the Member Get Member (MGM) program, including differentiated rewards for participants; improvements made in the day of adhering; marketing campaigns that expanded the brand's reach; in addition to new products and features implemented on the platform, with emphasis on the nextShop, the marketplace for next. For 2022, the expectation is to maintain the growth of 2021 in relation to the client base and with a greater focus on engagement, activation and monetization.

New clients (in million)



Clients (in million)



## Bradesco Seguros

GRI 102-2, 102-4, 102-6

With Bradesco Seguros, we are the market leaders in Brazil and Latin America. Our Insurance Group has solutions in a number of segments, including Auto/RE Insurance (covering vehicles, property and casualty for Individuals and Companies); Health Insurance; Dental Insurance; Life Insurance;

Capitalization and Private Pension Plans. With a joint venture between Grupo Bradesco Seguros and Swiss Re Corporate Solutions, we are also active in the high-risk segment, targeted towards medium and large corporate clients for the airline, automotive, heavy industry, and other sectors.

### Bradesco Seguros in Numbers



More than **29.5 million** policyholders and clients in 2021

Business teams in over **2,900** Bradesco branches

**31,000** active brokers

**22.3%** of insurance market share

Over **10 million** downloads in the Bradesco Seguros App

More than **R\$42 billion** in claims and benefits paid

Primary Care: **26** Meu Doutor/Novamed units currently in operation



# Corporate Governance





*GRI 102-18, 102-24*

Based on best market practices, our corporate governance is composed of a set of principles, policies and regulations that govern our entire management process. Additionally, in an effort to generate even more solidity and competitive value for our Organization, we have integrated the concepts of corporate sustainability into environmental, social and economic aspects.

As a publicly-held company, we are listed at Corporate Governance level 1 of the B3 S.A. – Brazilian Exchange & OTC (B3), in addition to having our principles based on the guidelines of the Brazilian Code of Corporate Governance and the guidelines of the Securities and Exchange Commission (SEC) of the United States. As such, the strength of our governance and the ethics that integrate all our decisions are an essential component of the Organization's long-term vision.

Our supreme governing body is the Annual Shareholders' Meeting, responsible for deciding on our business and electing members of the Board of Directors and the Fiscal Council.

The selection of Board of Directors' members is based on the guidelines of our Appointment and Succession Policy, which provides aspects of diversity (gender, ethnicity, color, age, marital status, sexual orientation, religious belief, physical or social/economic class) among other points. With regular meetings every two months, the Board of Directors is made up of 11 members – seven external members and four independent members – ten of whom are over 50 years old (including two women) and one of them aged between 30 and 50 years old. Their responsibilities include the alignment of strategic planning with environmental, social and governance (ESG) aspects.

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## The governance of ESG strategy is done through various specialties and hierarchical levels of the Bradesco Organization, including Senior Management and the Board of Directors

The Fiscal Council is composed of five effective members and an equal number of alternates, two of whom are elected by minority shareholders. The Council is tasked with supervising the acts of the managers, providing opinions on the annual report of the Management and on the proposals regarding the modification of the share capital, investment plans or capital budgets and distribution of dividends, in addition to reporting fraud, errors or crimes to the administrative

bodies and to review the financial statements on a quarterly basis.

The Board of Directors is also supported by a Governance Secretariat and six Committees. Two of them are statutory, the Remuneration Committee – responsible for providing guidance on management compensation policies – and the Audit Committee – which monitors the accounting practices adopted in the financial

## Corporate Governance

GRI 102-18, 102-24

statements, plus appoints and evaluates the independent auditors. The coordinator of the Audit Committee is a member of the Board of Directors, and the others are not connected with the Bank. There are currently four members, with a two-year term of office.

The other four Committees that provide support to the Board of Directors are:



**Sustainability and Diversity:** It promotes the establishment of guidelines and actions on the topics to reconcile economic development and social and environmental responsibility. The Committee is comprised of members of the Board of Directors and executive officers, including the CEO and executive vice-presidents. They meet every two months to assess ESG performance and define their respective strategies.

**Risks:** It provides support to the Board of Directors on the performance of its duties related to risk and capital management.

**Integrity and Ethical Conduct:** It proposes initiatives for promotion and compliance with the Bradesco Organization's Codes of Ethical Conduct for both corporate and sector, and the rules of conduct related to integrity, anticorruption and competition issues.

**Appointment and Succession:** It supports the conduct of the succession and appointment policy of managers.

The Board of Executive Officers is responsible for designing and monitoring the execution of the strategic orientation established by the Board of Directors. The Executive Officers and the Board members serve two years in office, with reelection permitted. The Board of Executive Officers is elected by the Board, and the positions of Chairman of the Board of Directors and Chief Executive Officer cannot be held by the same person.

## Board Compensation

We have adopted the guidelines established in our Management Compensation Policy to compensate the Board members and the executive officers, which was approved at the Shareholders' Meeting. The compensation structure is based on a range of indicators, including: return on average equity (ROAE), efficiency ratio, client satisfaction and compliance with social and environmental aspects. No officer or non-management member of the Organization is compensated for the duties they perform on committees at the Organization.

 **Learn more in**

*Reference Form*

**Composition of the Board of Directors (%)** SASB FN-AC-330a.1, FN-IB-330a.1

<b>Gender</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021*</b>
Men	88	88	90	82
Women	12	12	10	18
<b>Age Group</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021*</b>
Under 30 years old	0	0	0	0
Between 30 to 50 years old	0	0	0	9
Over 50 years old	100	100	100	91
<b>Race/color</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021*</b>
White	88	88	90	91
Black	0	0	0	0
Asian	12	12	10	9
Indigenous	0	0	0	0

\* The table uses the composition of March 2022.

## Evaluation and Succession of Senior Management

### GRI 102-28

Since 2006 – the year in which the attributes for conducting the assessment by the chairman of the body were established and made official –, we have performed an annual assessment of our Board of Directors as a collegiate body, including each of its members individually.

In 2020, we modified the process by providing a survey to each member for a self-assessment, peer assessment and the Board itself. The result of the assessment of the body as a collegiate was reported to the entire Board at an executive session in January 2021.

As of 2021, with a focus on the continuous improvement of good governance practices, this process (individual and collegiate) is now performed by an independent company.

Based on the findings from these assessments throughout 2021 – based on questionnaires and individual interviews with managers and members

of committees reporting to the Board of Directors –, the consulting company disclosed the result of the final assessment of the Board as a collegiate body, in December 2021. For the individual assessment, each Director only received their final appraisal, which was given by the other members in strict confidentiality, in order to ensure the effectiveness of the study.

The methodology applied considered factors, such as: experience, diversity of skills, leadership and communication styles among the Directors, structuring, agenda, number of meetings, time spent on topics covered in the meetings, flow of information and tools employed, quality of discussions and forms of decision-making.

The assessment, therefore, reports the body strengths and points for improvement identified, including the actions to be implemented, in order to, among other measures, provide feedback and submit the names of the candidates for a possible re-election process.

 **Learn more in**  
Corporate Governance

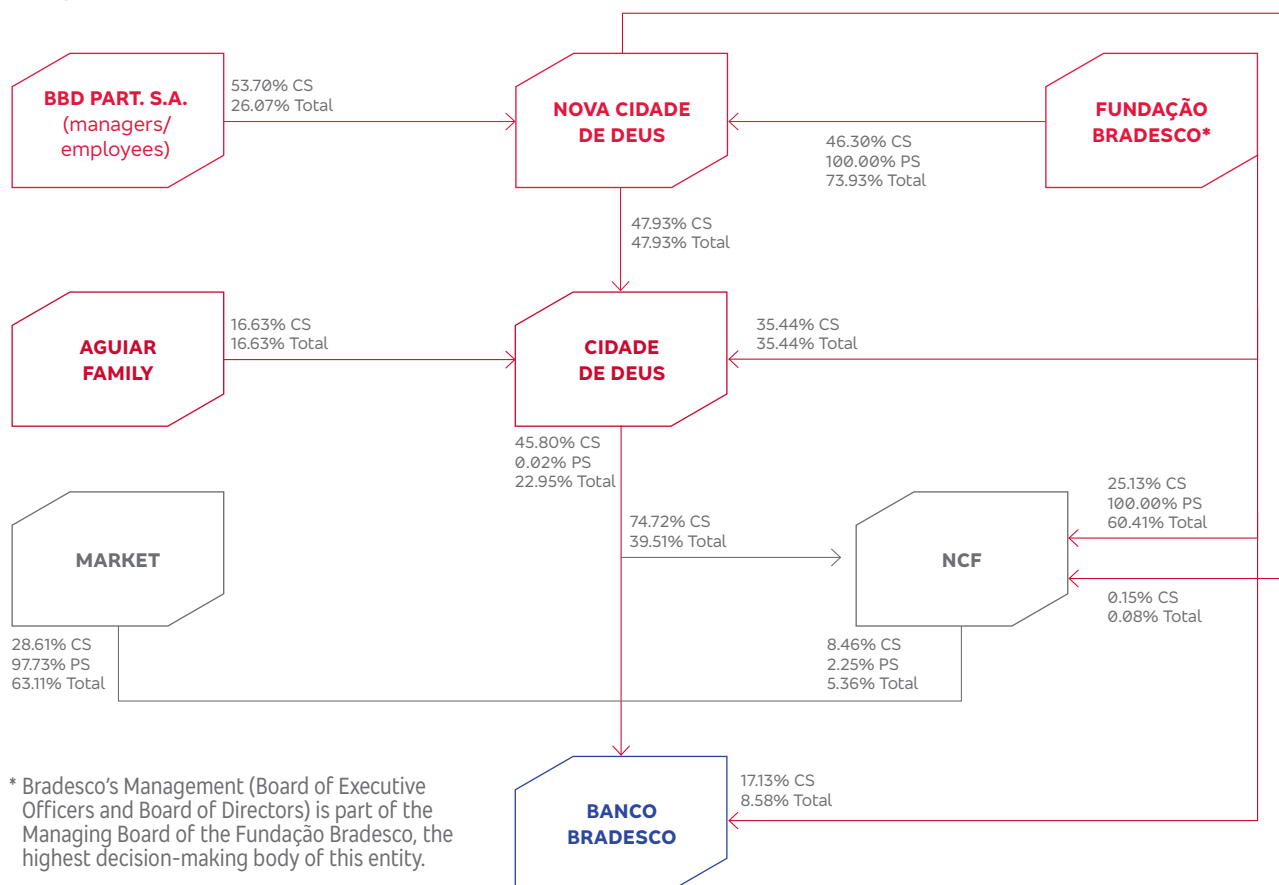
# Shareholding Structure

GRI 102-5

Bradesco's corporate composition is divided into two types of shares: Common Shares (CS), whose holders have the right to vote at Shareholders' Meetings; and Preferred Shares (PS), whose holders do not

have the right to vote at Shareholders' Meetings, but have a preference in receiving certain rights, such as dividends/Interest on Shareholders' Equity (part of the income paid in cash to shareholders).

## Major Shareholders



Our governance practices attest to our commitment to generating long-term value for shareholders, employees and society as a whole. Our control structure was created by Amador Aguiar in an effort to preserve the Organization, regardless of succession processes or any economic crises. Reflecting his desire to allocate a significant portion of Bradesco's profits to educational charities, Amador Aguiar transferred a portion of his shares to Fundação Bradesco, the largest educational philanthropic project in Brazil. Another considerable part of his shares was transferred to a company

that is now known as BBD Participações S.A., whose shares are owned by the Bank's officers and employees of the Senior Management. With this structure, the votes of BBD Participações S.A. and Fundação Bradesco began to define the Organization's control through Nova Cidade de Deus. The model determines that the shares of BBD Participações S.A. can only be redeemed when an executive ends their career at the Organization, thereby providing a balance between the pursuit of short-term results and the long-term vision, in addition to providing stability in management.

# Integrity and Ethics

*GRI 103-2, 103-3: Anti-Corruption, Unfair Competition, Social and Economic Compliance, 205-1 |*

*SASB FN-EX-510a.2, FN-AC-510a.2*

As an essential element of our daily lives, ethical behavior and integrity is not only present in our culture and principles, but also in the implementation of any Bradesco project or strategy. This is one of the reasons we promote this culture through awareness campaigns, events, training and communication with the involvement of officers, employees, interns and apprentices, extending it to associates.

The Code of Conduct is the primary guideline for our officers, employees, interns, apprentices and service providers, suppliers, bank correspondents in Brazil, and business partners. The Code was updated in 2021 to reflect the revised Corporate Strategy in which we replaced the Mission and Vision statements with the Purpose.

In 2021, we also held the 4<sup>th</sup> Meeting of Integrity and Competition Ambassadors. Based on the topics of the meeting focused on transparency, we structured 12 videos for the Integrity Special webseries, which was attended by the Board of Directors, Board of Executive Officers and department officers.

Furthermore, to commemorate the International Anti-Corruption Day, our Compliance, Conduct and Ethics Department and Bradesco Corporate University (Unibrad) held the Bradesco Virtual Integrity Week. The event was attended by the chairman of our Board of Directors, Luiz Carlos Trabuco Cappi, our CEO, Octavio de Lazari Junior, and other directors, executive officers and department officers. We also brought in guest speakers, and employees were able to interact via chat. We also offer simultaneous transmission and translation to the units abroad.

 **Learn more in**

*Code of Conduct and Codes of Sectoral Ethical Conduct*

## Pro-Ethics Company Seal

*GRI 206-1*

In 2021, we were recognized with the Pro-Ethics Company Seal, an initiative from the Government Accountability Office (CGU). The public acknowledgment confirms and strengthens our commitment to integrity and business ethics, along with efforts to prevent and combat corruption and bribery.

## Unibrad Solution

GRI 206-1

In order to comply with the requirements of Anti-Corruption Law No. 12,846/2013 and Decree No. 8,420/2015, we have provided mandatory training through Unibrad for all employees, as well as the Bradesco Integrity Program booklet. We have also made available the Anti-Corruption IV – Corruption Prevention course of the Brazilian Federation of Banks (Febraban) on the corporate university platform. These contents are focused on promoting practices that prevent corruption, helping to identify illegal activities and mitigating the risk of sanctions for non-compliance with prevailing anti-corruption legislation. In 2021, we saw 7,300 participants at the 360° Protection virtual lecture and 14,250 participants for a mandatory course on the Brazilian General Data Protection Law (LGPD), among other external events that address the issue.

## Bradesco Integrity Program

GRI 205-1

To reinforce the importance of transparency in our activities, we also maintain our Integrity Program and the Competition Compliance Program, which prevents, detects and addresses possible behavior and acts that do not comply with the provisions of the Anti-Corruption Laws (No. 12,846/2013), Antitrust Law (No. 12,529/2011) and other laws, infra-legal regulations and recommendations of Regulatory or Self-Regulatory Bodies and Codes of Ethical Conduct applicable to our activities.

Our Integrity Program is focused on preventing any inappropriate behavior by officers, employees, interns, apprentices and associates in both Brazil and abroad. It is comprised of a set of policies, rules and procedures that help prevent, monitor, detect and respond to harmful acts foreseen in Law No. 12,846/2013 and in international legislations.

Our main operational activities and all business practices were considered in the preparation of the program. Built to be flexible, it can also be adapted to the specific laws of the countries where our international units are located. Its structure is organized into three strategic pillars of action:

- ▀ **Prevention of Corruption Risk:** Design and communication of clear and objective policies and rules, in addition to ongoing training, workshops and lectures for all officers, employees, interns, apprentices and associates.
- ▀ **Monitoring and Detection of Inappropriate Conduct:** Monitoring risks and controls related to anti-corruption and quickly identifying conduct that does not adhere to our Code of Ethical Conduct through adherence testing, indicators, internal and external audits and the management of Whistleblowing Channels.

▀ **Senior Management's Response:** Diligence in the complaints received, in the notes taken by the internal and external audit, agents of internal controls and compliance and by regulatory and inspection agencies. Application of disciplinary measures, continuous improvement of the Integrity Program and reporting to the Integrity and Ethical Conduct and Audit Committees, Board of Directors, regulators and supervisors.

The program is managed by the Department of Compliance, Conduct and Ethics (DCCE), which responds directly to the Board of Executive Officers. All content on the theme is made available on the Organization's intranet in a clear and accessible way for all employees.

Additionally, risks related to corruption, bribery and anticompetitive practice are monitored periodically through compliance reporting, adherence tests, scheduled internal and external audits, and the management of the Corporate Reporting Channel. It is important to note that, in 2021, we saw no lawsuits filed for unfair competition, trust practices or monopoly.

**GRI 206-1**

## Operação Zelotes (Operation Zealots)

There is a pending criminal case against two former members of Bradesco's Board of Executive Officers which is being heard in the 10<sup>th</sup> Federal Court of the Judiciary Section of the Federal District resulting from an inquiry known as Operation Zealots, an investigation of alleged conduct by the members of the Administrative Court of Tax Appeals (CARF). The investigation stage of the case has already been concluded, and we are now awaiting a lower court decision. We are not a party to this process. Bradesco is not part of this process. The Company's Management conducted a thorough internal evaluation of the records and documents related to the matter and found no evidence of any illegal conduct practiced by its former representatives.

As a result of Operation Zealots, the Internal Affairs Department of the Ministry of Finance initiated an investigative procedure to verify the need to open an Administrative Accountability Process (PAR). On February 3<sup>rd</sup>, 2020, the decision to dismiss the case was published in Section 2 of the Federal Official Gazette. The decision rendered by the Court of the Ministry of Economics fully accepted the Final Report from the Investigative Commission, the Opinion of the Attorney General of the National Treasury, and the Order jointly prepared by the General Coordination of Management and Administration and the Advisory and Judgment Division Head Office, which expressly acknowledged the lack of proof that Bradesco had directly or indirectly promised, offered, given an improper advantage to the public agents involved in the aforementioned operation, under the terms provided for in Article 5, item I, of Law No. 12,846/2013.

## Significant Fines (Economic and Social)

GRI 419-1 | SASB FN-AC-510a.1, FN-CB-510a.1, FN-IB-510a.1, FN-EX-510a.1, FN-CF-270a.5, FN-IN-270a.1, FN-MF-270a.3

Our guiding principle is to ensure faithful compliance with laws and regulations, working in the preventive, extrajudicial and judicial spheres. The Legal Department works with our companies to evaluate issues that could cause variations in litigations in certain segments

so that they are able to jointly implement preventive actions aimed at mitigating risks. This information is discussed at committee meetings and reported monthly to the Board of Executive Officers. In 2021, Procon did not impose any fines over R\$50,000.00.

<b>Significant fines (economic and social) – in R\$</b>				
<i>GRI 419-1, SASB FN-AC-510a.1, FN-CB-510a.1, FN-IB-510a.1, FN-EX-510a.1, FN-CF-270a.5, FN-IN-270a.1, FN-MF-270a.3</i>				
<b>Projects</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>
Fines paid over the year	Insurance products and services	28,543,236.19	15,802,957.23	13,211,094.75
	Banking products and services	0	0	0
<b>Total</b>		<b>28,543,236.19</b>	<b>15,802,957.23</b>	<b>13,211,094.75</b>

Note: We consider fines over R\$50,000.00.

## Conflicts of Interest

GRI 102-25 | SASB FN-EX-510a.2

Our Code of Ethical Conduct states that any type of conflict of interest (characterized by the possibility of improper interference in judgment or decision-making) must be communicated immediately to direct superiors or administrative or supervisory bodies.

Moreover, both the Charter of the Board of Directors and the Charter of the Board of Executive Officers emphasize that the manager must intervene in any operations that present a conflict of interest with that of the company

or with that of any of our subsidiaries. We have also had a Related-Party Transactions Policy since 2008, approved by the Board of Directors since and which is posted on the Investor Relations website.

Complementing our codes and policies, we are also obliged to maintain a Monthly Certification (internal document) by the managers of the departments and related companies. They attest that the transactions, when carried out, are in accordance with the Related-Party Transactions Policy.



# Whistleblowing Channels

GRI 102-17 | SASB FN-AC-270a.3, FN-AC-270a.1, FN-AC-510a.2; FN-CB-510a.2, FN-IB-510a.2

Our Compliance, Conduct and Ethics Department has been authorized by our Senior Management to investigate and handle any reports received in the Corporate Whistleblowing Channel.

We respect the duty of every officer, employee, intern, apprentice and associator to report any suspected acts that contradict with Internal Policies, Standards and Regulations.

Our Policy for Receiving, Handling, and Investigating Complaints makes it clear that the channel needs to offer quality, transparency, and ensure anonymity and confidentiality to the whistleblower.

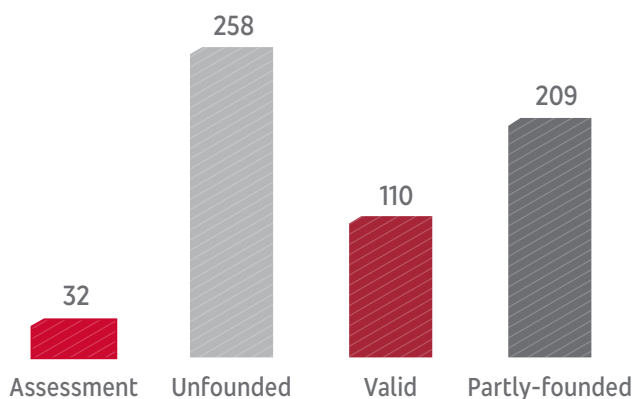
The document also recommends that all complaints received be reviewed in an independent, transparent, integral and ethical way, ensuring that there is no retaliation.

We receive complaints through an electronic form from the Bradesco Investor Relations website (Corporate Portal), via telephone at 0800 776 4820 (from Monday to Friday, 8am to 6pm, except weekends and national holidays) and Whistleblowing Boxes (located throughout the buildings at the Núcleo Cidade de Deus). We comply with the applicable laws on information security, privacy and data protection, including the Brazilian Civil Rights Framework for the Internet (Marco Civil da Internet – Law No. 12,965/2014) and the LGPD (Law No. 13,709/2018).

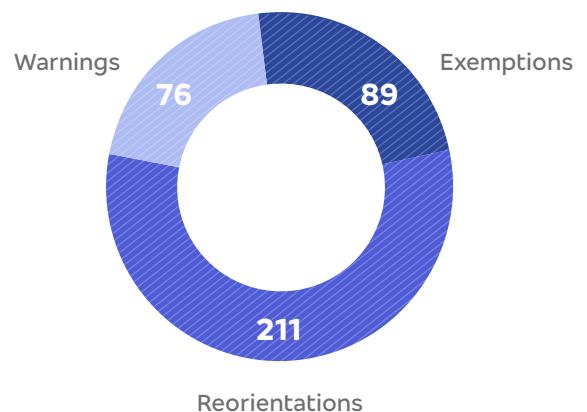
## Nature of the reports – Complaints

Conduct/behavior	373
Bullying	209
Sexual harassment	13
Bullying and sexual harassment	6
Discrimination	5
Others <sup>2</sup>	3
<b>Total</b>	<b>609</b>

## Position of negotiations<sup>1</sup>



## Measures adopted<sup>3</sup>



1. Measures were applied for any reports that were assessed and considered valid, even if partially founded, whenever applicable. Such situations are deemed to be non-compliant with the Organization's Code of Conduct, Policies and Standards.
2. Misconduct committed by third parties.
3. A single report may have one or more people involved.

## Corporate Whistleblowing Channel



### Phone number

0800 776 4820

(available from 8am to 6pm,  
Monday to Friday, except weekends  
and national holidays)



### Electronic form

#### Available at:

Bradesco RI > Governança Corporativa  
> Canais de Denúncia (Bradesco RI >  
Corporate Governance >  
Whistleblowing Channels)

Portal Corporativo > O Bradesco >  
Canal de Denúncias e Manifestações  
(Corporate Portal > Bradesco >  
Whistleblowing and Statement Channels)

#### Whistleblowing boxes:

available throughout the buildings at  
the Núcleo Cidade de Deus

## Political Contributions

*GRI 103-2, 103-3: Public Policies, 415-1*

We prohibit making any kind of corporate contribution to candidates or political parties, whether in the form of financial donations, whether any other type of assistance. Although donations by Individuals are allowed, we recommend that all those serving in statutory roles not make them. The suggestion extends to the dependents of these officers. These prohibitions, as well as other cases of donations, can be found in our Corporate Policy on Donations and Sponsorships and follow the precepts of current legislation (Laws No. 9,504/1997 and No. 9,096/1995) and the Direct Action for the Declaration of Unconstitutionality No. 4,650 (Federal Supreme Court/2015).

## Relationship with Institutions

GRI 102-13

We have reinforced our role as agents of change and promoters of social and economic development by working through sector-related institutions that allow us to hold discussions with different stakeholders, expanding the understanding of the financial sector, as well as participating in the development of self-regulation policies and structuring collective actions.

These institutions are aligned with our values, fortifying the ethical culture and raising the level of trust, respect and solidarity in all internal and external relations, in addition to preventing and managing conflicts of interest and ensuring that our reputation and image are preserved.

We are also signatories to a number of voluntary commitments (see page 140 – Sustainability at Bradesco chapter), which reinforces our commitment to generating value for society through coordinated and shared actions. In 2021, Bradesco's contributions to these institutions totaled **R\$55,169,297.47**.

The five most significant institutions were:

### **The Brazilian Federation of Banks (Febraban): R\$41,654,623.41**

The largest entity representing the Brazilian banking sector, the agency is committed to bolstering the financial system and its relations with society, playing a key role in the economic, social and sustainable development of the Country. The objective of the Federation is to represent its members in all spheres (Executive, Legislative and Judicial branches) and society's representative bodies for the improvement of the normative system, the continuous improvement of services and the reduction of risk levels. It also attempts to focus efforts that promote the population's increasing access to financial products and services. In 2021, we took part in projects that were aimed at not only strengthening the sector, but also encouraging societal inclusion and fair participation in the financial system, such as the Financial Education Commission, and playing a role in the transition to a low carbon economy, such as the Green Economy Working Group and the support for Climate Risk Management.

 **Learn more in**

*Febraban*

### **National Federation of Supplementary Health (FenaSaúde): R\$4,285,959.36**

The entity promotes organized debates over the primary challenges in the sector and strengthens its institutional representation before society and the government. It also serves as an essential means of representing members based on common ideas, proposals and instruments for the enhancement and sustainability of private health care activities and best practices for assisting the beneficiary population.

 **Learn more in**

*FenaSaúde*

## Corporate Governance

GRI 102-13

### National Federation of Private Pension and Life (FenaPrevi): R\$2,195,912.75

This is a non-profit civil association that is affiliated with the National Confederation of General Insurance Companies, Private Pension Plans and Life, Supplementary Health and Capitalization (CNseg). The Organization's mission is to assemble and represent companies and of the private pension and personal insurance segments in an effort to strengthen the economic segments they operate in and contribute to the economic and social development of the Country.

 [Learn more in](#)

FenaPrevi

### Brazilian Association of Real Estate Financing and Savings Banks (Abecip):

**R\$1,005,622.41**

This entity monitors real estate financing in all its facets: proposing and presenting measures for its improvement for public debate, conducting mature dialogs with the authorities and related stakeholders and, above all, helping to develop an institutional environment conducive to expanding the supply of homeownership and other real estate products, thereby playing a lead role in economic growth, job creation and family well-being.

 [Learn more in](#)

Abecip

### Brazilian Association of Credit Card and Services Companies (Abecs):

**R\$1,861,425.73**

The association has provided support and has been active in the card market since 1971. It is focused on the sustainable development of the sector, helping to strengthen and expand the category by representing its participants in the market, public authorities in its various instances, consumer protection agencies and overall society. It has been currently working on intensifying the conscious use of digital means of payment through an educational campaign targeting both cardholders and commercial establishments. It has also been working on other fronts, including publishing monthly figures on the card market, implementing a Code of Ethics and Self-Regulation and financial education for consumers, and others.

 [Learn more in](#)

Abecs

### Contributions over the last four years (in R\$)

Projects	2018	2019	2020	2021
Lobbying, representing interests or similar	0	0	0	0
Local, regional or national political campaigns/candidates	0	0	0	0
Trade associations or tax-exempt groups (such as think tanks)	43,235,271.22	54,689,244.13	63,638,658.12	55,169,297.47
<b>Total contributions and other expenses</b>	<b>43,235,271.22</b>	<b>54,689,244.13</b>	<b>63,638,658.12</b>	<b>55,169,297.47</b>

# Risk Management

*GRI 102-15*

Due to the nature of our operations, the size of the institution and the complexity of the products and services offered by Bradesco, our governance includes risk management. This is a process that also supports the decision-making of managers in an effort to identify, measure, submit the decision on the risk (governance), monitoring and reporting risks, natural movement to which every business is subject. In addition to the Integrity and Competition Compliance Programs, we use structures, processes, mechanisms and internal controls that act in synergy in the Organization.

We also control the sufficient level of capital and liquidity with the intention of: complying with the regulatory minimum levels established by the Central Bank of Brazil and achieving risk appetite levels (buffers) defined and approved by the Board of Directors, a process that tests stress scenarios to help calibrate and define buffers.

These stress tests shape the Bank's risk profile, anticipate weaknesses, mitigate stress situations and assess business impacts. The Business Continuity Management Program provides guidance on plans of responses to incidents that may disrupt our activities, seeking to mitigate possible future impacts.

As stipulated by the Central Bank of Brazil, we annually release its calculation of information for assessing global systemic importance (IAISG), calculated on a consolidated basis, which establishes additional capital requirement for Global Systemically Important Financial Institutions (G-SIB). On November 23, 2021, the Financial Stability Board (FSB) announced the 30 banks that fit this condition, with no Brazilian bank mentioned. Although we are not classified as a Systemically Important Financial Institution, nor included among the bands of

additional capital requirement, which constitute the purpose of the G-SIB process, we are locally classified as a Systemically Important Domestic Bank (D-SIB).

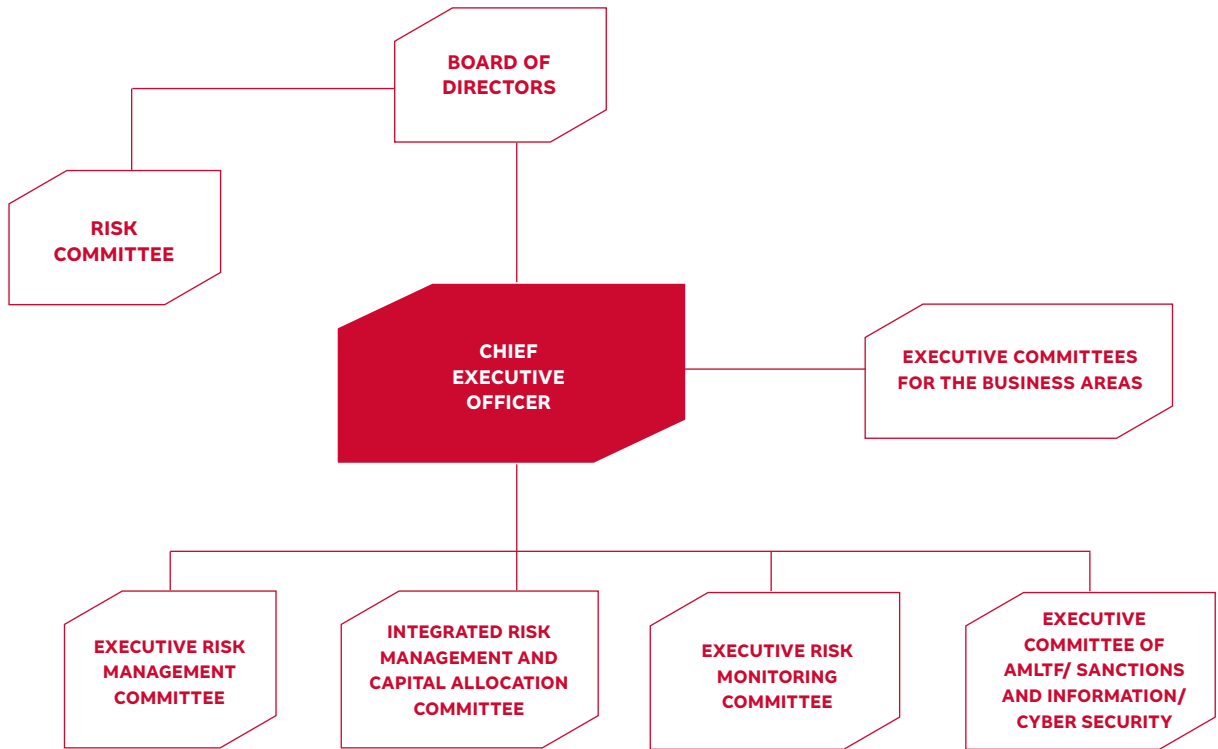
*SASB FN-IN-550a.3, FN-IB-550a.1, FN-CB-550a.2, FN-IB-550a.2*

We have an Executive Committee and a Products, Services and Partnerships Committee at the Organization, which evaluates the opportunity and the financial and operational feasibility of creating, altering, suspending or repositioning its products and services, as well as the establishment of partnerships. A number of areas at the Organization take part in this process. They are responsible, within their individual duties, for evaluating and diagnosing relevant impacts on financial terms, regulatory compliance, risk assessment, and other information.

Our Integrated Risk Control Department (DCIR) participates in the risk assessment under its management, providing recommendations or reservations in the process to mitigate them and ensure that the flow of information for this new product, service and/or partnership is aligned with systems and metrics used by the area.

The basic performance guidelines determined by the Senior Management are reviewed at least once a year by the Board of Directors and made available to all employees on the Corporate Portal. Detailed information regarding the risk management process, reference equity, as well as the risk exposures can be found in the Risk Management Report – Pillar 3, available on the Investor Relations website ([bradescom.com.br/en](http://bradescom.com.br/en) > Information to the Market > Risk Management).

# Risk Governance



The knowledge about risks is of the utmost important that those working in the financial sector receive basic training on awareness of risks. It is included from the time everyone starts off at the Organization through required courses that address issues such as Cyber Security, Compliance, Operational Risk and Reputation, and others. For example, there are courses on the Concepts of Operational Risk, LGPD, Introduction to Information Security, Prevention of Money Laundering and Terrorist Financing, Potentially Vulnerable Customer Service, and others. Participation and completion by the employee are tracked by their manager, the Human Resources Department and the Risk and Compliance Areas. To reinforce acculturation on the subject, the new online Concepts of Risk Management course was recently launched.

## Risk Map

	CREDIT	SUBSCRIPTION	STRATEGY	CONTAGION
	MARKET	LIQUIDITY	REPUTATION	COMPLIANCE
	OPERATIONAL	SOCIAL AND ENVIRONMENTAL	MODEL	CYBERNETICS

## Emerging Risks

GRI 102-11

We work to continuously improve the process for managing emerging risks to facilitate its proper management and permit preventive measures to be taken to avoid it from occurring, minimizing its adverse effects and maximizing opportunities. This process involves identifying, assessing and monitoring these emerging risks and is conducted by a multi-departmental committee that reports to the Organization's risk control forums. The commission is coordinated by the DCIR, which includes an area in its structure dedicated to conducting discussions related to emerging risks. Currently, the risks classified as emerging include innovations in financial services and digital currencies issued by central banks (Central Bank Digital Currency – CBDC).

### Innovations in financial services:

Innovation has occurred very rapidly in recent years, with the intensive use of technologies and the emergence of new business models. As a result, clients have begun to demand excellence from their providers, seeking speed, efficiency and increasingly lower prices. There is a noticeable change in the way people interact with each other and with companies, as they are increasingly based on digital devices. There is a hope for fluid and frictionless experiences that boast a rather broad network of connections.

At the same time, regulatory bodies around the world are following an agenda that promotes financial inclusion, competitiveness and transparency, and other objectives, driving the modernization of financial products and services. The Central Bank of Brazil (Bacen) has implemented a number of initiatives pertaining to this, with an emphasis on Pix (instant payments), the advancement of Open Finance (sharing of financial information and authorization of

payment by third parties, if authorized by the client) and the regulatory sandbox\*. It has also introduced a digital currency issued by the Central Bank of Brazil itself (CBDC).

Innovation in the financial sector has been concentrated in the payments area since the mid-2010s. But more recently, we have begun to see the emergence of new solutions in other areas, such as credit and investments. As such, the entire value chain of the financial sector has undergone relevant modernization in various scales. Notable was the emergence of financial service offers embedded in non-financial companies (embedded finance), enabled via APIs, including products and services distributed as Banking as a Service (BaaS) in financial companies. In the realm of investments, blockchain-based solutions are now gaining ground, providing the emergence of new digital assets. There is also the intensive use of technologies, like artificial intelligence (AI), which automates processes and helps create customized solutions that support clients in decision making.

At the same time, the customer experience has been transformed by the activities of new competitors. Financial services are now offered on a broader journey, at the time the client needs them. Fintechs, big techs, technology startups and companies from other sectors have begun to embed financial services in various client journeys, including business models that involve partnerships, third-party distribution, aggregation of offers on marketplaces, and others.

\* Environment in which entities are authorized by the Central Bank of Brazil to test an innovative project in the financial or payment area for a determined period, abiding by a specific set of regulatory provisions that support the controlled and delimited performance of their activities (<https://www.bcb.gov.br/estabilidadefinanceira/sandbox>).

## Corporate Governance

New primarily digital banks are emerging from this landscape, seeking to provide greater efficiency and improved experiences, with indirect monetization strategies that often grant the end client access to cheaper services. Consequently, incumbents in the financial sector have been looking to promote significant advances in their product offerings, adopting new technologies and often partnering with some of these new competitors. Regulatory advances also provide new opportunities for the creation of innovative solutions.

Finally, technology has been advancing rapidly, and there has been an increase in the use of AI, big data, IoT (Internet of Things), blockchain, 5G, and other technologies. When analyzing the impacts of these innovations, the financial system now requires new layers of security given the broader exposure of sensitive information in risk management. On the other hand, opportunities have emerged for new lines of business to provide financial and non-financial products and services.

There is also a need to evaluate the potential challenges and opportunities that the regulatory framework will require to develop and expand these technologies. This includes studying the adoption of measures to improve information and cyber security in order to ensure the resilience of digital systems and confidentiality when client information is used. Considering the complexity of the issue, we structured the theme of innovation as one of our strategic pillars of

the Bradesco Organization – including one of the priority topics in our relevance matrix – as a way of seizing opportunities and mitigating risks as well as their consequent challenges arising from innovations in financial services.

We are focused on the best customer experience and journey, stepping up our resources through in-house development and strategic partnerships with the top technology companies in the world and new entrants to the market. We have been investing nearly R\$7 billion annually in technology and our strategy is rooted in three pillars that include: digital acceleration with intensive use of AI, data and analytics; digital platforms, which complement traditional bank solutions for different client profiles – hyperconnected, investor, digital wallet user; and Open Finance, which will result in new partnerships and new ecosystems in business models. Digital transformation is a constant process and has gained traction thanks to technological advancement. As such, through inovabra, we try to always be ahead of these challenges, creating an ecosystem aimed at accelerating innovation. This ecosystem involves employees, business areas, companies, and others, and allows us to focus on client demands and sustainability.

 **Learn more in**  
*Digital Transformation*



### Digital currencies issued by central banks

**(CBDCs):** Driven by technological innovation and the covid-19 pandemic, the financial system has undergone a transformation process to improve efficiency and the competitive environment. There is a clear trend towards creating a new platform for the National Financial System: the creation of a sovereign digital currency, known as Central Bank Digital Currency (CBDC).

CBDCs are digital currencies issued by a central bank or monetary authority. They are defined as a new representation of sovereign currency, as well as physical money (banknotes and coins). There are various motivations for creating a CBDC: reacting to the privatization of money by initiatives of large global companies, ensuring the financial inclusion of the unbanked, improving the efficiency of cross-border operations, fostering technological innovations, and others.

The relevance of the CBDCs has recently grown due to two key factors: the announcement of a global retail stablecoin with a potential target audience of billions of users created by a group of private companies (Diem, from the former Facebook); and the consequent reaction of central banks (China, Eurozone, United States, England, Sweden, Brazil, etc.), international organizations (such as IMF – International Monetary Fund, BIS – Bank of International Settlement), private companies (Visa, Mastercard, R3, IBM, etc.) and academics, accelerating research and pilot projects throughout the world.

The creation, the characteristics of the digital currency and the implementation model depend entirely on the monetary authority. A CBDC can be created for domestic, international, or universal use (when used in both cases); it can be wholesale,

retail, or general (when accessible unrestrictedly); and its distribution can be direct, indirect, hybrid, or intermediated. The way a CBDC is created and implemented can have an impact on society, including financial institutions. This is because their method of distribution, for example, can lead to bank disintermediation for financial transactions, which, in turn, can cause a reduction in the use of banking products (savings accounts, checking accounts, etc.), a decrease in fundraising and the multiplication of currency, consequently reducing the availability of loans.

The Central Bank of Brazil has focused more on the subject over the last few years, creating a study group and conducting a series of webinars. It has created an agenda for testing and subsequent implementation of a CBDC that provides smart payments in an online environment. In this context, it launched a special edition of the Lift Challenge for 2022 to evaluate use cases for a CBDC and its technological feasibility. The interest will be in applications of the following types: (i) Delivery versus Payment (DvP), related to the settlement of digital assets; (ii) Payment versus Payment (PvP), focused on the exchange between currencies; (iii) Internet of Things (IoT), related to algorithmic settlement or directly between machines; and (iv) Decentralized Finance (DeFi), associated with protocols with settlement based on a CBDC.

We have closely tracked this issue through a multi-departmental Working Group. This group has studied, attended international forums and publicized knowledge in order to forecast risks and identify opportunities, providing a basis for strategic definitions and anticipating the actions needed to continue as leaders of innovation in Brazil and the rest of the world.

## Information Security and Cyber Risk

*GRI 103-2, 103-3: Marketing and Labeling, Customer Privacy | SASB FN-CB-230a.2, FN-CF-230a.3, FN-EX-550a.2, FN-CB-230a.2, FN-CF-230a.3, FN-EX-550a.3*

Information Security and Cyber Risk are managed by our Corporate Security Department and are supported by the Corporate Information and Cyber Security Policy and the Privacy Directive, which guide the use of internal systems and the way to process personal data and information, maintaining the preservation of integrity, availability, confidentiality of data and the privacy of clients, employees, associates and information assets as the main focus, guiding the use of internal systems and processing information.

We frequently update our Information Technology (IT) procedures, processes, organizational structures, policies, standards and solutions that constitute our management of risks related to information and cyber security. Our hope is to minimize the risks and potential impacts associated with data leakage and to structure a solid foundation for the digital market.

We report the information and cyber security plan to the Risk Controls Commission, which is responsible to analyze the behavior of operational losses in the business and/or facilities departments in an attempt to ensure the effectiveness of the processes and controls that have been adopted. The commission reports to the Executive Committee for Risk Deliberation. The relevant topics are presented to the Integrated Risk Management and Capital Allocation Committee which reports to the Board of Directors.

We maintain full synergy between the risk, technology and business areas, ensuring improved security for products and services offered by our Organization. We also strategically monitor the evolution of the national and international digital market. This strategy also considers our international units and our service providers, which have a rigorous review process that establishes criteria and responsibilities for information security. Corporate Security is made up of a variety of teams, which integrate our structure in Information Security and Cybernetics:

**Information Security:** Composed of areas responsible for establishing and maintaining internal policy and standards, identifying and managing risks, and maintaining and executing the Corporate Program for Awareness and Education in Information Security and Cybernetics. The area also participates in meetings, forums, working groups, in-house and external committees and subcommittees and technical events to support the Executive Committee of AMLTF/Sanctions and Information/Cyber Security.

**Awareness and Education:** Promotes our employee and intern's engagement, including the fundamental topics on information security and cybernetics presented in an educational and entertaining way so that the target audience is given the knowledge needed to protect our assets. The entire workforce is guided by our Corporate Program for Awareness and Education in Information Security and Cybernetics, which consists of online lectures, booklets, e-learning and email marketing.

**Privacy Management GRI 418:** Reporting to the Data Protection Officer (DPO), its initiatives encompass the entire Organization and are focused on compliance with applicable legal provisions, such as the LGPD, and are geared towards raising awareness and adopting best practices, such as privacy by design/by default, creating and revising internal rules, processes, documents signed with third parties and information systems and controls, as well as fulfilling requests from holders of personal data, including other tasks. These actions adhere with the Security Framework (Information Security Operating Model – MOSI, in Portuguese); they are deliberated in the Corporate Security Commission and monitored in our different forums and executive committees. Respecting their rights, our clients rely on the ease of digital channels and the branch network to channel and control requests and responses. In 2021, we electronically processed 396,146 requests from 244,557 clients. There were no substantiated complaints during the year concerning breaches of client privacy or compliance with rules relating to the privacy of personal data.

**Cyber Security, Management of Access and Authentication:** Performs the Second Line of Defense for cyber security, managing the Security Framework (MOSI), which establishes and monitors the integrated Cyber Security vision. It also creates and tracks the Information Security Master Plan (PDSI, in Portuguese), consolidates and reports performance and risk metrics, plus refers these cyber risks and threats to the appropriate committees. It also handles the Monitoring, Prevention and Protection of Data Leakage, Information and Cybers Security Incident Management and provides Computer Security Incident Response Team (CSIRT) services for the prevention, detection, processing and response to security incidents. It performs analyses, proposes and provides solutions to emerging threats and global trends related to the prevention of transactional fraud in the channels through the Digital Cyber Laboratory.

**Governance of the Adaptation Program to Resolution No. 4,893 of the National Monetary Council (CMN):** Prescribes cyber security requirements and the contracting of relevant data processing and storage and cloud computing services to be observed by institutions authorized to operate by the Central Bank of Brazil.

**Access Control Management:** Defines and maintains automated controls, coordinating all actions related to Systemic Access Management.

**Security Devices:** Evaluates the needs of systems, service channels, business managers and users concerning authentication factors, managing and monitoring projects, assisting in the acquisition and carrying out control and logistics of biometrics, M-Token, Token and TAN Code.

**Prevention of Money Laundering and Terrorist Financing (AMLTF):** Responsible for propagating the culture of prevention, training employees, partners and providers, developing policies, standards and procedures in order to mitigate the risk of abusive practices to our structure and/or products and services. It is also responsible for the maintenance of detective systems, the internal risk assessment, and continuous improvements in processes and controls, seeking the best national and international practices on the subject. The area advises the Executive Committee of AMLTF, which assesses the effectiveness of the work. Suspicious or atypical cases are reported to the Financial Intelligence Unit in compliance with any regulatory and/or legal requirements.

## Corporate Governance

**Penalties:** Protects our business and relationships with stakeholders by adopting measures to prevent the financing of terrorism, drug trafficking, transnational criminal organizations, proliferation of weapons of mass destruction, detection and reporting of sanctioned Individuals and Companies listed on international restrictive lists, or any other activities with a risk of sanctions, in accordance with current laws and regulations. It drafts, updates and publishes policies and standards, plus promotes the acculturation connected to the theme in our Organization.

**Electronic & Document Fraud Prevention and Security Solutions:** Responsible for projects and processes that identify and mitigate the risks of financial losses and negative impacts on Bradesco's image. This includes tracking transactions on digital channels, analyzing documents when opening accounts, including digital accounts, and devising solutions that ensure usability and security for users. In 2021, controls are improved mainly on limits and beneficiary registration for Pix and Open Finance.

**Physical and Asset Security:** Responsible for maintaining a structure with specialized human resources and safety devices for the application of the safety standards in accordance with Law No. 7,102/1983, with Ordinance No. 3,233/2012–DG/DPF and the Security Plan verified annually by the Federal Police Department. It maintains an ongoing assessment of security devices and potentially vulnerable points by providing a 24-hour response service in order to prevent and suggest measures to minimize the effects of any potential incidents.

**Executive Committee of AMLTF/Sanctions and Information/Cyber Security:** Advises the Board of Directors on the issue.



### **Corporate Security Commission:**

Multidisciplinary forum composed of employees from various areas and designed to improve our practices. Due to social distancing during the covid-19 pandemic, shifts in the work model required practices to be reinforced, including the dissemination of guidelines related to information security and cybernetics, data privacy and fraud prevention to associates and clients, in addition to ongoing updates to our portal [www.bradescoseguranca.com.br](http://www.bradescoseguranca.com.br). We have not had any reports of leaks, thefts or losses of client data over the past four years.

## Data Protection and Privacy

GRI 418

- Data Protection and Privacy are managed by the Corporate Security Department. The Data Protection Officer (DPO) is an executive superintendent with a seat on the Corporate Security Commission, a corporate governance forum to which the topic is subordinate. The Privacy Management Department was established with the sole and dedicated purpose of supporting the DPO in its duties.
- Through our Code of Ethical Conduct and varied regulations created or maintained under the LGPD, we provide guidance to the business units on how to run their operations in compliance with the principles and obligations set forth in the legislation, and providing transparency to our practices to clients and the general public. There is no financial impact tied to compliance with the regulations or the privacy program.
- The management of the Privacy Program is monitored in the Second Line of Defense by the Integrated Risk Control Department and by the Compliance and Ethical Conduct Department.
- We process and monitor all requests from account holders based on daily updated reports, and we control the monthly volume. In 2021, we processed 396,146 requests from 244,557 account holders. Request and service records are kept for queries.
- We record, respond and monitor all complaints received in the DPO contact email and through other service channels, such as the Ombudsman's.

## Management Processes

- Management processes, like maintaining the Data Processing Inventory and drafting Impact Reports and the Communication/Awareness Plan are facilitated by representatives from each department: the Privacy Champions, who are tasked with multiplying roles played by the DPO structure to its business units.

## Product Development

- The process for developing products and services, subject to review by the Products, Services and Partnerships Commission, reviews the risks related to compliance with the topic – the principle of “privacy by design”, which allows us to identify risks inherent to the operation in a timely manner and establish the appropriate mitigating actions and controls.

Our projects are supported by Corporate Security analysts, who are experts in topics like Information Security, Cyber Security and Privacy; permanent working groups review the operating conditions in CSPs, BPOs and third parties.

## Security

Our Security Evolution Program (PES) features mechanisms and processes that are able to identify and mitigate risks. Governance applied to incident management regularly produces the knowledge required to identify the root cause of the managed events, providing constant improvements in the mechanisms for detecting and defending both external and internal attacks.

## Social and Environmental Risk Management

*GRI 103-2, 103-3: Economic Performance, Child Labor or Slave-Like Labor, Assessment of Human Rights | 102-15, 201-2, 412-1, 412-3 | SASB FN-CB-410a.2, FN-MF-450a.3, FN-IN-410a.2*

The social and environmental risks associated with financial institutions are, for the most part, indirect. They come out of business relationships, including those with the supply chain and with clients through financing and investment activities. We define the scope of management in our Social and Environmental Risk Standard, which is aligned with our Corporate Sustainability Policy and our Social and Environmental Responsibility Standard.

This scope includes an assessment of credit concessions to clients that operate in sectors with potential social and environmental impacts and have relevant credit exposure. We apply a questionnaire for this assessment that includes environmental, social and governance aspects, including impacts on biodiversity, impacts on traditional communities, involvement in slave-like labor, child labor, sexual exploitation, legal compliance, risks associated with climate change, occupational health and safety standards.

*SASB FN-CB-410a.2*

In addition to the questionnaire, we also evaluated environmental studies, media research and consultations with internal and public databases applied, including the Employer Registry that has subjected workers to conditions similar to slavery, the List of Embargoes from the Brazilian Institute of Environment and Renewable Natural Resources (IBAMA), Chico Mendes Institute for Biodiversity Conservation (ICMbio) and public registers of contaminated areas. This assessment produces five rating levels: minimum, low, moderate, high, and very high.

The scope of clients that need to be covered by the social and environmental assessment is periodically updated (in accordance with the internal Bank standard) in an effort to monitor both exposure variations and the entry and exit of clients from the portfolio. We performed our last update in December 2021.

We also apply preventive measures for individuals or companies that are proven to be involved in slave-like labor, child labor or criminal exploitation of prostitution, illegal mining, asbestos extraction and manufacturing heavy military equipment. In addition, we adopt restrictive policies for a variety of activities that include coal mining, the extraction and processing of shale and bituminous sands, industrialization and sales of uranium, coal-fired thermoelectric power, trawling in oceans with nets larger than 2.5 kilometers in length, real estate projects overlapping indigenous lands and critical sectors with infractions related to illegal deforestation (cattle breeding, refrigerated warehouses, slaughterhouses, agricultural crops and forestry production).

For project financing, sectoral checklists are applied in which the documents required for social and environmental risk assessment are defined, such as licenses and environmental studies.

In 2004 and on a voluntary basis, we adopted the Equator Principles. This was done to ensure that projects which we finance (new or expansions), are developed in a socially responsible manner and reflect the best environmental, social and climate management practices in favor of sustainable development. For these cases, our assessments comply with legal requirements as well as supra-legal requirements established in the Performance Standards of the International Finance Corporation (IFC), and the World Bank's Health, Safety and Environment Guidelines. Due diligence processes are conducted to prevent, mitigate and manage adverse impacts whenever needed.

We incorporate projects into our monitoring portfolio that could have potentially relevant impacts. For these cases, we ask that action plans be prepared that include specific social and environmental contractual clauses. One example is the need to relocate communities, in which we

require due assistance and peaceful agreements between the parties, accompanied by lawyers and auditors who are experts in social matters. For cases when non-compliance with the action plan and/or the social and environmental contractual clauses is identified during the supervision process, the Organization has the right to suspend the release of funding or even the early termination of the contract.

In the analysis of real estate guarantees, regardless of the type of credit, we identified specific situations through geo-referencing, both in the area of location of the property and in its surroundings, such as: deforestation, permanent preservation areas or areas for the protection and recovery of water sources; conservation units; indigenous lands; natural cavities; mineral extraction activities; signs of contamination in the time that the area has been occupied by industries, warehouses and distributors of fuels. We also verified whether the property is included in public lists of contaminated areas and embargoed areas or assessments issued by IBAMA and ICMBio.

The Social and Environmental Risk opinions support our business decisions, like the credit concessions, obtaining real estate guarantees, investment decisions, and other activities. In addition, we periodically calculate operational losses and losses of assets not for own use (BNDU, local acronym), which result from social and environmental event. We also carry out a process that identifies, analyzes, classifies the social and environmental risks of suppliers considered critical in these matters.

 **Learn more in**  
*Suppliers*

We conduct the social and environmental risk management process through our Integrated Risk Control Department (DCIR). However, we

also involve a number of different areas with specific duties.

The DCIR also coordinates the Risk Management Executive Committee, which assists the CEO in conducting activities related to risk management. The topics discussed in this forum are reported to the Integrated Risk Management and Capital Allocation Committee and to the Risk Monitoring Committee, which reports to the Board of Directors. Our macro-process for social and environmental risk management is reviewed annually by the Risk Management Executive Committee and the Board of Directors.

Adherence of social and environmental risk management activities with commitments, legislation and internal standards is evaluated regularly by the Internal Audit areas and, as of 2021, by the Organization's Compliance Area, in addition to having periodic monitoring conducted by the Central Bank of Brazil.

In the reported period, we allocated approximately R\$697.1 thousand for investments in support and implementation of the Environmental, Social and Governance (ESG) structure in the area of social and environmental risk analysis and control. We made investments in the annual renewal of adherence to the Equator Principles, CDP Supply Chain, staff training and hiring external consultants to begin the process of incorporating climate risk into our risk matrix.

DCIR - Social and Environmental Risk is part of our governance structure for Climate Risk. We initiated activities in 2021 that promoted advancements to the management of this risk at the Organization, such as:

- Third UNEP-FI pilot, where we assessed the macro-economic impacts of climate change and the potential consequences for the Bank.

## Corporate Governance

- Internal Climate Risk Project, where we analyze the governance of climate risks, the exposure and vulnerability of various economic sector and stress scenarios, and define action plans.

These actions are aligned with recommendations by the TCFD and with the Central Bank of Brazil's sustainability agenda, and help make the Organization resilient to the impacts of climate change.

 [Learn more in](#)

*Climate Risks*

### Risk Governance – Grupo Bradesco Seguros

*GRI 102-15*

Aligned with best market practices, we follow in Grupo Bradesco Seguros internal guidelines and methodologies in order to map, identify, measure and mitigate the risks involved in our activities.

This is why we possess our own structure, organized by a Statutory Board of Executive Officers that combines all these activities.

Our Risk Management Process relies on the participation of all the levels included under the scope of Corporate Governance which ranges from the Senior Management to the various business areas and products. We have committees with specific functions so that risks like underwriting, credit, liquidity, market and operational risks can be identified, assessed, monitored, controlled and mitigated. This is how we define the risk appetite in each line of business. It is backed by actuarial and statistical models that help us make the best decisions in each scenario, ensuring that the provisions and reserves to cover the underwritten risks are adequate. We perform stress testing considering economic and sectoral scenarios.

## In 2021, 30 projects made up the monitoring portfolio. Of this total, 17 projects were framed in the Equator Principles

### Financing for projects and businesses – implementation of a financing policy for projects and businesses

Assessment of projects/ businesses*	2019	2020	2021
Total number of projects/ businesses	1,677	1,924	3,207
Number of projects / businesses evaluated	1,677	1,924	3,207
Percentage of total projects/ businesses evaluated (%)	100	100	100
Number of projects/ transactions approved with conditions	268	426	571
Percentage of total projects/ transactions approved with conditions (%)	16	22	18
Number of projects/transactions approved	1,316	1,443	2,540
Percentage of total projects/ businesses approved (%)	77	75	79
Number of projects/ transactions not approved	93	55	96
Percentage of total projects/ businesses not approved (%)	5	3	3

\* Social and environmental risk management is meant to evaluate, identify and monitor the potential risks inherent in the activities and projects of clients, when applicable, within the scope of the analysis.



### Monitoring of social and environmental portfolios with Human Rights clauses (R\$ million)

GRI 412-3, FS6, FS10

		2019		2020		2021	
		No.	Amount Financed	No.	Amount Financed	No.	Amount Financed
Falling under the Equator Principles	A	10	3,797	8	3,797	7	3,666
	B	14	1,525	7	1,715	8	2,115
	C	4	728	2	569	2	568
Not falling under the Equator Principles		50	3,368	27	2,642	13	2,082
<b>Total</b>		<b>78</b>	<b>9,418</b>	<b>44</b>	<b>8,722</b>	<b>30</b>	<b>8,432</b>

### Significant investment agreements that include Human Rights clauses or that have been submitted to assessments referring to Human Rights

GRI 412-3

	2019	2020	2021
Total number of agreements	78	44	30
Total number of agreements that include Human Rights clauses	78	44	30
Percentage of agreements that include Human Rights clauses (%)	100.00	100.00	100.00
Total number of agreements that were submitted to assessments regarding Human Rights	78	44	30
Percentage of agreements that were submitted to assessments regarding Human Rights	100.00	100.00	100.00

#### Learn more in

- *Social and Environmental Risk Standard*
- *Cases when the Methodology is applied for an analysis of the social and environmental risks and impacts*

# People



# Employee Profiles

GRI 103-2, 103-3: Employment

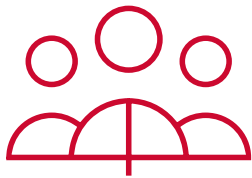
We are over 87,000 people spread throughout Brazil and in the eight countries we do business in, all working together in an environment of continual and challenging changes, always focusing on sustaining us as a resilient institution capable of creating value for all stakeholders.

In our 79 years of existence, we have been committed to recognizing the value of plurality and respect, and we have strived to provide a safe and healthy work environment that attracts and retains talent, engagement and satisfaction – aspects that are reflected in our way of working and serving clients.

Areas within our Human Resources structure are at the forefront of people management, health and well-being, diversity and inclusion, development and research projects, innovation and data analysis.

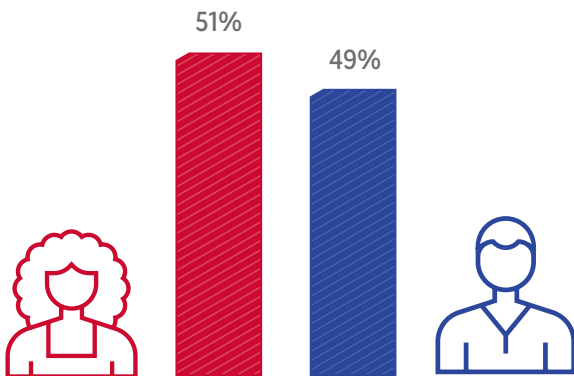
Applying the best practices of People Analytics, our Data Intelligence Area features engineers and business intelligence experts who collect, organize and analyze data from our staff with a focus on supporting decision-making in management processes, streamlining resources and achieving the best results through data analysis tools and methodologies.

We transform the long-term organizational strategy into a plan for the workforce, ensuring that the right number of employees and the required skill sets are provided. As such, we have adapted the models for attracting, training, recognizing and retaining talent to guarantee that our vital and essential positions contain succession plans that are aligned with current and future demands.



**Total:  
87,274  
thousand  
employees**

Gender



## People

### Employee profiles (%) GRI 102-8, 405-1

	2019					2020					2021				
	Undetermined period		Determined period		Total	Undetermined period		Determined period		Total	Undetermined period		Determined period		Total
	Men	Women	Men	Women		Men	Women	Men	Women		Men	Women	Men	Women	
	Men	Women	Men	Women	Total	Men	Women	Men	Women	Total	Men	Women	Men	Women	Total
North	2.13	1.66	0.02	0.05	3.86	2.14	1.68	0.01	0.02	3.86	2.14	1.80	0.01	0.02	3.97
Northeast	7.45	6.00	0.10	0.14	13.69	7.64	6.21	0.03	0.05	13.93	7.71	6.36	0.05	0.09	14.22
Central-west	2.87	2.34	0.02	0.03	5.25	2.84	2.27	0.01	0.02	5.13	2.78	2.27	0.01	0.01	5.07
Southeast	30.19	33.13	0.29	0.49	64.11	30.11	33.67	0.13	0.20	64.11	29.81	33.70	0.17	0.40	64.08
South	6.49	6.46	0.04	0.11	13.09	6.45	6.45	0.02	0.04	12.97	6.28	6.30	0.02	0.07	12.67
<b>Total by gender</b>	<b>49.13</b>	<b>49.59</b>	<b>0.47</b>	<b>0.82</b>	<b>100</b>	<b>49.18</b>	<b>50.28</b>	<b>0.20</b>	<b>0.34</b>	<b>100</b>	<b>48.72</b>	<b>50.42</b>	<b>0.26</b>	<b>0.60</b>	<b>100</b>

Note: Members of the Board of Directors and of the Statutory Board of Executive Officers, foreigners, expatriates and associates are not included.

### Percentage of employees by employment category and age group (%) GRI 102-8, 405-1

	Under 30 years old				Between 30 and 50 years old				Over 50 years old			
	2018	2019	2020	2021	2018	2019	2020	2021	2018	2019	2020	2021
Board of Executive Officers	0.00	0.00	0.00	0.00	0.10	0.06	0.07	0.06	0.10	0.10	0.11	0.09
Superintendence	0.00	0.01	0.00	0.00	0.40	0.44	0.15	0.20	0.10	0.13	0.06	0.06
Management	1.30	0.93	0.65	0.53	9.10	8.91	9.94	10.16	1.80	1.49	1.69	1.86
Supervision/ Administrative	25.60	18.85	17.87	18.34	34.90	40.69	43.28	44.16	4.80	4.71	4.60	5.25
Operational	13.60	14.35	14.04	10.64	3.70	4.36	4.34	3.94	1.50	1.28	1.46	1.60
Apprenticeship	1.30	1.21	0.53	0.84	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Internship	2.00	2.44	1.22	2.19	0.00	0.05	0.01	0.07	0.00	0.00	0.00	0.00
<b>Total</b>	<b>43.70</b>	<b>37.79</b>	<b>34.30</b>	<b>32.55</b>	<b>48.10</b>	<b>54.52</b>	<b>57.78</b>	<b>58.59</b>	<b>8.20</b>	<b>7.69</b>	<b>7.91</b>	<b>8.86</b>

Note: Foreign employees, expatriates and associates are not included.

 **Learn more in**

ESG Indicator Worksheet 2021

**Total number and rate of hired employees** GRI 401-1

	2018		2019		2020		2021	
	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)
<b>Age group</b>								
Under 30 years old	7,100	7.2	8,136	8.4	1,898	2.13	4,584	5.27
Between 30 to 50 years old	631	0.6	954	1	426	0.48	1,200	1.38
Over 50 years old	0	0.0	3	0.0	5	0.01	36	0.04
<b>Total</b>	<b>7,731</b>	<b>7.9</b>	<b>9,093</b>	<b>9.3</b>	<b>2,329</b>	<b>2.61</b>	<b>5,820</b>	<b>6.70</b>
<b>By gender</b>								
Men	3,990	4.1	4,761	4.9	1,183	1.32	2,792	3.21
Women	3,741	3.8	4,332	4.5	1,146	1.28	3,028	3.48
<b>Total</b>	<b>7,731</b>	<b>7.9</b>	<b>9,093</b>	<b>9.3</b>	<b>2,329</b>	<b>2.61</b>	<b>5,820</b>	<b>6.70</b>
<b>By region</b>								
North Region	357	0.4	501	0.5	233	0.26	316	0.36
Northeast Region	1,130	1.1	1,158	1.2	66	0.07	662	0.76
Central-west Region	438	0.4	481	0.5	85	0.10	307	0.35
Southeast Region	4,803	4.9	5,871	6	1,677	1.88	3,784	4.35
South Region	1,003	1.0	1,136	1,2	268	0.30	751	0.86
Foreign	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	316	0.36
<b>Total</b>	<b>7,731</b>	<b>7.9</b>	<b>9,093</b>	<b>9.3</b>	<b>2,329</b>	<b>2.61</b>	<b>5,820</b>	<b>6.70</b>

Note: Members of the Board of Directors and of the Statutory Board of Executive Officers and associates are not included in the total number of employees used to calculate the rates.

**Internal movements by gender** GRI 401-1

Gender	2018		2019		2020		2021	
	Total Number	Rate (%)	Total Number	Rate (%)	Total Number	Rate (%)	Total Number	Rate (%)
Men	9,175	49.40	8,794	49.70	6,873	51.50	9,763	51.40
Women	9,394	50.60	8,912	50.30	6,474	48.50	9,234	48.60
<b>Total</b>	<b>18,569</b>	<b>100.0</b>	<b>17,706</b>	<b>100.0</b>	<b>13,347</b>	<b>100.0</b>	<b>18,997</b>	<b>100.0</b>

Note: Foreign employees, expatriates and associates are not included. The total rate of internal hiring in 2021 was 77%.

**Employee turnover rate<sup>1</sup> (%)**

	2018		2019		2020		2021
	Total	Without PDV <sup>2</sup>	Total	Without PDV <sup>2</sup>	Total	Without PDV <sup>2</sup>	Total
Total employee turnover rate	8.00	7.72	10.70	7.50	12.11	11.82	<b>10.66</b>
Voluntary employee turnover rate	1.92	1.63	4.80	1.60	1.64	1.35	<b>3.74</b>

1. Members of the Board of Directors and of the Statutory Board of Executive Officers, foreigners, expatriates and associates are not included.  
 2. PDV: Voluntary Severance Program.

**Employee turnover rate by gender (%)**

	2018		2019		2020		2021	
	Men	Women	Men	Women	Men	Women	Men	Women
Total employee turnover rate	4.04	3.93	5.34	5.44	6.29	5.83	5.68	4.98
Voluntary employee turnover rate	1.04	0.87	2.32	2.52	0.93	0.71	2.04	1.70

Note: Members of the Board of Directors and of the Statutory Board of Executive Officers, foreigners, expatriates and associates are not included.



**Total number and rate of employees who have left the company GRI 401-1**

	2018		2019		2020		2021	
	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)	Number	Rate (%)
<b>Age group</b>								
Under 30 years old	3,555	3.6	3,270	3.4	3,518	3.94	3,324	3.82
Between 30 to 50 years old	3,599	3.7	4,746	4.9	5,547	6.21	5,056	5.82
Over 50 years old	711	0.7	2,476	2.5	1,753	1.96	1,015	1.17
<b>Total</b>	<b>7,865</b>	<b>8.0</b>	<b>10,492</b>	<b>10.8</b>	<b>10,818</b>	<b>12.11</b>	<b>9,395</b>	<b>10.81</b>
<b>By gender</b>								
Men	3,987	4.1	5,193	5.3	5,615	6.29	5,006	5.76
Women	3,878	3.9	5,299	5.4	5,203	5.83	4,389	5.05
<b>Total</b>	<b>7,865</b>	<b>8.0</b>	<b>10,492</b>	<b>10.8</b>	<b>10,818</b>	<b>12.11</b>	<b>9,395</b>	<b>10.81</b>
<b>By region</b>								
North	340	0.3	432	0.4	1,236	1.38	321	0.37
Northeast	831	0.8	1,267	1.3	396	0.44	1,062	1.22
Central-west	488	0.5	593	0.6	645	0.72	540	0.62
Southeast	4,981	5.1	6,632	6.8	7,068	7.92	6,046	6.96
South	1,225	1.2	1,568	1.6	1,473	1.65	1,426	1.64
<b>Total</b>	<b>7,865</b>	<b>8.0</b>	<b>10,492</b>	<b>10.8</b>	<b>10,818</b>	<b>12.11</b>	<b>9,395</b>	<b>10.81</b>

Note: Members of the Board of Directors and of the Statutory Board of Executive Officers, foreigners, expatriates and associates are not included in the total number of employees used to calculate the rates.

## Diversity and Inclusion

*GRI 103-2, 103-3: Diversity and equal opportunity*

Belonging, well-being, creativity: these are but some of the many benefits of diverse and inclusive environments. Some of the values that made Bradesco a leader in the mission to be an agent for the social development of Brazil have included a belief in the value and ability of people to develop and have respect for human dignity and diversity. We were established as a democratic bank in the 1940s. At that time, the bank tilted its strategy towards immigrants, farmers, small-scale businesses and civil servants, at a time when other banking services were only geared towards people with high purchasing power. Since then, we have made it our mission to practice this inclusion and, over the years, we have improved our actions and initiatives to make it a space for allies through respect.



In 2021, we continued to reaffirm our inclusive and transformative spirit based on a governance for diversity and inclusion that, at its highest level, includes a Sustainability and Diversity Committee. Some of our top executives participate in this group, including the CEO of the Organization and the Chairman of the Board of Directors. Understanding the multidimensional nature of the theme, we maintain a Diversity and Inclusion Working Group that is made up of employees from various departments and different seniorities who work to entrench the theme in their activities and businesses.

No matter the position, duty or rank, each employee can also take part in this mission by volunteering to work in one or more of our Affinity Groups. These include Somar, focused on the inclusion of people with disabilities (PwD); AfroBra, intended to develop ethnic-racial guidelines; DiversiBrad, focused on LGBTI+ inclusion; and Mulheres Pra Frente, geared towards gender equity.

Each group has a coordinator identified through a marker of the theme represented and that holds a seat in the Diversity and Inclusion Working Group and promotes further dialog that respects and values the different places of speech. In 2021, we developed specific training courses for all our Affinity Groups, made up of meetings with experts, videos, podcasts and more.

In addition, the Human Resources area has a manager and an area dedicated exclusively to the topic. The Diversity and Inclusion Management team works for the representativeness and the construction and maintenance of inclusive environments.

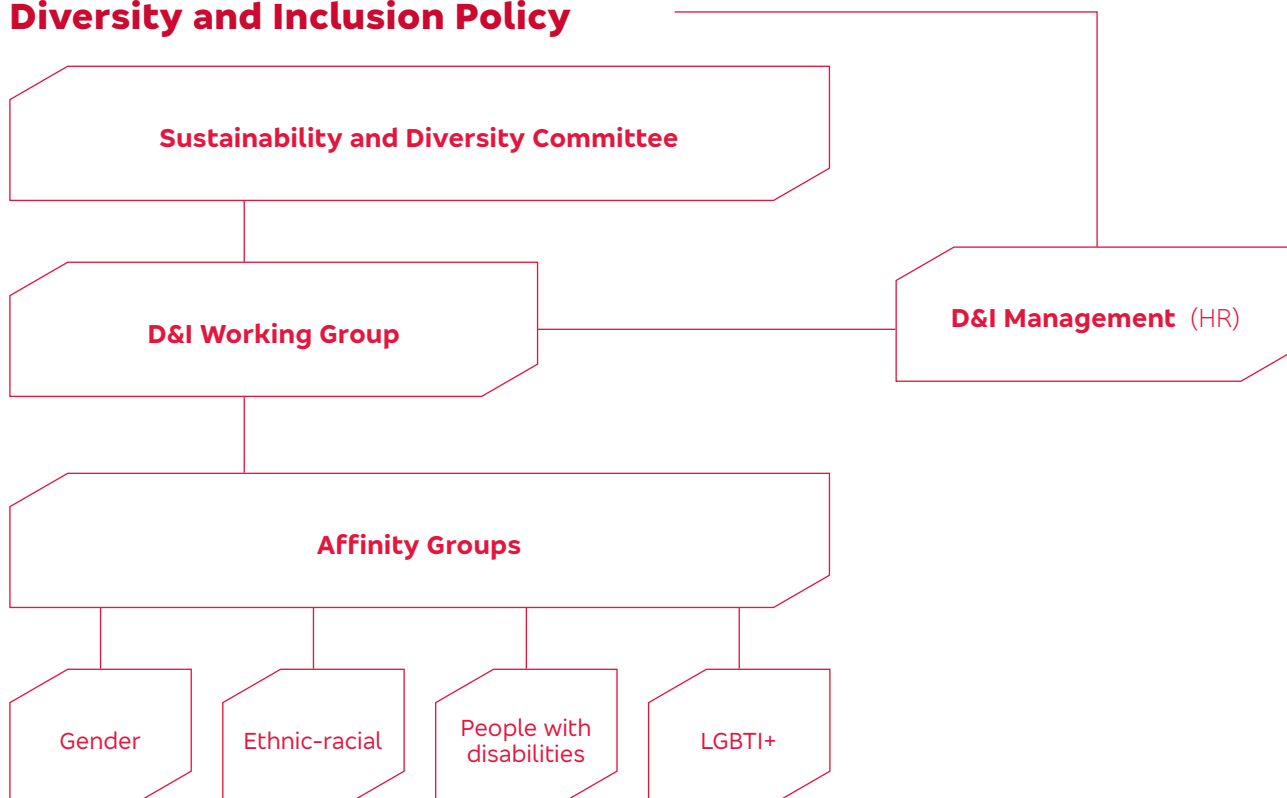
 **Learn more in**

*ESG Indicator Worksheet 2021*



GRI 103-2, 103-3: Diversity and equal opportunity

## Diversity and Inclusion Policy



In an effort to drive representation, we maintain some of the most robust and constant programs for social inclusion and professional training in the private sector. We promote inclusion through literacy, learning and awareness solutions, making sure that these topics are on the corporate educational agenda. The Bradesco Corporate University includes a School of Citizenship and Sustainability that is dedicated to developing learning solutions for this purpose. Of the many courses available, Unconscious Biases and Diversity as a Leadership Strategy are included. Throughout the year, we sponsored discussions, roundtable discussions and lectures on various related topics.

Each of these initiatives demonstrates our openness to plurality and to promoting a culture of coexistence with differences, valuing skills, experiences and uniqueness. Over the year – in an effort to promote Bradesco’s inclusive mission

and to inspire and engage allies – our senior leaders, our spokespersons on the subject and the Diversity and Inclusion Management team promote and participate in internal and external meetings related to the matter, inviting participants to learn about and reflect on topics such as Unconscious Biases, Equity, and Importance of Governance, Public Commitments and Best Practices.

As another prominent initiative, we offered 1,000 English learning scholarships in 2021 for partner institutions aimed at promoting diversity and inclusion, through the partnership and the EF language school platform. The idea is to leverage the employability of sub-groups and those who are usually under-represented in the job market. This includes people of color, people with disabilities, people in social vulnerability, trans-gender people and women in technology field (an area commonly associated with males).

## Diversity in the Insurance Group

Grupo Bradesco Seguros also implements specific diversity and inclusion initiatives for its internal audience. In addition, the meetings of the Bradesco Seguros You in Focus Lecture Program, with two events focused on the topic in 2021, the we began working with an external consulting firm, addressing these aspects with the Senior Management, the Marketing leaders, the Human Resources (HR) team and the Sustainability team, in the perspective of preparing for dialog and sharing experiences.

The Diversity and Inclusion Working Group was also created. Representatives from the HR, Sustainability, Marketing and Relationship Channels areas took part, with a view towards promoting collective discussions, planning actions and suggesting practices. In the Affinity Groups, in addition to the four pillars intended for working in a corporate manner, we also have one pillar focused on generations at Bradesco Seguros.

### General indicators on diversity in the workforce (%)

	2018	2019	2020	2021
<b>By gender</b>				
Women	50.5	50.27	50.52	51.02
Men	49.5	49.73	49.48	48.98
<b>By age group</b>				
Under 30 years old	43.7	43.6	39.19	31.11
Between 30 to 50 years old	48.1	54.52	37.84	59.90
Over 50 years old	8.2	7.69	22.97	8.99
<b>By race/ethnicity</b>				
White	72.9	71.8	71.28	70.52
Black/mixed	25.4	26.4	26.51	27.41
Asians	1.5	1.5	1.51	1.40
Indigenous peoples	0.1	0.2	0.15	0.14
<b>By people with disabilities (PwD)</b>				
PwD	3.48	4.1	4.69	4.88

Note: 0.59% are of an undeclared race/ethnicity, which adds up to 100%. Our target is to have more than 25% of black people in our total workforce by 2025.

**Percentage of employees by job type and gender (%)** *GRI 102-8*

Job Type	2019		2020		2021		Total
	Men	Women	Men	Women	Men	Women	
Full time	38.09	38.76	37.92	39.19	40.58	41.62	82.22
Part time	11.51	11.64	11.46	11.43	8.40	9.38	17.78
<b>Total by gender</b>	<b>49.60</b>	<b>50.40</b>	<b>49.38</b>	<b>50.62</b>	<b>48.98</b>	<b>51.02</b>	<b>100.00</b>

Note: Members of the Board of Directors and of Statutory Board of Executive Officers, foreigners, expatriates and associates are not included.

**Percentage of employees by professional category and gender (%)** *GRI 102-8, 405-1*

	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
Board of Executive Officers + Board of Directors	0.2	0.0	0.16	0.01	0.15	0.02
Superintendence	0.4	0.1	0.17	0.03	0.21	0.04
Management	7.9	3.9	8.22	4.06	8.38	4.17
Supervision/Administrative	29.3	34.5	29.98	35.77	31.05	36.70
Operational	10.3	9.9	10.11	9.72	7.89	8.29
Apprenticeship	0.5	0.79	0.20	0.33	0.26	0.58
Internship	1.2	1.1	0.63	0.61	1.19	1.07
<b>Overall Total</b>	<b>49.7</b>	<b>50.27</b>	<b>49.48</b>	<b>50.52</b>	<b>49.13</b>	<b>50.87</b>

Note: Foreigners and expatriates are not considered.

## Ethnic-Racial

### *GRI 103-2, 103-3: Diversity and Equal Opportunities*

We have maintained a 17-year partnership with Faculdade Zumbi dos Palmares to hire and black youth for internships, orchestrated through tools such as Integra RH, which supports the management of the professional's career and education. We also offer a Virtual Library, Video Portal, application for language teaching, and other tools.

In addition to hiring interns from Brazil, the program helps migrants and refugees attain work.

Interns are welcomed at a meeting with the Organization's Human Resources team and executives. Leadership is also prepared to play its role in the training of talent through solutions in which themes such as Diversity, Empathy and Generations are addressed. Over 450 young people have taken part in the internship program, which also offers hiring opportunities for those who have received a positive evaluation whenever there are vacancies available.

## People

We are also part of the Somamos project – an Inclusion Network for Diversity, the product of a partnership between Bradesco, INFI-Febraban, the Public Prosecutor of Labor Office and others to promote training and opportunities for black youth. We have taken part since the conception of the project and have already hired many people through the initiative.

We regularly sponsor and take part in fairs and events that are designed to connect university students with companies, promoting the inclusion of Afro-Brazilians in the job market. An example of this is the AfroPresença movement, a virtual meeting between public authorities, the private sector and national and international organizations to promote empowerment and further job opportunities for young people of color. For the second year in a row, we were participants in the event. Our professionals inspired attendees through panels on topics such as Career, Diversity, Volunteering, Mental and Financial Health and the Future.

We also launched our corporate education solution on Racial Literacy in 2021. Available to all our employees, the course addresses content such as the origins of racial inequality, racism, blackness, whiteness and related topics. The content was unveiled at our event for commemorating black consciousness, A Força Negra, a chat about racial equity with Zezé Motta, led by the coordinator of the Ethnic-Racial Affinity Group, the AfroBra.

We also held a dialog this year with a leading Human Rights activist with respect to issues and impacts on society related to the plight of refugees, migrants and stateless people. This meeting, filled with inspiring interactions on experiences, provided opportunities for awareness and learning.

We believe that promoting diversity and combating discrimination are also prime examples. This is why our senior management is engaged, vocal and visible in relation to the topic. 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, a decoration awarded by the Afro-Brazilian Society for Sociocultural Development (Afrobras), which recognizes the work performed by us towards social inclusion, respect and equal opportunities.

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## Today, 27% of our staff is made up of black employees

We are signatories to the Business Initiative for Racial Equality, a platform for coordination between companies that are committed to pursuing meaningful results in addressing the ethnic-racial theme, including actions aimed at employing black youth.

In 2021, we were recognized for the third consecutive year in the Ethnic-Racial ranking sponsored by Great Place to Work. We were also recognized by the Business Racial Equity Index, in which we won first place in the Recruitment and Training categories, in addition to 4<sup>th</sup> place in Advertising and Engagement.

 [Learn more in](#)

*ESG Indicator Worksheet 2021*

**Percentage of employees by professional category and race/ethnicity (%)**

GRI 405-1

Professional category	2018					2019				
	White	Black	Asian	Indigenous	Not reported	White	Black	Asian	Indigenous	Not reported
Board of Executive Officers + Board of Directors	0.106	0.010	0.003	0.000	0.028	0.124	0.010	0.002	0.000	0.032
Superintendence	0.164	0.005	0.007	0.000	0.000	0.450	0.063	0.012	0.000	0.000
Management	9.418	2.440	0.255	0.017	0.015	9.061	2.501	0.250	0.018	0.014
Supervision/ Administrative	46.668	14.615	0.992	0.090	0.201	46.923	15.559	0.983	0.094	0.218
Operational	14.118	7.128	0.211	0.038	0.218	12.694	7.023	0.221	0.030	0.220
Apprenticeship	0.609	0.607	0.019	0.006	0.013	0.630	0.590	0.020	0.005	0.013
Internship	1.433	0.514	0.037	0.001	0.014	1.562	0.598	0.039	0.001	0.042
<b>Total employees</b>	<b>72.517</b>	<b>25.319</b>	<b>1.524</b>	<b>0.152</b>	<b>0.488</b>	<b>71.445</b>	<b>26.342</b>	<b>1.526</b>	<b>0.148</b>	<b>0.538</b>

**Percentage of employees by professional category and race/ethnicity (%)**

GRI 405-1

Professional category	2020					2021				
	White	Black	Asian	Indigenous	Not reported	White	Black	Asian	Indigenous	Not reported
Board of Executive Officers + Board of Directors	0.134	0.010	0.003	0.000	0.032	0.122	0.008	0.003	0.000	0.028
Superintendence	0.183	0.011	0.007	0.000	0.000	0.226	0.019	0.008	0.000	0.001
Management	9.343	2.666	0.238	0.018	0.012	9.506	2.768	0.242	0.016	0.019
Supervision/ Administrative	48.224	16.196	1.027	0.099	0.205	48.812	17.591	0.977	0.099	0.273
Operational	12.256	7.096	0.209	0.031	0.237	9.837	5.975	0.135	0.027	0.209
Apprenticeship	0.256	0.255	0.006	0.002	0.010	0.437	0.395	0.000	0.000	0.011
Internship	0.883	0.275	0.020	0.001	0.055	1.505	0.705	0.000	0.000	0.046
<b>Total employees</b>	<b>71.279</b>	<b>26.509</b>	<b>1.509</b>	<b>0.151</b>	<b>0.552</b>	<b>70.445</b>	<b>27.462</b>	<b>1.365</b>	<b>0.141</b>	<b>0.587</b>

Notes: Foreign employees, expatriates and associates are not included. We finished 2021 with 74% white, 23.8% black, 1.7% Asian and 0.1% indigenous people in management positions. Our goal is to have between 20% and 30% of black people in management positions by 2025.

 **Learn more in**  
Human Capital Report

### People with Disabilities

We believe in people's potential and invest in making sure that the challenges posed by disability are not an obstacle to professional development. To reinforce this commitment, we have been part of The Valuable 500, a global movement that encourages inclusion for people with disabilities in the corporate leadership agenda.

With Fundação Bradesco's participation since 2010, the Bradesco Training Program for People with Disabilities has been promoting inclusion, equal opportunities, economic emancipation, plus insertion and permanence in the job market for professionals with disabilities.

New employees begin with the Banking Management course. The program runs for six months and includes theoretical and behavioral aspects and practical activities in the branch network. Throughout this period, they receive compensation and benefits. The respective leaders also go through training like Diversity as a Leadership Strategy and lectures on accessibility.

To multiply information and opportunities, we also organize mentorships on entrepreneurship to leverage businesses for families with people with disabilities. The project, conducted in partnership with the Social Association for Equality of Differences (Asid), includes the participation of volunteer employees as mentors and lectures from our Somar Group.

We are a leader in this area, and we count with an extensive portfolio of accessibility solutions to help employees and clients benefit from products and services that contribute to their financial independence. We also offer face-to-face and online training in Brazilian Sign Language (Libras). In addition to providing interpreters to support meetings, sign language

is used in many of our livestreams on the current topics. Another tool for inclusion, our marketing emails are sent with a link at the end of the communication that provides access to the content in Brazilian Sign Language (Libras).

To celebrate the National Day of the Struggle of People with Disabilities in 2021, the event Inclusão de A a Z (Inclusion from A to Z) invited all our employees to reflect on the achievements, rights and inclusion of people with disabilities in the workplace.

In 2021, our practices were once again noted by Great Place to Work. We were recognized among the Best Companies to Work For – Highlighted by PwD.

In December 2021, 4,242 people with disabilities were members of our staff.



## Accessibility for Bradesco Seguros clients

GRI 103-2, 103-3: Local Communities

The structure of a website goes far beyond its functionalities: it needs to be accessible to everyone. Through tabbed browsing, implementation of translation into sign language and improvements to button descriptions, the Grupo Bradesco Seguros website offers accessibility to all of our clients.

In 2021, the #PraTodoMundoVer project on Facebook, Instagram and LinkedIn was continued. It included the principle of audio description of images for people with visual impairments. This translation consists of transforming images into words, obeying criteria and respecting the characteristics of the target audience.

Audio descriptions were also included in our livestreams. The participants had the opportunity to make descriptive narratives containing significant elements for the audience.

At Grupo Bradesco Seguros' Relationship Center, we guarantee Customer Service for the hearing and speech impaired through the SUAC (Unified Customer Service System) tool.

We offer a number of learning initiatives involving the Brazilian Sign Language (Libras) to employees, interns and apprentices who wish to learn the language, helping them gain knowledge about the universe of the hearing impaired and stimulating communication. For example, the Libras Pocket Guide, training in Brazilian Sign Language and the Libras Learning Pathway from Unibrad, created to provide the proper service to our hearing-impaired clients, promoting inclusion and the necessary support.

<b>Percentage of People with Disabilities (PwD), by employee category and gender (%)</b>				
<b>PwDs</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>By employee category</b>				
Board of Executive Officers + Board of Directors	0.00	0.00	0.00	0.00
Superintendence	0.00	0.00	0.00	0.00
Management	0.08	0.10	0.09	0.10
Supervision/Administrative	1.95	1.80	1.78	2.06
Operational	1.45	2.20	2.83	2.61
Apprenticeship	0.00	0.00	0.00	0.00
Internship	0.00	0.00	0.00	0.00
<b>By gender</b>				
Women	1.83	2.07	2.38	2.50
Men	1.65	2.00	2.31	2.38
<b>Overall total</b>	<b>3.48</b>	<b>4.07</b>	<b>4.69</b>	<b>4.88</b>

Note: Does not include foreigners and expatriates.

 **Learn more in**

- *Human Capital Report*
- *ESG Indicator Worksheet 2021*



## Gender Equity

In a landscape in which women are gaining space in business and proving their merit, we support building a more diverse and inclusive corporate environment. Today, more than half of our staff is made up of women. Each year, we invest to encourage their professional growth and to help them get placed into even more leadership positions. The ever-increasing numbers demonstrate our commitment to a more balanced and discrimination-free corporate environment. Our over 44,000 female employees account for 51% of our total workforce. In the Prime segment, they now account for 70% of the staff.

In addition, of the total workforce, 38.1% of women work in junior, mid-level and senior management positions (with 38.86% in first-line management) and 14.25% in senior management positions.

Our sales and marketing force is now predominantly female, with 52.50% women in management positions, in roles that generate revenue.

Additionally, 35.0% of Science, Technology, Engineering and Mathematics (STEM) positions are held by these employees. Our goal is to maintain between 45% and 55% of women in employment categories for 2022.

The ever-increasing numbers demonstrate our commitment to a more balanced and discrimination-free corporate environment. In order to consolidate this vision, we have voluntarily adhered to national and international commitments such as the Women's Empowerment Principles (WEPs) and HeforShe, established by the United Nations, and we have joined the Business Coalition to End Violence against Women and Girls.

Our goal by 2025 is: to have over 35% of women in junior and regular management positions; to have between 30% and 40% of women in STEM positions; and to maintain between 45% and 55% of women in management positions in revenue-generating roles.

Our partnership with the Laboratória is another highlight. Like us, it believes in the transformative potential of education and opportunity. The program lasts six months and trains women – who have graduated from public schools or with scholarships – in a number of specializations in tech fields, plus helping students obtain jobs in the area. In all cycles, we introduce Bradesco to the students in a meeting that involves our Board of Executive Officers, including specialist areas, such as the Diversity and Inclusion Management team, Bradesco Museum, Talent Management, technology areas and more.

**Laboratória:  
over the three  
years of our  
partnership, we  
have added 40  
hires, in addition  
to providing  
training for  
over 300 female  
students**

We also organized workshops such as Lugar de Mulher (A Women's Place), a meeting conducted by our female leaders who have made their successful careers in areas traditionally occupied and associated with the males, and Em Casa (In the Home), a space for sharing experiences and career paths between our female employees hired through the partnership and new female students from the Laboratória.

## People

This is not the first time that we have been empowering and inspiring female leaders, investing in development, encouraging trust, promoting boldness and creating opportunities. Throughout this journey, the Program for Female Leadership has served as an important tool to stimulate and enhance female protagonism. Ten workshops address the role, achievements and contributions of women in society at a time of constant change in the job market.

With the participation of the Organization's CEO and the leaders' direct managers, the program was divided into the following themes: Assuming Command over Your Life and Career; Leadership Results; Proactivity and Self-propulsion; The Central Role of the Female Leader; Assertive Leadership and Place of Speech; Ethics and the Corporate Label; The Leader of Success; Alignment of the Surroundings; Sorority and Women Who Support; and Labor Has No Gender.

Aware of the importance of everyone's involvement in the journey towards gender equity, we also held monthly meetings with our entire team in 2021 called Gender Equity – You Are Part of It.

Find out more about our women's health promotion initiatives in the [Focus on Health and Well-being](#) section.

 **Learn more in**

*ESG Indicator Worksheet 2021*

### **New BIA Stance Against Harassment**

Inspired by United Nations Educational, Scientific and Cultural Organization's (Unesco) Hey, Update my Voice movement, we have updated BIA's responses, our artificial intelligence, to take firmer positions on abusive and harassing behaviors. The proposal is to set an example for people to rethink how to address women. Our client services staff have also been trained in the subject and protocols are up-to-date.

The Fala, BIA! event from Bradesco Women, which encourages entrepreneurship and women's economic empowerment, addressed the issue of harassment in a discussion with Rita Batista, Mariana Torquato, Glamour Garcia, Zezé Motta, Maira Pinheiro and Vera Iaconelli, experts and influencers in their respective areas. Another example of the amount of care we have for the issue: we continue to be one of the Best Companies for Women to Work for according to a survey conducted by Great Place to Work. Our practices were also featured in the UN WEPs – Women's Empowerment Principles Award.

Recognized for the importance of our practices focused on gender equity, we were chosen among the over 5,500 companies in the world that are signatories to the Alliance Without Stereotypes, to share them in the National Chapter Women Empowerment Principles, an international event promoted by the UN in which companies that are leaders on the subject present their key initiatives.

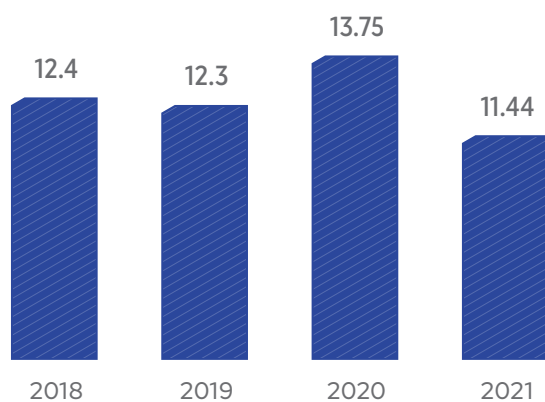
We are also part of the Bloomberg Financial Services Gender-Equality Index (BFGEI), which recognizes gender-related practices and policies in companies.

**Salary and compensation of women and men** *GRI 405-2*

Professional category	2018	2019	2020	2021
	Women/ men base salary ratio	Women/ men base salary ratio	Women/ men base salary ratio	Women/ men base salary ratio
Board of Executive Officers + Board of Directors	0.92	0.95	0.94	0.87
Board of Executive Officers + Board of Directors (base salary + other financial incentives)	0.72	0.87	0.95	0.90
Superintendence	0.87	0.90	1.04	1.03
Management	0.87	0.89	0.90	0.90
Management (base salary + other financial incentives)	0.87	0.89	0.88	0.88
Supervision/Administrative	0.88	0.89	0.89	0.89
Operational	1.00	0.98	0.97	0.96
Apprenticeship	1.01	0.99	1.00	1.02
Internship	0.99	0.99	1.01	0.98

 **Learn more in**
*ESG Indicator Worksheet 2021*

Ratio between the highest compensation and the average compensation at the Organization

*GRI 102-38*


### LGBTI+ Inclusion

The topic of LGBTI+ inclusion has become more prevalent in society and at companies. Our commitment was confirmed after we joined the Forum of Companies and LGBTI+ Rights, a business movement that operates on a permanent basis and unites major companies around commitments that recognize respect and promote LGBTI+ Human Rights.

Each year at Bradesco, we conduct organizational climate surveys in which all topics related to the LGBTI+ Inclusion issue are anonymously mapped. In the most recent survey in 2021, 4% of respondents declared themselves belonging to the LGBTI+ community.

We are careful to make sure that our employees and their dependents, regardless of their gender identity or sexual orientation, are able to have access to the same opportunities and benefits. We also create and offer initiatives that address the overall and specific demands of our various stakeholders.

In addition to including spouses in the Health Plan and equivalent parental leave, the Supplementary Pension Plan guarantees coverage to retirees, the retiree's widow and children up to the age of 24, including spouses and companions of employees in same-sex relationships. The same goes for insurance offered by Bradesco.

Through Lig Viva Bem, we offer support for various situations, and it can be especially useful for specific audiences or circumstances, such as gender transition. In the social sphere, we offer refuge, counseling, and non-judgmental active listening for all types of situations as support in performing health procedures and interface with community resources. We provide personal care, and home and hospital visits, telephone monitoring, and guidance on medical care referrals,

if necessary. In the psychological aspect, we work on the importance of respect, self-care, self-esteem, strengthening emotional health through therapy, support network and individual empowerment. In the financial realm, we assess each situation and the needs presented for socioeconomic guidance regarding the family budget. We also make social loans available under different conditions after an evaluation by a social worker for emergency situations, expenses on tools for accessibility, education, acquisition of orthopedic devices and glasses, funerals, psychologists, psychiatrists and speech therapists, among others. In the legal world, guidance is provided on legislation, protective measures, police reports and procedures for rectifying name and/or gender.

The LGBTI+ Community Inclusion and Career course in the Job Market, a learning and awareness tool on diversity, inclusion, the LGBTI+ universe, prejudice, and discrimination, is now available for all our employees.

We are continually looking for talent to join our staff. For the third consecutive year, we sponsored and took part in the DiverS/A Fair, an event for professional connections and the insertion of young LGBTI+ people into the job market, providing content that shows that we keep doors open in the name of plurality.

We also remain supporters of the OUTStand movement, made up of companies in the financial market that encourage and engage in reflections on the LGBTI+ theme in their work environments, promoting diversity and inclusion.

In 2021, we received recognition as one of the Best Companies in Brazil for the LGBTQI+ People Work in the third edition of this ranking, promoted by the Great Place to Work.

## Benefits

GRI 103-2, 103-3: Employment, 401-2

We are not only committed to our employees' well-being, but also to recognize their work by offering fair wages and a benefits package, security and comfort in the provision of basic needs, as well as opportunities for professional development and special credit terms to purchase consumer goods and real estate. In addition to promoting a healthy, all-inclusive and productive work environment, these courses of action are an effective driver for retaining and attracting talent to the Bank.

### Caring for People as a Strategic Priority

**Health and Dental Plan:** Our employees and their dependents receive a health and dental plan that includes hospitalization in a private room, which is fully funded by the Organization. Bradesco Saúde has established itself as a leader in the Brazilian supplementary health market thanks to the attention it gives to the needs of policyholders and its partnership with the referenced network. The health plan covers medical appointments, urgent, emergency and elective surgeries (including all types of transplants), obstetric care, refractive myopia and hyperopia surgeries, hospital stays (with no limit for length of stay, including in the Intensive Care Unit – ICU), outpatient care, exams, therapies, psychiatry, ambulance transport, family planning and AIDS treatment (with reimbursements for prescription drugs to treat the disease). It also includes non-traditional treatments, such as dialysis, acupuncture, homeopathy, Global RPG (global posture reeducation), heart valve, physiotherapy, nutrition, psychotherapy and speech therapy.

▀ **Medical outpatient clinics:** We have corporate medical outpatient clinics available in the administrative buildings, offering prompt clinical care, lab test collections and appointments with specialists, such as gynecologists, cardiologists and family physicians to employees and associates. Over the first half of 2021, we opened a new health facility at the Cidade de Deus headquarters. It includes the Meu Doutor Novamed medical clinic and Bradesco Dental, for outpatient and urgent/emergency medical care, a lab for collecting and performing exams and dental care, which covers employees and dependents on the health plan. As of October 2021, new medical specialties have been made available. These include gynecology and obstetrics, cardiology, endocrinology, dermatology, psychiatry and gastroenterology, plus physiotherapy, nutrition, speech therapy and psychotherapy services. New services in dental care were also made available. This included endodontics, oral and maxillofacial surgery, dentistry and prosthesis, pediatric dentistry and periodontics.

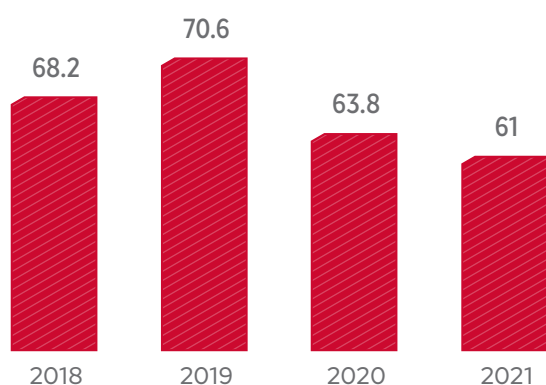
▀ **Medical support:** Employees and their dependents are offered Medical and Nursing Support and Guidance services for specific health situations, with personalized approaches and monitoring of treatments and hospitalizations.

## People

### GRI 401-2

▀ **Vaccination campaign:** Each year, we perform vaccination campaigns to combat influenza and H1N1 for all employees at no cost, and at reduced rates for their dependents. We introduced a drive-thru in 2021 at the Cidade de Deus headquarters to safely immunize employees and dependents during the pandemic, and we continued with the on-site vaccination model in the branch network and made it available by partner clinics throughout the Country. The total number of employees and dependents vaccinated in 2021 was 81,580, of which 55,693 were employees alone. However, we did not reach the established target of 70.5% due to the pandemic and covid-19 vaccination scenario. Our goal for 2022 is to vaccinate 62% of employees.

Percentage of employees vaccinated against the flu (%)



▀ **Supplementary Pension Plan:** All our employees are offered a Supplementary Pension Plan in which the Organization provides 5% of the participant's basic compensation, including the 13th salary (year-end bonus). The plan allows resources to be accumulated to supplement income upon retirement by contribution time and guarantees coverage of a lifetime annuity due to disability, with a 50% lifelong reversion to the spouse and, upon death, a spouse's lifetime pension and a temporary pension to children under 24 years old and disabled, with no age limit.

▀ **Food and meal vouchers:** These are available to all employees as of their date of hire, with amounts made available each month on magnetic cards. Our employees can choose to receive meal vouchers plus food vouchers, or vice-versa according to their needs.

▀ **Social Service and Psychological Assistance:** A free, confidential, psychosocial support channel for guidance and counseling available to the employees and their families, including assistance to interns and apprentices. We provide emotional, social and legal support, financial guidance, assistance in cases involving substance abuse, interface with the health plan, and emergency care in critical situations involving accidents and robberies and/or kidnapping. Available 24/7. It also includes face-to-face support as a form of prevention and promotion of emotional health.

▀ **Daycare/Babysitter Assistance:** We have daycare/babysitter assistance available for 100% of the eligible workforce. We pay this benefit for children up to the age of 71 months (5 years and 11 months). For children with disabilities who require permanent care, there is no age limit.

▀ **Group Life and Personal Accident Insurance:** Benefits offered with different costs and types of coverage for employees. Retirees leaving the workforce are given the option to remain in the policyholders' group.

▀ **Major Life Insurance:** A benefit offered to all employees, apprentices and the management, with uniform capital, extended funeral assistance to the spouse, children, parents and in-laws, funeral assistance to the employee and full cost by the Organization.

## GRI 401-2

- ▀ **Buying online:** A special online shopping channel through our website. We have special discounts directly negotiated with suppliers of a variety of products. Employees also receive special offers via email.
- ▀ **Home working:** Since 2019, we have been working towards learning more about the particularities and specifics of working from home. This study helped us adopt a contingency plan over the following years, allocating part of the staff to working from home.

Because of the relevance of the issue, the Bradesco Organization signed a specific collective bargaining agreement (ACT) with the Bank Employees' Union for telecommuting issues. The agreement was unprecedented in the banking sector, and Bradesco is working towards further progressing the corporate model.

As it considers the existence of a hybrid work model, and following the progress of vaccination, we began resuming on-site work in the final quarter of 2021, with complete staff in branches on a weekly rotation system in the administrative areas.

- ▀ **Flexible Hours:** Since the mid-1990s, we have installed electronic control of working hours that are based on the records that employees perform when they enter or exit the facility. In 2020, with most employees working remotely, we instituted the flexible schedule model, according to agreements with managers. In 2021, about 75,000 employees participated in electronic journey control.

There is no deduction in wages when the working day is not fully completed within the day's scheduled workload. As such, negative hours are excused without having any financial impact for the employee. For employees of departments and some related companies, there is also an option to receive hourly compensation. This includes the benefit of coming in to work later, leaving earlier, or even taking time off, with the balance of overtime performed. It seeks to provide a better quality of life and balance between personal and professional life.

In addition, the bank's employees have been able to benefit from a Day Off due to Attendance, which can be taken once a year (September to August), if the employee has no unexcused absence in the previous period. The date can be chosen by the employee along with their manager.

- ▀ **Part-time job:** At the Bradesco Organization, we have employees who work part time. Working hours are authorized for 6 hours and 4 hours according to the agreement (examples: teller, clerk, service operator, intern and apprentice).

# Focus on Health and Well-Being

*GRI 103-2, 103-3: Health and Safety at Work, 403-5, 403-6*

We believe it is important for our employees to balance their professional and personal lives. Reinforcing this aspect, we present the health and well-being and quality of life program Viva Bem (Living Well), focused on disease prevention and promotion of healthy habits, attitudes and behaviors. The program's initiatives are divided into three main pillars: Viva Bem em Equilíbrio, Viva Bem Saudável and Viva Bem em Movimento. In addition to personal (on-site) 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. We are constantly looking to raise awareness and engagement on transforming habits and lifestyles through the use of our communication channels. This is why we also help improve the organizational climate by making it more harmonious, healthy and collaborative. We are also concerned with the quality of life of employees, offering conditions for a balance between work, health and family. For these practices, we received the National Quality of Life Award (PNQV) in 2021, with Gold Certification and Excellence in Management.

## Viva Bem em Equilíbrio (Living Well in Balance)

This pillar encompasses initiatives aimed at promoting mental health, addressing topics such as self-awareness, behaviors, attitudes and lifestyles in personal, professional, family and social contexts. The idea is to raise awareness about how emotional balance is an essential skill for the future of professionals and that it helps in self-control and in dealing with reality. The Mental Health Program is based on three fronts: prevention, support and acceptance, and treatment.

## The program's initiatives are divided into three main pillars: Viva Bem em Equilíbrio, Viva Bem Saudável and Viva Bem em Movimento

- ▀ **Lig Viva Bem:** Voluntary and free guidance and counseling service for our employees and their family members. 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. Since the pandemic began in 2020, we have provided care for the health of employees and their families, offering all the support needed in relation to covid-19. In 2021, 366,829 sessions were conducted, including active, receptive and face-to-face.
- ▀ **Mental Health Pathway:** In partnership with Unibrad, we offered a track of virtual lectures focused on prevention and care for mental health through general guidelines on behaviors, signs and symptoms of mental illness; sleep quality, healthy eating and physical activity; emotional health and relationships through empathy and respect; changes in cycles, relationships and grief; anxiety and time management; transformation of care in family relationships; support network and mental health: cycles, self-care and redefining lifestyles. There were over 9,500 participants and 29,302 views on the virtual Stream platform.



▀ **Self-care and psychological security:**

Conducted in partnership with Unibrad, the solution is intended to broaden the participant's perspective on themselves, recognize their internal capabilities and understand the power of the support network; create a safe space to deal with stress, anxiety and fears; develop actions that support this recovery; and encourage exchanges and dialogs in the learning community.

▀ **Yellow September Campaign:**

During September, we raise awareness within the company on the importance of preventing and valuing life through corporate announcements about support channels to promote mental health and offer support to those who need help. Through the LIG Viva Bem program, we provide listening and support assistance, including the opportunity for employees and their dependents to receive personal emotional support.

▀ **Exclusive channel to handle situations involving gender violence:**

Free and confidential channel that runs 24/7 and provides social, emotional, legal support and financial guidance via phone number 0800 580 0207.

▀ **Violence Against Women is Our Concern:**

A knowledge and awareness track for all employees, consisting of a booklet, video, podcasts, and other content on the topic. It reports and promotes the shelter services that we made available. The course was adapted and made available to all our groups through the Unibrad Portal. The initiative was featured in the Best Practices in Balance, Work and Family Award. This is a recognition granted by the Ministry of Women, Family and Human Rights and the National Department for the Family.

▀ **Health and quality of life livestreams:**

Virtual meetings with employees to discuss topics, including dynamics and exercises for body awareness and conscious breathing. Aspects such as depression, anxiety, healthy eating, quality of sleep and physical exercise are touched on. In 2021, 47,256 employees took part.

▀ **Sipat Digital:** We adopted Sipat Digital, a pioneering project that has been updated every year, with new formats to increase its attractiveness. It stimulates productivity and the balance between personal and professional life, and reinforces attention towards safety at work, in addition to encouraging the quality of life and the creation of a more collaborative, healthy and happy work environment. Besides being a more democratic way to offer access to all employees, it facilitates greater interactivity, comfort and flexibility for every person's needs.

## People

### ▀ Professional Rehabilitation Program:

Multi-professional support to assist employees who are in the process of rehabilitation through Social Security on their return to work, including social interviews, medical evaluations and follow-ups after they return.

### ▀ Continuous improvement of labor

**relationships:** 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 officers, 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 by being well, 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.

### ▀ Maternity and Paternity Support Program

*GRI 103-2, 103-3: Employment, 401-3:*

A welcome program for employees who are returning to work. This initiative provides support to employees when they return from maternity leave. Guidance and assistance are provided by psychologists and social workers, who give counseling and help detect dysfunctional behavior for specific treatment, if needed. The program also offers help to find the balance between personal and professional life during this transitional time.



In addition to the time required through the Consolidation of Labor Laws (CLT), employees can opt for an additional 60 days, totaling 180 days of paid maternity leave. Meanwhile, in addition to the period established by law, fathers can opt for a 15 extended leave, totaling 20 days of paid paternity leave. In both types of absences, the right also extends to adoptions. Parental leave is also extended to same-sex couples. Maternity leave may be extended when, due to medical complications related to childbirth, the mother and/or the newborn needs to be hospitalized.

▀ **Family leave:** Employees are granted paid leave of two days a year to take a child or dependent under the age of 14 to the doctor. A paid leave of one day is given for the hospitalization of a spouse, child, father or mother.

**Maternity and paternity leave** GRI 401-3

		2018	2019	2020	2021
Total employees who were entitled to maternity/paternity leave	Men	2,491	2,488	2,178	2,070
	Women	2,815	2,679	2,424	2,376
Total employees who took maternity/paternity leave in the current year	Men	2,249	2,328	1,963	1,821
	Women	2,815	2,673	2,412	2,376
Total employees who took maternity/paternity leave in the current year, and whose leave ends in the current year	Men	2,180	2,232	1,892	1,741
	Women	1,510	1,485	1,253	1,284
Total employees who took maternity/paternity leave in the current year, and whose leave ends in the following year	Men	69	96	71	80
	Women	1,305	1,188	1,159	1,092
Total employees expected to return in the current year	Men	2,182	2,301	1,988	1,812
	Women	2,865	2,790	2,441	2,443
Total employees who returned to work in the reporting period after the end of maternity/paternity leave	Men	2,103	2,288	1,980	1,795
	Women	2,721	2,770	2,428	2,433
Total employees who did not return to work in the reporting period after the end of maternity/paternity leave	Men	79	13	8	17
	Women	144	20	13	10
Total employees who returned to work after maternity / paternity leave and still were employed 12 months after returning to work	Men	1,927	2,026	2,119	1,821
	Women	1,497	2,602	2,487	2,118
Return rate (%)	Men	96	99	101	99
	Women	95	99	101	102
Retention rate (%)	Men	89	96	93	92
	Women	86	96	90	87

**Absenteeism rate\* (%)**

2018	2019	2020	2021
3.57	3.36	3.23	4.04

 **Learn more in**

ESG Indicator Worksheet 2021

Note: Does not include foreigners and expatriates.  
\* Percentage of scheduled days.

## Viva Bem Saudável (Live Well and Healthy)

In an effort to encourage and spark employees' interest in prevention and self-care, this program promotes the idea that health is not merely just an absence of illnesses. We reinforce 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 (cholesterol and triglycerides), in addition to vaccination campaigns and special programs for comprehensive health.

▀ **Healthy Pregnancy Program:** Tracking child development from pregnancy to postpartum. In order 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. The program includes employees, employee's wives and dependents. In 2021, we had 200 pregnant women being treated in the program.

▀ **Breastfeeding:** 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.

▀ **Oncological prevention actions:** Pink October and Blue November are months devoted to raising awareness about the optimal way to prevent and early detect breast cancer and prostate cancer, respectively. From October to December, we offer employees and their dependents exemptions from co-pay when taking exams such as mammography, pap smear and PSA, including activation in administrative centers, lectures with specialist doctors and digital content. médicos especialistas e conteúdo digital.

▀ **Nutritional Support Program:** We offer up to four sessions with a nutritionist completely free of charge for employees and their families. We encourage healthy eating and a shift in attitude towards well-being. Through the Viva Bem self-service store, we provide snack machines containing fruits, juices and natural snacks and whole foods. At the Cidade de Deus headquarters, we have restaurants available that offer employees and associates healthy food, helping them adopt more beneficial habits in the corporate environment. 1,548 nutritional services were carried out in 2021.

▀ **Tele-medicine channels:** Offered through the Bradesco Saúde App, including video consultation with a specialist doctor, 24/7. In 2021, the Viva Bem Program provided 708,751 interactions, which included psycho-social phone sessions, medical and nursing support, 95,976 serological tests for covid-19, a 24-hour telemedicine resource, support and interface with the health plan, intensive promotion of measures on preventative care through corporate channels and digital media, plus livestreams on health.

## Viva Bem em Movimento (Live Well and in Movement)

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.

▀ **Partnerships:** One way to improve quality of life is to practice physical activities. This is why we offer discounts and benefits in partnerships throughout Brazil with the Benefits Club of Bradesco Seguros, Livel, ShopFácil and Bradesco Cartões, and beauty salons, with special prices designed to help the self-esteem and well-being of our employees in a number of different establishments, including gyms. Our headquarters feature a pharmacy, laundry, beauty salon, living spaces with restaurants and cafes.

▀ **Núcleo Cidade de Deus (Cidade de Deus Center) – leisure activities GRI 403-6:** The Núcleo Cidade de Deus in Osasco (São Paulo) includes ample wooded spaces with communal areas, swimming pools, a sports plaza with multi-sports courts and athletics track for the use of employees and their families. We offer sports consultancy, with physical educators who coordinate activities that include functional training classes, Zumba, yoga, Pilates, fitdance and water aerobics. The schedule of activities accounts for the different seasons to offer exercises that can be done throughout the period.

▀ **Vem pra Pista – online:** In light of the pandemic, we made virtual classes in yoga, Pilates, functional, Muay Thai, meditation and rhythms available for all employees and dependents through a sports consultancy. A total of 4,178 participations in 2021.

## Occupational Health and Safety Management System

*GRI 103-2 and 103-3: Health and Safety at Work, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8*

Considering the complexities of workplace interactions, our Occupational Health and Safety Management System covers all of the Organization's companies and is based on the 20 strategic guidelines for health and safety by the International Labor Organization (ILO). The program is certified by OHSAS 18.001 and Bradesco's Corporate Social Responsibility Management System, and is audited on an annual basis by an accredited and independent certification agency.

All outsourced employees can be interviewed by the auditor, but in the year in question, there were no interviews because the audits were conducted in a virtual format.

Our SESMT (Specialized Services in Occupational Health and Safety) is composed of a multidisciplinary technical team with engineers, occupational physicians, safety technicians, nurses, nursing technicians and analysts. In order to support our employees throughout the Country, we rely on our technical team and/or outsourced companies that are specialized in occupational safety and health, providing services in person or remotely.

Each year, we offer the following actions to manage occupational safety and health programs, following technical guidelines and based on the continuous improvement system:

▀ **Environmental Risk Prevention Program (PPRA):** We perform an assessment of the premises in order to identify any physical, chemical and biological risks within the work environment, and implement measures for adaptations, mitigation and/or elimination of exposure to these risks.

## People

*GRI 103-2 and 103-3: Health and Safety at Work, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8*

### ▀ **Ergonomic Work Analysis Program (AET):**

In compliance with Regulatory Standard No. 17 (NR17), with a view towards maintaining an ergonomically correct environment, we hold this program each year to adopt measures to adjust possible notes.

▀ **Postural orientation:** Through technical activities by professional physiotherapists, we help our employees become aware of the proper way of setting up a workstation, as well as organizing it.

### ▀ **Occupational Health and Physician Control Program (PCMSO):**

In alignment with the guidelines of Regulatory Standard No. 7 (NR7), we have implemented measures for the early detection of pathologies, and providing monitoring and preventive health services for our employees. We have a technical team at SESMT and a network of specialized clinics that are technically approved for occupational care.

▀ **Professional readaptation:** Its purpose is to ensure that the productive capacity is recovered so that employees can return to work and, whenever needed, we conduct an evaluation and/or adaptation of the work station. It includes a multidisciplinary team (doctors, psychologists, social workers, security technicians) prepared to support and guide managers and employees on this journey.

### ▀ **Internal Accident Prevention Commission (CIPA):**

Composed of representatives of the company and employees. Regular monthly meetings are held in which relevant topics are discussed for the maintenance of a safe and healthy environment. All representatives take part in on-site training, with a workload of 20 hours.

▀ **Designated CIPA:** At branches where CIPA is not necessary, we train representatives remotely to develop content with themes aimed at the safety and health of employees, as well as the prevention of accidents and occupational diseases.

### ▀ **Internal Workplace Accident Prevention Week (SIPAT):**

We adopted SIPAT Digital, a pioneering project that has been updated every year with new formats to increase its attractiveness. It stimulates the balance between personal and professional life, productivity and reinforces attention towards safety at work, in addition to encouraging the quality of life and the creation of a more collaborative, healthy and happy work environment. Besides being a more democratic way to offer access to all employees, it facilitates greater interactivity, comfort and flexibility for every person's needs.

▀ **Work Safety Instruction (IST):** We provide all employees with access to material on the Corporate Portal related to safety and accident prevention in the workplace.

▀ **Emergency Response Plan (PAE):** Available on the Corporate Portal with access to all employees, is content focused on measures to be adopted in case of accident and emergencies, including respective contacts.

▀ **Fire Brigade Training:** Held annually with practical and theoretical content to train employees and associates to act in preventing, vacating and fighting fires, as well as to provide first aid and use of the automated external defibrillator (DEA).

*GRI 103-2 and 103-3: Health and Safety at Work, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8*

- ▀ **Simulation of Vacating an Area:** Training people working at the buildings on how to deal with emergency situations. These simulations are accompanied by specialized contractors and supported by the SESMT technical team. In certain locations, we carry out simulations of chemical spillages and rescuing victims.
- ▀ **Visual Monitoring:** Inspections conducted on our premises by the SESMT technical team and specialized outsourced companies in order to detect possible risks in our environments, generating actions to monitor and mitigate these risks.
- ▀ **Workstation assessment:** Specialized technical assistance for employees with grievances or complaints arising from occupational examinations, the assistant physician and the employee personally. Following the evaluation, we recommend adjustments or provide guidance on the proper use of workstations, considering individual characteristics.
- ▀ **Investigation of work-related accidents:** In the event of an accident in the workplace, we conduct an investigation to evaluate the causes, while seeking and planning prevention and corrective actions.

These programs are coordinated by engineers and occupational physicians and executed by duly qualified safety technicians, physicians and occupational nursing assistants. Adherence of local practices and conditions to the Occupational Safety and Health Policy (SSO) is also verified via visual monitoring, which is performed by a technical professional, SSO engineer and/or outsourced service professional.

These actions depend on the participation of employees and are designed to prevent accidents and work-related illnesses in an effort to make work permanently compatible with the preservation of life and the promotion of worker health.

## Careers

We believe that both jobs and a career are vitally important for the personal fulfillment, health and future planning of all our professionals. As such, we are focused on offering a collaborative, diverse and welcoming environment in which everyone can fully perform activities, regardless of ethnicity, color, gender, age, marital status, sexual or religious orientation, physical condition or socio-economic class, while maintaining health, quality of life and well-being.

Attracting, developing and retaining the best talent has always been one of our missions. With this in mind, our more than 87,000 employees have access to innovative learning solutions – with the support of Bradesco Corporate University (Unibrad) – that facilitate their professional development and play a role in building a solid and lasting career in our Organization.

In order to attract new talent, we held lectures, took part in fairs and events and organized customized tours in our departments so that students and people interested in the Organization can learn more about our history and strategy, even before the beginning of the selection process, and understand, in practice, how the various departments operate. We wrapped up 2021 totaling more than 17,000 people and 86 events. To increase diversity in our talent pool, we organized and took part in affirmative actions, including meetings and mentoring specifically for people of color, LGBTI+, people with disabilities and women in leadership positions, impacting over 37,000 people through these actions.

## Internship Program

In order to provide professional development opportunities, we offer internships in different areas of activity and business. Our main concern is to provide young people with the opportunity to enter the job market in a company that values their development. This is why we offer them the opportunity to build a solid and successful career based on merit and self-effort, with the full support of the Organization. The learning pathway produced for these professionals includes corporate and customized solutions, both in-person and remotely, along with technical and behavioral content.

In the second half of 2021, we carried out a new cycle of the Corporate Internship Program that provided a better experience to interns. We saw 47,493 registrations, reinforcing our progress in the rankings and making our brand increasingly attractive to young professionals. Of this amount, we reviewed over 15,000 candidates in technical tests and 3,596 were sent to group dynamics. We conduct the selection process with the business areas, ensuring transparency and assertiveness in the choice of interns, aligned with Institutional culture. We admitted 580 interns between September and November.

The integration courses reinforce our market culture, provide guidance on personal finances and corporate image, and improve communication. We also provided the Unibrad online learning platform and have on-the-job learning practices that are conducted by tutors. Our commitment to provide interns with new opportunities and challenges is in line with our goal that vacancies are preferably filled by the people inside our company.

In 2021, we were selected as the company with the top corporate internship program in the Financial and Insurance Services category by the Company-School Integration Center (CIEE) and ranked second in the Career of Dreams survey among young people, conducted by Cia de Talentos, in which participants note the name of the institution they dream of working for.

## Apprentice Program

Since 2004, the program in partnership with Fundação Bradesco and other accredited entities (CIEE and Espro) provides personal and professional development, identifies talent and offers opportunities for young people to gain their first experience in the job market within our Organization. In 2021, the Apprentice Program was reformulated, and we began to publicize all opportunities on our career website in an effort to provide greater visibility for job openings. The process model has been adapted, and for the best experience and security of the candidates, all selections are performed digitally. During the last selection process, which occurred as of the first half of 2021, we saw more than 40,000 registries and over 2,400 young people evaluated in group dynamics.

**2,394 interns**  
were hired in 2021

**In the same year,**  
**we hired**  
**735 apprentices**



## Performance, Capabilities and Succession

*GRI 103-2, 103-3: Training and Education*

We have a People Management and Succession team that is dedicated to understanding our human capital and contributing to individual and team training through processes conducted based on a detailed analysis of the competencies and performance of the professionals who make up our workforce.

Based on this information, the Human Resources Department, in conjunction with staff management, establish actions focused on improving potential and enhancing individual and collective performance. We also applied these inputs in the succession process, in defining learning solutions, in the ongoing practice of feedback – when establishing Individual Development Plans that both drive and guide new challenges – and in the actions directed towards engaging talent.

We conduct the yearly employee Performance Evaluation process in two dimensions:

- Quantitative, based on the definition of goals that look at indicators related to sustainable financial income and operations; and
- Qualitative, which evaluates the leader's perception of the employee in three dimensions: the ability to fulfill deadlines, the quality of deliverables and the effort and commitment to achieve the objectives.

The behaviors that make up the assessment of competencies, as well as the established performance indicators, are based on meeting the strategic objectives that are directly linked to the organizational values and principles outlined in the Code of Ethical Conduct. We provide guidance for managers and staff to establish objectives aligned with the strategies of the Board of Executive Officers.

The process is available to 100% of our employees. In 2021, 97% of the staff completed the Performance Assessments; and 92% of the team had their processes completed related to the Capability Assessments. *GRI 404-3*

### Extraordinary Performance Award (PDE)

Our PDE provides conditions of awards for employees who work in the sales structure of the branch network and who have exceeded the generally expected performance. Of the total eligible group in 2021, 51% are women and 49% are men.

In accordance with the principles of the Institutional Policy on User and Customer Relationships, mandatory training in "Ethics" and "Users and Customer Relationships" is one of the eligibility requirements for the Award. Our internal rules also provide for impacts on the calculation of the variable incentive if the eligible employee has gone through any disciplinary action.

## Employee Experience – Organizational Climate

We are one of the most respected and admired Brazilian companies in the market, both for the products and services offered to clients and the community, and for the way we take care of our human capital and society. It is very important to us that the entire team is aligned with our values so that individual development can be reflected on and spread throughout our Organization.

In 2021, our human capital at all levels of the Organization, business lines and activity, had the opportunity to voluntarily respond to our organizational climate. Items such as workplace environment, benefits, compensation, professional development, ethics, citizenship, corporate social responsibility, and others were assessed with different demographics.

The surveys are conducted in partnership with outside consultants, with the guarantee of confidentiality and making sure to not identify respondents. We listen to our people, analyze the data, check out perceptions and create action plans connected to other projects to align both the employee experience and our culture in different situations.



Our goal is to have an in-depth understanding of the perception about our organizational culture. The issues are self-declarable, so we have a census of gender, sexual orientation, age group, education, race and people with disabilities.

In 2021, employee engagement was reviewed by looking at the Organizational Climate Index, through research applied to all Banco Bradesco employees by an institute specialized in the subject. As such, we saw an 83% rate of engagement among respondents.

 **Learn more in**

ESG Indicator Worksheet 2021

### Percentage of engagement by gender (%)

		
85	2018	84
85	2019	84
80	2020	81
86	2021	85

### Employee engagement rate by age group

Age	2020	2021
18 to 22	89.5	89.6
23 to 26	83.2	85
27 to 32	80.5	82.1
33 to 39	81.2	82.9
40 to 49	85.1	87.2

### Employee engagement rate by senior management position

Age	2020	2021
Leaders	85.2	87.2
Non-leaders	82.3	84.2

## Employee Unionization

GRI 102-41

All employees are represented by a union, are covered by collective bargaining agreements and have freedom of association. On December 31, 2021, 44.2% of our employees were associated with the sector’s union. We maintain solid relationships with our employees and their respective unions, which we largely credit to our policy of appreciating the staff and transparent relationships.

# Bradesco Corporate University (Unibrad)

GRI 103-2, 103-3: Training and Education, 404-2

Created in 2013, Unibrad facilitates training and skill-building for our employees and for society, strengthening our commitment to developing people and our concern for sustainability. This translates into our Organization’s Education, Training, and Development Policy, which can be found on the Bradesco IR website.

Since its inception, Unibrad has performed its activities in accordance with our strategic guidelines and the behavioral capabilities needed for the business objectives, driving each of the Corporate Schools in the development of solutions and the promotion of knowledge. We focus on the customization of learning, giving the employee autonomy to choose their development activities. We currently have more than 570 courses available in the synchronous virtual model. In 2021, we established a target of 60% of the workforce to complete three courses during the year. We exceeded what was expected, and 98% of the employees went through three or more learning solutions offered by Unibrad at the end of the year. For 2022, we expect 80% of the workforce to complete three courses during the year.

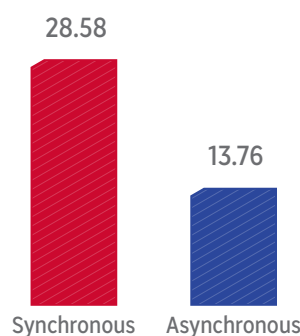
In 2021, we also expanded our portfolio of real-time solutions, mediated virtually by the Webex and MS Teams platforms. We now have over 570 courses in this format. This includes a number of other online solutions, such as Emotional Intelligence; Complex Problem Solving (Creativity);

Service Blueprint, Lifelong Learning; Agile Mindset Shared Management; Collective Intelligence; Executive Communication; Circular Economy; Collaborative Economy; Thinking Environment; Future Skills; LEAD: Fundamentals of Good Leadership; and Trend Researcher.

Plus, based on our strategies and corporate proficiency, Unibrad offers learning solutions that comprise a number of knowledge pathways, a few aimed at specific internal stakeholders and others open to all our employees. For example:

- ▀ Agribusiness
- ▀ Week of Prevention of Money Laundering and Terrorism Financing
- ▀ Business Area Training – Individual and Corporate Account Managers
- ▀ Feedback Pathway
- ▀ Ethics Pathway
- ▀ Internship Program

## Type of training – average hours



 **Learn more in**

ESG Indicator Worksheet 2021

## Employee Support GRI 404-2

Unibrad also provides solutions to support employees in the contexts of employability and end-of-career management, reinforcing the culture of lifelong learning.

▀ **Lifelong Learning:** The solution addresses the importance of learning at various stages of life, whether new skills or new ways of communicating, behaving, working and relating. We also curate content for this topic from the TED platform and make it available in the form of a course in the Integra RH portal.

▀ **Adaptability Workshop:** Its approaches include a discussion on why we avoid change, how we can adapt quickly and explore potential risks and even the benefits of change – themes that can be considered for this transitional period.

▀ **Mental Health Lecture – Transforming Senses:** Deals with pillars of emotional health and their relevance during our career path, seeking to awaken reflections on changes in cycles, mourning and its phases and new forms of relationships.

### Unibrad in Numbers

We now have over 570 courses that have been adapted for the synchronous virtual model and, in addition, other diverse asynchronous online solutions

**200,000+** views  
on Unibrad’s website, which offers free educational content for the society

**2+** million  
participants in learning solutions

**85+** million reais  
invested in education

### Average hours of training per professional category and gender GRI 404-1

	2018			2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women	Total
Board of Executive Officers + Board of Directors	44	117	48	45	68	47	27	360	28	26	64	30
Superintendence	56	49	55	67	61	66	52	45	51	85	76	84
Management	42	40	41	38	37	37	64	60	62	53	52	53
Supervision/ Administrative	51	40	45	32	31	31	32	27	30	51	39	45
Operational	15	14	15	27	28	28	22	22	22	21	23	22
Apprenticeship	6	6	6	15	16	15	7	4	5	11	13	12
Internship	33	27	30	20	23	21	8	9	9	63	60	61
<b>Total by gender</b>	<b>42</b>	<b>35</b>	<b>38</b>	<b>32</b>	<b>30</b>	<b>31</b>	<b>35</b>	<b>28</b>	<b>32</b>	<b>47</b>	<b>38</b>	<b>42</b>

Note: The average amount spent on training per employee in 2021 was R\$900.73. Average hours spent on training per FTE = 43.91 hours.

## Assessments and Post-Tests are Performed in Integra RH

Our Result Management area is responsible for measuring and assessing the outcomes from the learning solutions. According to the objective, target audience, workload and indicators, there are assessment levels that we define: reaction, learning, application, business impact and return on investment (ROI). In terms of mechanisms and channels for complaints, we provide the support channels: Unibrad contacts (its offices/areas and extensions/emails), Alô RH (Hello HR), and BIA – Bradesco Artificial Intelligence.

## Unibrad Semear 2021

Throughout the pandemic, Unibrad Semear was a Program that included projects applied in the online mentoring model forged through a partnership between Unibrad, the Bradesco Volunteer Program and the Diversity and Inclusion area and provided benefits to young black people and families that have people with disabilities. 125 volunteers took part in the activities in 2021, dedicating more than 1,400 hours in online mentoring meetings.

### Employability and entrepreneurship

Strategic partner: [Joule Institute](#)

Beneficiaries: Young black people nominated by the Zumbi dos Palmares College and the Black Girls Project

Special Participation: BRAVOZ

### Empreenda Bradesco (Enterprise)

Strategic partner: [Asid Brasil](#)

Beneficiaries: Families who have people with disabilities from the cities of Canoas (RS), Manaus (AM), Mozarlândia (GO) and Osasco (SP).



### Financial Education and Socio-Emotional Skills

1. Students from public schools
2. Indigenous and riverside communities

### Employability and Entrepreneurship

1. Young black people

### Entrepreneurial

1. People with disabilities

## Investment Academy – Internal Training

Our investment training program focuses on developing technical, behavioral and commercial capabilities. Our educational program includes case discussions, presentation of papers, interpretation of national and international macroeconomic scenarios, investment products, consultative sales, corporate etiquette, negotiation skills and humanization in the investment world. The average duration is ten months, but this process can be extended to 12 months. Topics related to the financial system, fixed and variable income, derivatives, public and private bonds, funds and private pension plans can also be added.

We take in approximately 20 interns a year with an average age of 21 years, and 95% of them are having their first professional experience.

After the training period, interns generally pursue a CEA (ANBIMA) professional certification and follow a career path in the Wealth Management Platform, where they will undergo adaptations and hope to become hired as investment specialists.



# Corporate Social Responsibility Management System

*GRI 103-2, 103-3: Non-Discrimination, Human Rights Assessment*

Our Corporate Social Responsibility Management System (SGRSC) is designed to prevent conflicts and continuously improve the quality of relationships and conditions at the work environment for employees, associates and other stakeholders. These are based on the Code of Ethical Conduct and the Human Resources Management Policy, in addition to other policies, internal rules and legislation applicable to our activities.

The requirements of the SGRSC are aligned with Human Rights, Children’s Rights and Fundamental Labor Rights. Suppliers that are considered critical (resident service providers that, by their very nature, may pose a risk to the health and safety of workers), for the purposes of the SGRSC, agree to these requirements by signing the Declaration of Conformity and Commitment. We are committed to performing our activities with the principles of equity, inclusion and respect, in addition to the concept of justice based on equal rights, preservation of individuality and privacy, not admitting the practice of any discriminatory acts and moral and sexual harassment.

Our Corporate Whistleblowing Channel is available to officers, employees, apprentices, interns, service providers and other stakeholders, and anonymity, secrecy and confidentiality are all guaranteed.

Complaints related to psychological and sexual harassment, discrimination, inappropriate behavior, misconduct, Occupational Health and Safety violations, labor requirements and professional growth are received by the Corporate Whistleblower Channel and routed for review by

## UniverSeg

In July 2021, the UniverSeg Platform of the Grupo Bradesco Seguros was introduced. This is an online training page offering content that contributes to the personal and professional qualification of our business partners.

The platform boasts an intuitive, practical and integrative format, promoting gains in scale and the best possible experience for the professional and personal development of brokers. They can access relevant content with diverse and creative ways of learning: a way of not only encouraging self-learning, as well as providing motivation for personal development.

- Number of brokers/brokerage employees who have accessed the platform: **4,088**
- Number of participants in courses/platform content: **23,197**

the Human Resources Department (DRH), which then logs these complaints into a computerized system with access restricted to the professionals responsible for the process. When completed, the result of the investigation returns to the Corporate Whistleblower Channel.

For the assessment and processing of complaints, the Human Resources Department, which is the manager of the Corporate Social Responsibility Management System, has a structured working group made up of specialists in people management, which analyzes all complaints and recommends responses. The analysis involves the characteristics of the complaint, the knowledge that the members of the group have about the managers and the results concerning potential, competency and performance evaluation.

Based on this analysis, issues are routed to those who can resolve them, which could include Dependence Boards and Regional Boards and Managements – where they can apply the measures they deem appropriate or the Audit Department and General Inspectorate for verification.

The cases referred to the Department Officers and Managers and Regional Officers are supported by the Internal Human Resources Consultants to be handled. Within a predefined period, the troubleshooter communicates the actions taken to analyze the facts, the results of the assessment and the solution implemented, including follow-up measures.

Based on the assessment of a complaint, it can be feedback, developmental actions, specific training, career changes, application of disciplinary measures, in accordance with the Bradesco Organization's Corporate Consequences Policy and Consequences Standard, which may even lead to a dismissal, according to the degree of impact of the incident. As for service providers, the complaints

received are forwarded to the contract managers, who are responsible for assessments, attempting to come up with a solution with the outsourced company and reporting the solution to HRD – Social Responsibility area.

All complaints are handled by us individually, according to the guidelines contained in our Code of Ethical Conduct and Human Resources Management Policy. In this manner, we reaffirm our commitment to foster dialogue and promote an open, trusting and respectful relationship on behalf of collective well-being. HRD's Social Responsibility area compiles and returns the way to handle the situation to the Corporate Whistleblowing Channel. The whistleblowers can be tracked through a protocol number generated when the statement is registered.

We received a total of 464 complaints in 2020 involving 200 work sites and, in 2021, 643 complaints were received involving 313 sites. Of these 643, 164 concerned inappropriate behavior, 236 complaints on psychological and/or sexual harassment, 13 complaints on discrimination and 118 complaints on misconduct.

To help mitigate and avoid potential inappropriate behavior, especially related to harassment and discrimination, or re-occurrence, regardless of whether or not the accusation is justified, we recommend to the direct manager of the accused to identify possible causes and implement appropriate actions with support from the Internal Human Resources Consultant. In addition, we submit a consolidated report of the complaints on a quarterly basis to the Integrity and Ethical Conduct Committee.

Social Responsibility, in order to assess the compliance and integrity of the process and controls under the responsibility of the Human Resources Department, in compliance with Standard No. 01,037 – Social Responsibility Management System.

## People

Respecting social distancing measures due to the pandemic, awareness-raising actions were adapted in addition to the policies and standards published in the Normative System for the entire staff of the Organization, maintaining videos and courses on the topic of Social Responsibility, content on the Corporate Portal, promotion through e-mail marketing, and participation in virtual training for Branch Managers – First Management.

To reinforce the Organization's mission to promote a healthy, respectful, welcoming, safe and quality relationship environment, Bradesco's open letter against harassment is published on the Corporate Portal, in addition to all the harassment learning solutions made available by Unibrad to all employees. It is an important message that reinforces our commitment to tackling all forms of harassment.

### Complaint mechanisms related to discrimination *GRI 406-1*

	2018	2019	2020	2021
Total number of complaints identified through the mechanism	30	25	24	13
Number of complaints addressed	30	25	24	13
Number of complaints resolved	30	23	23	12
Number of complaints filed before the period covered by the report and resolved during this period	2	3	1	2
Number of complaints resolved by remediation and what it was	5 well-founded cases and 6 partially well-founded cases	3 well-founded cases and 3 partially well-founded cases	5 well-founded cases and 4 partially well-founded cases	1 well-founded case and 3 partially well-founded cases

### Complaint mechanisms related to Human Rights *GRI 406-1*

	2018	2019	2020	2021
Total number of complaints identified through the mechanism	750	865	464	643
Number of complaints addressed	750	865	464	643
Number of complaints resolved	686	719	429	570
Number of complaints filed before the period covered by the report and resolved during this period	24	65	116	36
Number of complaints resolved by remediation and what it was	129 well-founded cases and 195 partially well-founded cases	197 well-founded cases and 190 partially well-founded cases	125 well-founded cases and 125 partially well-founded cases	135 well-founded cases and 188 partially well-founded cases



**Cases of discrimination and the corrective measures taken** GRI 406-1

	2018	2019	2020	2021
Number of cases analyzed	30	25	24	13
Number of cases analyzed in which a corrective plan is being implemented	1	2	1	1
Number of cases analyzed in which a corrective plan was implemented and their results analyzed through internal management analysis routine processes	29	23	23	12
Number of cases that are no longer subject to action (i.e., are resolved, completed)	29	23	23	12

**Channels Available**



**Electronic form**

Corporate Portal/ Bradesco/ Whistleblowing and Statements Channels.

Bradesco Investor Relations website/ Corporate Governance/ Whistleblowing Channels



**Phone numbers**

**0800 776 4820**

From Monday to Friday from 8 am to 6 pm, except weekends and national holidays.



**Whistleblowing boxes**

Located throughout the buildings at the Núcleo Cidade de Deus.

**Recognitions in 2021**



**Diversity**

- 2021 Bloomberg Gender-Equality Index (GEI)
- GPTW – Women
- GPTW – LGBTQI+
- WEPs Brazil
- GPTW – PwDs
- GPTW – Racial-Ethnic
- Human Rights and Diversity Seal
- Business Racial Equity Index



**Attraction**

- 2021 LinkedIn Top Companies – Brazil
- Career of Your Dreams
- Best Internship Programs by CIEE
- Universum Ranking – Brazil’s Most Attractive Employers
- Ranking of Companies Committed to Youth (Empresas Comprometidas Con Las Juventudes)
- Forbes – World’s Best Employers



**Health and Quality of Life**

- Best Practices in Balancing Work Family
- National Quality of Life Award – PNQV



**People Management**

- 2021 Top Employers Certification
- GPTW – Barueri and Region
- Amazing Places to Work Award by FIA FEEX

# Focus on **the Client**



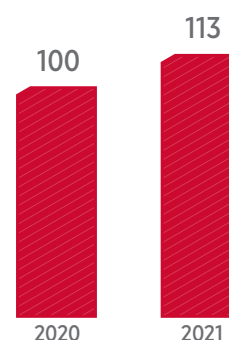
We keep the client at the heart of all our decisions, consistently promoting the best experience across all channels of interaction. As we have stepped up our technology, our client base has become more empowered and increasingly demanding on their journey. Accordingly, we have been utilizing our artificial intelligence (BIA) to create customized and improved solutions through the provision of information and data.

We are challenging ourselves to go one step further: to turn our clients into fans. We conduct ongoing and specific studies using various quantitative and qualitative methodologies. These include brand and communication tracking, neuroscience, usability, channel satisfaction, concept testing of products and services and mystery shopper. The studies help us better understand trends, habits and attitudes.

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**BIA has topped 1.2 billion interactions and delivers solutions that are increasingly assertive and enlightening**

The Net Promoter Score (NPS) measures the level of recommendations and client loyalty in the relationship with the Bank and the service channels, products and services offered. NPS has become an important tool for understanding these metrics. As of 2020, we began to monitor the NPS through the NPS prism, a unionized study by Bain & Company that delivers a more comprehensive view of the financial market as a whole and with greater frequency of monitoring. Considering the Individual NPS, we saw a growth of 13 percentage points from 2020 to 2021 (considering 2020 with base 100).



Source: NPS Prism® Benchmark report. NPS Prism® is a registered trademark of Bain & Company, Inc.

This growth is the product of the work we began in 2019, evolving from the Net Promoter Score to the Net Promoter System. We transform the customer experience into a process of continuous improvement, with a holistic approach that goes far beyond merely tracking the metric. In 2021, we reinforced the culture of customer-centricity by bringing their voices to decision making in the Organization in a structured way. In addition, we have expanded the NPS System process to the Wholesale segment.



# Pillars of the Net Promoter System

GRI FS15

## 1

### Listening – Inner Loop

The feedback cycle in which the information captured in the surveys is deepened through interactions with clients. The first step involves establishing a recurring data collection process and transforming this data into information. The next step is to select clients to interact with and delve further into understanding their response, having an understanding of the root cause and empathy with their pain and perceptions. At our Organization, client interaction is an experience that everyone is directly or indirectly involved with, including branch managers, product and segment areas, call centers, marketing, digital channels, and others.

## 2

### Learning – Huddle

Multidisciplinary group to discuss actions for the collection of information coming from the Inner Loop, which features the following missions:

- ▀ To discuss and understand recurring problems pointed out by clients;
- ▀ To identify and share best practices, obtaining mutual commitment;
- ▀ To develop solutions for rapid implementation on a daily basis; and
- ▀ To prioritize and scale structural issues.

Huddle is an important link between Listening and Acting. It is what starts the next stage, passing on, in a coordinated and prioritized way, the needs of the client that can only be addressed in a structural way, that is, that require the involvement of more resources and areas of the company.

## 3

### Acting – Outer Loop

A coordinated action by the entire Organization. By consistently listening to the client, we are able to become aligned and ready to propose solutions. These could be quick to implement, like the way some communication is handled, or changes that are more structural, which may demand coordinated efforts, like a redesign of products, channels or processes. By combining the client's voice with innovative solutions, experiences can be completely transformed.



In order for the NPS System to reach its full potential, a robust governance structure is needed to ensure that there is adherence to the established process. To make this major transformation possible throughout the network and, more importantly, in the Organization, we have trained over 5,000 leaders which involved nearly 60,000 employees. We also have an infrastructure boasting state-of-the-art technology to capture the client's voice and deliver it in real time to each business unit.

We are a champion in the Metric category of the 2021 Customer Experience Award. This award belongs to many areas, departments and our branches that have focused on listening to our clients with empathy, learning where there are opportunities and, most importantly, acting to transform the client's voice into an effective action plan in our Organization.

Grupo Bradesco Seguros conducts an annual Corporate Client Satisfaction Survey, engaging clients via telephone interviews. In 2021, the average satisfaction was 8.3 points on a scale of 1 to 10. Clients for Bradesco Vida e Previdência, Bradesco Capitalização, Bradesco Auto/RE, and Bradesco Saúde were heard, totaling 5,002 users and product managers in client companies.

# Customer Experience

GRI FS15, FS16

We use data intelligence and the client's own voice to create intuitive and personalized journeys, enabling more fluid experiences across all channels. Based on an analysis of transactional and behavioral data, we have validated the assumptions with quantitative and qualitative research to prioritize client needs and their pains, as well as designing solutions that address the different personas mapped.

To ensure this experience perspective, we build journeys that follow the entire client lifecycle, from brand recognition to the assessment, acquisition, post-sales and recommendation stages, all of which are field tested for effectiveness before implementation.

The unique needs and desires of each client is reflected in the choice of service channels and should be accounted for in our strategy. By understanding that technology has arrived to simplify various processes, these clients need to have access to services at the right time and in the most appropriate way.

This is why we offer and deem essential multichannel – with physical and digital channels targeting various demands and profiles – and omnichannel – through integrated experiences in multiple points of contact. In 2021, 98% of transactions took place on our digital channels. During this same period, our channels accumulated a 36% increase in the production of credit products, considering the amounts handled.

Our Individual Mobile channel ended 2021 with 21.7 million active clients, a growth of 6 million clients compared to 2019. Clients can use the Bradesco App to open an account, access services such as Pix and bank transfers, sign up for and check on credit products and solutions, all without having



to go to a branch. In addition, clients can benefit from the protection of the security key to make payments, transfers, contract loans, consortia, and other services. The use of our digital channels has also grown among Corporate clients. The number of financial transactions carried out through the Mobile channel for corporations rose 60% compared to 2020. For the year, there was a 10% increase in clients using company-oriented digital channels, with 96% penetration in Wholesale.

Individual micro-entrepreneurs, known as MEI, are increasingly taking advantage of our structure. In 2021, the volume of opening MEI (micro business) accounts through the App was 70% higher than in the previous year, representing more than 66% of the total volume of accounts opened. The MEI Platform is one of the most used channels, settling at 2.4 million accesses by the end of 2021.

For clients who use digital channels but prefer human support in certain situations, we have created hybrid journeys: the contact begins with the manager, who sends the request to be approved and executed directly to the client's App, without the need to visit a branch. That is the way we provide digital: uniting the human, the physical and the digital through omnichannel journeys.

## Focus on the Client

### Self-Service

The Self-Service Channel provides clients with autonomy, offering a portfolio of products employing intuitive browsing and focused on digital convergence, maintaining high availability and capillarity. There are more than 9 million clients making queries and transactions exclusively through self-service machines located across the five regions of Brazil.

In this way, we facilitate security, agility and convenience in services such as Prova de Vida for INSS clients. Security in the palm of the hand adds flexibility to carrying out all types of transactions without a card, whether it is activating tokens on the cell phone or accessing individual proxy accounts without the need of an employee present.

We have machines operating with banknote recycling, which allow the deposit in cash with immediate credit to the beneficiary's account, doing away with the need to use envelopes. Another disruptive service is the ability to purchase dollars and euros – two currencies in one machine. In 2021, we implemented the Virtual Vault, a solution that offers clients autonomy when purchasing foreign currency through the Bradesco App and withdrawal from ATMs.

In order to enhance the customer experience, self-service also offers features that facilitate their daily routines, such as the possibility of choosing denominations and sending receipts via email.

### Combined Channels

This focus on the client also drives us to work in a holistic and systemic way through a combination of channels and their increasing integration with digital media. This is why we consistently strive for the latest in technology in order to provide practicality and safety to users. An additional development that has also carried other opportunities includes the reversal of the number of branches, which spurred on cost reductions between 30% and 40% in 2020. About 700 branches have become business units over the year.

Even with this progress, we continue to hold the importance of our capillarity and face-to-face attendance: we currently have 3,795 branches, 82,000 service centers, 46,882 bank correspondents (28,581 from Losango and 18,301 from BBF), 50,807 ATMs, 26,526 of which are Bradesco machines (8,191 immediate deposit machines) and 24,281 are Banco24Horas machines. In addition, Bradesco Expresso offers a complete banking experience model to clients and is responsible for over 21.65% of new accounts opened.



## Fone Fácil

This is a customer service for Individuals and Companies – Credit Card products only – and for Bradesco partnerships, covering transactional and regulatory customer assistance through a telephone and chat channel. The Fone Fácil electronic service operates 24/7. The personalized service is available from Monday to Friday, from 7 am to 10 pm, and on Saturdays, from 9 am to 3 pm – outside these hours and on Sundays and national holidays, it performs only emergency services, such as cancellation of debit and credit card, unlocking debit cards and security key (registration and maintenance).

### ▀ Capitals and metropolitan regions:

4002 0022

### ▀ Other regions:

0800 570 0022 (this number does not accept calls from cell phones and public telephones)

### ▀ Access to Fone Fácil from abroad:

55 11 4002 0022

Performing all services in Customized Support, except those exclusive to the Electronic Service:

- ▀ Payment of bank collection voucher
- ▀ Consumer bill payment
- ▀ Cell phone top-up
- ▀ Tax payments via barcodes
- ▀ Transfers between Bradesco accounts
- ▀ Transfers to accounts from other banks (TED and DOC)

Our visually impaired clients can also be assisted through the Electronic Customer Service via Voice Command, which offers personalized service when a security key number and a four-digit password are provided. The channel provides accessible service to people with hearing and speech impairments, 24/7 via 0800 722 0099, as per the Brazilian Law for the Inclusion of People with Disabilities (Statute for People with Disabilities).

## Customer Service

The CSH Service Hotline (SAC), regulated by Decree No. 6,523/2008, is a service provided to clients exclusively for canceling contracts, complaints, suggestions, feedback and information about specific products and services.

▀ **Phone number:** 0800 704 8383

▀ **Service hours:**

24/7

*GRI FS14*

## Follow us

We are active on Facebook, Twitter, LinkedIn, Instagram, Spotify, TikTok and YouTube, where we have exceeded four million subscribers and three billion total views since 2006.

## Actions Focused on Client Demands

### ▀ **Repositioning efforts in the high-income**

**category:** We are looking to attract new generations through credit instruments. One of these is mortgage lending.

▀ Our managers work alongside investment analysts to advise clients. The focus is on having a deep understanding of each of their needs.

### ▀ **Expanding the offering to satisfy the**

**demands:** We now offer international investments through BAC Florida Bank.

▀ Ágora supports Bradesco account holders and non-account holders. It offers a broad portfolio of investments with over 1,000 product options from more than 130 institutions in the market. It includes simplified registration routines through Internet Banking, the Bradesco App and the next App.

▀ **New Bradesco App:** Featuring a more modern and intuitive look, the App automatically adjusts to the client's segment profile by choosing the services that will be displayed on the main screen, allowing for faster and more secure transactions.

▀ **Disney+:** Subscription for the streaming platform through the Bradesco App (only for Android devices), Internet Banking and the Bradesco Cards App with distinct conditions.

▀ **New Internet Banking:** A fresh interface, usability and availability of funds, where the user can personalize their home screen with the features they feel are most important, thereby providing an improved experience on the channel.

▀ **Pix:** The features of the product are available on all Bradesco channels. Actions can be performed such as sign up, delete, portability, Pix procedure and/or transactions for individual and corporate accounts. With Pix credit, clients can complete transfers even if they do not have a balance through a credit solution online.

## Accessibility

GRI 103-2, 103-3: Local Communities

### Special Customer Service (SAC)

Offers customer service through digital communication using TDD (Telecommunications Device for the Deaf) in Portuguese, a device developed for people with hearing and speech impairments, including a keyboard and display that enables communication. This special center handles requests such as transactions for cancellation of debit and credit cards and provides information to clients on the products and services available, including checking account balances through Electronic and Personalized Service and Complaints/ Suggestions.

### Bank Statements in Braille or Large Font

Free copies of the checking account and/or savings account statement in Braille or enlarged font, which can be requested via Fone Fácil or through the branch.

### Bradesco Continuous Benefit Payment Card – INSS beneficiaries

Designed for people with disabilities who have a per capita income of less than 1/4 of the monthly minimum salary. 172,136 units were issued in 2021. Monthly issuance of the product: 14,344 thousand – approximately 0.4% compared to the entire portfolio.

### INSS (Pension) Benefit Payment Card

Allows retirees and pensioners to pay expenses using direct debit. 657,274 cards were issued in 2021: monthly issue of the product: 54,772, approximately 19% in relation to the full debit portfolio.

### Cards

We provide instructions on how to use the card safely with the Benefits Guide and Summary/ Regulations, available electronically at: <https://banco.bradesco/html/classic/index.shtm>.

### Embossed Debit and Credit Card – Braille Kit and Larger Font

Allows visually impaired clients (total or partial) to access their card information with autonomy and independence – without needing help from others. The cards are printed in bas relief and the kits are in Braille, including enlarged font for easy reading.

### Self-service machines (ATM)

These machines are equipped with voice software that verbalizes the quantity and value of banknotes dispensed when cash is withdrawn, in addition to tactile markings and devices at the proper height for people in wheelchairs.

### Bradesco Libras (Brazilian Sign Language)

We have a support structure at the branches where clients can make a video call to Bradesco Libras with a real-time interpreter.

### Withdrawal in Libras (Brazilian Sign Language)

The client is assisted by the Bradesco Digital Interpreter during the transaction, through sign language.

 **Learn more in**

*Bradesco Accessibility*

## After-Sales

GRI 103-2, 103-3: Marketing and Labeling, 417-1

In accordance with our principles that place the client as the central strategy, we have also instituted corporate after-sales in an effort to optimize the collection of client feedback and determine the level of satisfaction – arranging ways to make

improvements in products and services if needed. Clients are surveyed to gain insight into their satisfaction with the product they have signed up for or how easy it was to get. After-sales are grounded in a cooperation strategy shared by all areas.



To improve relationships and leverage potential new business opportunities, we have been contacting our clients after they have engaged in a product or service to make sure that the service was performed correctly and the product they procured matches what was offered to them. Collecting feedback from the client’s perspective allows us to delve deeper into identifying potential improvements throughout the product’s life cycle and in the client’s journey, as well as to detect opportunities for both customer relationships and commercial offerings.

After-sales also enables strategic contacts to be established based both on the opportunities identified in the first process and on the Bank’s internal strategies for distinct purposes, such as providing the offer of new products, ensuring their assertiveness, conducting boutique type commercial campaigns for products and services, opening new channels, etc.



### Executive Committee for Conduct in Customer Relationships



### Conduct Commission on Customer Relationships



### Operational

These findings act as leverage throughout the client journey, in an effort to drive the relationship and the offer towards achieving sustainability in business, and are overseen by Senior Management. Our service is what sets us apart, and it is how we ensure that the client becomes our fan, having trust as the foundation of a lasting relationship.

## Client Care in the Insurance Group

*GRI 103-2, 103-3: Marketing and Labeling, 417 -1 | SASB-FN-IN-270a.4*

We believe in the importance of providing the proper informative content about its products and services to promote the perfect alignment between the client's expectations and the insurance they have taken out, and thereby prevent future client dissatisfaction.

Our initiatives are aimed at the following: compliance with the requirements of the Superintendence of Private Insurance (Susep) and the National Regulatory Agency for Private Health Insurance and Plans (ANS); client acceptance requirement; conformity assessment by the Commercial and Product Committees; After-Sales Programs; transparent dissemination of information about products and services on digital platforms and training for employees on User and Customer Relationship.

We follow standardized strategic orientation for the creation, alteration and discontinuity of products in accordance with our guidelines – Product Governance.

Ever mindful of the best corporate governance practices, our Capitalization has a Commercial and Products Committee that is held monthly. The group approves and plans for the introduction of new products. We increased our after-sales with an increase in the call capacity. We keep in contact with clients in order to confirm the purchase and really understand the characteristics of the product and its benefits.

Bradesco Seguros also conforms to the guidelines of the Executive Council for Standard Norms (Cenp, or Conselho Executivo das Normas-Padrão), an entity created by the advertising industry to ensure compliance with the Standard Norms for Advertising Activities, that contains recommendations and ethical principles aimed at ensuring the best commercial practices in the relationships between the main agents of Brazilian advertising. Our products undergo reviews by a regulatory body before being made available to the public. Whenever we advertise a product, we cite the Susep code or apply the ANS stripe.



# Ombudsman

*GRI 103-2, 103-3: Marketing and Labeling*

Our Ombudsman acts as a mediator in relationships with the client, and its role is fundamental to achieving corporate strategies. As such, we monitor the process for any client who files a complaint in order to identify improvements, rectify any weaknesses, strengthen relationships and keep them satisfied.

The Ombudsman is also responsible for the governance of complaints to SAC/Alô Bradesco, the first user and customer service channel to file reports and complaints. We have also fostered increased autonomy for the Call Center and structured internal support to ensure that demands are resolved immediately during contact with the client generating loyalty and making sure our clients are satisfied.

The Customer Service Hotline (SAC, or CSH), regulated by Decree No. 6,523/08, is a service provided to consumers exclusively for canceling contracts, complaints, suggestions, feedback and information about specific products and services.

20% of the complaints received by the Bank in 2021, considering all Ombudsman channels, were resolved within five business days. The goal for the year was 5% and, for 2022, we intend to maintain the same target for resolving complaints. We would also like to point out that, in 2021, we resolved 28% of the complaints logged at the Ombudsman Service Center and the Speak with the Ombudsman channel within five business days.

All complaints involving alleged breaches of privacy or loss of client data are thoroughly addressed by the Ombudsman, who must report them to the Integrity and Ethical Conduct Committee. In 2021, as was the case over the past four years, there were no reported claims of privacy violations of client data.

We also changed the Ombudsman's service model in order to value our customer experience. We created a single complaint handling model to make sure that the same analyst initially assisting the client follows the solution and contacts them at the end of the process. The support we offer is humanized, empathic and customized.

For the Ombudsman, the client perspective only makes sense if it is supported by solid governance. So, we hold multi-departmental discussion groups where different causes of complaints are talked about. We drive the implementation of projects and improvements focused on optimal customer experiences and on eradicating the root causes of complaints. We also employ artificial intelligence tools and algorithms that can predict and map profiles, facilitating a preventive process for certain causes of complaints.

Thanks to this structure and governance, the Ombudsman's Office has lowered the average response time for complaints, improved the quality of services provided, boosted client satisfaction and was recognized by the Brazilian Association of Ombudsmen (ABO), by the Brazilian Association of Company-Customer Relations (Abrarec) and by Consumidor Moderno magazine, for the ninth consecutive year, as one of the ten best ombudsmen in Brazil in all areas of economic activity. We are the only bank to be recognized every year by the Brazil Ombudsman Award.

We provide support through a 0800 channel, where we receive complaints, suggestions and compliments. In cases of complaints, reports are filed and directed to the Back Office, which is responsible for the analysis and response. But when it has no jurisdiction, it directs it to companies through the tool itself and awaits their opinion. Once returned, the Back Office passes on the resolution and completes it. In 2020 and 2021, customer service had to be readjusted to avoid agglomerations and follow the new established health protocols.

## Focus on the Client

The new scenario brought with it new needs, including things like paying social benefits, triggering new conflicting situations that resulted in problems that had never been encountered before. As a result, there was an increase in client demand for remote services and complaint channels, as they are important

factors in customer service and in great demand. The Consumer Protection and Defense Program (Procon), the Central Bank of Brazil (Bacen) and the Letter/Press (Carta/Imprensa), also used by client to register complaints, had seen increased demands as well, and were given the proper attention and treatment by the Ombudsman.

### Complaint mechanisms – Banco Bradesco SASB FN-CF-270a.4, FN-AC-270a.1, FN-IN-270a.2

	2019			2020			2021		
	Total number of complaints identified	Number of complaints addressed	Number of complaints resolved	Total number of complaints identified	Number of complaints addressed	Number of complaints resolved	Total number of complaints identified	Number of complaints addressed	Number of complaints resolved
Ombudsman 0800	27,240	27,240	27,240	46,263	46,263	46,263	52,017	52,017	52,017
Procon	57,701	57,701	57,701	40,747	40,747	40,747	65,539	65,539	65,539
Bacen	46,063	46,063	46,063	54,874	54,874	54,874	63,089	63,089	63,089
Letter/ Press	5,528	5,528	5,528	3,049	3,049	3,049	3,776	3,776	3,776
<b>Percentage of total complaints received through channels specially reserved for contact with clients, resolved within five business days (%)</b>									
Banco Bradesco	94.00		89.00		88.00				

## Bradesco Seguros Ombudsman

Recognizing the importance of having a dialog with consumers, we established the Ombudsman in 2003. This was established even before this relationship channel became a requirement by the Superintendence of Private Insurance and the National Regulatory Agency for Private Health Insurance and Plans (CNSP No. 279/2013 – Susep and RN No. 323/2013 – ANS).

In order to offer our clients the best experiences, we are always looking to improve our Organization's processes, products and services, adapting to the ongoing changes in the needs and profiles of new clients.

We are an integral part of the Customer Relationship Policy, whose primary objective is to reaffirm and deepen Grupo Bradesco Seguros' ongoing commitment to its clients, providing quick and resolute responses to complaints, suggestions and compliments.

We are an open communication channel, and we bring the voice of the client into our Organization each day, ensuring transparency with agility and responsibility.

Within our values, we consider the client's focus in all our activities and recognize that they are the reason this Organization exists.



Since it was created, our Ombudsman has accumulated more than 24 awards such as:

- The ABT Award, in 2014;
- Top ADVB Marketing Award, in 2014;
- Empresa Legal (Cool Company), in 2017 and 2018;
- Top Consumer – excellence in consumer relations, featured over the last nine years;
- Brazil Ombudsman Award, ten consecutive years among the best ombudsmen in the Country;
- Abrarec Gold Award, winner in 2019 for Excellence in 24-Hour Customer Service in the Extrajudicial Mediator Service category; and
- Abrarec 2020 Service Award, with the award in a special 30-year edition of the Consumer Protection Code.

Access to the Ombudsman is free and can be made by phone, internet and the Bradesco App. The Call

Center is available from Monday to Friday from 8am to 6pm, except holidays, at the number 0800 701 7000. We also offer support to the hearing and speech impaired through 0800 701 7877.

Through the internet, simply access the Bradesco Seguros page and select the Speak to the Ombudsman option. We can also be easily accessed through the Bradesco Seguros App, which is available free of charge at the Apple Store and Play Store.

We also have an area for in-person services, located at Avenida Rio de Janeiro, 555 – Caju/Porto Maravilha, which is temporarily closed due to the covid-19 pandemic.

### Exclusively for the Grupo Bradesco Seguros

#### Emails

[etica@bradescoseguros.com.br](mailto:etica@bradescoseguros.com.br)  
[prevencaofraude@bradescoseguros.com.br](mailto:prevencaofraude@bradescoseguros.com.br)

#### Phone numbers

**Fraud Hotline**  
0800 701 2788

**Bradesco Seguros Ombudsman**  
0800 701 7000

**Hearing or Speech Impaired**  
0800 701 7877

## Focus on the Client

### Complaint mechanism – Grupo Bradesco Seguros SASB FN-CF-270a.4, FN-AC-270a.1

	2019	2020	2021
Procon	5,712	3,134	3,649
Susep	4,018	4,315	-
Bacen	3,652	3,819	5,647
ANS	3	1	0
Ombudsman	31,016	37,481	39,771
<b>Percentage of total complaints received through channels specially reserved for contact with clients, resolved within five business days (%)</b>			
Bradesco Seguros	89.00	92.00	90.00

Note: In 2021, of the total complaints received by the Grupo Bradesco Seguros, 90% were resolved within five business days. The 2021 target was 90%, which is maintained for 2022.

### Annual evolution of statements SASB FN-CF-270a.4, FN-AC-270a.1

	2019	2020	2021
Complaints	44,401	48,750	48,906
Suggestions	25	51	40
Feedback	69	118	121
Information	12	0	0
Request	1	0	0
<b>Total</b>	<b>44,508</b>	<b>48,919</b>	<b>49,067</b>

## More Efficiency

### Operational Self-Services

Most notably because of the covid-19 pandemic, making self-service (via channels) available to clients has become even more meaningful for our clients. As such, we have developed an innovative tool that connects the client directly to our Operations Area, offering personalized and rapid service. There are 249 operational services for Wholesale and Retail that played a fundamental role during the pandemic, providing convenience to clients. It also assisted with the relief effort in the branch network, which were affected by the rotation of employees and policies to prevent covid-19.

Using this solution, the client can identify the operational need and requests it directly via digital channels to the Business Operations Area,

eliminating the need for a manager to intermediate the request. The area handles requests automatically or manually and responds via the channel directly to the client, who receives a notification reporting and delivering the requested resolution, safely and reliably.

This solution is part of the strategy to make the customer experience more pleasant, simple and digital through self-service. The functionality of Operational Self-Services is a pioneer in the banking sector and has enormous relevance in its application based on its results. Applying this technology has allowed up to 98% of requests to be migrated to the channel, representing over 800,000 requests per year, with a 30% reduction in the time to process clients' complaints.

## Client Folder

We devised a new architecture for document management in 2021, implementing a customer folder and consolidating the view of contracts linked to that specific CPF (Individual Taxpayer's ID) or CNPJ (Corporate Taxpayer's ID). The application enables views by client, and no longer by product or operation, and is integrated into the main channels used by the branch network and sectors.

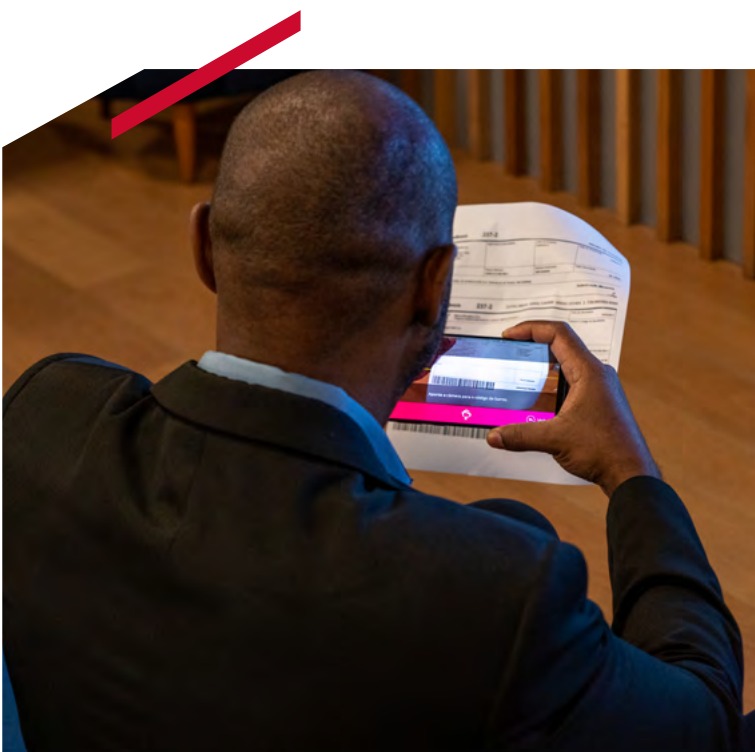
- It ensures a single documental view of the client, consolidating all client documents in our operations on a single platform.
- Reuse of flows established in our service channels as accelerators and facilitators to obtaining client documents.
- A 15% reduction in the operational effort to carry out the document review by the branch network.
- Reduction of document management costs by up to 8% in 2021.

## Continuous Improvement

In addition, the Continuous Improvement Program was implemented in 2021. Based on a lean culture, it was presented to 100% of operations professionals in sustainable models and practices geared towards reducing costs, and making processes quicker and more secure. In all, over 150 projects have been completed and another 97 are in progress.

We have implemented five major initiatives:

- 1** Lean Certification for all employees in the Business Operations area, promoting the culture that everyone needs to be responsible for the continuous efficiency and sustainability of the business.
- 2** Specific training of Lean Project Managers for 150 employees who work in day-to-day operations.
- 3** Creation of a team of mentors touting continuous improvement, with direct reporting to the Superintendence of Business Operations.
- 4** Mapping all processes in the Business Operations area, with the formation of a catalog with more than 500 registered services, individually demonstrating cost, effort and volumes.
- 5** Prioritizing efficiency initiatives and continuously improving the catalog indicators (cost, term, security and quality).



# Digital Transformation



The transformation process is constant and picks up speed as technology progresses into new solutions, while people's behavior is reinvented. We want to remain consistent with Bradesco's mission of contemporaneity and connectivity with its clients and the market, and continue to be the leader in innovative technology-based solutions, particularly because discovery and the cutting-edge are in our DNA. This is why adopting a single digital strategy model is not enough.

Thus, we have structured three pillars that include digital acceleration with intensive use of artificial intelligence (AI), data and analytics. Digital platforms, which complement traditional bank solutions for different client profiles (hyperconnected, investor, digital wallet user). And Open Finance, which will result in new partnerships and new ecosystems in business models.

## Digital Acceleration

We are an Organization that transforms and evolves along with our clients and with society. Besides extending and scaling journeys through the intensive use of AI, data and analytics, our digital strategy accelerates as our clients' dreams evolve and market trends emerge. Based on this premise, significant deliveries were made throughout 2021.

### Brain

Bradesco Business Intelligence (Brain) is a digital transformation program focused on providing clients with the best experiences when interacting with products and credit solutions through the modernization of digital marketing and after-sales processes associated with the widespread use of algorithms and advanced analytics.

This allows us to map our clients' needs and respond to them in real time and in a personalized way in order to come up with the best product offer, limit, price and business conditions – given the context and point of each client's life – with a fluid and multichannel approach.

Over 1,200 initiatives were delivered in two and a half years with over 180 new journeys in an agenda of digital transformation of credit products, which leveraged the sustainable growth of our portfolio of retail for Individuals and Companies. As an example of this growth, currently 94% of all our personal loans and 71% of our payroll-deductible loans are now made through these digital journeys developed by Brain. Brain's innovation goes far beyond technology. By applying lean and state of the art concepts, multidisciplinary teams can focus on quickly and incrementally delivering value to the client in an end-to-end view of the process.

### BIA

Celebrating its sixth year in operation, our artificial intelligence product continues to make people's financial lives easier. With 1.2 billion interactions, BIA has been improving and making clients' lives easier. At the start of the year, access to the Income Report of the account was made available through the Bradesco Individual App. The service was so well accepted that we received more than 8 million requests for it, resulting in this channel reaching the record of 14.5 million interactions in April.

BIA was also able to fulfill 100% of the requests from initial service in Fone Fácil, in addition to assisting with registering a Pix key, information on extending loans and assistance during the pandemic. New queries were added to the interaction via WhatsApp, such as expenses and credit card limit, CDB Fácil and LCI expiration notice, view of future payments and seven-day account statement. Now, clients can also request a second copy of the Pix transfer voucher.

In April, BIA began appearing on the Bradesco website when accessed by cell phone, allowing the user to find out more about products and services. We have enhanced BIA's transactional and conversational skills, providing guidance on transactions through WhatsApp on the Home Broker and assisting clients who are initiating transactions on the Stock Exchange with clarifications on the purchase and sale of shares, scheduling of orders, share subscriptions and consultation/blocking of limits. To gain a better understanding of clients' needs and provide accurate responses, we have also worked on BIA's short-term memory and voice interpretation to fully grasp clients' intentions.

### CRM 2.0

The CRM 2.0 program is in constant transformation and innovating to enhance client choices and leverage the growth of sustainable earnings. We worked on a series of projects in 2021 (agile, multidisciplinary and specialized units) that provided us with constant deliveries and reinforced our pillars with a focus on customer-centric, relationship and technological innovations.

Today, 60% of our channels are now integrated into this ecosystem, facilitating a profound transformation in the way we actively interact with our clients, our digital experiences and Cloud First data mindset – one of the largest CRM implementations in Latin America.

With more customer-centric governance and processes, and a stronger culture of testing and data-driven learning, we have been able to deliver more responsive and contextualized results in real time and based on the clients point in life, resulting in up to four times more conversions. Through this initiative, we have increased active interactions via digital channels by 102% and gained a 43% improvement in our personalization capacity. Thanks to this program, we were also able to observe a 52% increase in sales income via active interactions throughout 2021.

## Pix

Bradesco launched Pix in November 2020, an innovative payment method created by the Central Bank of Brazil that allows you to make payments, transfers and receive money at any time of the day, 365 days a year, even on weekends and holidays, with the recipient's account credited in just a few seconds.

Pix can be effected through a checking, savings or payment account. Transactions are performed by simply entering the registered Pix key (CPF (Individual Taxpayer's ID) or CNPJ (Corporate Taxpayer's ID), cell phone number, email and random key), TED/DOC model (using bank account info) or QR code. All online, through digital channels.

Between October 2020 and December 2021, more than 33.9 million keys were registered. On top of all the advantages that this new system offers, like being instant and simple to use, we offer extra value by providing the ability to request loans in Pix in the event of an insufficient balance for transfer, with optimal solutions so that the client can handle everything online and in the Pix solution at the checkout machines (TEF/POS) for retail clients.

Notably, we were the first bank to include a provision of credit as part of the Pix journey, whereby the offer takes place in a contextualized way. In addition to the innovations of 100% online routines for using services, like Pix Saque (withdrawals) and Pix Troco and for contesting transactions using the Special Return Mechanism (MED).

## Digital Platform

Our digital platforms complement traditional banking solutions for various client profiles, whether they are hyperconnected or investors, or digital wallet users, allowing them to focus on the core of their operations with Bradesco and thereby ensuring new experiences, scalability and availability.

### Bitz

The category of payment accounts and digital wallets has been growing rapidly and is increasingly present in the lives of all Brazilians. As is the case with the next platform and Digio, the Bitz digital wallet is an important part of Bradesco's strategic tripod of growing in digital business via separate and independent startups. In addition to possessing a free payment account, with a balance yield of 100% of the CDI, the App boasts features such as payment and receipt directly via cell phones, free TED transfers, Pix, bill payments, bank slip payments and top-ups through mobiles, a free debit card and a virtual card to make purchases on the internet, in addition to food Apps, deliveries, series, movies and music that depend on a card number to work. Plus, all purchases with the Bitz card yield cashback for clients as a way to encourage the reuse of the payment method. 12 years after its introduction, Bitz reached the 6.2 million in-App downloads mark and has 4.2 million clients.

We remain focused on the strategy for expanding Bitz, our free digital account designed to provide digital inclusion and banking for all, and we expect to reach 8 million clients in 2022.

### Digio

Digio is a digital bank that provides its Individual clients with a distinct experience to carry out their financial and payment activities. Services offered include 100% digital account, personal loans, cashback, credit cards, and others. Digio already has R\$2.5 billion in loan portfolio and 2 million credit cards. We held 50% of its capital and, at the beginning of 2022 following regulatory approval, we acquired the remaining 50%.

### next

It is a digital platform that was designed to simplify everyone's lives, provide financial education and be a partner in achieving clients' life goals. As of December 31, 2021, next totaled 10 million clients, with 78% were Bradesco non-account holders.

Over the year, next made significant strategic moves. These included the launch of nextShop, the marketplace for next, the roll-out of new products and features, such as credit concession, life insurance, automatic debit, and others, creating meaningful campaigns that expanded the brand's reach, and improving usability (UX) for the process of opening accounts and using the App's menu. All product offerings from next are based on understanding clients, their needs and journeys through the intensive use of analytical data, customer relationship management (CRM) and technology.

### Ágora Investimentos

Ágora has developed a strategy that combines ongoing improvements in its technological structure with significant investments, thereby creating an open and independent platform for both account holders and non-account holders, with a carefully curated selection of the very best products on the market, expert advice, information, analysis and exclusive content, plus offering products that are easily accessible to Individual and Corporate investors.

This combination was responsible for expanding Ágora's client base, which, in December 2021, reached 743.2 thousand investors, accounting for a growth of 35.7% compared to the same period last year. In line with the growth in the client base, there was a positive advancement in the total assets under custody. In 2021, the amount totaled R\$66.6 billion, equivalent to an increase of 6.7% compared to the same period in 2020. Accounting for investments made by Individuals in variable income alone, the total reached R\$45.4 billion, helping Ágora secure a position as the third largest broker in the Country.



## A complete and fully digital experience with specialized advice, exclusive products and services for the client to invest at any time and from anywhere

- 100% online registration that is easy, uncomplicated and does not require any documents to be sent.
- Investments for all types and profiles of investors.
- One of the lowest brokerage fees on the market and waiver of custody.
- Full integration with Bradesco and next platforms.
- Experienced advisors and operators who are trained to help clients make the best investment.
- Consolidated and individual view of each asset with the respective valuation.
- Exclusive and free content to assist in decision making: livestreams, videos, podcasts, reports, graphic and fundamental analysis, in addition to a lot of news updates throughout the day.
- A renowned Research team that provides investors with the widest coverage of companies listed on the Stock Exchange for Individual investors in the market, all free of charge without any additional charge for access to quality information.
- Chance to integrate with other platforms through APIs, whether they are banks or fintechs seeking to provide a complete investment platform to their clients.

### Exclusivity for clients

**1,000+** options for investments between more than

**130** institutions from the market, available in one place



Available through the website or App

In addition to a lot of content, information, analysis and recommendations throughout the trading session and exclusive services

- Stocks, options, forwards, futures, ETFs, BDRs and FIIs;
- Recommended stock portfolios and suggested portfolios;
- Interest-bearing custody;
- Invista Fácil Ágora: get involved with the stock market from only R\$1.00;
- Investment Funds from renowned managers;
- Private pension with exclusive plans;
- Public and private offers;
- Fixed income securities from various banks and institutions;
- Privately issued securities incentivized with debentures, CRA and CRI;
- Government securities and Treasury Notes; and
- COE with protected capital or guaranteed minimum return.

# Exclusive Products and Services

**Ágora Scan:** An artificial intelligence tool that suggests a list of products that best suit the investor according to their profile and portfolio and that are being pursued by other investors.

**Recommended portfolios:** The only brokerage house to have its funds from the recommended stock portfolios (Arrojada (Bold), Top 10, Dividendos (Dividends), Small Caps and Top Green) monitored and measured by the risk rating agency Standard & Poor's.

**Interest-bearing custody:** Clients signing up for the service and Ágora will work towards finding the best rates and opportunities in the stock lending market in order to monetize the custody position.

**Invista Fácil Ágora:** A new way of investing in the variable income market by pursuing the strategies of stock portfolios recommended by our analysts, with investments starting at R\$1.00, providing ease, tax simplification and accessibility in the stock market to small-scale investors.

**Ágora Trader:** New advanced trading tools for investors looking for broader resources than the traditional Home Broker, with charts and tools that offer more depth and flexibility to transactions performed on the Stock Exchange.

**Income Tax calculator:** A service for determining capital gain/loss in the variable income market with the issuance of a Federal Tax Collection Document (DARF) and an Individual Income Tax (IRPF) declaration form.

**Ágora Academy:** In our new educational platform which is also open to non-clients, where we provide a great deal of information plus financial education by offering free courses promoted by Ágora in conjunction with Unibrad, one of the largest corporate colleges in Latin America. And for anyone who wants to specialize and acquire certification from leading experts on the subject, we will offer specialization, BA and even Master of Business Administration (MBA) courses in an unprecedented partnership with Fundação Instituto de Administração (FIA), one of the highest ranked institutions in national and international education.

**Ágora Play:** The client can watch and listen to all the livestreams, videos and podcasts on the financial market produced by Ágora with our analysts, advisors, traders and special guests.

**Ágora Cast:** Follow all news content and recommendations in audio format in a single place produced by Ágora's analysts.

**Veloe:** In an unprecedented partnership in the investment world, Ágora clients can subscribe to the Veloe payment method and circumvent toll and parking lines.

**Special programs for the young investor:** Through the Ágora Kids and Ágora Universitário programs, we offer a broad range of financial education and ample access to the financial market in order to promote healthy and sustainable financial planning, with special conditions for investing with Ágora.

## Open Finance

The arrival of Open Finance in Brazil also establishes a new era for the financial market. Sharing data provides clients with more autonomy in their financial life. For institutions, it presents new business opportunities with the development of personalized products and services, leading to even more innovative experiences.

In addition to Open Finance facilitating the creation of new businesses, Bradesco makes APIs available to partners in order to promote and spread our business model. We currently have 99 APIs distributed on partner sites offering services such as registering bill payments, debt renegotiation, credit simulation, and others. Through the developer portal, some APIs are available for consumption and, as they evolve, we will increase the business opportunities by allowing their monetization.

We have developed a financial manager that transforms the information shared from Bradesco accounts (and soon from other institutions) into personalized and educational insights. The functionality also allows clients to access all their information in one place, getting a complete view of their financial life and making it easier to control their earnings and expenses. The client is at the center of decisions, benefiting from Bradesco's security and credibility.

Another innovative solution was our partnership with Disney. The deal facilitates Disney+ and Star+ streaming platform subscriptions directly on the Bradesco App – for Android devices, Internet Banking and Bradesco App Cards with various conditions.

Our digital channels were also updated. Boasting a more modern and intuitive look, the Bradesco App automatically adjusts to the client's segment profile by choosing the services that will be displayed on the main screen, allowing for faster and more secure transactions. Customization of the main screen was also applied in Internet Banking, and it also features a new interface, further enhancing the customer experience in the channel.

We would like to point out significant deliveries in our product vertical, such as consortium contracting via digital channels, the electronic signature of contracts done directly through the Bradesco App (expanding sales through digital channels), in addition to replacing the physical token with the digital one, increasing convenience for clients. We also cleared the authorization and cancellation of payroll-deductible loan entries, in addition to the simulation and contracting of working capital in the Pronampe format, with support for micro and small-sized enterprises.

## Solutions for Individual Micro-Entrepreneurs (MEI)

Playing an important role in developing entrepreneurship in Brazil, Bradesco's MEI Platform integrates Open Finance initiatives into the entrepreneurs' journey. With over 2.4 million visits by the end of 2021, the MEI Platform is a pioneering initiative whose mission is to provide financial and non-financial services involved in the daily routine of micro-entrepreneurs, concentrating a number of information services in just one environment on education, training, consulting, resolution of the main accounting solutions for MEI, management tools, invoice issuance, online store, product pricing among other services carried out in partnership with

startups and companies that are specialized in the subject.

The platform provides everything from pre-approved lines of credit and microcredit to the ease of opening accounts through Mobile, plus the convenience of accessing banking and financial services to an increasing number of entrepreneurs. It also plays a role in promoting the Country's economic development, financial inclusion and education, including the generation of decent work for society – increasing small businesses' access to financial services and tools to support and manage their businesses.



# The Basis for Digital Transformation

Technology has been our driver to identify the needs and preferences of our clients. This is why we offer complete solutions in real time that are tailored to their particular stage in life.

This customer-centricity is based on digital transformation, with projects that are increasingly streamlined, data-intensive and facilitate business through the cloud.

Currently, 80% of our demands are organized in villages and include agile methodologies. There are roughly 3,000 people within the multidisciplinary teams between the Business Areas and IT, working collaboratively in the 22 agile rooms, resulting in a 53% increase in deliveries compared to 2020.

The main journeys are the following: Pix, Wholesale, CRM, high income, Mobile, BIA, Net Empresa, Bradesco Financiamentos, Ágora, cartões (cards), open banking, transformations at branches, General Personal Data Protection Law (LGPD), Brain, Private and Backoffice optimization. This dramatic acceleration of deliverables fosters digital transformation and customer-centric, maximizing value from the client point of view, supporting Bradesco's digital strategy based on digital innovation, digital platforms and Open Finance.

Some of the benefits of this work model include:

- A 40% reduction in time between conception and delivery of solutions;
- Focus on solving complex problems, making us more adaptable to the needs of our clients;
- Rapid shifts that benefit learning;

- Delivering value to the client in continuous and shorter cycles by relaying priorities through feedback;
- Identifying risks to minimize errors throughout the development process; and
- More accurate cost control and leaner layers of management.

To help lead the processes in a faster and more flexible way, we use one of our most important raw materials: data. Its applicability permeates each stage of the digital transformation cycle: from the basis for understanding the business context, building the strategic plan and defining the roadmap, the deliverables and Minimum Viable Products (MVPs) plan, to the ongoing tracking of indicators, helping to generate added value in the delivery of a digital journey. Initiatives such as Brain, CRM 2.0 and Open Finance include the delivery of customer experiences based on context and customization as a fundamental pillar. We are not restricted to simply delivering real-time loan offerings, but to building a smart menu that understands the client's profile and provides the best offer for them.

This extensive use of data was also crucial in decision-making processes for other projects in the Organization that are focused on improving controls, such as money laundering prevention and fraud prevention, with an algorithm that monitors over 1 billion transactions per month, as well as efficiency in the optimization of our branch and ATM network. Throughout 2021, we have incorporated a set of new solutions into our analytics platform designed to accelerate access to data and implement analytical intelligence.

## Digital Transformation

Among them is the Automated Machine Learning, which stepped up the development and adoption of models in different businesses of the Organization, like optimizing investment rates, pricing and risk of auto claims, prioritizing complaints handled by the Ombudsman and increasing business by expanding the coverage of Customer Relationship Management (CRM) models in the product offer.

We also acquired a tool for real-time data collection, allowing us to monitor more than 1.6 million transactions in real-time in 2021 related to instant Pix payments, helping us identify issues and timely corrective actions from the Technology and Product teams during the implementation of this payment method.

Speech Analytics made it possible for us to use client voice interactions in our call centers to more deeply understand what topics they are talking about using artificial intelligence. We are able to identify what is happening on a given call: how the operator is responding, and a sense of whether we have a satisfied or dissatisfied client. This generates insights that will drive training measures and new self-service features in digital channels. In 2021, around three million transcripts were done.

Another critical building block is the use of the cloud. This is another step in our journey to support our customer-centricity strategy. This journey is supported in an ecosystem based on APIs and advanced analytics that connect different financial and non-financial products and services in order to address the needs and specifics of the client's particular point in time, with integrated, fluid, complete and hyper-personalized journeys.

The next, *Ágora*, *Bitz*, *Brain*, *BIA*, *CRM 2.0*, *Open Finance* and *Pix* solutions are now in the cloud, and by 2025 all digital channel transactions will also go through this migration. We also continue to advance the platform model for our products and channels, building *SuperApps*, marketplaces and ecosystems, and innovating business models. The development of so-called cloud enablers is also the focus of a program known as *Leap*, which encompasses the selection of partnerships, reskilling and new hires.



## inovabra

Through inovabra, we have been structuring ourselves to address market challenges and movements, creating an ecosystem that accelerates innovation. We have built a full innovation ecosystem that stimulates innovation inside and outside Bradesco through collaborative activities with employees, business areas, clients, companies, startups, technological partners, investors and mentors, all in an effort to fulfill the needs of our clients and ensure long-term business sustainability.

### inovabra CENTERS

The internal innovation program has been motivating our employees to intrapreneurship since 2012. Innovation projects are prioritized, structured and executed right from the design stage, all the way through the entire process of building the case and validating the business model. These are professionals from various areas who interact with one another and with startups and other participants in the innovation ecosystem, including major technology players. The focus is on generating innovative solutions to provide even better experiences to our clients, optimizing existing products and services, expanding into related businesses and tapping into new markets.

#### Centers



**14 initiatives**  
generated



**21 cases**  
generated  
through program  
participants



**3 international**  
**benchmarks**

The inovabra centers are also responsible for the international inovabra program. It was inaugurated in 2018 and structured in an innovation environment in New York, with connections in London, and is a radar in the global innovation and entrepreneurship ecosystem. Employees work in partnership with a specialized company and international banks. The objective is to identify solutions that add value to the Organization's business and monitor trends in new business models, technologies and behavior. In a continuous process, startups, fintechs and new business opportunities are assessed by international inovabra and tested via inovabra lab and/or inovabra centers.

### inovabra VENTURES

Proprietary capital fund started in 2016 for strategic investments in startups. It is managed by the Private Equity area to invest in startups with innovative technologies and/or business models, helping to grow the valuation of these startups and to expand the entrepreneurial environment and, above all, when they involve solutions that address the needs of our clients. We ended 2021 with R\$950 million of committed capital and 12 startups invested in the portfolio.

#### Ventures



**R\$782 million**  
of proprietary  
capital fund



**12 startups**  
invested and  
one completed

### inovabra RESEARCH

A multidisciplinary team, complete with analysts and researchers who delve into studies on new technologies and business models to keep the Organization at the forefront of knowledge. Continually interacting with partners, universities and research institutes in Brazil and throughout the world, the team supports Bradesco with specific knowledge that is used to make decisions on the innovation portfolio. It is responsible for conducting research on emerging technologies like Artificial Intelligence, blockchain, decentralized finance (DeFi), digital currencies issued by central banks (CBDCs), Internet of Things (IoT), crypto-economy, quantum computing, and many others, including their impacts and applications in financial products and services. Through the end of 2021, this mapping of business models and new technologies yielded 50 studies and 8 projects.

#### Research



**50**  
studies completed



**8**  
projects



## inovabra LAB AND STARTUPS

Introduced at the end of 2017, it is a 1,700 m<sup>2</sup> facility located at the Núcleo Bradesco in Alphaville (SP), which hosts 16 laboratories in the technology areas, designed to operate in a cooperative work model with major technology partners that reside in that environment. The model creates gains in operational efficiency, optimizing and reducing the certification periods for new technologies by up to 60% (hardware and software), along with prototyping, experimentation, proof of concept, launches and solutions for new challenges. In addition, it provides ideal conditions for connecting business areas with IT areas and technology partners, thereby drawing the Organization closer to the frontlines of emerging technologies. In 2021, 67 proofs of concept (POC) and 230 certifications between software and hardware were completed, in addition to 205 technical recommendations. This vast laboratory also facilitates strategic partnerships between Bradesco and startups that may have applicable solutions or could be applied in financial and non-financial services that could potentially be offered or used by our Organization through the startup conveyor. More than 31 experiments have now been conducted and a total of 31 startups have been signed on.

## inovabra HABITAT AND DIGITAL HUB PLATFORM

In February 2018, we opened the inovabra habitat, an over 22,000 m<sup>2</sup> building located in the economic, innovation and cultural heart of the city of São Paulo – between Avenida Angélica and Rua da Consolação near Avenida Paulista. It is an area where major companies, startups, investors and mentors work collaboratively to co-innovate and generate business. The environment includes over 205 startups and 75 major companies. Over 500 contracts were signed between companies, startups residing in the space and Bradesco. Aside from

### Lab and startups

**11 startups**  
retained

**67 proofs**  
of concept



**230 certifications**  
(hardware and software)



**205**  
technical  
**recommendations**  
issued

### inovabra and Bradesco

**10**  
**innovations**  
**awards**



throughout 2021  
(including: Prêmio Valor,  
Banking category, for the  
5<sup>th</sup> consecutive time)

## Digital Transformation

promoting the universe of entrepreneurship in Brazil and the culture of innovation at organizations, inovabra habitat helps Brazil in its pursuit for a position of greater prominence in global innovation. Since September 2020, the operational model of inovabra habitat was also expanded to digital. The new format, which compliments the physical one, can accommodate startups and companies from all over the country that wish to have access to open innovation. The inovabra digital platform hub also conducts searches and connections with other startups from various regions of Brazil in order to access business opportunities with Bradesco and the Bank's partner companies. There are currently over 2,000 startups registered that can be analyzed to participate in specific business challenges.

### Greater Reach

In addition to the inhabitants allocated in the physical space, inovabra habitat has established partnerships with other innovation centers to help connect the business demands of Bradesco and the large companies that have a relationship with the Bank and with the innovative entrepreneurship distributed throughout various parts of the Country.

Partners are selected based on their potential to connect entrepreneurs in their fields of expertise within their various segments, in addition to qualifying their network in terms of human capital, technology and innovation. Centers with this profile receive the designation inovabra Partners and become part of Bradesco's innovation ecosystem. There are currently eight partner centers, including: The Santa Catarina Technology Association (ACATE), Porto Digital, Gyntec, Hospital do Amor, Hotmilk, Artemisia, Nexus and 100 Open Startups. The range of startup solutions exceeds 10,000 through these partnerships.

 **Follow inovabra on Instagram:**

@inovabra

 **Learn more in**

[www.inovabra.com.br/en/](http://www.inovabra.com.br/en/)

### inovabra habitat and hub



**75**

companies



**205**

startups



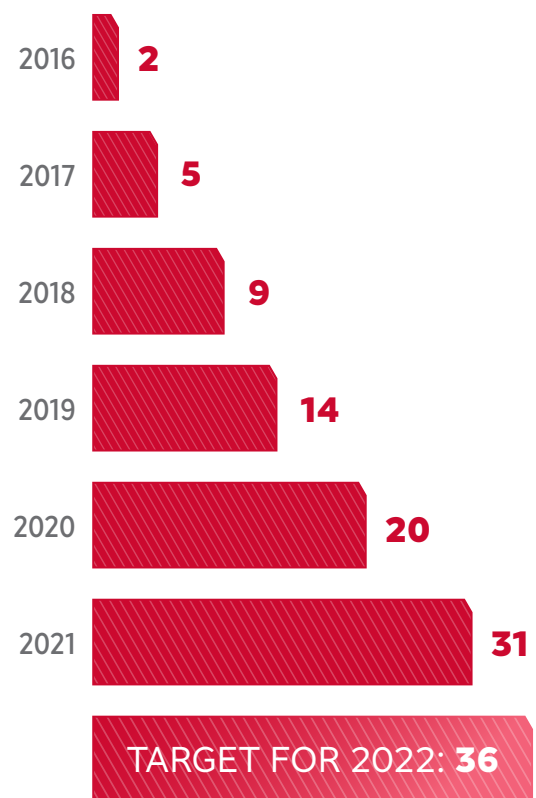
**2,000** startups

registered in the digital hub platform

**Over 500** contracts

signed between inhabitants since the establishment of this innovation vehicle

### Startups contracted



# Innovation Strategy

Our innovation portfolio is balanced and consistently reviewed in order to keep it aligned with the strategy, market movement and advances in technologies and business models. Our portfolio of innovation bets and theses is a framework by Horizons of Innovation, an adaptation of the McKinsey model.

**Horizon 1 – Core:** Optimization of current products and services – business maintenance. This is where we refer to continuous improvement for business maintenance. They are usually actions undertaken by our Squads and Agile Rooms.

**Horizon 2 – Incremental:** Expanding to adjacent businesses with new product and service settings. Initiatives in this horizon touch on ecosystems, marketplaces, SuperApp, aggregators and financial assistants and solutions using APIs.

**Horizon 3 – Disruptive:** New products for new markets with a distinct value proposition. There are investments in this horizon related to technologies that are still in the maturation stage or are not adopted so much by the market. Examples include banking in the Metaverse, integration of the physical world into the digital world through IoT, AI and 5G, and transactional flows reimagined with the evolution of crypto-economy, CBDCs and quantum computing.

## Projects Highlighted for their Innovation Characteristics

### 100% digital real estate financing via OLX

**platform:** This initiative is aligned with our strategic innovation driver: a client who wants everything (multi-channel interactions, for example). It also positions Bradesco within the platform business model by making it possible to distribute services and products on third-party platforms, in this case, distribution of 100% digital real estate financing products via OLX, one of the leading websites for buying and selling real estate in Brazil. Approximately 25% of potential buyers use the OLX page or App to find a property. Website traffic exceeds one million searches per day. The partnership underlines the strategic importance of real estate financing for Bradesco, as well as the bank's positioning in the product's digital journey. It is worth pointing out that Bradesco has been offering a 100% digital experience in real estate financing for our account holders through the App. Through the integration of APIs, applications can be made through OLX even by people who do not already have a checking account with us. Introduced in September 2020, the solution was supported by inovabra and the departments of IT Architecture, Bradesco Experience, Loan and Financing, Data Management, and Systems.

## Digital Transformation

### **Insurance offering platforms and digital**

**journeys:** Through Bradesco Vida e Previdência, we have invested in offering platforms and 100% digital journeys, which allow the broker to make the insurance offer and send the documentation digitally. It also allows the insured to request registration changes, cancellations, redemptions and receive the insurance documentation, fully digital. Beneficiaries can also submit a claim online. These types of action reduce the amount of paper being printed, waste and disposal of materials in the event that information is updated. It also helps reduce polluting gases, as these applications can now be approved without the need to travel to the branch or see the broker in person.

**Virtual Bradesco Auto Center (BAC):** A 100% online assistance and service platform for Bradesco Seguro Auto clients and third parties involved in claims with our clients, which offers exclusive benefits as well as custom and efficient support in various regions throughout Brazil. The virtual BAC operation has been running since the

start of 2021, reaching 3,630 computed services, generating a satisfaction level (NPS) of 90%, directing 94% to our referenced workshops and an efficiency of 1.5 million. It is also worth pointing out that, because it is a 100% virtual operation, BAC Virtual makes use of best environmental, social and governance (ESG) practices, such as the use of resources in a paperless process and responsibility to clients (customer-centric).

**Digital ID – service bank:** This innovation allows our account holders to gain access to over 2,400 digital services from the federal, state and municipal governments using the same Internet Banking Bradesco login. This innovative product was released in November 2020 in an effort to provide a better experience for our Bradesco Individual clients. It took eight months to implement and involved approximately 20 professionals from ten areas of Bradesco. The solution is unprecedented and improves the exposure of the Bradesco brand, as we are the first partner using open APIs.



# Culture of innovation: Ideation Program

**Ideation:** This is our way of innovating and reinventing the future every day. Facing unprecedented challenges during these rather difficult times, technologies, solutions and interactions that we once believed only existed in the future were pushed to the forefront. And this was only possible because Bradesco has always been steeped in the tradition of innovation with a pioneering spirit, hallmarks of the remarkable characteristics of our professionals. Coupled to a set of values, these characteristics have always allowed us to overcome challenges while providing meaningful solutions, products and services to society as a whole. That is why we say that innovation is in our DNA.

Ideation is a major internal movement that encompasses all initiatives and allows our over 80,000 employees to be trained and prepared to innovate, generating the necessary repertoire and means for ideas to be created and put into practice. As the name suggests, Ideation is the combination of the words idea and action. It represents the type of attitude we want more from everyone: to have ideas and to look for ways to implement them.

This movement took an important step in 2020, when we assembled a group of colleagues from various areas – our influencers – with a mission to publicize the culture of innovation throughout the Organization, in addition to seeking projects that yield more efficiency and flexibility to their own areas. We also decided in 2020 to expand the program's actions to the entire Organization. Employees were given access to content lectures, workshops and consultation materials, a set designed and prepared to keep them updated on relevant topics and strengthen our culture of innovation. And it brought about positivity: efficiency, quality and agility. The program celebrated one year running in March 2021 and, with 260 people, has a reach of 84% of the bank's areas. Today there are nearly 3,000 members in the digital community in Yammer.

**The actions are divided into pillars:** Know, connect, communicate and management system. Each one contains actions done throughout the year, with fundamental support from the Human Resources and Marketing. One important asset is inovabra habitat, which is the vast epicenter of the culture of innovation, collaboration and collective intelligence that has in Ideation one of the main channels with startups, corporations and other stakeholders in the innovation ecosystem.

## Ideation in 2021

- **260 influencers** of innovation that act as evangelizers of the topic in their areas, which covers 84% of the areas of the Bank.
- **2,860 active members** on our collaboration platform.
- **Over 150 hours** of training offered.
- **17,000** Ideation newsletter **subscribers**.
- **52 Ideation talks**, an event that offers relevant content weekly and adds repertoire for our people. In all, there have already been 28.6 thousand views of our content.
- **Ideation Reload**, three-day event that touched on themes related to innovation with a positive impact, culture and ESG aspects, wrapping up with a hackathon to develop solutions.

### Innovation for Sustainability

We work hard to anticipate changes in society and the financial sector by making pioneering a part of our culture. Innovation and Sustainability are inseparable themes for us. We believe in the potential of this connection – innovation is the way to deliver solutions for our production and consumption models to become more sustainable, and sustainability challenges can also represent an opportunity for innovation and differentiation. With this in mind, we have employed innovation as a way to expand the positive impact of our performance through three specific areas:

#### Culture of Innovation

We seek to expand Bradesco's and the innovation ecosystem's ability to generate a positive impact by sharing know-how and content with employees, partner companies and startups. In 2021, we held over 30 internal and external ESG-themed innovation events for more than 2,500 participants. We also relaunched the Ideation Reload cultural program in order to combine the innovation and sustainability agendas, including a hackathon where the challenges presented focused on the Amazon biome in order to promote solutions in the educational and financial inclusion agenda – seven initiatives were proposed.

#### Impact Projects

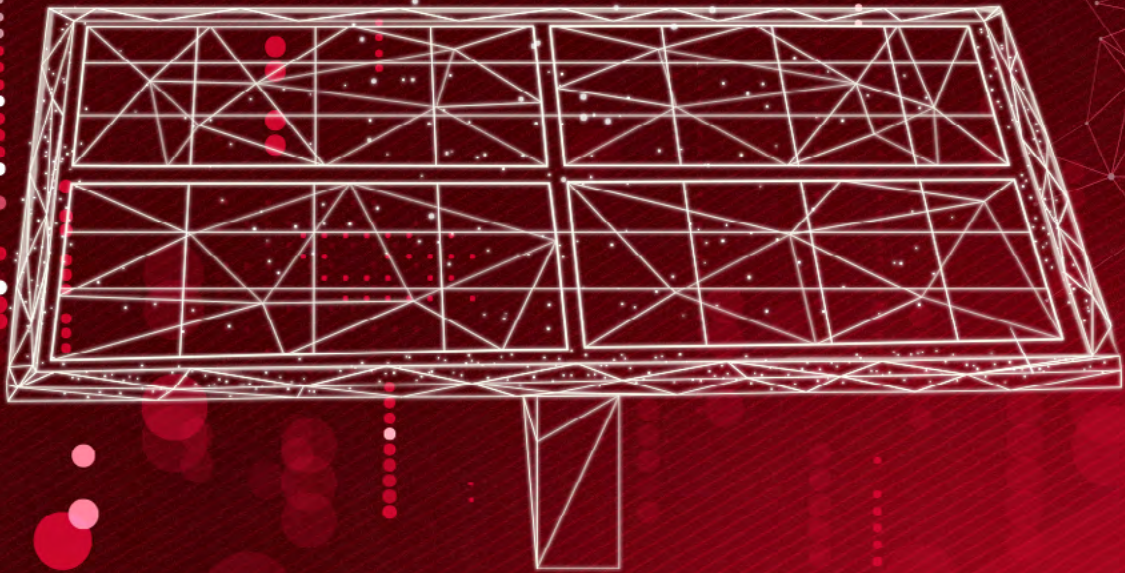
Reinforcing the positive impacts of innovation projects designed by the Organization and focused on advances in management, operations and new businesses. With an eye towards social impact, we created a financial assistant to help the client with their financial planning through alerts and recommendations on how to better use financial services. We have built and approved

an agribusiness project to better meet the needs of producers and the ecosystem, which will offer solutions and services to improve productivity from small-scale to large producers.

#### inovabra Ecosystem

Maximizing the positive impact of the innovation ecosystem based on the valuation of ESG criteria when selecting startups for generating business, in addition to the support and promotion of engagement efforts for sustainability with stakeholders. We have forged partnerships with 100 Open Startups to recognize the ESG potential of ranking startups. As a result of this process, ten of them were selected to be part of the innovative habitat portfolio to seek opportunities with Bradesco and clients from the Corporate segment. We also implemented ongoing ESG evaluations for habitat startups in an effort to promote this agenda among the Bank's clients and to broaden our presence in the ecosystem.

# Sustainability at **Bradesc**



# Milestones in Our ESG History





# Sustainability Governance

*GRI 102-26, 103-2, 103-3: Environmental Compliance, Product Portfolio*

In an effort to address continual economic, social and environmental changes, we have adopted a sturdy sustainability governance structure that is integrated to risk management and business. Made up of professionals from different fields of expertise and hierarchical levels, the structure facilitates the implementation of the Sustainability Strategy, thereby ensuring that discussions and decisions on the subject are institutionalized in our various areas.

## Structure

### Board of Directors

It is responsible for determining the Organization's strategy, and it seeks to align the Organization's strategic planning with social, environmental and climate aspects. It meets every six months and monitors the Organization's sustainability performance.

### Sustainability and Diversity Committee

It is tasked with outlining the Sustainability Strategy, and is made up of members of the Board of Directors, including the Chairman and Executive Vice-Chairmans. The group meets every two months to implement key decisions, approve plans and targets, and monitor the execution of social, environmental and climate guidelines in a manner that ensures alignment with the Organization's other policies.

### Sustainability Commission

Comprised of executive officers and managers from various departments. Holding its meetings on a bimonthly basis, it is the forum responsible for suggesting initiatives and advising on the committee's decisions, implementing the social, environmental and climate strategy in the departments.

### Management of the Sustainability Strategy

For each pillar of the Sustainability Strategy, we rely on the support of a sponsor (executive level) who is responsible for promoting the Organization's progress in the proposed indicators and initiatives with the other departments involved. Strategy Analysis Meetings (SAMs) take place bimonthly.

### Dedicated Teams

The Sustainability agenda is crosscutting. As such, in addition to the Sustainability team, we employ professionals in different structures of the organization dedicated to managing climate, environmental, social and governance aspects (ESG). They are also responsible for connecting and publicizing a Sustainability Strategy at their units.

## Sustainability at Bradesco

Due to the importance that managing risks and opportunities related to ESG aspects has earned at Bradesco, the area became independent and now reports directly to the Board of Executive Officers.

Our Sustainability Area is made up of a multidisciplinary team that is responsible for promoting the incorporation of best social, environmental and governance practices in the business, and, in collaboration with other areas of the Organization, create controls, financial solutions and implement initiatives.

## Normative Framework

The guidelines for ESG aspects are included in our policies and regulations, including the following:

### **Sustainability Policy**

Covers Bradesco's guiding principles and corporate sustainability management.

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### **Social and Environmental Responsibility Standard**

Defines the guidelines and procedures for managing social and environmental factors in business, relationships with stakeholders and in the governance of the subject.

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### **Social and Environmental Risk Standard**

Establishes the scope of an analysis on exposure to social and environmental risks in activities involving clients and suppliers.

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### **Social and Environmental Risk Manual and Action Plans**

Direct risk management actions and initiatives and social, environmental and climate aspects.

Throughout 2021, our activities were grounded in the guidelines of Resolution No. 4,327/2014 of the National Monetary Council (CMN), which stipulates the Social and Environmental Responsibility Policy for Financial Institutions (PRSA, in Portuguese). We made some progress on the topics established in the regulation and structured initiatives in an effort to continue to address the PRSA, as detailed throughout this report.

In the second half of 2021, the Central Bank of Brazil reinforced its Sustainability Agenda, introducing a new package of regulations to improve risk management and social, environmental and climate responsibility initiatives.

As such, over the last quarter of the year and based on the new rules by the regulator, we conducted a detailed analysis, correlation with commitments and indexes and involvement of the areas in order to build an Action Plan incorporating the requirements into Bradesco's solid structure of managing climate and ESG risks and opportunities.

Among the regulations, CMN Resolution No. 4,945/2021 introduced the requirements to be observed when constructing the Social, Environmental and Climate Responsibility Policy (PRSAC, in Portuguese). They focus on the positive contribution of financial institutions towards social, environmental and climate aspects. In this way, the PRSAC needs to contain the principles and guidelines that govern the business and relationships with stakeholders, in addition to highlighting the contribution to ESG issues.

### Learn more in

- *Risk Governance*
- *Social and Environmental Risk Management*

## The governance structures and the regulatory framework for sustainability and social, environmental and climate risks are convergent and aligned with Bradesco's mission and strategy

### Bradesco Seguros Normative Framework

Our Insurance Group follows the Bradesco Organization's Corporate Sustainability Policy and also has a Social and Environmental Risk Standard, along with a specific Social and Environmental Responsibility Standard, which incorporate risk management and ESG criteria into the group's activities, the development and offer of its products and services and the management of real estate developments.

# Voluntary Commitments

GRI 102-12

Our Sustainability Strategy is further bolstered through adherence to voluntary sectoral and multi-sectoral commitments. We adopt and integrate voluntary commitments within our internal processes that are focused on including ESG components in our practices and businesses.

## Sustainable Development



## Sustainable Businesses



## Diversity and Human Rights



## Transparency



## Environment and Climate Change



Note: Global Reporting Initiative (GRI) – headquartered in Amsterdam with regional offices around the world – is the independent international organization that helps companies, governments and other organizations understand and communicate their impacts of sustainability.

## Sustainable Development Goals (SDGs)

Aligned with the Sustainability Strategy and leveraging our commitment to generating value for our stakeholders, we have made six of the SDGs our priorities, which reinforce the commitment to align the business with the 2030 Agenda, tracking the impact and contribution to society’s goals and their progress in implementing the Principles for Responsible Banking (PRB).

### SDG priorities



The prioritization process took place in 2019 and included discussions with stakeholders; a comparative study of sector benchmarking; relevance matrix; strategic pillars of the Organization; Brazilian scenario (key social and environmental issues); reporting and performance recommendations and guidelines, and more. The result and the prioritization process were checked by external consultants and given a positive assessment of ERM Brasil Ltda.



### Principles for Responsible Banking (PRB)

*GRI 103-2, 103-3: Product Portfolio*

The Principles for Banking Responsibility are commitments based on a framework proposed by the United Nations (UN) through its environmental program for financial initiatives, UNEP FI. The commitment is divided into six principles designed to ensure that the banks' strategies and practices are aligned with civil society's vision for the future established through the SDGs and the Paris Climate Agreement.

We were the only Brazilian bank to take part in drafting the principles, and the first Brazilian bank to assume this commitment. This was a way of demonstrating to its clients, stakeholders and society overall that it understood its transformational role in the Brazilian landscape, acting as a financial intermediation agent for various target groups and businesses, thereby contributing to the advancement of various sectors of the economy.

Following the three steps suggested for its implementation, we initiated an impact analysis of the bank's portfolio in 2020. After a bit of a learning curve, we improved the numbers and analysis in 2021. Various business areas and their

scales of exposure to the different sectors of the economy were considered during this process. This data was then cross-referenced with social and environmental indicators on the regional context to then understand the relevance of the impact areas, whether positive or negative.

In 2021, we also fine-tuned our look at the various internal initiatives considering the impact bias, aligning internal demands with local and global ones and with major trends in the sector and the ESG agenda in the PRB goal-setting process. Climate and financial inclusion agendas appeared as focal points for driving these goals throughout the process, and we will continue to monitor and refine metrics to suggest further developments in these areas.

Because of this, we subscribed to the voluntary Net-Zero commitments and the PRB – Commitment to Health and Financial Inclusion, both linked to UNEP FI, and associated them with the strategic sustainability pillars of the Climate Agenda and Financial Citizenship, with a focus on agendas of change that will be prioritized over the next three years, as mentioned below.

#### Learn more in

##### **Complete Report on the Principles for Responsible Banking**

*See our report and self-assessment on page 269, which outlines our progress and level of adherence to the Principles for Responsible Banking.*

# Revision of the Sustainability Strategy

We seek to steadily improve the way we manage factors related to sustainability, keeping our strategy updated in order to quickly reflect the changes that occur in our surroundings.

In early 2022, keeping in mind the main global challenges and trends of the agenda, we revised the Strategic Planning for Sustainability to intensify our performance on issues that require transformation in the Organization’s business. As such, we defined three key pillars to promote an agenda of change:

## Financial Citizenship

Promoting education and financial inclusion to leverage socio-economic development



## Climate Agenda

Ensuring our business is prepared for climate challenges, raising awareness and engaging our clients on risks and opportunities



## Sustainable Businesses

Driving positive impact businesses that stimulate social and environmental development



The revision is intended to create the sense of urgency and clarity needed for our employees – who are responsible for its execution – to internalize the strategic objectives, in addition to providing guidance on the initiatives in the Sustainability Area, largely responsible for implementing the strategy. It is important to point

out that the area manages various environmental, social and governance aspects while tracking the progress of these topics that cut across all areas of the Organization. It is indispensable for us to be an active agent of transformation, promoting sustainability and prosperity from our business and operations.

## Bradesco Seguros Strategy

To reflect the Organization's Sustainability Strategy in the Insurance Group, we instituted an awareness, training and coordination process related to the Climate Change and Sustainable Business pillars, which resulted in

the adoption of specific contractual clauses and the development of new products, including: Bradesco Principles ESG Global Fixed Income Private Credit PGBL/VGBL and Bradesco Principles ESG Equities Global PGBL/VGBL.



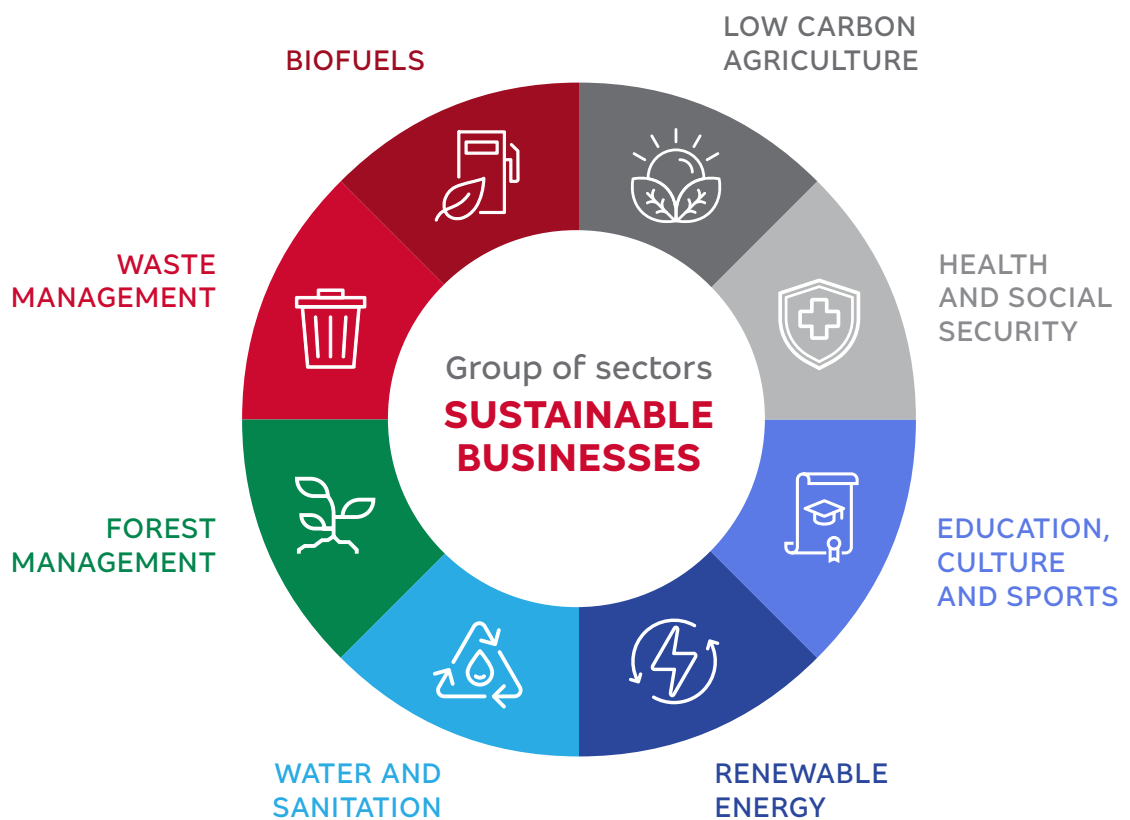


# Sustainable Businesses

Financial institutions play a key role in promoting sustainable development through their ability to pave a path towards a more sustainable economy by earmarking funding to activities and sectors that generate a positive impact and supporting the transition to business models that have less of a negative impact, as well as advising clients on social and environmental risks and opportunities.

## Key Sectors

We have identified eight sectors that we regard as pivotal to promoting sustainable development. Activities in these sectors are also aligned with our business strategy.



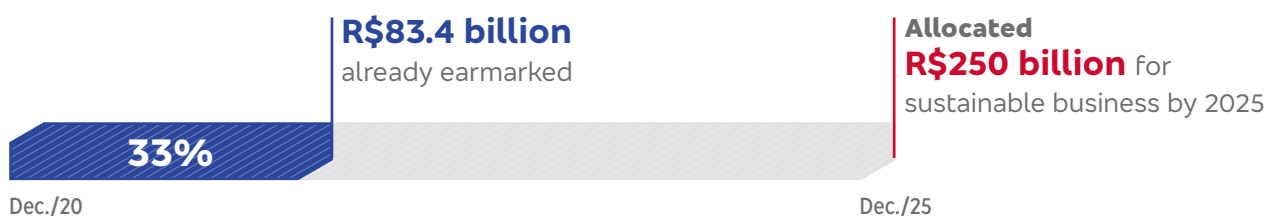
We have constructed this classification based on the practices of sectorial and multi-sectoral institutions, best corporate practices, internationally established government taxonomies, and included a study involving other financial institutions and other agents from the real economy within the scope of the Brazilian Federation of Banks (Febraban).

## Corporate Target

We announced a target in 2021 of allocation **R\$250 billion** to sectors and assets with a positive social and environmental impact by 2025. The target includes the granting of credit for activities classified as making a positive contribution, following an internal methodology based on Febraban's Taxonomy, financial products and services that feature a social and environmental focus for Individuals and Companies, and advisory services aimed at structuring credit and debt solutions linked to ESG (environmental, social and governance) criteria.

### Achievement Status

As of December 2021, around 33% of the total funding allocated to this target had already been allocated, as a result of the efforts of the teams responsible for promoting the target with the commercial staff. This is associated with the growing demand for credit related to these sectors and the increased momentum of the Investment Banking Area.



#### Corporate credit

Sectors and activities described in Febraban's Green Taxonomy, with a Corporate Sustainability filter.

#### Social and environmental products

Specific products with social and environmental benefits.

#### Investment Bank

Operations with sectors and activities described in Febraban's Green Taxonomy and operations with ESG labeling.

## Our First Sustainable Bond on the International Market

Demonstrating our commitment to financing sustainable businesses and to acting as an agent of positive transformation in society, we structured our first bond linked to social and environmental criteria in the international market. Launched in January 2022, the senior debt bond raised US\$500 million.

The issuance adheres to the guidelines of Bradesco's Sustainable Finance Framework, which is aligned with the principal international benchmarks on financial instruments with a sustainability perspective. It includes verification and a Second Party Opinion (SPO) from Sustainalytics, a verification company specialized in sustainable businesses.

Amount: **US\$500 million**

Term: **60 months**

Coupon: **4.375% p.a.**

#### Scope

Renewable energy	E-Inclusion	Sustainable crops
Sustainable transportation	Energy efficiency	Pollution control
Water and sewage treatment	Sustainable buildings	Financial inclusion

SPO:  SUSTAINALYTICS

## Structured Finance Solutions

In addition to the social and environmental products that are available, we also foster ESG engagement and advisory services for our corporate clients (Corporate segment) and develop customized solutions, helping them to achieve their social and environmental goals and objectives. These solutions can be realized through loan operations, as well as in the capital market.

## ESG Advisory and Consultancy

Our clients have been asking for solutions that carry social and environmental benefits and that demonstrate a positioning and commitment to the ESG agenda.

In order to meet these demands, Bradesco has made efforts to train commercial teams and establish dedicated structures, both in our investment bank (BBI) and in the Sustainability Area, to provide ESG advice to clients interested in being part of operations with ESG labeling.

We help contribute to pinpointing possible projects and corporate goals in line with the best market practices using the ICMA (International Capital Market Association) ESG Labeling Guidelines and Principles, the Sustainable Development Goals (SDGs), Climate Agreements and other relevant international guides and commitments. We also provide full support to verifying the adequacy of these projects and goals through active participation in the discussions on the Framework and Second Party Opinion (SPO).

We are, as such, prepared to contribute to improving the ESG performance of our clients.

## Debt Securities with a Sustainability Bias

Some of the most significant operations carried out in Brazil with ESG labels include our active participation in BBI – our Investment Bank – in 2021.

Through BBI, Bradesco has supported our clients by offering advice and/or participating in the structuring of operations with ESG labeling. We took part in the issuance of 19 operations backed by ESG in the domestic and international markets in 2021, following the key international framework methodologies, all with the second party validation (SPO). Of the 19 issues we participated in, nine were green bond operations and ten were ESG performance operations, known as Sustainability-Linked Bonds operations. Over the upcoming years, we intend to intensify our work in this market by increasingly contributing to our clients' access to opportunities linked to this type of business and promoting a transition of their respective operations to a model that generates social and environmental benefits.

## Engagement with Clients

In 2021, we held engagement meetings with clients from key sectors and activities to discuss transitioning to an inclusive, low-carbon economy. We have also offered structured operations to channel the financing of assets through green, social or sustainable loans, or to promote the advancement of the social and environmental performance of these clients by means of targets to be achieved during the period of operations. In order to maximize this strategy, we have invested in the engagement of our commercial staff in order to promote the identification of ESG opportunities with these clients.

## Products and Services with Social and Environmental Benefits

GRI FS6, FS7, FS8 | SASB FN-CB-240a.1

We have a continuous process of reviewing our products and services, which includes, among other aspects, an analysis of environmental, social and governance factors (ESG).

This practice helps us develop solutions that are tailored to our clients' needs and are able to generate social and environmental benefits while promoting awareness and engagement in the ESG agenda. In addition, it also allows corporate clients to conduct their activities with less social and environmental impact. We now offer over 20 solutions with this focus:

Environmental product	Description	2020 balance	Operations	2021 balance	Operations
CDC Gas Kit	Finance conversion of vehicles to gas kit	244,179	103	843,079	262
CDC Photovoltaic	Photovoltaic power generation equipment	301,639,603	6,463	619,977,175	14,361
CDC Solar Heating	Solar heating equipment	77,881	41	841,674	52
CDC Vehicles (Electric and Hybrid)		4,243,525	58	16,327,948	116
		<b>305,883,128</b>	<b>6,527</b>	<b>637,102,788</b>	<b>14,761</b>

Environmental transfer	Description	2020 balance	Operations	2021 balance	Operations
ABC Program	Individual and Corporate Clients	388,683,945	5,254	296,190,165	4,783
Moderagro	Individual and Corporate Clients aimed at financing technologies and production systems on rural properties to promote farming that is more adapted to climate change and mitigates greenhouse gases as well	44,011,592	127	59,334,011	217
BNDES Finame Photovoltaic Energy	Rural producers (Individuals and Companies) and their cooperatives	8,237,584	67	9,099,315	69
		<b>440,933,121</b>	<b>5,448</b>	<b>364,623,491</b>	<b>5,069</b>



## Sustainability at Bradesco

Social product	Description	2020 balance	Operations	2021 balance	Operations
CDC Building Material	Individual Client	5,549,824	868	4,322,284	643
Individual Microcredit	Individual Account holders and Individual Microentrepreneurs	137,118,367	49,180	448,627,291	130,073
LPA Working Capital	Retail client segment	26,862,256	368	22,359,027	254
Pre-Approved Credit Limit for College Students	Individual Clients (college student)	13,942	25	19,409	25
CDC LPA – Local Productive Arrangements	Corporate Clients of Retail segment	1,840,693	23	1,358,315	21
Corporate Microcredit	Corporate Account holder microentrepreneurs	83,725,623	10,760	101,872,832	16,298
CDC MBA Postgraduate Education	Professional and student account holders who have completed college	339,651	28	216,172	24
CDC – Accessibility – Goods	Individuals with special needs and Companies interested in acquiring goods with accessibility	104,250	17	137,974	17
CDC – Accessibility – Services	Companies and Individuals with special needs	44,088	5	19,781	4
		<b>255,598,696</b>	<b>61,274</b>	<b>578,933,085</b>	<b>147,359</b>

Social transfer	Description	2020 balance	Operations	2021 balance	Operations
Moderinfra	Rural Producers (Individuals and Companies) and their cooperatives	230,093,448	980	154,048,381	622
Progeren/ BNDES Working Capital/ Small Business	Micro, small and medium-sized enterprises (MPMEs) in productive agglomerations	3,652,216,054	21,045	3,622,023,492	22,482
		<b>3,882,309,502</b>	<b>22,025</b>	<b>3,776,071,873</b>	<b>23,104</b>

## Solutions for All Businesses

The social and environmental benefits are also available in solutions from the other companies that make up our Organization:

**BNDES Card:** Intended for micro, small and medium-sized enterprises with annual gross revenues of up to R\$300 million. It allows access to National Economic and Social Development Bank (BNDES) funds earmarked for acquiring machinery and equipment, accreditation services (for hospitals and similar institutions) and obtaining certificates such as ISO 9,000 and ISO 14,000. Bradesco was the pioneer bank in issuing them.

**Virtual Cards – Company:** American Express® EBTA Account, American Express® Hotel Account, Business Travel Bradesco (BTB) Card Mastercard/Elo and Passagem Bradesco Corporativo CPB Visa/Mastercard/ELO Card are financial solutions that allow the manager to issue virtual cards in order to manage corporate expenses. Number of virtual cards issued (reference year 2021): 2,067.

**Livelo Rewards Program:** It facilitates donations to partner entities and allows associates to contribute to social projects.

1. Volume of points redeemed from January to December 2021: **56,536,039 million points.**
2. Double volume of points redeemed and donated by Livelo from January to December 2021: **14,484,200 million points.**
3. Estimated financial volume January to December 2021: **R\$679,484.93.**
4. Double estimated financial volume donated by Livelo from January to December 2021: **R\$175,929.00.**

## Inclusive Insurance at Bradesco Seguros

Products	Area of activity	Description/main characteristics	Target audience
Vida Viva Bradesco	Social	Customizable insurance that can also be used in life. The safety and comfort you and your family deserve, with coverage to choose from according to your profile and station in life. Modern options and exclusive benefits such as tele-medicine, individual and family nutritional and psychological guidance.	Individual Client
Travel Insurance	Social	Bradesco Travel Insurance is for clients up to 80 years old who know that every trip is better when protected from start to finish.	Individual Client
Primeira Proteção Bradesco (Bradesco First Protection) – Susep Process	Social	Personal accident insurance, ideal for clients who are looking to supplement their protection or acquire their first protection. It is possible to take out insurance, starting at R\$5.50 per month, that provides coverage for accidental death, including benefits such as individual funeral assistance and a sweepstakes.	Individual Client
Accidental Award-winning Micro-insurance (Premiável)	Social	Insurance for Individual clients aged 18 and 80 years old who are seeking personal accident insurance. This product includes coverage for accidental death and flexible payments, which can be made monthly, annually or one-time, according to the financial planning of the policyholder.	Individual Client
Bilhete AP (AP Ticket)	Social	Personal Accident Insurance for Individuals between the ages of 18 and 70 years old that guarantees compensation in case of accidental death or permanent disability in whole or in part in the event of an accident; it includes the additional benefit of individual funeral assistance, in addition to drawings determined by the Federal Lottery.	Individual Clients from 18 to 70 years old
New Top Club	Social	Insurance with death coverage and funeral assistance and monthly prizes, with premiums starting at R\$8.90.	Individual
Bradesco SobMedida Conservador RF	Social	Pension plan with features to provide better return on the amount invested that automatically migrates to a fund with lower management fees as each balance range is reached.	Individual
Pens. Youth	Social	Pension plan for children and young people with contributions from R\$50.00 monthly, stimulating financial education for this target group.	Individual
Bradesco Pension Classic 3 in 1	Social	Pension plan with monthly contributions starting at R\$79.00, which offer three benefits to clients in a single product – accumulation, annuity and sweepstakes.	Individual



## Sustainability in Investments

*GRI 103-2 and 103-3: Active Ownership Control,  
Product Liability*

Through Bradesco Asset Management (BRAM), we manage investment funds and portfolios for clients with different profiles and segments, and ended 2021 with R\$540.6 billion in assets under management. As signatories to the Principles for Responsible Investment (PRI) since 2010, we employ methodologies that analyze the risks, opportunities and potential impacts arising from ESG aspects on the performance of its assets. We have analyzed R\$539.35 billion (99.8%) of the total assets under management, including environmental, social and governance issues.

Our methodology attributes different weights to the aspects that are monitored and extends to all asset classes (variable income, fixed income – private and public securities – and investment funds) and weighs that variance according to the specifics of each sector. For private securities, the analyses are based on the material themes of each sector to identify the risks and opportunities to which companies are subjected, while the assessment of public securities covers regulatory quality and public policies to serve the community well in basic services while conserving the environment and reducing social inequality. We have based these analyses on public documents and dialogs with companies, as well as information from consultants, rating agencies and information platforms. Investment analysts produce a rating in combination with an ESG analyst for companies and sectors based on interactions with businesses and public information.

*SASB FN-AC-410a.1, FN-AC-410a.2, FN AC-000.B*

# 2021

**Assets under  
management of  
R\$540.6 billion**

# 99.8%

**underwent an  
ESG analysis**

# 95%

**of employees of  
Commercial, Products,  
Management and  
Analysis teams trained  
in ESG indicators**

## Themes Analyzed

GRI 103-2, 103-3

### Environmental

- Management of natural resources
- Waste, effluents and emissions
- Climate change
- Management of resources, biodiversity and deforestation
- Environmental impacts of products and services

### Social

- Relationships with employees
- Relationships with clients
- Relationships with suppliers
- Relationships with communities
- Scandals, fines and penalties in relation to stakeholders

### Governance

- ESG integration with the strategy
- Transparency and management
- Ownership and voting
- Board of Directors
- Conduct and conflict of Interest

## Criteria Analyzed in the Environmental, Social and Governance spheres

GRI FS15, FS10

In the case of ESG funds, we prioritize those that prove to be better prepared to meet the challenges of sustainability. With other BRAM funds (variable income and fixed income portfolios), ESG analysis of risks and opportunities subsidize managers when allocating resources, and are also used as reasons to propose improvements to the choices investors make, providing returns to all stakeholders.

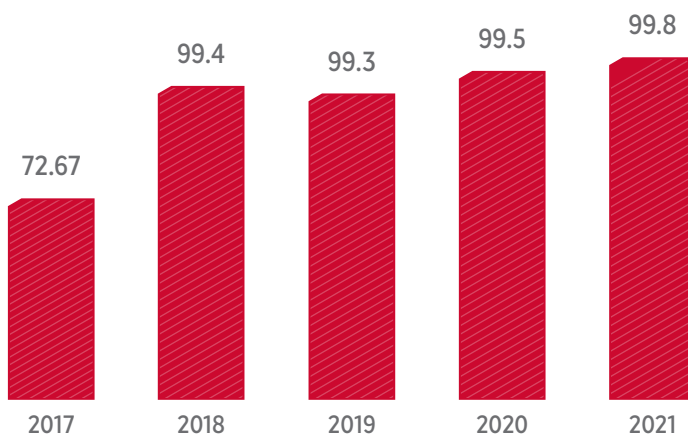
Internally, our Rules for Responsible Investments contain guidelines on including ESG

issues in the analysis and management of assets, engagement of investee companies, relationships with stakeholders, exercise of voting rights and commitment to transparency and accountability. Analysts and managers are responsible for engagement with investee companies on environmental and governance issues.

In 2021, we released a range of ESG products for the domestic and international market in order to offer our clients a range of investment opportunities that contribute to sustainable development.

### Percentage of assets under management with an ESG assessment (%)

GRI FS11



GRI FS11

**What is the itemized breakdown of the total value of assets under management at the end of the reporting period in terms of:**

% of total assets subject to positive environmental and/or social	100.00
% of total assets subject to negative environmental and/or social screening	0.00
% of total assets subject to combined positive and negative environmental and/or social screening	0.00
Include a definition of the criteria used by the Organization for positive and negative screening. The Organization needs to report if any of the screenings were required by law	Positive screening: Best in class selection, considering ESG risks and opportunities.

**Distribution of assets (2021)**

**Total value (R\$ million)**

**Percentage (%)**

Invested companies that can cause chemical dependency and/or risks or damage to health	408.5	0.07
Invested companies that produce or market products involving fossil fuels	6,002.51	1.05
Invested companies that could pose risks to health or food and nutrition security	791.94	0.19
Percentage of total assets subject to positive environmental and/or social screening (%)		100.00

## Participation in Shareholders' Meeting (Proxy Voting)

BRAM adhered to the Code of Self-Regulation of Investment Funds by the Brazilian Financial and Capital Markets Association (Anbima). All participating institutions responsible for the management of Investment Funds need to adopt a Voting Policy. This means that they need to fulfill the minimum requirements established in the Code in order to ensure the right to vote at shareholders' meetings of investment funds and of companies issuing securities that are part of the funds' portfolios.

Our policy stipulates that, to exercise voting at meetings, funds must have over 5% of the share capital or hold more than 10% of their equity in a single fund. Calls for shareholders' meetings are reviewed by our analysts and portfolio managers and submitted for approval by an internal Proxy Voting committee.

In 2021, BRAM took part in 85 meetings of investee companies in the following sectors:

*SASB FN-AC-410a.3*

Sector	Participation in meetings/sector (%)
Financial services	20
Banks	12
Capital goods and services	11
Public utility	11
Mining and steel	9
Energy	8
Property/Real Estate	7
Logistics, transport and infrastructure	7
Technology, media and telecommunications	5
Health	4
Consumption	2
Paper, pulp and wood	2
Retail	2
<b>Total</b>	<b>100</b>

## Sustainability at Bradesco

We currently have a number of ESG funds, with specific mandates in both equity and fixed income, managing a equity of R\$920 million.

*SASB FN-AC-550a.1*

Some of the ESG funds managed by BRAM include:

Fund	Equity (R\$ million)	Mandate
BRADESCO ASG GLOBAL FIC AÇÕES BDR NÍVEL I	15.4	The purpose of the Fund is to provide shareholders with yields through the opportunities predominantly offered by the equity market, analyzing ESG factors. However, the Fund may take advantage of opportunities through investments in other classes of financial assets available in the fixed income, foreign exchange, derivatives and investment fund shares, traded in the domestic and foreign markets, with no exposure to exchange rate variations.
BRADESCO ASG GLOBAL FIC MULTIMERCADO	19.2	The Fund seeks to provide shareholders with yields through the opportunities predominantly offered by the market, analyzing the performance of ESG factors. The Fund, however, may take advantage of opportunities through investments in various classes of financial assets available in the equity, fixed income, foreign exchange, derivatives and investment fund shares traded in the domestic and foreign markets, with no exposure to exchange rate variations.
BRADESCO MULTIGESTORES GLOBAL EQUITY ASG USD INVESTIMENTO NO EXTERIOR FI AÇÕES (Investment Abroad)	167.9	The purpose of the Fund is to provide shareholders with yields through the opportunities predominantly offered by the equity market, analyzing ESG performance factors. The Fund may, however, take advantage of opportunities through investments in other classes of financial assets available in the fixed income, foreign exchange, derivatives, and investment fund shares markets that are traded in the domestic and foreign markets, with no leverage.
BRADESCO MULTIGESTORES GLOBAL FIXED INCOME ASG USD INVESTIMENTO NO EXTERIOR FI MULTIMERCADO (Investment Abroad)	62.4	The Fund seeks yields for its shareholders through investments in various classes of financial assets available in the fixed income, variable income, foreign exchange, derivatives and investment fund shares that are traded in the domestic and foreign markets, without a commitment to focus on any specific class, analyzing ESG performance factors.

PL Fund	Equity (R\$ million)	Mandate
BRADESCO PERFORMANCE SRI 20 FI RENDA FIXA CRÉDITO PRIVADO LP (Fixed Income Private Credit)	122.2	The Fund seeks profitability that exceeds the variation measured by the Interbank Deposit Certificate (IDC), published and released by the Brazilian Financial and Capital Markets Association (Anbima), further noting that profitability will also be impacted by the costs and expenses of the Fund and the administration fee. The Fund invests, at least 80% of its assets in fixed income financial assets directly related to, or synthesized via derivatives at domestic interest rates and/or price index, excluding strategies that imply foreign currency or variable income risk.
BRADESCO SUSTENTABILIDADE EMPRESARIAL FI AÇÕES (Corporate Sustainability)	30.5	Looks to provide a return that outperforms the variations of the IGC, calculated by the São Paulo Stock Exchange, investing in companies in the stock market that adopt high standards of Corporate Governance as established by Level 1, Level 2 and New Market of the São Paulo Stock Exchange. The Fund's profitability will vary according to the performance of the IGC, and is further impacted by the Fund's costs and expenses and by the management fee of 1.00% per year.
BRADESCO PRINCÍPIOS ASG EQUITIES GLOBAL PGBL/VGBL FIC MULTIMERCADO	210.3	Its goal is to seek yields through a portfolio made up of local and international assets that have a strong potential to appreciate and a high degree of commitment to the ESG principles. This strategy reflects the understanding that, in order to be successful, a company needs to also take care of its surroundings and provide favorable conditions so that nature and the community it does business in can also thrive.
BRADESCO PRINCÍPIOS ASG GLOBAL FIXED INCOME PGBL/VGBL FIC MULTIMERCADO CRÉDITO PRIVADO	33.8	Its goal is to seek yields through a portfolio made up of local and international assets that have a strong potential to appreciate and a high degree of commitment to the ESG principles. This strategy reflects the understanding that we have to take care of our surroundings and provide favorable conditions so that nature and the community it does business in can thrive in the long-term.

**Segmentation of funds**

Segmentation	2021	
	Income (R\$ million)	Percentage of contribution to BRAM's income (%)
Short-term	-	-
CDI Fund	-	-
Fixed Income	249,546.11	46.16
Multimarkets	64,420.47	11.95
Relevant to exchange rate	773.04	0.14
External debt	-	-
Shares	16,962.88	3.14
Pensions	197,215.36	36.48
Closed Corporate (Private)	-	-
FIDC	8,638.54	1.60
Property/Real Estate	394.78	0.07
Participation	-	-

**Percentage of open-end fund assets under management by class of liquidity classification (%)**

Very high liquidity	10
High liquidity	71
Average liquidity	11
Low liquidity	8



## Assets under management

	2021	
	Income (R\$ million)	Percentage of contribution to BRAM's income (%)
EFPC – Public companies	3,361.57	0.62
EFPC – Private companies	43,286.81	8.01
Insurance Company	18,752.76	3.47
Euro-Atlantic Partnership Council	222,487.40	41.16
Capitalization	1,476.12	0.27
Corporate	94,954.63	17.56
Middle market	14,425.32	2.67
Private	24,769.45	4.58
High Income Retail	40,913.51	7.57
Retail	33,976.25	6.28
Government	3,890.16	0.72
RPPS	10,032.89	1.86
Investment Funds	26,347.66	4.87
Foreign	866.32	0.16
Others	1,064.56	0.20

In 2021, we maintained an ESG-themed training module for all employees in the BRAM Educa program. In addition to reinforcing the guidelines established in BRAM's Rules for Responsible Investment, this training session was designed to improve the knowledge of those taking part in the ESG analysis methodology and intended to provide information on the progress of the ESG issue throughout the world and at BRAM. 119 people participated in the training courses. Specific training sessions were also offered throughout the year for BRAM's areas of business. Employees from the Commercial, Products, Asset Management and Investment Analysis teams all took part, with 95% adherence.

The engagement of these professionals with initiatives to improve financial education was done through meetings and training on the topic of responsible investments, which involved recycling and updating topics, a market performance strategy and other relevant issues. To engage the invested companies, the Climate Investors Engagement Project (IPC, in Portuguese) acted through the working group formed by investors to improve measures related to climate change. In 2021, IPC conducted five engagement campaigns with companies: Eneva, Minerva, JBS, BRF and Localiza.

*GRI FS16*

**Initiatives to improve financial education, including the following:**

<b>Initiative</b>	<b>Goals</b>	<b>Key activities</b>	<b>Target group/ beneficiary</b>	<b>Start date</b>	<b>Status</b>
Engagement of professionals	Recycling and updating of topics, methodologies used by BRAM for asset ESG analysis, market strategy and other relevant issues	Specific meetings and training on the topic of responsible investments	Bradesco Professionals	2021	Closed
Investee Companies Engagement	Climate Investors Engagement Project (IPC)	Working Group formed by investors that proposes to engage companies to improve actions related to climate	Investee Companies	2021	Closed

## Bradesco Seguros Online Services

### Account Holder Cell

#### GRI 201-2

The initiative provides 100% online insurance products and services through the Bradesco App and Internet Banking channels. Through access to digital channels, the client can help themselves without needing to go to a branch or broker to apply for a loan or maintain the policy.

Some of the services available include:

- Digital acceptance service for residential insurance offered on the App;
- Insurance policy cancellation service through the App – Travel, Monthly Home Loan, Simplified Home Loan, Dental, Digital Protection, Personal Accident (Award-winning);

- Service for canceling life insurance policies in Internet Banking;
- Service for life insurance beneficiary maintenance on the App; and
- Policy consultation service in the App – Life, Auto, Residential, Dental, Health, Travel and Digital Protection.

In 2021, the project made new products available, further increasing the portfolio of services in digital channels to Bradesco's account holder:

- Offer of life insurance on the App: Bradesco Top Club;



## Sustainability at Bradesco

- Offering protection insurance for financial transactions on the App: Bradesco Digital Protection;
- Offering residential insurance with a simple process on the App: Monthly Home Insurance; and
- Digital acceptance service for residential insurance offered on the App.

The initiatives promote a reduction in the consumption of materials (issuance of offers and policies) and the emissions generated by not having clients and employees traveling. In 2021, we saw approximately 4,333,738 accesses (unique page views) on the Bradesco App's insurance menu, all interacting with the services offered. There were 2,380,871 policy inquiries, 6,478 cancellation requests and 1,398,092 client accesses seeking insurance policies.

We perform a bi-weekly monitoring of the channel's health and digital interaction with clients looking for new insights that help us identify opportunities to increase digital services for clients.

## Broker Cell

We offer products and services for brokers that facilitate their day-to-day and financial management, in addition to reducing the issuance of documents, amount of paper and transportation for delivery.

### 1. Proposal card awaiting payment Auto

Availability of online payment slip

### 2. Card of installments in arrears – Auto and RE (P&C)

Availability of online payment slip

### 3. My Messages

Digital communication

### 4. Card of proposals with reviews – Auto

Exchange of messages and digital documents

### 5. Digital policy – Auto and RE (P&C)

Availability of digital policy

### 6. Digital card – Auto and RE (P&C)

Availability of digital card

## Performance in the Amazon

The Amazon is the motor that drives the Country's green economy, and we have made increasing strides each year towards allocating financial resources to leverage the region's sustainable development. We have been present in the Amazon since 1965, when the first branch in the region was opened. We are now active in all municipalities in the biome through our digital services, with 320 branches and 358 Bank Service Points, in addition to more than 3,937 Bradesco Expresso units (banking correspondents), stretching to

even the most remote regions. And, in an effort to better serve the community, we are supported by 6,327 employees in the area to promote economic development. In addition, there are three platforms in the region structured for agribusiness. They offer a differentiated service that is comprised of a staff specially trained to assist this market. In addition to the managers, six agronomists work in the region. They provide exclusive consulting services that offer the best products in the portfolio to these clients.

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**We have also demonstrated our commitment to local development by offering free education to 7,940 students benefited by the Fundação Bradesco in 2021, and hiring 37 local suppliers, supporting entrepreneurship in the region**

### Some of Our Achievements in 2021

#### Sustainable Businesses

- Approximately ten meetings were held that were focused on expanding specific knowledge of sustainable cultures in the region, where over 10% of the region's employees were trained on productive cultures in the Amazon biome.
- We are supported by agronomists, who provide free consultations to our clients.

#### Financial Education and Inclusion

Financial inclusion is one of our major paths of action. We believe that access to financial services helps to stimulate the economic development of people and our Country. This is why we use our experience to make it easier for even more people to gain access to banking services and to credit.

We have been running an emblematic project in the Amazon since 2009 – a floating branch aboard a boat called the Voyager. It travels 1,600 kilometers in 11 days (round trip) between the regions of Manaus and Tabatinga in the State of Amazonas, serving 10 municipalities and two communities – a population of 250,000 people – mostly indigenous people who previously had no access to financial services.

We held financial education activities and promoted entrepreneurship within communities in the Amazon, with support from community leaders and the Bradesco Corporate University (Unibrad). In a partnership with the Amazon Sustainable Foundation (FAS, in Portuguese), we are sponsoring initiatives featuring these themes in 16 conservation units in the Amazon region.

We operate two Bradesco Expresso branches in remote locations within Amazonas conservation units. These facilities are run in partnership with the Amazonas Sustainable Foundation, which

benefit 4,000 people by providing banking services and opportunities to open accounts in a territory of over 1 million hectares.

In September 2021, we participated in the First Meeting: Credit for Entrepreneurs in the Amazon, and Unibrad gave a lecture at that time on Financial Well-being: Conscious credit, presenting concepts of responsible and sustainable credit and promoting identification of the economic profile of the participants.

Through microcredit, we provide information, training and access to credit to encourage local development and entrepreneurship. In 2021, more than R\$100 million was disbursed in microcredit throughout the region. Additionally, we also include the Targeted Micro-Lending (MPO, in Portuguese), which is aimed at encouraging the creation of work and income through economic activity for micro and small-scale entrepreneurs with annual revenues of up to R\$360,000. Another way of working in MPO is through transfers via Interbank Microcredit Deposit to Credit Cooperatives in the Southern Region of Brazil and to Development Banks in the Northeast and Amazon. Including only our productive microcredit lines, our loan portfolio was R\$551 million in December 2021. 183,353 clients have been served since 2012, and the average value of transaction is R\$4,806.00.

#### Socioeconomic Development and Private Social Investment

In order to foster the sustainable development of the region, we have allocated R\$2.6 million in donations and R\$1.6 million for local sponsorships. In addition, we have the support of 3,293 volunteers in the region, who conducted a number of actions benefiting 21,408 people.

## Amazon Plan

We are just marking one year since the introduction of Amazon Plan, a partnership between Bradesco, Itaú and Santander to promote sustainable development in the Amazon. We realize that solutions for a region with so many contrasts and such complexity can only be achieved from coordinated actions between companies, civil society and government agencies.

Three strategic fronts are promoted through the plan:

1. Environmental conservation and development of the bio-economy;
2. Investment in sustainable infrastructure; and
3. Contribution to the basic rights of local populations.

Of the strategic fronts, there are ten measures we are committed to, four of which were prioritized in this first year:



### Meat and Deforestation Industry

By means of a joint summary, we built strategic guidelines to engage the Brazilian meat industry in the social and environmental responsibility agenda and commitment to traceability of the direct and indirect supply chain, with those being:

- Following best practices for the industry;
- Using technology platforms to track suppliers;
- Making a public commitment; and
- Implementing an action plan by 2025.

We also performed diagnoses of our portfolio of clients working in the region in an effort to obtain performance indicators that support the next steps and engagement activities in the sector to fulfill the agenda proposed by the measure.



### Sustainable Crops

In an effort to stimulate sustainable crops through differentiated financing lines, an initial joint goal of R\$100 million in credit was defined – which was exceeded – for cooperatives and agro-industries that employ sustainable practices in the cultivation, management, extraction, processing and sales of products originating from the Amazon. A number of clients in the region are supported through free consultations by an expert team of agronomists from Bradesco, helping them learn about the best production practices and how to respect the environment.



### Land Regularization

As a preliminary step in coordinating and supporting the registration of land regularization in the biome, we conducted a study with experts from law firms to better understand the regulatory and institutional framework, including risks and obstacles to identify ways to contribute to the efforts for land regularization in the Amazon biome. The material will provide help for the next steps of the plan and will serve as support for discussions between the relevant agencies on the subject.



### Bioeconomy

In an effort to attract investments that promote partnerships and the development of new technologies that boost the bioeconomy, we held an event known as “Bioeconomia em Foco” (Bio-economy in Focus). CEOs from the three banks as well as experts took part in discussions on existing business opportunities in the region that can be developed with the forest standing, while factoring in the interests of local communities. The virtual event generated about 6,200 live streams, and 70 million people were impacted. We also requested a study that delves deeper into the subject and seeks to understand the low percentage of Amazonian products in the global market. Called the “Diagnosis and Possible Solutions for the Low Market Share of Bioeconomy Companies in the Amazon” by researcher Salo Coslovsky, the study is underway and will help us by providing information on identifying opportunities for activities in relation to the theme in the region.

For 2022, the prioritized measures implemented in the first year will continue being monitored and developed, as they are a structuring part of the plan to promote strategic fronts. The other measures will be part of the agenda and will integrate new actions for the sustainable social/economic development of the Amazon region.

## First Açai Processing Ferry in Brazil

Transportes Bertolini began an innovative project – the first factory ferry in the Country. Financed by Bradesco, Itaú and Santander, the floating processing unit circulates around the waters of the Amazon River basin, making a significant contribution to a more sustainable economy in the region that is aligned with the objectives of the Amazon Plan.

Açaí represents one of the main sources of income for the riverside population in the interior of the Amazon. There, most of the açai comes from extractivism, and producers in isolated communities have faced great challenges to sell their production – for both the long distances covered and for the perishable nature of the fruit. With the ferry running so close to the local producers, they are able to sell the açai directly. This ensures that their production is able to flow without intermediaries, thereby providing a better selling price and a significant improvement in the generation of income.

The ferry also has sustainable solutions equipped in its operational processes – its operation is based on solar energy generated by 685 panels installed on its structure and, by burning biomass, 100% of the fruit pits are used and the ash generated is donated as fertilizer for communities. Additionally, among other initiatives, they employ an effluent and water treatment station for collection and use in the factory.

# Climate Change

GRI 103-2, 103-3: Emissions

## Governance on Climate Change

We have integrated governance on climate change into risk management and sustainability structures within three levels:

### Strategic

#### Sustainability and Diversity Committee

(Board of Directors, CEO, Chief Sustainability Officer – CSO, Chief Risk Officer – CRO and Chief Financial Officer – CFO)

Responsible for overseeing the execution of Bradesco's Climate Strategy, in line with the risk appetite approved by the Board. Strategic guidelines for social, environmental and climate risk management go through the Sustainability Committee.

### Executive

#### Sustainability Commission

(Executive officers and managers from various departments)

Responsible for the cross-cutting management of climate issues and for establishing initiatives and promoting the management of risks and opportunities related to climate change.

### Operational

#### Sustainability Department



Department of Integrated Risk Control – Control and analysis of social and environmental risk

They convey the risks and opportunities to the other structures of the Organization, supporting them in integrating the subject into the business and in the development of controls and financial solutions.

#### Learn more in

- Governance of Sustainability
- Social and Environmental Risk Management



# Climate Strategy

*GRI 103-2, 103-3: Emissions*

Our climate strategy is based on four pillars that support the way we deal with the key issues related to climate change. Focused on identifying climate risks and opportunities, we are working towards reducing our operational and business impacts while creating products and services that can play a relevant role in supporting the transition to a low-carbon economy and coping with the impacts of climate change, allocating resources and getting even closer to our clients.

Our role was prominent once again in 2021 as we became the first Brazilian bank to join the Net-Zero Banking Alliance.

 **Learn more in**

*Our Course Towards Net-Zero*

In addition, after revising our strategic plans, the issue remains one of the pillars of our Sustainability Strategy, reinforcing the importance of the topic for the Organization. We are stepping up our efforts to choose and apply climate scenarios where there is a 1.5°C increase in temperature in both the analysis of the impact of climate risks and of transition opportunities in our loan portfolios, initially looking at long and mid-term horizons of 2030 and 2050.

In 2021, we applied our efforts towards incorporating an analysis of various scenarios through sensitivity tests of sectoral portfolios to identify climate risks in line with scenarios where the temperature increase was limited to 1.5°C, adjusted to the scenario set of the Network for Greening the Financial System (NGFS) framework, using the Divergent Net-Zero scenario.

 **Learn more in**

*Climate Risks*

In order to establish intermediate sectoral targets by 2030 that are aligned with the requirements and guidelines established under the Net-Zero Banking Alliance, we are assessing the scenarios, methodologies and tools that are most suited to our economic and organizational landscape. The goal is to map out a decarbonization course for critical sectors by offering solutions that include our target of sustainable business, and the engagement of clients in these sectors to identify the best way to promote the transition we are seeking.

 **Learn more in**

*Sustainable Businesses*



## Pillars of the Climate Strategy

1.

### Reducing and mitigating greenhouse gas emissions in our operations and managing the exposure of our operational structures to climate risks.

- 100% of Bradesco activities powered by energy from renewable sources.
- Offset of 100% of greenhouse gas emissions originating from our operational activities, considering Scope 1, 2 and 3.

 **Learn more in**

- *Commitments to the Climate*
- *Eco-Efficiency*

2.

### Integrating assessments on current and future climate risks and opportunities into the decision-making and management processes of our businesses.

- We have integrated the assessment of climate risks in line with the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations through an in-house project.
- We promote opportunities by developing products and services and engaging with clients in the process of transitioning to a low-carbon economy aligned with the Paris Agreement.

 **Learn more in**

- *Climate Businesses*

3.

### Financial solutions that support consumption and production patterns with lower carbon generation and that are more resilient to climate impacts.

- One of our courses of action focuses on offering products and services, as well as advice, to support clients in the transition to a low-carbon economy that is more resilient to the potential impacts caused by climate change.

 **Learn more in**

- *Climate Businesses*

4.

### Promoting engagement and awareness on the topic among our stakeholders, such as employees, partners and suppliers, clients and civil society entities.

- We raise awareness and engage employees, suppliers and clients through thematic initiatives developed by stakeholders in the area, such as the CDP Supply Chain..

 **Learn more in**

- *CDP*

# Adherence to TCFD recommendations

The Task Force on Climate-Related Financial Disclosures (TCFD) is designed to boost transparency between entities in the market on the financial impacts of risks and opportunities arising from climate change.

In October 2021, the task force updated guidelines for the implementation of its recommendations by all sectors, including finance, and was also widely endorsed by regulators throughout the globe.

We have formally supported the TCFD since 2017 and, as we are committed to the agenda, we have been seeking to incorporate the recommendations into our different departments through in-house activities, action plans, and participation in international initiatives, including pilot projects instituted by UNEP FI, the financial arm of the UN, and national ones under the scope of Febraban.

We expanded our dedicated team in 2021, employing even more efforts to advance the internalization of recommendations.

## Key advancements\* GRI FS15

Governance	Arrival of an independent advisor with expertise in climate change, and vice-chair of the TCFD.	Page 286
	The Sustainability and Diversity Committee decided in favor of adhering to the Net-Zero Banking Alliance initiative.	
Strategy	Definition of medium and long-term strategic horizons for 2030 and 2050 to assess climate risks and opportunities.	Page 287
	Review of strategic sustainability planning with the maintenance of the climate change pillar.	
Risk management	A loan portfolio sensitivity test was performed to identify the economic sectors Bradesco is exposed to and the climate impacts on clients in these sectors.	Page 288
Metrics and Targets	Operational emissions targets developed in line with the methodology of the Science Based Targets Initiative (SBTi) and a scenario where the temperature increase is limited to 1.5°C.	Page 289
	Improvement of the calculation of emissions financed using the Partnership for Carbon Accounting Financials (PCAF) methodology.	

\* This analysis was supported by NINT.

### Learn more in

- UNEP FI
- Our work in the TCFD, in the Annexes section
- Febraban

### CDP

CDP is an international non-profit organization that offers a globally recognized system for companies to measure, disclose, manage and report on important environmental information. As signatories to the CDP programs, we respond each year to a questionnaire aimed at providing a detailed understanding of our practices and risks in climate matters.

In 2021, Bradesco received a B grade, equivalent to the management level, and was recognized for taking coordinated actions on climate issues. The bank's performance was higher than the average of the financial services sector in Latin America, which received a C grade.

We also raise awareness among our suppliers about the risks and opportunities arising from climate change through an initiative we are involved in called the CDP Supply Chain Leadership Collaboration. In 2021, 63% of the selected suppliers participated in the program. At that time, Bradesco was recognized for the implementation of best practices with its suppliers (A- grade by CDP).

## Digital Strategy

The search for eco-efficiency is a major driver of management practices and is incorporated into our business model. Reducing the consumption of natural resources and the generation of waste and emissions in our operations is one of our basic principles. One example of this is our strategy of a digital approach, which helps reduce carbon generation, expands and makes clients access to Bradesco more flexible and reduces the Organization's dependence on physical service structures. This creates more environmental impacts and increased exposure to risks of operational disruptions due to climatic factors (such as flooding).

An internal study performed on transaction and eco-efficiency figures published in the 2020 Integrated Report found that a transaction done through a digital channel (internet, cell phone, ATM and Telebank) emits nearly 300 times less carbon per operation than a transaction carried out via a physical channel (branch) – resulting in energy savings, lower logistical demand for parcels and cash, and less traveling for employees and clients.

## Commitments to the Climate

Since 2019, we have neutralized 100% of greenhouse gas emissions from our operational activities currently measured, considering Scope 1, 2 and 3. We made a commitment in 2020 to ensure that the Organization's energy matrix came from 100% renewable sources. We began 2021 as one of the first major financial institutions in the world to have 100% of operations supplied by energy from renewable sources. We hit our target through the acquisition of a renewable energy certificate (I-REC), self-generation and participation in the Free Energy Market.

## Carbon Pricing

Carbon pricing initiatives now encompass 32 countries and some 45 jurisdictions throughout the world. The issue became even more prominent on the world stage in 2021 through major discussions held at the 26th United Nations Conference on Climate Change (COP26), a meeting that saw the regulation of the global carbon market. Brazil has been active in promoting the agenda through Bill (PL) No. 528/2021, a text that aims to regulate the purchase and sale of carbon credits in the Country. Despite that there are still no carbon pricing mechanisms implemented widely in the economy at the national level in Brazil, we believe this will change and we are preparing the business to align with this system.

## Corporate Investments

Since 2019, we have worked on projects to internalize carbon pricing and from 2020 onwards we have established a price related to carbon within the composition of costs that are part of the analysis of investments in projects and significant corporate acquisitions. We internalized this practice in 2021 through a specific regulation, positively influencing projects that encourage a reduction in carbon generation and, negatively, those that increase the emission levels of our operational structure.

### Asset Management

Under a new exercise, our Asset Management (BRAM) analyzed the sensitivity of investee companies to carbon pricing, both regarding the taxation of greenhouse gas emissions and the trading system for emissions.

Our analysts and managers possess tools that allow us to evaluate various climate and carbon pricing scenarios, assessing possible impacts on portfolios in a targeted way that is in line with the bank's guidelines and TCFD recommendations.

In the analysis of the risk of incidence for an economic instrument on certain sectors, it was seen that 65% of the companies in the portfolio would not be subject to regulation via a tax. Only 2% would be directly impacted and 33% would be affected indirectly, via a tax on fossil fuel.

If Brazil opted for the emissions trading system, 78% of the portfolio would not be impacted, 19% would be, and 3% would have the opportunity to sell carbon credits.

However, it should be pointed out that the premise used is based on other regulations in the world, which does not guarantee that the country will legislate in the same way.

In the economy-wide analysis, the results showed that the oil refining, steel, chemical, electricity, transportation and food sectors may be affected more. In the analysis of the sector-specific price scenario, which considers different prices for each sector, the results showed that the steel, oil refining, transport, food and chemical industries sectors would be the most impacted.

 **Learn more in**

*Positioning of Climate Change*

## Climate Risks

GRI 201-2

Climate risks can be classified as physical, related to climate events, and transitional, which come out of the course towards a low-carbon economy.

Physical risks threaten the integrity of physical structures, operations and the safety of populations, and can be differentiated between acute, meaning extreme weather events such as drought, flood and temperature variation, or chronic, which are long-term changes in weather patterns.

In turn, transitional risks are distributed into categories such as reputational risks (perception by stakeholders), regulatory risks (political and legal actions), technological risks (improvements or innovations), market risks (changes in the supply and demand of commodities, products and services), and others.

For banks, the risks arising from climate change can materialize directly or indirectly. Direct impacts are mainly caused by physical risks, which can affect the bank's facilities due to the increased frequency of extreme events that include, for example, floods. Indirectly, both physical and transitional risks can affect the sectors of the economy in different ways that the bank finances and represent the most significant financial impact for the Organization.

In order to increasingly improve our climate risk management, we have been involved in sectoral initiatives since 2019 focused on the development of methodologies and tools for climate risk management for the banking industry in order to comply with the recommendations of TCFD.

Some of the initiatives include our participation in the Febraban working group related to climate change and green economy, and our participation in the three versions of the UNEP FI program, TCFD for Banks in conjunction with other international banks.

### Learn more in

- [Sustainability Studies – Febraban](#)
- [TCFD for Banks](#)

During the second phase of the UNEP FI program in 2020, we conducted an analysis of the portfolio's exposure to climate impacts. In the Real Estate Financing sector, we examined the impacts of floods (physical risk) under a scenario where there was a 4°C increase in temperature (RCP 8.5 model) in 2040, which presented a downward trend of up to 4.5% in the value of the financed assets. To analyze transition risks, the REMIND MAgPIE model (1.5°C) was used to assess impacts on the transport sector.

In 2021, the third phase of the UNEP FI program explored ways that institutions could be supported in developing climate risk assessments by setting up best climate management practices and standardizing disclosures for industry.

Throughout 2021, we structured the Climate Risk Integration Project, which aimed to adapt our risk management processes to TCFD recommendations. Through CMN Resolutions No. 4,943, CMN No. 4,945, BCB No. 139, BCB No. 151 and BCB No. 153, these recommendations were recently incorporated into the sustainability agenda of the Central Bank of Brazil (Bacen/BCB).

## Sustainability at Bradesco

We produced the project in four key stages: mapping of governance structures and risk management processes; identification of climate risks that sectors of the Brazilian economy are exposed to; drafting a portfolio sensitivity test pilot through a scenario analysis; and coming up with action plans to provide guidance to the Organization on the effective management of climate risk.

Sectors of the Brazilian economy were submitted to qualitative and quantitative scenario analysis through the identification and assessment of the Organization's vulnerability and exposure to the indirect impacts of physical and transition risks. This was done using models developed by the Intergovernmental Panel on Climate Change (IPCC) and other institutions and recognized by the Network for Greening the Financial System (NGFS). We adopted the periods from 2020-2030 and 2020-2050 to reflect the respective medium and long-term horizons.

The scenarios predict various narratives and adopt different variables for physical and transition risks. To analyze the impacts of acute and chronic physical risks in 2050 on the selected sectors, we employed the RCP 8.5 model. It is aligned to the narrative of the Current Policies

category of the NGFS and corresponds to a 3.7°C increase by 2100.

For the risk of transition, we used two scenarios. NGFS's Divergent Net-Zero (1.5°C) forecasts zero net emissions by 2050, with assumptions of disorderly policy development. We adopted the Current Policies scenario under a more pessimistic view of the transition to a low-carbon economy, where only the policies that are currently in place are maintained with very limited technological change and high physical risks.

We have used the results from the analyzes to raise awareness about the credit ratings of companies belonging to the sectors that are most susceptible to the impacts of climate change and to indicate our potential impacts and financial losses that we would otherwise incur under different climate change risk materialization scenarios.

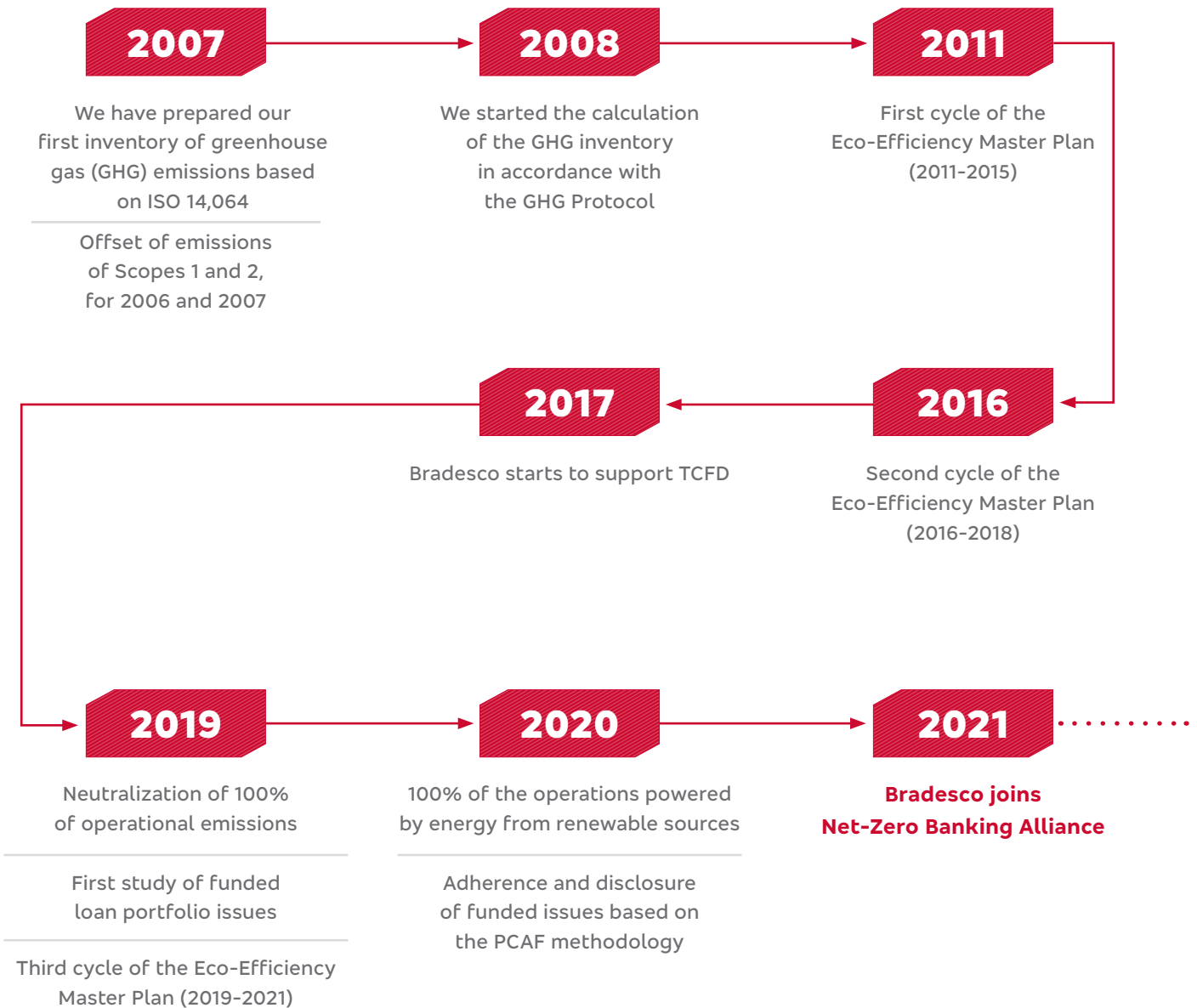
The final stage of the project, we came up with action plans to improve climate risk management throughout the Organization. The implementation of the recommended actions aims at our adaptation and possible mitigation of climate-related risks that could have an impact on our operations.





## Our Course Towards Net-Zero

In recent years, we have made progress in managing climate risks and opportunities, initially focusing on the management of our operations and, more recently, our portfolio, promoting the transition to a low-carbon economy aligned with the climate goals of the Paris Agreement.



### Net-Zero Banking Alliance (NZBA)

We have joined the NZBA in July 2021. It is an alliance organized by the UN financial initiative, UNEP FI, is part of the Glasgow Financial Alliance for Net-Zero (GFANZ) and is accredited by the Race to Zero global campaign.

The NZBA unites banks around the world to make a pledge towards Net-Zero greenhouse gas emissions from their loan and investment portfolios by 2050. NZBA signatory banks also commit to setting interim emission reduction targets by 2030 or earlier by focusing on carbon intensive sectors and leveraging climate scenarios aligned with the Paris Agreement goals.

Since joining the alliance, we have been working on improving the calculations of its financed emissions, identifying priority sectors to establish intermediate goals and structuring a strategy for client engagement in these sectors.

We are also part of working groups along with other NZBA member banks. These groups are established to help implement the guidelines published in the Guidelines for Climate Target Setting for Banks of UNEP FI, the establishment of sectoral goals, training and recruitment of new members to join the NZBA.

We were also selected to join the Financial Institution Net-Zero Transition Plan Task Force. The group was created by GFANZ and is made up of representatives from member organizations of financial alliances from different sectors and geographies to help achieve the following alliance objectives:

- Net-Zero Implementation for Financial Institutions;
- Capital mobilization for emerging markets and developing countries; and
- Net-Zero public policies.

We are expected to disclose our first sectoral goals by January 2023, and after a year, a transition plan illustrating the actions to achieve them. To this end, we are exploring the Science-Based Targets initiative (SBTi) and Paris Agreement Capital Transaction Assessment – PACTA methodologies and employing recent publications that contain guidance on setting targets for banks.

 **Learn more in**

*Guidelines for Climate Target Setting for Banks*

## Eco-Efficiency<sup>(1)</sup>

We seek to make our operations and facilities increasingly eco-efficient and align them with the Organization's strategy, while also contributing to the reduction of their direct and indirect impacts.

All renovation projects or new construction we undertake are designed to be environmentally sustainable, with projects that include ways to implement wellness concepts, such as biophilia and other architectural elements, along with greater use of natural light and efficient lighting. Our buildings use ecological gases in our air

conditioners, 100% renewable energy grids, selective collection, composting and, for the State of São Paulo, the Zero Landfill program, where our non-recyclable waste is transformed into Refuse-Derived Fuel (RDF).

### Master Plan for Operational Eco-Efficiency (PDEO, in Portuguese)

The current 2021 master plan had absolute goals defined for the Organization's strategic indicators. Its cycle completed in December.

#### Annual tracking of the goals related to the Master Plan for Eco-Efficiency 2019–2021 (%)

Indicator	Measurement unit	2019		2020		2021	
		Absolute targets	Result	Absolute targets	Result	Absolute targets	Result
Water	m <sup>3</sup>	-2	9.05	-2.5	-16.47	-2.5	-12
Energy	kWh	-3.7	0.32	-5.6	-15	-3.7	-11
Renewable energy	kWh	-0.5	0.78	-4	-99.63	-7	-10
Printer paper	Sheets of paper	-20	-17.6	-2.98	-24.47	-2.98	37
Land fleet	Liters	-4.5	7.5	-4.5	-41.61	-4.5	9
Air fleet	Liters	-	-19	-6.78	-26.47	-6.78	10
Taxi transportation	R\$	-	0.6	-1.12	-38.03	-1.12	-31
Cash-in-Transit (CIT) Transportation	R\$	-0.86	-0.1	-0.83	-5.55	-0.81	-14
Air travel	km	-	-2.5	-1	-83.06	-1	-72

1. The data from the Insurance Group include the consumption of water, energy, waste and emissions.

### New Master Plan

For the 2022–2030 cycle, we have set targets for reducing our operational greenhouse gas emissions, which includes the following indicators:

Scope 1	Scope 2	Scope 3
Proprietary air fleet Proprietary ground fleet Cooling gas Diesel (generators)	Energy	Packaging transport Freight transport CIT transportation Transportation of Aid Solid Waste Plane tickets Refund for km/Uber/99/Taxi Charter Travel for employees

We use the methodology of the Science Based Targets initiative (SBTi) as goals. SBTi is a collaboration between the CDP, the United Nations Global Compact and the (WWF and provides companies with a clearly defined path to reduce emissions in line with the targets from the Paris Agreement.

Targets are considered “science-based” if they align with what the latest climate science deems necessary to meet the Paris Agreement targets – to limit global warming to well below 2°C above pre-industrial levels and concentrate efforts on limiting warming to 1.5°C. Using this as a guide, we are committed to reducing 50% of operational emissions from Scope 1, 2 and 3 by 2030, which represents an annual target of -4.6%, subdivided between the scope indicators.

### Operational Emissions

Since 2006, we have been formulating the Emissions Inventory of our operations, following the guidelines of the ABNT ISO 14,964-1 Standard. Beginning in 2008, we have also incorporated the specifications of the Brazilian GHG Protocol Program into the process. We have neutralized direct emissions and those related to energy acquisition since the first inventory. As of 2019, we have included all operational emissions in the compensation flow, including indirect ones.

In the 2021 inventory, we saw the following results:

<b>Direct greenhouse gas emissions – Scope 1 (tCO<sub>2</sub>e)</b> <i>GRI 305-1</i>				
<b>Categories of Scope 1</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Power, heat or steam generation	844.81	765.97	438.33	336.45
Transportation of materials, products, waste, employees and passengers	1,046.51	973.4	703.44	791.17
Fugitive emissions	11,700.52	8,594.39	12,493.09	13,069.84
<b>Total gross emissions</b>	<b>13,591.84</b>	<b>10,333.76</b>	<b>13,634.86</b>	<b>14,197.47</b>
<b>Biogenic emissions</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Power, heat or steam generation	72.68	79.89	49.93	39.22
Transportation of materials, products, waste, employees and passengers	256.76	268.32	146.89	143.82
<b>Total biogenic emissions</b>	<b>329.43</b>	<b>348.22</b>	<b>196.82</b>	<b>183.04</b>

The Scope 1 category with the highest contribution was fugitive emissions, representing 92.1% (13,069.84 tCO<sub>2</sub>e) of the total. The increase in these emissions was caused by the replacement of the air conditioners that used HCFC22 (R-22) as a refrigerant gas, not accounted for by the methodology for preparing inventories adopted. Despite not being damaging to the ozone layer, the new gases are now accounted

for in our inventory because they are greenhouse gases (GHG).

In addition to replacing HCFC22, we also continue to study the technological alternatives available to reduce fugitive GHG emissions during the maintenance of air conditioners. This is done to have the lowest environmental impact resulting from our operations.

**Scope 1 – Target and performance**

GRI 305-1

Year	Emissions of Scope 1 (tCO <sub>2</sub> e)	Reduction target compared to the previous year (%)	Actual compared to the previous year (%)	Actual compared to the reference year (%)
2018 (reference year)	13,591.84	-1.00	69.16	188.63
2019	10,333.76	-0.13	-23.98	-23.98
2020	13,634.86	-0.19	31.94	0.31
2021	14,197.47	-0.24	4.1	4.5

**Indirect emissions from the acquisition of energy – Scope 2 (tCO<sub>2</sub> equivalent)**

GRI 305-2

Categories of Scope 2	2018	2019	2020	2021
Energy acquisition	37,577.67	38,346.97	141.80	23.3

We were able to see a significant reduction due to the **100% renewable Energy program**

**Scope 2 – Target and performance**

GRI 305-2

Year	Emissions of Scope 2 (tCO <sub>2</sub> e)	Reduction target compared to the previous year (%)	Actual compared to the previous year (%)	Actual compared to the reference year (%)
2018 (reference year)	37,577.67	-4.70	-21.32	-36.04
2019	38,346.97	-4.29	2.00	2.00
2020	141.80	-7.79	-99.63	-99.62
2021	23.3	-7.00	-83.6	-99.94

**Other indirect GHG emissions – Scope 3 (tCO<sub>2</sub>e) GRI 305-3**

Categories of Scope 3	2018	2019	2020	2021
Transportation and distribution (outsourced fleet – upstream)	49,813.48	63,088.79	60,385.24	53,410.20
Waste generated in operations	6,450.37	5,234.02	4,126.51	3,721.83
Business travel	23,532.02	21,330.55	5,218.79	651.91
Employee commuting (home–work)	94,022.86	99,504.60	59,412.19	40,718.87
Home working	N/A	N/A	-	1,795.75
<b>Total Emissions</b>	<b>173,818.73</b>	<b>189,157.96</b>	<b>129,142.73</b>	<b>102,266.67</b>
Biogenic emissions	2018	2019	2020	2021
Transportation and distribution (outsourced fleet – upstream)	5,664.39	7,988.93	8,672.46	8,163.97
Business travel	3,407.78	3,065.69	1,132.22	1,424.27
Employee commuting (home–work)	21,326.13	22,623.14	13,692.12	6,751.38
<b>Total biogenic emissions</b>	<b>30,398.30</b>	<b>33,677.76</b>	<b>23,496.80</b>	<b>16,339.63</b>

Upstream transport and distribution emissions (involving the transport of cargo, packages, relief and valuables) were the most representative, accounting for 52.2% of the total (53,410.20 tCO<sub>2</sub>e), followed by displacement of employees, which accounted for 39.8% of emissions (40,718.87 tCO<sub>2</sub>e).

Emissions from category 3 – fuel and energy related activities not included in Scopes 1 and 2 – were accounted for the first time in 2021. We included the employee's energy consumption in their homes in this calculation, given the use of computers, air conditioning, modems and lights, based on the total number of employees working from home. We calculated the energy consumption using the Grid emission factor, totaling 1,795.75 tCO<sub>2</sub>e, or 1.8% of Scope 3.

**Scope 3 – Target and performance**

GRI 305-3

Year	Emissions of Scope 3 (tCO <sub>2</sub> e)	Reduction target compared to the previous year (%)	Actual compared to the previous year (%)	Actual compared to the reference year (%)
2018 (reference year)	173,818.74	-1.57	-7.94	12.79
2019	189,157.96	-0.15	8.82	8.82
2020	129,142.73	-0.44	-31.72	-25.70
2021	102,266.67	-0.26	-20.08	-41.2

### Cash-in-Transit (CIT) Transportation

Continuing with the improvements implemented in the planning and management of the demands for transporting valuables and as a result of continuous measures focused on efficiency, we implemented specific projects focused on reducing the cash transports. The premise is to reduce the number of trips, which contributed to

a 21% reduction in greenhouse gas emissions compared to the previous year.

We will intensify campaigns in 2022 to reduce cash handling, by encouraging clients to use payment methods that reduce the use of cash transport, such as Pix.

#### Intensity of GHG emissions *GRI 305-4*

Scopes 1, 2 & 3	2018	2019	2020	2021
By revenue (tCO <sub>2</sub> e/R\$ MM)	0.970	1.030	0.00065	2.900
By net booked income (tCO <sub>2</sub> e/R\$ million)	11.790	10.530	8.64	5.308
Per capita (tCO <sub>2</sub> e/employee)	2.300	2.440	1.60	1.247

#### Reductions in GHG emissions obtained as a direct result of initiatives to reduce emissions (tCO<sub>2</sub>e) *GRI 305-5*

	2018	2019	2020	2021
Reductions of direct emissions (Scope 1)	-	3,106.13	597.6	101.88
Reductions of indirect emissions from the purchase of energy (Scope 2)	10,183.16	294.76	38,205.00	119
Reductions of other indirect emissions (Scope 3)	14,994.96	1,577.07	60,015.00	26,876
<b>Total reduction in GHG emissions</b>	<b>25,178.12</b>	<b>4,977.96</b>	<b>98,817.6</b>	<b>27,096.88</b>



## Energy Management<sup>(2)</sup>

GRI 103-2 and 103-3: Energy, 302-1

We have been working since 2012 to reduce energy consumption through monthly monitoring of each unit. We have implemented annual goals and are ranking the most efficient units to encourage in-house initiatives for savings. Continuing the commitment in 2021 to consume energy from 100% renewable sources, we included 74 units among branches, administrative buildings and Fundação Bradesco schools in the Free Energy Market. In addition, over 150 branches are consuming energy from three photovoltaic plants through the distributed generation project.

Ten additional plants have been retained that will meet consumption of at least 500 bank branches.

Since 2018, we have maintained an Energy Efficiency Master Plan. The plan defines measures to increase energy efficiency in our buildings. We replaced light bulbs at 767 branches in 2021 with new led models, and conducted an automation project at 14 administrative buildings. We have also continued our employee awareness campaigns to encourage conscious consumption. As a result, **we reduced by 11% our energy consumption** in 2021.

### Electricity consumption within the Organization – target vs. actual

	2018	2019	2020	2021	2021 Target (%)	Actual (%)
Electricity consumption (GJ)	1,869,924.89	1,875,997.23	1,590,342.5	1,418,078.8	-3.7	-11

### Energy consumed (GJ) GRI 302-1

	2017	2018	2019	2020	2021
National Interconnected System (SIN)	1,928,653.01	1,869,827.33	1,864,817.04	-	-
Distributed generation (solar panels)	118.44	97.56	34.56	17,285.67	21,406.01
Unregulated contract environment	-	-	11,145.63	74,316.64	-
I-REC	-	-	-	1,498,740.22	1,391,466.52
<b>Total</b>	<b>1,947,447.18</b>	<b>1,902,781.86</b>	<b>1,906,099.13</b>	<b>1,590,342.53</b>	<b>1,412,872.53</b>

2. Bradesco Organization's Data, including Bradesco Seguros.

<b>Consumption of nonrenewable fuels (diesel, gasoline, natural gas (in GJ))</b> <i>GRI 302-1</i>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Proprietary Fleet vehicles – gasoline	9,017.95	7,567.15	8,472.10	5,101.98	6,102.92
Proprietary Fleet vehicles – diesel	131.84	50.92	69.36	83.79	75.7
Generators – diesel	Not available	14,218.13	12,220.85	6,509.65	5,076.70
Proprietary air fleet – Jet Kerosene	7,188.77	8,681.42	7,004.46	5,855.36	6,414.80
<b>Total</b>	<b>16,338.56</b>	<b>30,517.62</b>	<b>27,766.77</b>	<b>17,550.77</b>	<b>17,670.12</b>

<b>Consumption of fuels from renewable sources (biomass, biodiesel, ethanol, biogas, in GJ)</b> <i>GRI 302-1</i>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Proprietary fleet vehicles – ethanol	2,337.17	2,339.35	2,335.13	1,188.84	956.30

<b>Total Electricity consumption (GJ)</b> <i>GRI 302-1</i>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Fuels from non-renewable sources	16,338.56	30,517.62	27,766.77	17,550.77	17,670.12
Fuels from renewable sources	2,337.17	2,339.35	2,335.13	1,188.84	956.30
Energy consumed	1,928,771.45	1,869,924.89	1,875,997.23	1,590,342.50	1,412,872.53
<b>Total</b>	<b>1,947,447.18</b>	<b>1,902,781.86</b>	<b>1,906,099.13</b>	<b>1,609,082.11</b>	<b>1,431,498.95</b>

## Waste Management<sup>(3)</sup>

*GRI 103-2 and 103-3: Materials, 301-1, GRI 103-2 and 103-3: Waste, 306-1, 306-2, 306-3, 306-4, 306-5*

We encourage selective collection and recycling. We have progressively reduced the amount of waste sent to landfills each year, improving the management of waste and reducing impacts from our operations. **In 2021, we reduced the amount of waste destined for landfills by 39%, exceeding the 20% reduction target.**

We implemented the Zero Landfill program in the State of São Paulo, transforming all our non-recyclable waste into Refuse Derived Fuel (CDR).

**Of the Organization's total common waste (non-recyclable and non-organic), 19.7% were transformed into CDRs.**

We recycle plastic, paper, cardboard, glass, metal and technological waste (ATM machines and electronic equipment), which represent 82% of the total amount recycled. We also manage waste derived from duties performed at our facilities, ensuring recycling and proper disposal.

*GRI 306-3, 306-4, 306-5*

Destination (ton) <i>GRI 306-3</i>	2017	2018	2019	2020	2021
Recycling	4,062.67	6,440.68	2,427	9,098	8,275
Composting	101.70	53.47	33.97	61.92	40.08
Landfill	12,107.50	7,944.89	6,435	5,040	3,080
CDR – Energy Recovery					754
<b>Total non-hazardous waste generated (ton)</b>	<b>16,271.87</b>	<b>14,439.04</b>	<b>8,862</b>	<b>14,199.92</b>	<b>12,149.08</b>

3. Bradesco Organization's Data, including Bradesco Seguros.

Bradesco Seguros – Total weight or volume of materials used <i>GRI 301-1</i>					
Destinação	2017	2018	2019	2020	2021
Paper (ton)	2,906.90	2,556.50	2,272.30	1,566.50	1,054.78
Certified wood (graphite pencil) (kg)	434.00	352.00	302.95	58.50	1,616.00
PVC (ton)	157.00	164.00	225.56	162.22	197.39
Recycled PET (kg) <i>GRI 301-2</i>	47.00	49.00	30.20	43.10	18.80
Paper (ton)	1,890.00	1,969.00	1,518.45	443.35	717.26
Metal (ton)	N/A	N/A	0.05	0.58	0.118

## Water Management<sup>(4)</sup>

*GRI 103-2 and 103-3: Water and Sewage, 303-3, 303-4, 303-5*

We work tirelessly to identify new initiatives and projects that can contribute to our goals for reducing water consumption throughout Bradesco's facilities (branches, offices and headquarters).

We continued monitoring water consumption in 2021 through a computerized platform in an effort to manage under the consumption reduction targets established each year. We continue to use reused water processed at our Sewage Treatment Station located in Cidade de Deus, and we reuse rainwater in some of our administrative buildings.

A modern and automated system was installed at our headquarters, which increased water security and eliminated waste due to leaks. We continually conduct employee awareness campaigns on best practices for conscious water consumption, including in their homes, where they have spent most of their time over the last year working from home. **In 2021, we saw a reduction in our water consumption by 11% compared to 2020.**

Water consumption – actual x target	2017	2018	2019	2020	2021
Consumption of new water (m <sup>3</sup> )	1,498,936	1,362,556	1,485,835	1,231,547	1,100,041
Reduction target (%)	-2.50	-2.00	-2.00	-2.50	-2.5
Actual (%)	-6.01	-9.09	9.05	-16.47	-11
Total volume of (new) water withdrawn, per source (m <sup>3</sup> ) <i>GRI 303-3</i>	2017	2018	2019	2020	2021
Underground water	211,144	196,308	181,000	176,382	166,632
Surface water	1,786	1,609	1,052	599	-
Dealership	1,286,006	1,164,638	1,303,782	1,054,566	933,409
<b>Total</b>	<b>1,498,936</b>	<b>1,362,556</b>	<b>1,485,835</b>	<b>1,231,547</b>	<b>1,100,041</b>

4. Dados da Organização Bradesco, incluindo Bradesco Seguros.

<b>Recycled and re-used water</b> <i>GRI 303-3</i>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Recycled water – reuse (m <sup>3</sup> )	71,045	71,186	72,166	69,804	66,000
Total volume of water withdrawn (m <sup>3</sup> )	1,498,936	1,362,556	1,485,835	1,231,547	1,100,041
Ratio of the volume of reused and recycled water to the total volume of new water withdrawn (%)	5	5	5	5	5
% of recycled and reused water compared to the total water consumed	5	5	5	5	5
% of new water withdrawn compared to the total water consumed	95	95	95	95	95

## Environmental Management

The Organization controls and monitors environmental compliance through the Environmental Management System using a computerized tool. We hold ISO 14,001 certification for administrative buildings and the Bradesco Environmental Management Seal (based on ISO 14,001) for our branches. This is a normative standard audited by an independent body that was developed based on the recognition that it could provide tremendous benefits.

As a pioneer among financial institutions, the system was rolled out in over 1,900 branches in 2021. Our goal is to implement both models in 100% of the Organization by the end of 2023. Our certified scope currently totals 65% of our Organization, given the number of employees.

### Other Initiatives

- **Auto Recycling Program:** Bradesco Auto/RE's pioneering country-wide project, which earmarks irrecoverable damaged parts and automotive materials for recycling. These parts are donated to companies that possess the Certificate of Final Destination, a document that proves the collection and treatment of waste, conferred by The Brazilian Institute of Environment and Renewable Natural Resources (Ibama), by ISO 14001, and other certificates that guarantee the correct management of these automotive materials. Bradesco Seguros provides an online system to the companies authorized to perform the recycling where they can verify which Bradesco Auto garages contain material available for recycling, which makes it possible to plan for the logistics of collection. This service guarantees that the material is not improperly reused and that auto parts are not dumped on riverbanks or in vacant lots, preventing environmental impacts. Since the inception of the initiative in 2009, over 19,200 tons of automotive materials have been earmarked for recycling, with 1,300 in 2021 alone.
- **Digitalize:** Does away with needing to deliver paper policy kits to clients by making them available digitally on the website and on the App.
- **Bradesco Seguro Residencial Sustainable Assistance Service:** A service available to clients who are enrolled in the Bradesco Seguro Residencial product, which facilitates the ecologically proper disposal of unused goods, such as furniture, mattresses and household appliances, in addition to providing insured people with tips for saving water, energy and recycling household waste. The service can be accessed via the Call Center by scheduling a date and time to remove the materials, which are dismantled and separated for use or proper disposal. Since its introduction in 2015 up to December 2021, about 80 tons have been disposed of in an ecologically-friendly way.
- **Guardian Angels:** In addition to the towing request by our policyholders, motorcycles called Guardian Angels are dispatched to assist them with low-level repairs. This cuts down on towing, which consequently reduces fuel consumption and the emission of polluting gases. The service also provides faster service, as the average arrival time of a tow truck is 40 minutes, while the average arrival time of the Guardian Angel is 15 minutes. In December 2021, the Net Promoter Score (NPS) – a metric that measures client satisfaction and loyalty with companies – came to 88%, demonstrating that the Guardian Angel service has been well received by our clients. Today, Bradesco Seguros Auto/RE has 41 Guardian Angels scattered throughout the country and a cost of R\$444,850 for outsourcing the service.

- **BSC App:** A total of 193,841 appointments were made at Novamed, 30,838 visits to certificates in Life and 277,816 requests for reimbursement in Health.
- **Broker App:** Accessing Auto/RE proposal, availability of the broker's commission statement.
- **Mobile Banking:** Provision of 100% online application for the new Digital Protection insurance, Vida Top Clube product and Residential insurance with a simplified journey (438,490 accesses/login).
- **BIA:** There were over 700,000 interactions that answered questions about various subjects of Bradesco Seguros.
- **Broker App:** Accessibility according to best web development practices, the website is accessible to everyone, ensuring that it is inclusive (14.4 million hits); provision of duplicate tickets in the public area for Life, Auto, Residential and Property (total of 169,590 accesses); and a new sustainability portal in the public area (7,372 page views).
- **Business Portal Home screen:** Through the Health installment tracking card, availability of the option to download Health and Dental bills, which can be shared with clients.
- **Agile Integration:** Integrated planning events, with multiple teams and completely remote (14 events).
- **Savings Bonds:** In concert with the principles of sustainability and the quest for the dematerialization of services, we have devised the sale of capitalization bonds through the corporate cell phone of the commercial managers of the branch network, with digital acceptance in the Bradesco Celular App, Net Empresa App, Internet Banking and in Net Empresa by the client, bearing in mind their comfort and security. These improvements are aligned with mobility, contribute to the quality of services and client satisfaction, and most importantly, conserve physical and financial resources. Based on these principles, we made the redemption of securities through the Bradesco Celular App available to our individual clients in the first half of 2021. With this latest delivery, we aligned with the digitization of the acquisition and redemption processes to make them 100% digital. We introduced a R\$10.00 monthly payment product on digital channels targeting all client profiles, helping them learn how to save money and take part in (bank sponsored) drawings, contributing to financial education. In the nine months since the product was released, a significant number of clients have signed on.

## Financed Emissions

**We were the first Brazilian bank to commit to the Net-Zero Banking Alliance**, a voluntary commitment signed with UNEP FI to achieve zero net emissions by 2050.

**We also became the first Brazilian bank to join the Partnership for Carbon Accounting Financials (PCAF)**, it is a global partnership of financial institutions that work together to develop and implement a harmonized approach to assess and disclose the greenhouse gas (GHG) emissions associated with their loans and investments.

Conducted in 2019, our first study of financed GHG emissions focused on sectors with significant representation in the economy and in our loan portfolio: agriculture, real estate and vehicles.

In 2020, with the launch of PCAF's The Global GHG Accounting & Reporting for the Financial Industry Standard<sup>1</sup>, we published the calculation of our financed issues for the first time, covering all sector-rated corporate credit operations in our database.

Given the importance of this measurement for establishing a starting point for defining goals to align the portfolios to the Paris Agreement and the science, we have worked to improve the quality and expand the coverage of our measurement each year.

In an effort to use GHG emission data to improve the quality of the analysis, we believe that the emissions need to be recalculated each year, since a portion of clients have published their emissions after the release of our Integrated Report.

As such, after improvements in the internal databases and capture of disclosed issuance data, we recalculated the 2020 Corporate loan portfolio and **obtained an analysis with a quality score of 3.98<sup>2</sup> with a coverage of 96.1%<sup>3</sup> of the total Corporate loan portfolio.**

We also carried out an initial analysis on the 2021 Corporate portfolio, using the estimates of sectorial emissions made available by PCAF for the calculation. As the emission data are being reported by clients, improvements in the quality of the analysis will also be made.

 **Learn more in**

*The Global GHG Accounting & Reporting Standard for the Financial Industry*

1. For more details on the PCAF methodology and Business Loans and Unlisted Equity asset class calculation methods, see [The Standard for the Financial Industry](#).

2. The quality of analysis is calculated by weighted average and the PCAF analysis quality scale goes from 1 to 5, with 1 being a more accurate analysis.

3. Percentage of the Corporate loan portfolio analyzed and for which there is a sector classification in our databases.



For the calculations, we used the Business Loans and Unlisted Equity asset class of the methodology and the options for calculating score 1 and 2 (through GHG emissions data reported by our clients) and score 5 (using national estimates of sectorial emissions made available to Brazil in the PCAF database). Calculation of the loan portfolio was based on the Scope 1 (direct emissions) and Scope 2 (referring to the use of electricity) emissions of each client or sector evaluated. For 2021, the Scope 3<sup>4</sup> of emissions for activities within the oil and gas and mining sectors was also calculated as recommended by the standard.

### Bradesco Funded Issues – PCAF Methodology




















	Dec/21	Dec/20 <sup>5</sup>
Value of the portfolio evaluated (R\$ billion)	370.7	331.1
Funded emissions (millions of tonnes of CO <sub>2</sub> )	7.3	8.4
PCAF calculation category	Business Loans and Unlisted Equity	
Businesses included	Corporate Investment Portfolio	
Coverage of the Corporate loan portfolio <sup>6</sup> (%)	92.1	96.1

4. In 2021, Bradesco Scope 3 upstream funded emissions were 0.3 million tCO<sub>2</sub>e for mining and 0.1 million tCO<sub>2</sub>e for oil and gas. PCAF follows a phased approach, which requires Scope 3 reporting for loans and investments in companies depending on the sector in which they operate. For 2021, the methodology requests the reporting of Scope 3 funded emissions to the oil and gas and mining sectors. It should be noted that the PCAF base for calculations by the sector approach covers only the analysis of Scope 3 upstream. Scope 3 reporting should be disclosed separately (recognizing potential double counting issues by adding them to Scope 1 and Scope 2 issues of borrowers and investees).

5. Financed emissions for 2020 were first disclosed in our integrated report of the same year. Throughout 2021, as our clients disclosed their emissions in their reports, we improved the calculations, through new formula options for the analyzed asset class, including improving the analysis score. It should also be noted that, unlike what was reported in 2020, the amounts related to warranties and sureties were deducted from the total financed, as these balances are not related to the production process of the financed companies.

6. The coverage ratio of the Corporate loan portfolio was calculated by the ratio between the value of the loan portfolio evaluated by the PCAF methodology and the value of the total Corporate loan portfolio.

## Sustainability at Bradesco

Emissions financed by sector				
	2021	2020	2021	2020
	Loan portfolio (R\$ billion)		Funded emissions (millions tCO <sub>2</sub> )	
 Retail business	40.1	36.2	0.4	0.6
 Wholesale marketing	31.8	22.7	0.4	0.3
 Food	27.1	21.9	0.4	0.4
 Transport	18.7	20.1	0.2	0.8
 Electricity	13.8	13.8	0.4	0.6
 Paper and pulp	12.8	11.1	0.5	0.2
 Vehicles and auto parts	10.0	13.0	0.1	0.0
 Agriculture	9.7	9.5	0.7	0.7
 Metallurgy & Steel industry	7.4	8.8	0.6	0.9
 Oil derivatives	7.1	5.2	0.3	0.3
 Chemical products	5.7	4.3	0.3	0.2
 Oil & Gas	5.3	11.5	0.8	0.9
 Machinery and electronics	4.9	3.0	0.0	0.1
 Pharmaceutical and cosmetics	4.7	4.6	0.2	0.1
 Mining	4.3	3.3	0.1	0.1
 Rubber and plastics	3.6	3.9	0.1	0.1
 Building materials	3.2	4.5	1.3	1.5
 Air Transport	0.4	0.8	0.0	0.1
 Other sectors	160.1	132.8	0.6	0.5
<b>Total</b>	<b>370.7</b>	<b>331.1</b>	<b>7.3</b>	<b>8.4</b>

Note: We calculate the intensity of Scope 3 invested emissions by the ratio between emissions and the balance of the investment portfolio (100% coverage of the invested portfolio in 2019 and 2020). As a result, in 2020 and 2019, we posted an intensity of 0.020 million tons of CO<sub>2</sub>/R\$ billion.

## Invested Emissions

We also did the calculations of the emissions invested by BRAM for the years 2019 and 2020, for corporate fixed income and variable income, further increasing the coverage of the analysis of Bradesco's emissions.














For the calculations of the invested portfolio, we also used the Business Loans and Unlisted Equity asset class of the PCAF methodology and the options for calculating score 1, 2 and 5. Calculation of the Invested portfolio was based on the Scope 1 and Scope 2 emissions of each client or sector evaluated, as determined by the methodology.

### Invested emissions BRAM fixed income – PCAF methodology

	Dec/20	Dec/19
Value of the portfolio evaluated (R\$ billion)	72.2	46.6
Funded emissions (millions of tonnes of CO <sub>2</sub> )	0.76	0.48
PCAF calculation category	Business Loans and Unlisted Equity	
Businesses included	Corporate Investment Portfolio	
Corporate investment portfolio coverage <sup>1</sup> (%)	100	100
Analysis quality score – weighted	4.62	2.39

1. The coverage ratio of the Corporate loan portfolio was calculated by the ratio between the value of the loan portfolio evaluated by the PCAF methodology and the value of the total Corporate loan portfolio.

### Emissions financed by sector – fixed income

	2020	2019	2020	2019
	Loan portfolio (R\$ billion)		Funded emissions (millions tCO <sub>2</sub> )	
 Electricity	8.00	4.69	0.319	0.130
 Storage	1.81	0.90	0.003	0.001
 Transport	1.40	0.62	0.220	0.236
 Water treatment and distribution	0.98	0.27	0.007	0.003
 Oil derivatives	0.83	0.86	0.058	0.060
 Pharmaceutical and cosmetics	0.71	-	0.010	-
 Retail business	0.70	0.52	0.011	0.010
 Real estate activities	0.69	0.32	0.002	0.001
 Chemical products	0.68	-	0.027	-
 Wholesale marketing	0.61	1.18	0.007	0.018
 Health services	0.53	0.15	0.056	0.001
 Food	0.29	0.08	0.005	0.001
 Other sectors	55.00	36.97	0.033	0.018
<b>Total</b>	<b>72.23</b>	<b>46.56</b>	<b>0.758</b>	<b>0.479</b>

Note: We calculate the intensity of Scope 3 invested emissions by the ratio between emissions and the balance of the investment portfolio (100% coverage of the invested portfolio in 2019 and 2020). As a result, we saw an intensity in 2020 of 0.011 and an intensity of 0.010 million tons in 2019 of CO<sub>2</sub>/R\$ billion.













## Sustainability at Bradesco

### Invested emissions BRAM variable income – PCAF methodology

	Dec/20	Dec/19
Value of the portfolio evaluated (R\$ billion)	23.9	18.0
Funded emissions (millions of tonnes of CO <sub>2</sub> )	0.48	0.36
PCAF calculation category	Business Loans and Unlisted Equity	
Businesses included	Corporate Investment Portfolio	
Corporate investment portfolio coverage <sup>1</sup> (%)	100	100
Analysis quality score – weighted	3.17	3.21

1. The coverage ratio of the Corporate loan portfolio was calculated by the ratio between the value of the loan portfolio evaluated by the PCAF methodology and the value of the total Corporate loan portfolio.

### Emissions financed by sector – variable income

	2020	2019	2020	2019
	Loan portfolio (R\$ billion)		Funded emissions (millions tCO <sub>2</sub> )	
 Architectural services	4.81	2.78	0.106	0.061
 Oil derivatives	2.07	2.098	0.144	0.152
 Insurance and Health Plans	2.04	0.62	0.005	0.002
 Retail business	1.97	1.56	0.014	0.010
 Electricity	1.23	1.48	0.036	0.047
 Paper and pulp	1.10	0.40	0.010	0.005
 Metallurgy & Steel industry	0.61	0.16	0.099	0.030
 Health services	0.55	0.11	0.018	0.000
 Food	0.48	0.49	0.015	0.013
 Beverages	0.48	0.37	0.009	0.009
 Chemical products	0.01	0.09	0.001	0.010
 Other sectors	8.53	7.83	0.019	0.018
<b>Total</b>	<b>23.87</b>	<b>17.99</b>	<b>0.476</b>	<b>0.357</b>

Note: We calculate the intensity of Scope 3 invested emissions by the ratio between emissions and the balance of the investment portfolio (100% coverage of the invested portfolio in 2019 and 2020). As a result, in 2020 and 2019, we posted an intensity of 0.020 million tons of CO<sub>2</sub>/R\$ billion.

In the upcoming cycles, we are working towards including other asset classes while applying data on client emissions and including specific assessments on products and services. Due to potential methodological updates and further

improvements in sources of information, the published results from 2021 will be revised in later years to ensure the comparability and consistency of accounting for issuances financed in our portfolios.

## Climate Business

Our strongest ability to positively influence the environment and the economy lies in the way we conduct and manage our business as a financial agent. One of our courses of action focuses on offering products and services, as well as advice, to support clients in the transition to a low-carbon economy that is more resilient to the potential impacts caused by climate change.

### Climate Bond

In December 2020, Bradesco introduced its first debt bond linked to the sustainability criteria, the Climate Bond, which raised R\$1.2 billion. The funds will be used to finance or refinance projects and assets in the renewable energy, energy and operational efficiency, clean transport and sustainable construction sectors.

This emission complied with the criteria established in our Climate Finance Framework and

is based on the leading international guidelines, which was verified through a Second-Party Opinion. We are monitoring the resulting positive impacts, particularly the carbon emissions that have been prevented, which will be published on the website [www.bradescosustentabilidade.com.br](http://www.bradescosustentabilidade.com.br).

### Solar Energy Financing

Recognizing the potential that Brazil has to use solar energy to expand the nation's energy generation, given that it has some of the highest levels of sun coverage in the world, we are able to offer Individuals and Companies the Photovoltaic CDC, a line of credit for procuring and installing solar energy equipment on properties.

In 2021, the sale of this product totaled roughly R\$619 million, keeping our upward trend for financing the generation of this type of energy.





### Support for Renewable Energy

As one of the Country's main financial agents for the renewable energy sector, BBI advised 18 operations in 2021 on the generation, transmission and distribution of electricity from renewable sources, totaling R\$8.2 billion, almost three times higher than in 2020.

### Integrated Crop-Livestock-Forest Systems (ICLFS)

We are the only member bank of the ICLFS Network, a public-private organization that includes Embrapa, Cocamar, John Deere, Syngenta and Soesp. The network is intended to accelerate the adoption of the ICLFS system in Brazil through generating social and environmental, climatic and financial benefits by integrating agricultural, livestock and forestry production.

### ABC Program

We transferred funds from the National Bank for Economic and Social Development (BNDES) to promote less carbon-intensive agriculture through the Low Carbon Agriculture Program (ABC).

### Operation Calamity

At Bradesco Auto/RE, we have specific conditions linked to the products that are aimed at covering events resulting from climatic phenomena. The Residential sector has coverage for windstorms, hail and flooding, ensuring that our insured have the needed support in case of claims. For assistance during unusual weather events, we are equipped with an action plan for handling residential insurance claims: Operation Calamity, also known as Assistance in Severe Weather Conditions. This action plan, which has already been deployed on 34 occasions since its inception in April 2015, is intended to reduce responses to claims and payments of compensation to policyholders who were affected by natural tragedies. In 2021, Operation Calamity was deployed twice. There were 723 clients indemnified in five cities, with payments totaling R\$3.3 million.

## Climate change in the Insurance Group

At Grupo Bradesco Seguros, we also adopted climate change as a strategic pillar. In 2021, we took part in two working groups that addressed this challenge:

- **UNEP FI Pilot Project:** Designed to steer the implementation of PSI (Principles for Sustainable Insurance) and TCFD recommendations related to physical and transitional climate risks, as well as to support a Net-Zero portfolio transition by 2050.
- **Partnership for Carbon Accounting Financials (PCAF):** In partnership with the Net-Zero Insurance Alliance (NZIA), a working group with the world's largest insurers in order to develop a global methodology for measuring and reporting underwriting portfolio emissions. Applying the methodology will likely provide an understanding of the risk profile of a client's portfolio and encourage innovative approaches to support clients in the transition process.

We understand that climate change represents physical and transition risks that directly impact the loss ratio, but also bring about new business opportunities. As such, we now have a working group including executives from the Company's groups that work to identify and develop new climate-related businesses and products.

In an effort to help our clients adapt to climate change, which has increased the potential for unusual weather patterns, Bradesco Auto/RE also has an action plan called "Operation Calamity" or "Assistance in Severe Weather", to reduce the time for handling claims and paying damages for natural disasters.

 **Learn more in**  
*Climate Businesses*

We have also been promoting technological development by devising initiatives aimed at expanding access to financial services for the population through digital channels. This mitigates the need for clients and employees to travel, potentially reducing the emission of greenhouse gases, fuel consumption and the use of paper.

 **Learn more in**  
*Bradesco Seguros – Environmental Management*

We took part in the Organization's corporate eco-efficiency strategy through improvements in our processes. This was done to reduce the consumption of natural resources and the generation of waste, promoting environmental awareness in the Insurance Group and measuring our progress.

In addition, we contributed to the data on direct emissions (Scope 1), indirect emissions from the purchase of energy (Scope 2) and indirect emissions originating in the value chain (Scope 3), with the quantification of the GHGs of the Insurance Group, which are addressed in the Organization's emissions inventory.

## Financial Citizenship

Based on the revision of our Sustainability Strategy, we have defined Financial Citizenship as a strategic pillar. This takes into account the relevance of the topic in our business and the potential we have to make a positive contribution to the social and economic development and financial well-being of society.

Our approach to Financial Citizenship involves promoting financial inclusion and education, which seeks to provide opportunities for capacity building and self-confidence, thereby helping people to manage their finances and be aware of risks and opportunities.

With a view towards training our employees on the topic of financial citizenship and customer relationships, we provided online courses in 2021 that addressed topics such as health, citizenship and financial guidance, among many others.

To make sure these initiatives result in significant social and economic benefits, we provide a safe and reliable business environment for consumer protection, providing effective service channels for all stakeholders.

We seek to exercise our positive potential in Financial Citizenship through four integrated conditions:

### **Financial inclusion**

Providing financial products and services to all Brazilians via physical and digital means in order to provide opportunities for developing all regions of the Country.

### **Financial Education**

Supporting the financial health of Brazilians by improving the ability to manage their finances, making them more resilient and better suited to achieve their goals.

### **Consumer Protection**

Ensuring protection for clients and non-clients, including those with potential vulnerabilities, by providing information and service channels in a safe environment.

### **Participation**

Strengthening our relationship with regulators, clients and society, with constant dialogs and openness to continuous improvement processes based on the perception of these interactions.



## Financial Inclusion

GRI 203-2

Being a client-focused bank means understanding that there are multiple demands and needs for each audience. As such, financial inclusion is part of our resolve, and that is why we have been acting strategically in banking geared towards Brazilians for almost 80 years.

### Access to Our Financial Products and Services Across the Brazilian Territory

We are present in all regions of the country, and help facilitate access for all Brazilians to the banking system, as well as credit, financial information and other solutions. Through Bradesco Expresso and service centers (PAs), we are in small towns or remote cities where banking options are still limited. In 2021, we posted 1,384 PAs in cities that did not have any financial institutions.

We have democratized access to the banking system through innovation and technological progress. We reach the most diverse stakeholders through our free and accessible digital platforms, which provide diversified financial services. Some notable services we offer include the Digo digital bank, the Bitz wallet (which reached 6.2 million downloads in 2021) and the next platform (currently boasting 10 million clients, with 6.2 million attained in 2021).

#### Learn more in

- *Materiality and Strategy*
- *Digital Transformation*

In an effort to serve the needs and potential vulnerabilities of each citizen according to their finances, we have a diversified portfolio with financial products and services compatible with the profile, station in life, need and financial capacity of each client.

### Voyager V Boat

Leveraging our inclusion agenda, we have provided a floating branch in the Amazon for over ten years. The location is the Voyager V Boat, which makes banking services and products available to riverside communities on the banks of the Solimões River.

 Learn more in  
*Amazon Rainforest*



## Solutions Focused on Children and Adolescents

- **Click-Conta:** An exclusive account for youths up to 17 years old. The product makes it possible to arrange for a monthly allowance and to even make withdrawals, plus including an exclusive portal where we provide tips and simulators to help make the money work for them.
- **nextJoy:** A partnership between next and Disney, nextJoy is an account for children and teenagers that includes financial education content. It provides guidance on the sustainable use of financial resources by using educational trails prepared by leading educators, with a variety of recreational activities.

## Inclusion and Financial Education for Micro and Small-sized Enterprises

Helping to promote access to banking products for micro and small-sized enterprises, we provide them with financial services and offer robust and consolidated products.

- **Contract Online Portal:** Offers products from different segments with various partners for account holders and non-account holders, democratizing access to banking products and services.
- **MEI (Small Business) Platform:** Provider of financial and non-financial services for individual micro-entrepreneurs that also includes exclusive advantages. The Platform saw a total of 2.4 million hits by the end of 2021. Access is done through the App, giving micro-entrepreneurs access to all the products and services.

 **Learn more in**  
*Digital Transformation*

- **Earmarked Productive Microcredit (EPM):** Focused on micro and small-sized entrepreneurs with annual revenues of up to R\$360,000 to encourage the generation of work and income. Another way of working is through transfers via Interbank Micro-credit Deposit to Credit Cooperatives in the Southern Region of Brazil and to Development Banks in the Northeast and Amazon. Including only our productive microcredit lines, our loan portfolio was R\$551 million in December 2021.
- **Local Productive Arrangements (LPAs):** We are the only private organization in the sector to participate in working groups for LPAs, an initiative by the Federal Government. Our work covers over 45.9 thousand in 57 sectors and in 1,543 municipalities. We operate in 429 LPAs, and our loan portfolio was R\$23.8 million in December 2021.

## Financial Education

*SASB FN-CB-240a.4*

We offer a number of initiatives and solutions that include Financial Education and tips for employees and clients – an initiative that helps in planning and controlling expenses, including investments for future needs.

Our website ([banco.bradesco/educacaofinanceira](https://banco.bradesco/educacaofinanceira)) offers an exclusive page on the subject, which was designed based on national and international benchmark studies and content found in economic psychology. The portal offers the best practices for budget control and contracting products and services for users, featuring items such as Responsible Credit, “Estou no Vermelho” (I’m in the Red), Expenses, Income, Family Money, My Projects, Financial Products and Tools. It is available in an accessible layout for people with visual impairments and can be adapted to any mobile device, increasing the opportunities to access a range of relevant information on financial education and banking inclusion. The digital translator Iris is available to people with hearing impairment through the Internet Banking.

In addition, Unibrad (our corporate university) conducts Financial Education programs for leaders and employees of the Organization and for the general population, effectively promoting inclusion and access to the theme. There are 30 Financial Education solutions in its portfolio that are available in person or digitally for the private, public and non-profit sector.

### Learn more in

- *Unibrad – Bradesco (available only in Portuguese)*
- *Unibrad – Bradesco – Courses (available only in Portuguese)*
- *Digital Transformation*
- *Exclusive Products and Services*
- *Ágora Academy*
- *Focus on the Client*
- *After-Sales and Digital Transformation*
- *Foundation For Digital Transformation*

## Solutions that Support the Management of Finances

■ **Meus Bancos (App):** On our App, clients can get a consolidated view of their financial life, as well as personalized insights based on information shared between their Bradesco accounts.

### Learn more in

*Digital Transformation – Open Finance*

### ■ **Financial Education Lectures:**

Created to demonstrate that creating and maintaining a family budget is something that is available to anyone, produced in a simple and playful way. During the lectures, the “Take Care of Your Money” booklets are also distributed, which provide guidance on the topic. In 2021, we consolidated more than 1,750 participants in companies across the country, reinforcing the theme of financial well-being and focusing on the current context of restrictions and crisis. Since it was implemented in 2014, the initiative has added more than 70,000 participants.

### Learn more in

*Ideation Program*

■ **Know to Grow:** An educational channel with a relationship platform that is in touch with the target audience, through which tips and ideas are shared in a straightforward and concise language. The contents include categories like Extra Income, World and Culture, Conscious Wallet, Thinking about the Future, Intelligent Routine and Entrepreneurial You. There are about two posts published per month on the blog and on the Facebook page, which has around 490,000 fans.

### Debt Renegotiation

We offer differentiated renegotiation conditions, observing the debt profile and needs of each person. To accomplish this, clients are provided a self-service structure in our digital channels and partner platforms to fulfill their commitments, done in a simple, fast and intuitive way, in addition to being able to rely on the traditional support of the Bank's branch network.

In 2021, more than 15,000 renegotiation rooms were held, serving more than 81,000 people throughout Brazil.

 **Learn more in**

*Debt Renegotiation (available only in Portuguese)*

### Consumer Protection

One of our goals is to ensure consumer protection, offering information on the conditions, rates, prices, terms and payment methods of our products and services in a clear and transparent way so that the client can make conscious and proper purchases.

With this in mind, we produced a series of videos called "Proteja-se" (Protect Yourself), addressing the importance of information security in a fun and informal way to reinforce the precautions that everyone should take in relation to the topic. The videos provide tips and precautions on matters such as false contact, traveling to the bank, malicious emails, exposure on social media and the network of infected computers. There is also a process that ensures that any engagement, both in branches and in digital channels, is tied to alerts defined by the Self-Regulation Banking Code.

### Protection of Vulnerable People

Understanding the needs, stage in life and profile of our clients is important in appreciating sustainable relationships that provide value to everyone, including our clients.

As such, we work under the concept of the Potentially Vulnerable Customer (CPV, in Portuguese), which seeks to refine customer services by observing the degrees of potential difficulties in understanding and self-managing the financial portfolio of each of them.

Identifying the degrees of vulnerability is important for improving the approach, service and journeys available to our clients. It accounts for their specific characteristics and favors access to clear and transparent information, so that all clients are given the full conditions to make conscious decisions related to the products and services.

We give vulnerable clients special attention. And actions, initiatives and controls are consistently carried out to ensure that these stakeholders are secure with and have trust in the Organization and its processes.

 **Learn more in**

*Focus on the Client*

#### Highlights in Addressing the Vulnerable Stakeholders

- **Normative Instruction of Potentially Vulnerable Clients:** Describing what the assertive journey should be like, the degrees of vulnerability and the role of everyone involved.
- **Script for clients in a vulnerable situation:** We work with a special group of scripts related to customer service to provide the proper support for that situation.

## Participation

We are responsible for publicizing our policies, initiatives and results through widely accessed channels by using simple, clear and objective language. We also possess channels of communication that allow clients to file complaints about any matter relating to the Bank.

The “Somos Todos Ouvidoria” (We Are All Ombudsman) program, for example, is a campaign to promote the expedited handling of complaints and prevent them from migrating to a second level.

We also feature an after-sales service where we get in touch with clients to understand their level of satisfaction and the effort they exerted engaging in the product or service. During the same process, we provide a space for clients to give their opinion on improvements or changes, which helps us to improve our products. This strengthens the relationship between the client and the Bank, thereby ensuring their participation in the process.

## PRB – Commitment to Health and Financial Inclusion

We acknowledge our role as a transforming agent in society and our potential to financially leverage people and businesses.

Accordingly, we have demonstrated our pioneering spirit by being the first Brazilian bank to assume, in May 2022, the PRB Commitment to Health and Financial Inclusion, linked to the financial arm of the United Nations Environment Programme (UNEP FI).

The commitment is aligned with one of the goals of the Principles for Banking Responsibility (PRB) and reinforces one of the priority agendas of our Sustainability Strategy – Financial Citizenship. We are therefore committed to promoting goals for the inclusion, health, financial well-being of citizens, converging with the Sustainable Development Goals (SDGs), especially SDGs 4, 5, 8 and 10.

We have reinforced our strategic position in enhancing inclusion and financial education in Brazil, which is consistent with our purpose and commitment to sustainable development.

## Human Rights

*GRI 103-2, 103-3: Assessment of Human Rights*

We have a public commitment to human rights, aligned with domestic and internationally accepted principles: Universal Declaration of Human Rights, The United Nations Guiding Principles on Business and Human Rights and ILO Conventions (International Labor Organization) ratified by Brazil and applicable to the Organization.

In addition, we support voluntary commitments that contribute to the development of the issue. Some of these commitments we have joined include the Equator Principles, Global Compact and Sustainable Development Goals (SDGs).

The focus on prevention and monitoring for the protection of Human Rights is strongly structured and widely disseminated in our values and culture.

Since 2018, the Organization has published its operational guidelines through the Corporate Human Rights Policy, which is reviewed every two years. The mission is to respect and protect fundamental rights, incorporating the best practices of the market and adhering to the guidance established by agencies that define guidelines for social responsibility.

In addition to the Corporate Human Rights Policy, the issue is handled jointly and in an integrated manner with various Internal Policies and Standards, such as the Code of Ethics, Social and Environmental Responsibility Norm, Sustainability Policy, Social and Environmental Risk Norm, Norm of the Management System of Corporate Social Responsibility, Human Resources Management Policy, Corporate Sustainability Policy, Sectorial Code of Ethical Conduct for Purchasing Professionals, Bradesco Organization's Diversity and Inclusion Policy. This regulatory framework defines concrete human rights guidelines to prevent risks we are exposed to in our relationships with our employees, clients, suppliers, partners and society.

We rely on due diligence processes to proactively and systematically identify the possible impacts on human rights and where they may occur. Furthermore, through risk management processes, we have devised mitigating measures and, when necessary, act on remediation.

In relationships with suppliers, through the Bradesco Supplier + Sustainable, the Bradesco Social and Environmental Responsibility program in the Supply Chain seeks to identify, assess, monitor and mitigate the social and environmental risks inherent to the services and products supplied to the Organization. It also promotes respect for the ethical principles of integrity and sustainability, with an emphasis on human rights and socio-environmental management. For this reason, the self-assessment checklist and on-site or remote audit are based on three pillars:



Audits are performed for all suppliers considered critical from a social and environmental point of view. After the audits, the supplier needs to draw up an action plan for any non-compliance identified along with opportunities for improvement. Suppliers whose self-assessment indicated a high or very high risk may undergo an on-site or remote audit the following year.

With clients and business partners, monitoring for possible non-compliance with human rights is part of the sphere of our social and environmental risk management – especially in the case of granting financing – under the responsibility of the Integrated Risk Control Department (DCIR).

As a way of mitigating risks and protecting Human Rights, Bradesco Cartões (Cards) provides clauses and specific provisions on combating child and slave labor and respecting the environment, among others, in the contracts of correspondents linked to Join Ventures (JVs) for credit cards, loans and receipt of invoices.

Although there is autonomy among the parties within their responsibilities in the JVs, given the partners’ employees are generally bound to the retailer’s own code of ethics, the Organization’s proprietary code of ethics is also distributed to raise awareness and improve the quality and conditions of work, including social and environmental impacts. We also make periodic visits that are used as a monitoring procedure and, when potential breaches are found, the cases are submitted to the highest level of partnership management committees for the appropriate actions.

As a signatory of the Principles for Responsible Investment (PRI), our asset management arm (BRAM) brings its contribution to sustainability issues, and acts to prevent risks and potential impacts arising from ESG aspects on the performance of its assets. It possesses responsible investment regulations that address respect and control mechanisms for human and labor rights and impacts on the environment and climate change.

## Sustainability at Bradesco

As part of the Corporate Social Responsibility Management System, we maintain a structured process for dealing with complaints related to possible violations of human rights and for monitoring related indicators. Contents are also periodically published, and training on the subject is carried out.

We relentlessly strive to promote respect and transparency in relations with employees in our Human Resources Management model, investing in the development and appreciation of human beings without discrimination and in a healthy, safe and ethical environment.

Our Human Resources Management is structured to implement actions and promote gender equity, social inclusion, training and development, quality of life, well-being and health of employees and associates.

In an effort to curb violations of Human Rights, in addition to the policies and standards for the entire staff at the Organization that are published in the Normative System, awareness-raising campaigns are available, such as videos on ethics and harassment, e-learning on the Corporate Social Responsibility Management System, and information on whistleblowing channels for the entire Organization.

Our Corporate Whistleblowing Channel is available to officers, employees, apprentices, interns, service providers and other stakeholders to register complaints/manifestations of situations or suspected of illegal acts such as fraud, money laundering, corruption, conflict of interest, irregular conduct, etc., with the prerogative of anonymity,

confidentiality and silence of the information provided. All complaints/manifestations related to bullying and sexual harassment, discrimination, labor requirements and occupational safety and health are submitted to an analysis and are handled by the HRD – Social Responsibility.

### **Mitigation and Remediation Processes in Human Rights**

We have structured processes to make human rights assessments in our business relationships, according to specific social and environmental risk management regulations.

#### **Learn more in**

*Management of Social and Environmental Risks*

Specifically for projects, we analyze adherence to Human Rights guidelines through a due diligence process, where we can identify direct and indirect risks stemming from impacts on local and traditional communities, involuntary resettlements, indigenous lands, quilombolas, slave-like labor conditions, child labor, sexual exploitation, human trafficking and labor rights.

Following a social and environmental assessment, specific contractual clauses are included and/or action plans are drawn up whenever needed to adapt relevant aspects of Human Rights, which are tracked in a way that makes it possible to monitor issues related to (for example) the relocation of communities and compliance with requirements of regulatory agencies. If it is determined during monitoring that the client has not fully complied with the contractual social/environmental clauses, the Organization may suspend future granting of funds or even terminate the contract early.



As an example of this evaluation, during the monitoring process of a wind complex in 2021, we identified non-compliance with Regulatory Standard No. 24 – Sanitary Conditions of Workplaces, and proposed actions to settle the issue, which will be tracked in the next monitoring cycle.

In 2021, we monitored 30 projects. These were put through due diligence with environmental, social and human rights criteria, meaning that they underwent mitigation actions. As far as remediation cases are concerned, none of our projects exhibited violated human rights.

## Studies of Human Rights Cases

### Case 1: Maintenance of Income for Impacted Rural Farmers

When assessing the financing for the installation of a hydroelectric plant, we noticed the existence of families of small rural producers during the environmental studies who would have their lands flooded by the formation of the plant's lake. In the process of engaging with the client to verify the social and environmental impact studies and proposed mitigation or compensation measures, we identified an innovative solution that will help to maintain income for the people affected by the flooding. The developer proposed an equity participation in the hydroelectric plant through the constitution of a special purpose company, made up of rural farmers. As such, throughout the life of the project, they will receive part of the project's cash generation resulting from the sale of energy. During the analysis process, nearly all farmers had formally agreed on the proposal. In light of this, as well as verifying other initiatives and programs to mitigate social and environmental risks, Bradesco approved the operation.

### Case 2: Support to Resettled Communities and Land Regularization

When assessing a credit proposal for another plant, we analyze the course of work on supporting resettled communities and land regularization, among other environmental aspects. We conducted a technical visit to the project with the banks consortium, observing the performance standards of the International Finance Corporation (IFC), and we attest to the measures that guarantee the supply of drinking water to these communities, as well as the improvements made in relation to the new homes intended for resettlement. The client complied with the requirements established by the environmental agency, playing a positive role in reducing social and environmental risks. As a result, Bradesco granted the requested credit.

### Case 3: Unapproved Financing

When analyzing the financing of a port terminal, a number of issues were found, including: an indirect impact on indigenous lands; a need to relocate nearby communities; and an impact on archaeological artifacts. Given the potential risks that have been identified, we are requesting more evidence, such as studies and approvals from management agencies. However, no such evidence has yet been submitted. If not managed with sound social and environmental practices, these occurrences can lead to human rights violations, as stated in Article 27 of the Universal Declaration of Human Rights. Given this, Bradesco did not proceed with the financing.

 **Learn more in**

*Management of Social and Environmental Risks*

# Communication and Engagement for Sustainability

Our employees, like everyone else, are confronted daily with evidence of climate change and other pressing and challenging issues in society. We believe that the work in the Organization can allow them to become agents of transformation, satisfying individual contribution needs, and being a fundamental part in creating the necessary changes and boosting the management of ESG aspects.

As such, we look for efficient ways to reinforce our strategy and keep in close communication with our staff, letting them know about strategic pillars, performance and new commitments taken on to promote sustainability.

In 2021, professionals from the Sustainability Department participated in a number of events to publicize ESG topics to specific audiences, such as employees from sectors focused on innovation and the Corporate segment, interns, and others, including the participation of more than 4,000 people throughout the year.

Some of the initiatives to promote employee engagement and to prepare them to multiply and demystify the issue within the bank include the creation of the Sustainability Ambassadors program in partnership with Unibrad, our corporate university. The program has 40 ambassadors – 65% are women and 35% are men – from 27 different areas.

Through Unibrad, we also provide a track of solutions focused on citizenship and sustainability in order to train our professionals on the topics that are central to financial institutions.

## Bradesco Seguros

At Bradesco Seguros, we acculturate the departments and companies of the Group and other stakeholders. Five companies of the Group (BSP Empreendimentos Imobiliários, Bradesco Auto/RE, Bradesco Capitalização, Bradesco Saúde and Bradesco Vida e Previdência) were engaged, in addition to a number of areas in the holding company and stakeholders.

**Environment Week:** To commemorate Environment Week, which took place in June 2021, we held a webinar on “the importance of sustainability practices” at Bradesco Seguros. The event was attended by executives from Grupo Bradesco Seguros and UNEP FI (Financial Initiative of the United Nations Environment Program). At the event, the invited executives shared how their respective area/company has been performing, outlining their sustainable businesses, industry trends and how they have contributed to the company while making a link to the ESG pillars. The webinar was held as a debate and included panels moderated by the UNEP FI representative. The webinar drew in over 1,200 views. In partnership with Você em Boa Companhia (You’re in Good Company), we ran polls on social networks on the subject, earning points for the 7th Season of Galeria Bonita de se Ver (Beautiful to Look At), with a total of 2,086 participants. We also published content on the internal and external channels about Environment Week in order to reinforce the commitment to a more sustainable future.

### **Participation in the UNEP FI Roundtable:**

The UNEP FI Roundtable on Sustainable Finance, which took place from August 31 to September 2, looked at the role of the banking, insurance and investment sector in shaping strategies to address challenges and opportunities for a green recovery during the transition to a sustainable, inclusive and low-carbon future in Latin America and the Caribbean. Bradesco Seguros' Sustainability department was invited to participate in the "Promoting Financial Health and Inclusion for a Resilient Society" panel.

**PSI Anniversary:** Since 2012, Grupo Bradesco Seguros is part of the Principles for Sustainability in Insurance, being the first Brazilian insurer to sign the commitment. Accordingly, to celebrate the 9th Anniversary of PSI, as well as the insurer's voluntary adherence to this commitment, we released a report containing initiatives for 2020 on the UNEP FI website, the financial arm of the UN.

### **Workshop Landscape of Microinsurance**

**Study – Brazil:** On April 14, 2021, we participated in the Workshop Landscape of Microinsurance Study, an event that promoted debates on the inclusive insurance market, with themes on development, solutions and improvement of future research and studies. At that event, the main results of the 2020 Landscape of Microinsurance study, which identifies and evaluates trends and developments in inclusive insurance products and services, were included. This study included the involvement of 194 microinsurance providers from 30 countries in Africa, Asia, Latin America and the Caribbean, as well as Grupo Bradesco Seguros. Susep also took part in the event, which commented on the current landscape of the sector and on its expectations and goals related to insurance inclusion – an important topic for the most vulnerable consumers. In addition, according to the municipality, the exclusion of various restrictions and limitations in the regulatory framework of inclusive insurance will facilitate a competitive, dynamic and innovative environment with more flexible, diversified and accessible products.

## Bradesco in Society

*GRI 103-2 and 103-3: Indirect Economic Impacts, 203-2*

As one of the largest private donors in the country, we invest in a number of projects and initiatives that address social and environmental demands. They are aligned with the goal of creating opportunities for people's empowerment and the sustainable development of companies and society.

## Donations and Sponsorships

Focused on all spheres of society, we have detected the gaps in the social and environmental aspects to help promote equal opportunities and personal and collective fulfillment, constructing a more dignified, fair and productive society.

In 2021, we invested in sectors of culture (Culture Incentive Law), sports, education, health (National Support Program for Oncology Care – Pronon and National Support Program Health Care for People with Disabilities –Pronas) and the elderly through donations, sponsorships and incentivized funds from tax benefits.

### Bradesco Cultura

We are actively promoting and valuing culture through support, incentive and sponsorship initiatives, helping to hold events throughout Brazil and making the instrument of citizenship an art.

This commitment expands with Bradesco Cultura, a platform created in September 2020, whose mission is to democratize access to culture, with free, diverse and accessible digital programming to a wide variety of audiences.

Our digital space is organized into five major areas of creative expression: Visual Arts, Concerts, Entertainment, Regional Events and Theater and Musicals. This is an immersive experience involving the appreciation of traditions and diverse expressions that make up Brazilian culture, valuing art as a crucial element in the expression of our people.

## The Social and Environmental Investment of the Organization (R\$ Thousand)

GRI 203-2

Institutional support	2019	2020	2021
<b>Inhouse funds</b>			
Social Donations	8,046	110,371	27,172
Sponsorships	85,506	66,975	40,049
<b>Total</b>	<b>93,552</b>	<b>177,346</b>	<b>67,220</b>
<b>Fundação Bradesco</b>			
Amount invested	666,382	680,300	715,000
Bradesco Sports and Education*	4,888	4,911	5,011
<b>Total</b>	<b>671,270</b>	<b>685,211</b>	<b>720,011</b>
* Program supported by the Fundação Bradesco.			
<b>Initiatives – Incentive laws</b>			
Rouanet	38,710	34,079	49,185
<b>Audiovisual</b>			
Sports	8,730	5,293	5,227
Child and Adolescent Statute (ECA)	21,718	14,777	13,980
Pronon and Pronas	20,991	6,149	8,990
The Elderly	21,317	14,777	13,978
Others	-	-	-
<b>Total</b>	<b>111,466</b>	<b>75,075</b>	<b>91,360</b>
<b>Total social and environmental investment</b>	<b>876,288</b>	<b>937,632</b>	<b>878,591</b>

## Private Social Investment

The Bradesco Organization uses Private Social Investment to support projects and initiatives throughout Brazil, contributing to the social and economic development as well as environmental preservation and awareness. All actions follow the guidelines established in our policies and standards for donations and sponsorships.

### Learn more in

- *Corporate Donations Policy*
- *Sponsorship Policies*
- *Donations and Sponsorship Standards*

## Drivers

- Materiality and Strategy
- Sustainability Pillars: Financial Citizenship, Climate Agenda and Sustainable Business
- Sustainable Development Goals (SDGs) prioritized

Some of the projects supported included:



**Pantanal Research Center:** The Ministry of Regional Development (MDR, in Portuguese), under the ambit of the Brazilian Waters Program, is looking to leverage initiatives for the recovery of degraded areas in hydrographic basins in situations of vulnerability and environmental degradation. We provide financial support to the Alto Araguaia River Basin Revitalization Program (a pilot plan in the municipality of Barra do Garças, MT), run by the Pantanal Research Center and the Alto Araguaia River Basin Committee with the support of the Institute of Environmental Conservation – The Nature Conservancy do Brasil. The main objective of the program, which was approved through a public call, is to establish a viable and replicable plan to combat

the processes involving the degradation of natural resources while improving the environmental and hydrological conditions of the region.



### Sustainable Amazon Foundation (FAS, in Portuguese):

In a 14-year partnership with the Bradesco Organization, FAS works with projects focused on education, entrepreneurship, sustainable tourism, innovation, health and other priority areas. By valuing the standing forest and its socio-biodiversity, FAS puts its efforts towards promoting the improvement of the quality of life of riverside, indigenous and peripheral communities in the Amazon. In 2021, it benefited 582 communities in 16 conservation units.



**Instituto Gerando Falcões:** A social development ecosystem that acts in network to accelerate the power of favela leaders from all over the country, who all have a common dream: to overcome the poverty of the favelas so that they can only be found in the museum. The institute is concentrated on transformative and multidimensional initiatives that are capable of generating long-term results, involving education services, economic development and citizenship in favela territories. In 2021, we donated over R\$3 million to the #CoronaNoParedão campaign, which brought food to families in situations of social vulnerability who are registered in the Gerando Falcões Network, and became a supporter of Favela 3D (Digital, Dignified and Developed), a systemic transformation program that has impacted more than 7,000 families in four pilot favelas: Favela Marte (São José do Rio Preto/SP), Favela dos Sonhos (Ferraz de Vasconcelos/SP), Favela Vergel do Lago (Maceió/AL) and Morro da Providência (Rio de Janeiro/RJ).



**Educational Program:** Promotes the psycho-social development of socially vulnerable children and adolescents who are sheltered in six partner institutions in Curitiba and the metropolitan region, offering health insurance and free music education activities (such as children’s choirs) that stimulate self-knowledge, creativity, socialization, and interaction among the participants. In 2021, the program helped out 289 children and adolescents.

## Social Activities by the Grupo Bradesco Seguros

GRI 203-2

**Company-School Integration Project:** Since 2004, the Insurance Group has been running the Company-School Integration Project (PIEE, in Portuguese), working together with the Fundação Bradesco with children from the Rio Comprido neighborhood in the city of Rio de Janeiro. With 856 openings available, it includes cultural and sports practices, plus social and environmental actions, like campaigns to collect oil and bottle caps. In 2021, 198 liters of oil were collected – preventing 4,950 million liters of water from being contaminated – and 165 kg of plastic caps were collected. Through this digital platform, created in 2020, our students can access the contents in a simple way, making it possible to deepen learning on a variety of subjects. We created over 1,000 accounts to access the platform and over 350 lessons have been posted since the tool was introduced.

**Longevity Project:** Viva a Longevidade is a portal that celebrates knowledge and provides a new look on the subject, demonstrating that longevity goes beyond how well someone lives. It demonstrates that life is a constant process of learning, that having quality social relationships is potentially important and that it is never too late to begin a healthy financial life. To help in this journey, the

portal made 169 articles available with reflections and stories detailing different aspects of life, with more than 500,000 accesses. Twelve items were produced for the “Start Now” Podcast with a special edition on Grandparents’ Day and Father’s Day, when the podcasts were also recorded on video.

We divided the topics into a number of thematic videos and related content through the articles posted and guests invited to reinforce the importance of the topic on our social networks through the Longevity Platform. In October, we will celebrate Longevity Month with experts and guests, featuring a revamped site on October 1, when Senior Citizen’s Day is celebrated. We held the ninth edition of the International Longevity Forum under the theme The Future. The event is an initiative sponsored by Bradesco Seguros and organized by the Brazil International Longevity Center (ILC-BR). Over 20 domestic and international experts in the sector discussed trends associated with longevity and active aging, including more than 12 hours of relevant content on Bradesco Seguros’ social networks.

 **Learn more in**

*Bradesco Seguros – Viva a Longevidade*

### **Bradesco Seguros Cultural Circuit:**

Maintaining a policy that stimulates culture is part of our commitment, which views culture as an asset for developing knowledge and encouraging social interaction. Amid the restrictions caused by the covid-19 pandemic in Brazil, we have created a safe and accessible way to continue offering art, culture and entertainment to Brazilians. As one of the largest sponsors and promoters of culture in the country, we have transformed

our traditional Cultural Circuit into a Digital Cultural Circuit. Some of the attractions produced in 2021 included digital broadcasts of the shows *Loloucas*, *Tudo que Eu Queria te Dizer*, *Minimanual de Qualidade de Vida*, *Selfie*, *Ninguém Dirá que é Tarde Demais*, *Balletto di Roma – Astor um Século de Tango*, and *Doidas e Santas*. All content was shown on Bradesco Seguros' YouTube channel, which delivered culture to an audience of over 900,000 people.

## **Fundação Bradesco**

In a year marked by the pandemic, we managed to maintain the purpose we have been pursuing for 65 years: to bring quality education to socioeconomically vulnerable communities in an effort to transform lives through education and to help students take charge of their lives in all regions of the Country. In its 40 self-owned schools located in all states and the Federal District, it served over 43,120 students last year divided between basic education (early childhood education and high school vocational education), professional education, and youth and adult education. Throughout the year, we have been supported by a team of over 3,300 employees.

The 2021 budget was R\$715 million, applied to conducting and maintaining the institution's operations. The amount was also used for school supplies, uniforms, food and medical and dental assistance for around 41,000 students in basic education.

Adapting on-site activities to the remote model, Fundação Bradesco received support and partnered with Banco Bradesco and the four

largest telecoms companies in the Country. This alliance resulted in the offer of free internet service to Foundation students so they could access the Education portal and virtual rooms. This allowed classes to be given and educational activities held online that had been expected for the year. For students without devices that could access virtual classes, we made cell phones available so that they could ask teachers questions and conduct research on the Internet to complete their studies, in addition to attending normal classes.

The remote lessons, mediated by technology, took place until September 2021. With increased vaccinations and a close eye on events around the world and in Brazil, we were able to plan for the resumption of activities in schools, and in November there was a full return of students to on-site classes. Part of our strategic guidelines include ongoing assessments of learning rates and school indicators. As an auxiliary tool in this journey, we participated in the 2019 Pisa for Schools, an online international assessment that allowed us to consider the skills and needs for improvements.



## New High School

The New High School, which was implemented in 2020 at the Campinas School, was expanded in 2021 to five other schools: Aparecida de Goiânia, Jabotão, Laguna, Pinheiro and Registro. The new curriculum was co-created with the help of teachers from the Campinas unit, allowing it to continue in digital mode during the pandemic without disrupting the project. The new model will be implemented in all schools by 2022.

At the New High School, basic subjects are 60% of the curriculum, and the other 40% are driven by the Qualification itineraries – preparing students for the labor market with technological training and devising product projects aimed at the market – and Experimentation – a space to apply knowledge in integrative projects that challenge students to seek innovations in trends such as design, curation, automation, internet of things, artificial intelligence, and others.

The itineraries are challenging the way we think about education – to this end, we study the needs of the market regionally and then plan the diversification of professional qualifications to expand employability conditions.

## Virtual School

For 20 years we have noted the growth of distance learning courses in Brazil, and today we see that even more companies and universities are choosing the method as a modern and efficient teaching alternative. In 2001, we launched the Virtual School e-learning portal with the intention of promoting social development beyond the classrooms. We are committed to offering everyone who wants to enhance their knowledge or personally and professionally improve a quality education through new types of learning experiences in an innovative and motivational way.

Between 2020 and 2021, focusing on the user experience, we made improvements to the Virtual School website to improve the journey on the platform and make learning even easier and more intuitive. The platform offers more than 120 online courses that are entirely free of charge in areas such as Administration, Accounting and Finance, Personal and Professional Development, Education and Technology. Featuring diverse and dynamic content, the Virtual School allows students to self-manage their studies in a complete virtual environment that respects the pace and learning capacity of each person. Over 2 million people were benefited in 2021.

 [Learn more in](#)

*Fundação Bradesco – Virtual School*

## Bradesco Sports and Education Program

Through our over 30-year program to teach women's volleyball and basketball, we have offered the sport as an activity that supports the development of children and young people. We promote health and the appreciation of talents in all Fundação Bradesco schools, municipal sports centers, state and private schools and in our Sports Development Center, all located in Osasco, São Paulo.

Around 1,000 girls from the age of 8 on up are assisted annually at the Training and Specialist Centers. Students must be enrolled in school full time in order to participate. The participants receive citizen counseling on topics like preventing drug use and unwanted pregnancies, and those who are part of the Specialist Centers have health insurance, transportation, meals and a scholarship, along with other benefits.

## Sustainability at Bradesco

With social isolation measures imposed by the authorities during the pandemic, on-site activities with students were suspended, but the service continued, albeit in a virtual environment using online resources. The activities were reformatted with the introduction of sports through mechanisms that replaced personal contact with virtual contact.

This was able to take place through the use of applications that allowed students' physical and mental health to be monitored and mentored, permitting all the activities provided for in the program to continue, thereby maintaining efficiency and the scale of the work closer to what is done during normal times.

Physical and technical activities were able to continue as a result of these tools, along with educational lectures and relaxation exercises. Other strategies continued to be applied to keep up personal routines, sleep quality and maintaining links with adults and other colleagues to help manage the stress resulting from social distancing.

Sports activities resumed gradually, following guidelines from the health authorities and definitions based on the SP Plan. At the beginning of the second half of the year, we returned to on-site activities, adopting all the hygiene protocols and sanitary measures necessary.

## Volunteering

The Bradesco Volunteer Program was created in 2007 and has been fostering the exercise of citizenship since that time, offering our own actions and supporting initiatives by employees and interns throughout Brazil.

All activities are related to at least one of the Sustainable Development Goals (SDGs), approved by the UN in 2015, and they contribute to the development of skills, abilities and relationships among volunteers in addition to generating socio-environmental benefits.

The program's agenda has been affected by the covid-19 pandemic, with part of the actions being reshaped and others postponed due to concerns over not exposing employees, family members and the community to risks of infection, especially in face-to-face initiatives that required people to gather. Guidance for employees and interns on precautions and volunteering opportunities during this period was made available on internal channels. In 2021, the Program prioritized and remodeled initiatives to address the primary social demands imposed by the pandemic.

## Notable Corporate Initiatives In 2021

### Bradesco Volunteers Against Hunger

The pandemic has driven millions of Brazilians into a state of severe food insecurity. Imbued with a spirit of solidarity, our employees and interns came up with initiatives to collect and donate food in their regions.

Between April and July, more than 28,000 volunteers participated in virtual and face-to-face actions, donating 555 tons of food that benefited more than 139,000 people.

### Online Mentoring 2021

In partnership with Bradesco's Corporate University (Unibrad) and the Diversity & Inclusion Area, we devised online mentoring projects. The initiatives are part of Programa Unibrad Semear (The Seed Program) and involved 125 volunteers who devoted more than 1,400 hours to sharing ideas, experiences and solutions to real challenges.

**Unibrad Semear – Employability and entrepreneurship:** We prepare employees to act as mentors and connect them to black youth from 18 to 29 years old throughout Brazil, providing meetings and experiences that leverage the development of skills for the future. Polled after the project, 89% of the participating youth stated that they had a clearer idea about what they are looking for in their careers.

**Unibrad Semear – Endeavor:** The idea is to leverage the enterprises of families that have people with disabilities, providing knowledge through our mentoring employees, who have voluntarily contributed to helping these families' businesses. One of the objectives of the project is to develop abilities, such as communication,

leadership, interpersonal relationship and teamwork. The hope is that there is advancement through the sense of belonging to the group, enhancing self-confidence.

 **Learn more in**

*Bradesco Corporate University (Unibrad)*

### 8<sup>th</sup> National Voluntary Blood Donation Drive

Held throughout the month of November in a partnership with the Viva Bem Program and with the São Paulo Blood Bank, the campaign encouraged blood donations throughout Brazil and offered opportunities for donations by appointment at the new Meu Doutor Novamed unit at Bradesco's headquarters in Cidade de Deus, Osasco (SP). Five hundred and seventeen bags of blood were donated, helping to save over 2,000 lives.

### A Christmas of Hope 2021

Between November and December, the program solicited donations of new and used toys in good condition, but volunteers went even further. Nearly 7,000 employees and interns from all regions of Brazil took part in 64 actions, donating upwards of 44.6 thousands items, including toys, candy, personal hygiene products, clothes, books, school supplies and sports equipment. Over 10 tons of food were also donated, benefiting 28.2 thousands people. This campaign was supported by the Bradesco Live Marketing and the Instituto Gerando Falcões.

A number of other activities were organized by volunteers from the bank's chain of branches, departments and companies linked throughout Brazil, and can be viewed on the [Bradesco Volunteer Portal](#), the program's official platform.

### Volunteering in Numbers – 2021



**215**  
actions



**38,388**  
volunteers



**57,100**  
hours dedicated



**200,686**  
beneficiaries

Employees and interns devoted 57,100 hours of work. 26,477 of those hours were during office time (the value of these hours totals R\$3,207,201.69). The total investment in the Bradesco Volunteer Program (administrative indirect costs) was R\$1,011,116.76.

We are an associate and member of the Management Committee of the Brazilian Council of Corporate Volunteering (CBVE).

### Volunteering at the Insurance Group

Throughout 2021, Bradesco Seguros volunteers implemented a series of actions to collect food, toiletries, clothing and blankets, benefiting communities in São Paulo, Rio de Janeiro, Curitiba, Salvador, Belo Horizonte, Brasília and Campinas.

The campaigns took place in drive-thru, following all protocols recommended by the World Health Organization. 23.7 tons of food and more than 2,000 items were collected.

 **Learn more in**

*Bradesco Volunteers Program*



# Performance During the Covid-19 Pandemic

With an eye towards taking care of our employees through the Viva Bem health, well-being and quality of life program, a number of actions were made available to combat covid-19.

## Highlights of Employee-Focused Actions

- Daily and transparent communication with employees.
- Health Care, well-being and information security: campaigns and internal media providing guidelines on the use of a virtual private network (VPN) and best practices at home. New digital content options, all freely accessible to employees and available on an external platform.
- Online English for all employees and interns.
- Pop-ups on corporate computers: reinforcing a healthy lifestyle for employees, as well as emphasizing guidelines and preventive measures against covid-19.
- Podcasts on physical and mental health care.

## Self-Service

Due in large part because of the covid-19 pandemic, making self-service (via channels) available to clients has become even more meaningful for our 2021 clients. We connect clients directly to our Operations Area. This provides a differentiated, personalized experience with a substantially shorter time to be assisted. We provide 183 operational services to our Wholesale and Retail clients, which represents 98% of services (more than 800,000 requests/year). These services on the digital channel were provided free of charge (as they had been through the branch network).

## Suppliers

Due to the pandemic, there was a need to adapt our activities with its suppliers. In 2021, audits were performed following the same framework as on-site audits, which includes document analysis, interviews with employees and a tour of the company. We audit 100% of critical suppliers on social and environmental issues. There were 80 companies belonging to the sectors of civil works, printing materials, clothing, wood chain, visual communication, infrastructure equipment manufacturing, card manufacturing, information technology equipment manufacturing, transport services, surveillance, back offices, call centers and aircraft and vehicle maintenance.



### Bradesco Seguros

Our strategic pillar of action involves valuing our people and, during the pandemic, we began to implement and improve actions aimed at the health and well-being of our employees, adapting our work model.

One of the many actions done for this purpose is the launch of the Telemedicine platform that covers a number of medical specialties, with services that can be accessed through the application app 24/7, or via the website, with appointments scheduled with the referenced network.

### Bradesco Seguros Actions During the Pandemic

Introduction of a tele-medicine platform for health services in that covers different medical specialties – Bradesco Saúde Digital Health.

- 100% digital reimbursement for all types of medical procedures.
- Meu Doutor Novamed offered exclusive care for suspected cases of covid-19 – including Mediservice's 0800 teleservice.
- Financial support to provide 98 infirmary beds at the Hospital Universitário da Universidade Federal do Rio de Janeiro (UFRJ), along with building renovations and procuring some 60 units of hospital equipment.
- Construction of a 200-bed field hospital in Rio de Janeiro in partnership with Rede D'Or.
- Creation of 56 beds for Hospital das Clínicas in São Paulo in partnership with Rede D'Or.
- Making 26,000 covid-19 diagnostic tests available in São Paulo through an agreement with the São Paulo State Health Department and Instituto Butantan.
- Boosting the processing capacity of 26,000 diagnostic tests for health professionals in the State of São Paulo, in partnership with Coca-Cola do Brasil, Coca-Cola FEMSA and Grupo Fleury.
- Implementation of **Mindfulness** Training.
- Viva Bem hosted health, well-being and quality of life livestreams dealing with topics such as covid-19 prevention for the internal segments of the Organization (departments, affiliates and branch network).
- Você em Foco is a lecture series dealing with relevant and current topics like paternity, maternity and mental health touching on personal and professional life, expanding the repertoire, raising awareness of caring for full health and the humanization of relationships. In 2021 we addressed the following topics: Self-knowledge and Empowerment; Misfortunes of Motherhood; Nutritional Laboratory; The (im)perfection of Fatherhood; Mental health – Resilience and Adaptability; and as a closing lecture on happiness: Life: Ways of using it.
- In 2021, we held the Mindfulness (8 weeks) and Meditation for Beginners (4 weeks) programs through self-enrollment.

- For senior management, Cine Gestão – discussions on Empathy, leadership, and global vision. The initiative sought to provide an environment for discussion through an analysis of films, and to facilitate a learning journey through visual communication, listening, and memory.
- Ethics and Literature Program: We opened classes to study the literary classic *King Lear* by William Shakespeare, and the timeless novel *The Old Man and the Sea* by Ernest Hemingway. These programs promoted significant reflections for the lives of professionals in a playful and relaxed way.

### Safe Return

Over the second half of 2021, we began the process of voluntary returning to on-site work in the administrative buildings. Before this was initiated, the safety protocols were updated to account for on-site work. All employees

have access to hygiene stations located at the entrance to the buildings that are equipped with alcohol gel dispensers and mats for cleaning shoes. We coated the turnstiles with special films to prevent contamination. Air conditioning systems are equipped with special lights that eliminate viruses and bacteria. Delivery boxes were installed to prevent contact between people.

Guidelines are located on pantry walls detailing the protocols for cleaning hands with alcohol gel before using refrigerators or machines and the proper way to wear a mask. In addition to providing a Safe Return booklet, we also shared videos and held livestreams to discuss content on prevention, protection and psychosocial support for employees. Each day, before entering the Organization's premises, employees complete a check list about the status of their health in an effort to closely monitor this new phase.



## Recognitions

As a result of our strategy and management, Bradesco was recognized in 2021 with mostly above-average scores in the key ESG indices and ratings from domestic and international markets.

Some of these results included:

- For the 4<sup>th</sup> consecutive year, we remained among the top 10 positions in the world portfolio of the Dow Jones Sustainability Index (DJSI). In 2022, we are continuing participation in the World and Emerging Markets portfolios of the Index.
- We are part of the B3 (Brazilian Exchange & OTC) Corporate Sustainability Index (ISE) for the 17<sup>th</sup> consecutive time.
- We nabbed the Silver category for the 4<sup>th</sup> consecutive year in The Sustainability Yearbook, published annually by S&P and recognizing companies with the best practices in sustainability throughout the world.





# Suppliers



## Suppliers

*GRI 103-2, 103-3: Procurement Practices, Environmental Assessment of Suppliers, 102-9, 102-10, 308-1, 308-2*

Suppliers are vital to accomplishing our goals and delivering the best solutions to clients, while maintaining quality and efficiency. In 2021, our base registered 5,166 official suppliers. For the year, 1,589 new suppliers and 2,421 suppliers with relationships (active contracts) were approved. Relationships with our suppliers are based on recommendations found in a series of rules, policies and internal programs, including:

- Procurement Policy for the Bradesco Organization;
- Bradesco Organization's Code of Ethical Conduct;
- Code of Ethical Conduct for Procurement Professionals;
- Bradesco Integrity Program;
- Corporate Policy on Information Security and Cybernetics;
- Corporate Sustainability Policy;
- Corporate Human Rights Policy;
- Corporate Anti-corruption Policy;
- Contracting and Outsourcing of Services and Third-Party Management System;

- Social and Environmental Risk Standards;
- The Organization's Social and Environmental Responsibility Standard;
- Social and Environmental Responsibility Standard for the Supply Chain (PBRSA CS);
- Grupo Bradesco Seguros and BSP Empreendimentos Imobiliários Sectorial Code;
- The "Know Your Third-Party Supplier and Service Provider" Policy; and
- Corporate Competitive Policy.

To become a Bradesco supplier, a potential supplier needs to go through an approval process under the responsibility of the Purchasing department. This process is performed by the Supplier Management, which reviews the suitability of companies from registration, commercial, economic-financial and social and environmental points of view. The social and environmental issues that are examined include labor practices through public certificates, prohibitions on slave-like or child labor, environmental risks and negative media. After this information is analyzed, the supplier is approved and adopts our Code of Conduct and other policies and standards. Our contracts also contain clauses on forced and child labor, anti-corruption and social and environmental matters.

## Initiatives Carried Out in 2021

a) Our approval process was continued for 100% of the suppliers joining the base, monitoring any potential negative social and environmental impacts via the “Bradesco More Sustainable Supplier” Program. It focuses on audits of Social and Environmental Responsibility in the Supply Chain, a financial analysis to assess the supplier’s economic/financial status, screening restrictions on suppliers and workshops for suppliers with topics focused on social and environmental practices.

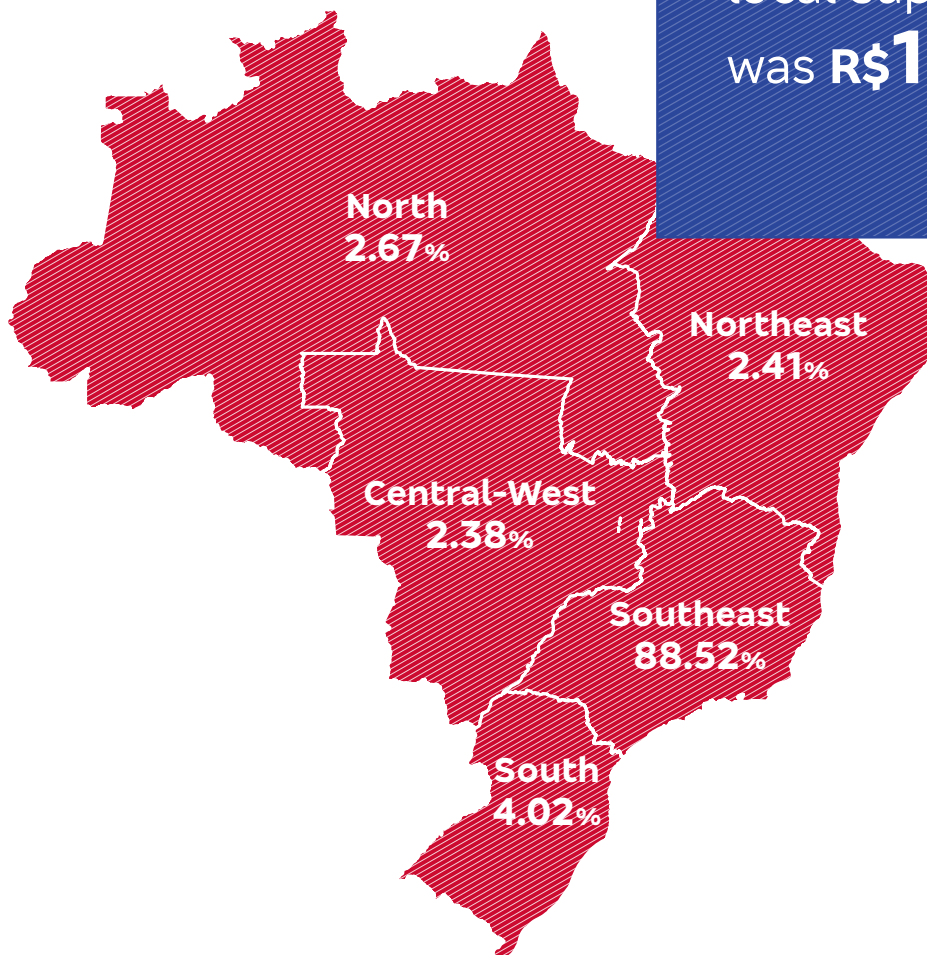
b) Suppliers have been monitored on a monthly basis in order to identify suppliers that may have social & environmental restrictions related to Prevention of Money Laundering (AML), related to the transparency portal, or other issues. This monitoring is performed by the Supplier Management area of the Purchasing Department.

### Spending with Local Suppliers

*GRI 204-1*

In addition to the goal of promoting economic activity in Brazil, where most of the important operating units and most of our suppliers are located, the target for the share of spending on local suppliers is that it needs to be in most or 100% of Brazilian territory.

Total spending on local suppliers in 2021 was **R\$18.7 billion**



### Monitoring and Developing

*GRI 308-1, 308-2*

In order to mitigate risks, the Supplier Management area surveys the base of registered companies on a monthly basis. If a prohibitive restriction is identified, the supplier is blocked from future contracts. The surveys include restrictions such as slave and child labor, embargoed and contaminated areas, etc. We also include a supplier financial analysis process in which an analysis is performed on the balance sheet over the last three fiscal years, public certificates and commercial information. From this assessment, a report is generated in which suppliers are classified at different risk levels, which can vary from low risk to very high risk. For suppliers classified as high-risk or extremely high-risk, we hold discussions with the internal contract managers to better understand the reason for this classification with the supplier. In 2021, 595 financial analyses were performed. We continue to monitor the percentage of suppliers' financial dependence on Bradesco for 100% of our active contract base.

### Bradesco Most Sustainable Supplier

*GRI 103-2, 103-3: Environmental Assessment of Suppliers, Social Assessment of Suppliers*

We also work with social and environmental monitoring and development processes, known as "Bradesco's Most Sustainable Supplier", which is the Bradesco's Social and Environmental Responsibility program for the Supply Chain. The process performs social and environmental audits based on three pillars: Social Responsibility, Environment, and Health and Safety.

- In the Social Responsibility pillar, we addressed matters around ethics, labor issues, human rights, anti-corruption and, during the 2021 cycle, we extended the issues to the themes of supplier chain management, diversity, information security and business continuity. We also included a new block where we addressed the share capital of companies.
- In the Environmental pillar, issues like environmental management, licensing and control, and waste management and emissions are addressed.
- In the Health and Safety pillar, we review how the company manages occupational health and safety, its preparedness and response to emergencies, all regulatory standards and mental health. In 2021, we expanded the pillar to include questions about physical facilities and issues related to Human Rights.

Adjustments were needed for the program due to the pandemic. In 2021, we continued audits online, which included document analysis, interviews with employees and a tour of the company. After the audits, the supplier needs to draw up an action plan for any non-compliance and opportunities for improvement identified. The report is evaluated and monitored by the auditor, who is also available to assist and answer any questions the supplier may have.

We audit 100% of critical suppliers on social and environmental issues in 2021. There were 80 companies belonging to the sectors of civil works, printing materials, clothing, wood chain, visual communication, infrastructure equipment manufacturing, card manufacturing, equipment manufacturing of information technology, transport services, surveillance, back offices, call centers and aircraft and vehicle maintenance. In addition to critical categories, at least one supplier in each category is also audited. In 2021, a total of 161 online audits and 220 self-assessment audits were performed.

### Percentage of new (contracted) suppliers selected based on social criteria

GRI 408-1, 409-1, 414-1

	2019	2020	2021
Total of new suppliers that were considered for contracts	1,151	1,377	929
Total of new suppliers that were assessed based on social criteria	1,151	1,377	929
Percentage of new suppliers that were assessed based on social criteria (%)	100.00	100.00	100.00
Total of new suppliers hired based on social criteria	135	117	69
Percentage of new suppliers that were hired based on social criteria (%)	100.00	100.00	100.00

## Suppliers

### Assessment of environmental impacts and measures taken in managing suppliers GRI 308-2

	2018	2019	2020	2021
Number of suppliers evaluated for environmental impacts	1,746	151	1,377	1,589
Number of suppliers identified as having significant, actual and potential negative environmental impacts	20	19	15	14
Significant, actual and potential negative environmental impacts identified in the supply chain	Embargoed area and contaminated land	Embargoed area and contaminated land	Embargoed area and contaminated land	Embargoed area and contaminated land
Number of suppliers identified as having significant, actual and potential negative environmental impacts and with whom improvements were agreed on as a result of the evaluation	20	19	15	14
Percentage of suppliers identified as having significant, actual and potential negative environmental impacts and with whom improvements were agreed on as a result of the evaluation (%)	100.00	100.00	100.00	100.00
Number of suppliers identified as having actual and potentially significant negative environmental impacts and with whom relations were severed as a result of the evaluation	0	0	0	0
Percentage of suppliers identified as having actual and potentially significant negative environmental impacts and with whom relations were severed as a result of the evaluation (%)	0.00	0.00	0.00	0.00
Reasons why relationships were terminated with the suppliers	There were no relationships terminated for this reason, as improvements were aligned with the identified suppliers	There were no relationships terminated for this reason, as improvements were aligned with the identified suppliers	There were no relationships terminated for this reason, as improvements were aligned with the identified suppliers	There were no relationships terminated for this reason, as improvements were aligned with the identified suppliers

**Assessment of social impacts and measures taken in managing suppliers** *GRI 414-2*

	Labor suppliers			Other suppliers		
	2019	2020	2021	2019	2020	2021
Number of suppliers evaluated based on social impacts	893	902	901	1,151	1,377	1,589
Number of suppliers identified as having significant actual and potentially negative social impacts	14	6	6	0	0	0
Number of suppliers identified as having significant actual and potentially negative social impacts and with whom improvements were agreed on as a result of the evaluation	14	6	6	0	0	0
Number of suppliers identified as having significant actual and potentially negative social impacts and with whom relations were discontinued as a result of the evaluation	0	0	0	0	0	0
Percentage of suppliers identified as having significant actual and potentially negative social impacts and with whom improvements were agreed on as a result of the evaluation (%)	100.00	100.00	100.00	Not applicable	Not applicable	Not applicable
Percentage of suppliers identified as having significant actual and potentially negative social impacts and with whom relations were discontinued as a result of the evaluation (%)	0.00	0.00	0.00	Not applicable	Not applicable	Not applicable

Human Rights assessment in supplier management <i>GRI 412-1</i>			
Category	Percentage of the total assessed over the last three years (%)	Percentage of the total assessed where risks have been found (%)	Percentage of risk with mitigation or remediation process in place (%)
Level I Subsidiaries and Suppliers	100.00	3.00	100.00

**I am a Multiplier Supplier Challenge:** We have been running the “I am a Multiplier Supplier Challenge”, which encourages the development of the second link in the supply chain, where practices developed in their own supply chain are addressed. The best practices identified were acknowledged at the Bradesco Suppliers Meeting.

**Suppliers Workshops:** Also focused on development, we held the supplier’s workshop online, where the following topics were discussed: Bradesco Most Sustainable Supplier Program, Human Rights, Diversity, and Bacen Resolution No. 4,893/General Data Protection Law (LGPD). In all, over 600 people and 300 companies took part.

**Supplier Social and Environmental Assessment System *GRI 103-3, 414-1***

- Continuation of the monitoring process for 100% of the suppliers (if any incident related to the social aspect is identified, the supplier is immediately blocked).
- Continuation of social assessment at the time of approval for 100% of incoming suppliers.

- Continuation of the Bradesco Most Sustainable Supplier program, with on-site audits for 100% of suppliers classified as a critical segment, in accordance with the social and environmental risk standard.
- Suppliers are monitored on a monthly basis to identify those that have social restrictions. This monitoring is performed by the Supplier Management area of the Purchasing Department.

**Social and Environmental Rating of Suppliers *GRI 103-2, 103-3: Child Labor, Forced Labor or Slave-like Labor***

We also use a social and environmental rating process for suppliers, which is run by the Purchasing area and by the Integrated Risk Control Department. This process is applicable to suppliers that are regarded as critical under the social and environmental aspect. The rating is issued by periodically monitoring violations, assessments and news involving the partner or the sector they belong to, as well as other items.



Before joining the supplier base, the company that wishes to provide services to Bradesco goes through an improvement process where registration aspects of the supplier are verified. The supplier that is classified as potentially critical from a social and environmental point of view is put through an analysis by the Integrated Risk Control Department (DCIR), where the documentation is analyzed and the department issues a social and environmental rating. After joining the base, we monitor suppliers on a monthly basis. The process checks if the supplier has any violations that could impede the relationship, among them restrictions 081 and 082, which indicate slave and child labor practices. Suppliers proven to have these citations are blocked and prevented from continuing a relationship with the bank.

We also perform social and environmental audits on suppliers considered critical from a social and environmental point of view, through the Bradesco Most Sustainable Supplier Program. We examine social issues in these audits through documentation and visits to the supplier's facilities. If any evidence of slave or child labor is seen, the relationship with the supplier is blocked. The Integrated Risk Control Department defined some categories in Standard No. 05,403 Social and Environmental Risk that are considered to have potential social and environmental risk, meaning they are critical from a social and environmental point of view.

### Suppliers who could present significant risks of occurrences in human rights cases

GRI 408, 409

	2018	2019	2020	2021
Child labor	43	34	83	80
Forced labor or slave-like labor	43	34	83	80
Young workers exposed to dangerous labor	43	34	83	80

Note: In 2021, there were no human rights violations identified. As such, no remediation action was required.

### Bradesco Suppliers Meeting

Each year, we organize the Bradesco Suppliers Meeting. This is an occasion that allows us to get together with our partners and share the values of the Bradesco Organization, share knowledge on various topics that are focused on sustainable development and human rights, and to promote social and environmental responsibility. A theme related to sustainability is brought up at each meeting. Over the past three years, the topics were: Sustainable Development Goals, in 2019; Ethics and Integrity in Times of Crisis, in 2020, and, in 2021, we presented the topic of Diversity and Inclusion. In 2021, in its 19<sup>th</sup> year, the meeting was held online and involved 386 people and 205 companies. We were joined by executives from the Organization and from the private sector, such as the General Manager of IBM Brazil, Katia Vaskys, and the President of Microsoft Brazil, Tania Cosentino.

Topics addressed during the panel discussion included:

- Why companies should get involved and even lead the evolution on the Diversity and Inclusion theme.
- History of diversity and inclusion for the companies participating in the panel and their progress on the theme.
- Tips for representatives of companies that want to become increasingly diverse.
- Main challenges facing companies in relation to diversity and inclusion.
- Benefits and how diversity and inclusion can have an impact on the performance and bottom line of companies.
- How to recognize and train inclusive leaders.
- Reflections for society on the performance of companies on the theme of Diversity and Inclusion.

We also announced the results of the Bradesco More Sustainable Supplier program, acknowledging three companies for their engagement in the program, compliance with the I am a Multiplier Supplier Challenge and for their positive social and environmental practices.

## Human Rights Practices in the Supply Chain

### Bradesco Most Sustainable Supplier

*GRI 103-2, 103-3: Freedom of Association and Collective Bargaining, Human Rights Assessment, 407-1*

Since 2016, we have provided a supply chain audit program. The program was introduced to improve the processes involving the investigation, identification, evaluation and development of our suppliers under social and environmental aspects, in order to generate shared value in a sustainable way, positively impacting the environment and society and promoting respect for and protection of human rights.

The scope of this program was expanded in 2018, both in the number of suppliers and in the implementation of management practices. The audits were performed by an independent third party. In addition to conducting on-site audits, the independent entity assists suppliers in drafting action plans to resolve non-conformities and any opportunities for improvements identified after the audit. This consulting service for suppliers gives them an opportunity to have questions answered and get guidance on best market practices, including tips on how to implement them. We increased from eight audited suppliers to 118.

The audit checklist is broken down by pillars, which are: Social Responsibility, Environment, and Health and Safety. Human rights issues are found in all three pillars of the audits.

In the Social Responsibility pillar, we were able to address a number of topics where we verified the existence of standards, policies and training that has been held. Another rather pertinent topic involves labor issues, where the employment of child labor is analyzed, as well as compliance with quotas for youth apprentices and disabled employees, the formalization of employment contracts, the possible coercion in working extra hours, overtime that complies with legal requirements, and whether the company provides information on how the respective compensation is calculated, the right to a leave of absence upon presentation of a medical certificate, the maintenance of the employees' records and the adherence to the wage floor in accordance with that established by the union for the sector. We also verified the available complaint mechanisms: the existence of Whistleblowing Channels, whether the company has a procedure for complaints and claims that reach Management and Senior Management, and whether employees have access to and are aware of this channel. In 2021 we broadened the topic that addresses Supply Chain Management. This is the issue that lets us know how suppliers are monitoring their suppliers (supplier's supplier).

From a social and environmental point of view, the inclusion of suppliers considered critical is defined in accordance with Social and Environmental Risk Standard No. 05,403. These suppliers are audited annually through the Bradesco Most Sustainable Supplier Program (FSBRA), where we also check on the right to exercise freedom of association or collective bargaining. We have not identified any cases where this right has been violated.

### Suppliers who could present significant risks of occurrences in matters involving freedom of association or collective bargaining *GRI 407-1*

2018	2019	2020	2021
43	34	83	80

Note: In 2021, there were no human rights violations identified. As such, no remediation action was required.

## Suppliers

The issue of discrimination also needs to go through due diligence. When interviewing employees, we check if there is any evidence of discrimination related to hiring, compensation, access to training, promotion, termination of employment or retirement in relation to race, ethnicity or social origin, religion, disability, gender, sexual orientation, family responsibilities, unionism, political party, and others. We also look to see whether employees have the right to join unions and trade associations, and whether the company has a formerly-documented human rights policy.

In 2021, we added it to the checklist to check whether the company's capital is paid in according to the number of employees. We have also included questions to check whether suppliers have indigenous, immigrant or refugee employees, as well as whether they are registered and all their documentation is up to date.

The General Data Protection Law (LGPD) is also a factor in the topics addressed, and we verify if the company promotes measures to comply with the law. Additionally, we inquire if there is any record of administrative or judicial litigations related to issues involving slave-like or child labor.

In the Environment pillar, our analysis starts off with the subject of environmental management. We check whether the company has established policies, standards and programs, as well as whether it has a public sustainability report. We have also verified all the environmental documentation, which includes the operating license (when applicable), the business license, the certificate on the periodic cleaning of water tanks, water potability and pest control.

For managing waste and emissions, there is a check performed on the existence of a solid waste management plan and an atmospheric emissions management program, as well as a greenhouse gas inventory. We also include a question that checks if the company is a respondent of the CDP, among other initiatives.

Governance issues (policies, standards, training, etc.) are also addressed in the Health and Safety pillar. Other points analyzed include: labor assessments, occupational accidents, Emergency Assistance Plan (EAP), documentation (AVCB, NR 23 – Fire protection, NR 9 – Environmental Risk Prevention Program, NR 7 – Occupational Health Medical Control Program, NR 4 – Specialized services in safety engineering and occupational medicine, NR 5 – Internal commission on accident prevention, etc.), existence of an emergency brigade, emergency drills, and others. Another rather relevant point addressed in this pillar is the execution of actions or programs by the supplier that promote employee well-being, helping to provide a balance between personal and professional life and their mental health (pilates, gym, psychologists, events, etc.).

We also introduced a separate topic to address the health crisis in which we checked on suppliers' adherence to all safety protocols and support for employees in performing their activities.

One of the categories we audit involves suppliers that provide Call Center services – this category is considered critical from a social point of view, so we included specific issues for this segment in the health and safety pillar.

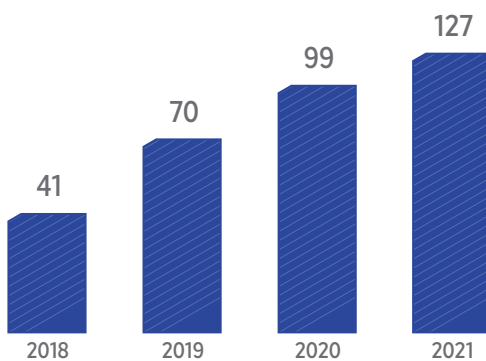
The suppliers' classification, which can be of low, medium, high and very high risk, comes from an analysis of these pillars under a social and environmental point of view. Over time, there was a gradual increase in the number of suppliers that have joined our program. 118 companies took part in 2018. In 2019, that number rose to 250, 340 participated in 2020 and, in 2021, we reached 381 companies. The audit cycle is ongoing, and we currently have a total of 639 suppliers that have gone through these audits in our program. Each year, the program goes through a review process where we attempt to expand the scope of the topics covered and include new relevant issues. This is invariably reflected in the increase

of the scope of issues being analyzed, making it increasingly robust.

Even with this notable increase throughout the years, we noticed a progression in the level of social and environmental compliance of our suppliers. In 2018 and 2019, the level of compliance was above 70%, in 2020 and 2021, the level increased to a percentage above 80%. There were also no cases of human rights violations identified.

We noticed that, even with the gradual increase in scope and range, there was a rise in the number of suppliers over the years who were classified as being of low risk, as illustrated in the graph below:

#### Low risk suppliers



Examining the results since 2018, we found that 57 suppliers experienced a significant change, going from very high/ high risk to moderate/ low risk.

The program encompasses suppliers from all categories, but there is a significant focus on a few specific categories that should be pointed out, including the call center, transportation of values, construction, clothing and surveillance. These are important from a social and environmental point of view because they have a greater likelihood for human rights-related risks.

Within the program, we introduced a challenge to our suppliers called “I am a Multiplier Supplier”, which is intended to encourage companies to apply

their best management practices in their own supply chain, especially pertaining to sustainability. Suppliers that demonstrate a higher degree of maturity in managing their suppliers are recognized at our annually held Bradesco Suppliers Meeting.

In addition to supplier management practices, we also work on identifying actions that have a positive impact on the environment and society. Over a bit of time, we have been pleasantly surprised. We saw over the last four years campaigns including encouraging reading through book donations, making employees’ dreams come true, judo classes for children and adolescents with disabilities, refurbishing hospital beds, a tech course for women (with the potential to be hired at the end of the course), partnership with sports associations that focus on people in wheelchairs in an effort to promote Paralympic sports by hiring Paralympic athletes, social inclusion and diversity as pillars of action through programs focused on gender equity, racial equity, hiring of refugees, and programs dedicated to hiring people over 50 years old. All of these projects were also highlighted at our annual event, and they demonstrate how companies play a fundamental role in the pursuit of a more sustainable society, while encouraging more and more companies to do their part.

#### ESG Engagement Actions – Supplier Workshops

##### Suppliers Workshops

Supplier workshops began in 2019 and involve training sessions and lectures on topics related to sustainability. The focus initially was on targeting the suppliers participating in the program as an extra way to help our suppliers develop social and environmental improvements and best practices. In a brief timeline, we held the first workshop in 2019 in partnership with Unibrad and focused on Financial Education. The session was held for employees of our suppliers, and was intended to help them learn ways to better manage

## Suppliers

their personal finances. The second workshop of the year covered Sustainable Development Goals (SDGs) themes and was conducted in partnership with the Comptroller. The idea of this workshop was to impart information on the SDGs in a practical way, providing examples of how companies could contribute to these goals.

Due to the pandemic in 2020, our workshops were held online, allowing even more companies to participate. The first workshop in 2020 dealt with the topic of Crisis Management and Business Continuity, a subject that was vitally important for that time and remains very relevant. The topic of our second workshop was Sustainability in Times of Crisis. This session sought to reinforce our commitment to sustainability, even during times that are extremely challenging for companies as well as overall society. The last workshop featured a subject that has received a lot of attention recently: The General Data Protection Law (LGPD). We partnered with the Corporate Security Department, which explained the primary changes and care that companies must take when processing their clients' data.

We continued to hold workshops online in 2021, and promoted four workshops with very important themes. The first one that year focused on the Bradesco More Sustainable Supplier program, which was intended to align the next cycle that would start with the suppliers that were selected to be audited. For the second one, we addressed the topic of Human Rights in partnership with the Corporate Sustainability area. An additional topic focused on our workshops was Diversity. In a partnership with Unibrad, we addressed its importance and how companies might better work on this topic. And at the last workshop of the year, held to reinforce the topic, we promoted the General Data Protection Law workshop (LGPD No. 13,709/2018) and Bacen Resolution No. 4,893, in partnership with the Corporate Security area. Over the last three years, 1,418 people took part in our workshops.

### Handbook

We continually seek to promote information related to sustainability to our suppliers. With this in mind, we produced the Social and Environmental Responsibility Handbook for the Supply Chain in 2019, which was distributed to all suppliers that have an active contract with the Organization. The handbook is also available on the publicly accessible Bradesco Suppliers website, which lets us reach a higher number of stakeholders. The handbook deals with a number of relevant topics, including concepts of social and environmental responsibility, labor laws, prevention and combating slave and child labor, monitoring the supply chain, social inclusion, human rights and valuing diversity.

### Suppliers Meeting

The goal of the Bradesco Suppliers Meeting is to share the Organization's values, promote knowledge on various topics with a focus on sustainable development and human rights, and encourage social and environmental responsibility activities. A theme related to sustainability is brought up at each meeting. Over the past four years, the topics were: Social and Environmental Auditing Program in 2018; Sustainable Development Goals in 2019; Ethics and Integrity in Times of Crisis in 2020; and, in 2021, we presented the topic of Diversity and Inclusion.

# Financial **Income**

The background is a vibrant red with a complex geometric pattern. It features a network of white lines forming various polygons, some of which are filled with a lighter red. A prominent feature is a wireframe map of the United Kingdom, composed of white lines and dots, centered in the lower half of the image. The overall aesthetic is modern and digital, with a focus on connectivity and structure.

## Financial Income

### Direct economic value generated (R\$ million) *GRI 201-1*

Generated	2017	2018	2019	2020	2021
Gross income from financial intermediation	42,458	41,001	44,348	37,374	48,945
Fee and commission income	30,810	32,614	33,606	32,747	34,099
Other income/ expenses	-19,736	-12,621	-11,050	-12,971	-13,152
<b>Total (R\$)</b>	<b>53,532</b>	<b>60,994</b>	<b>66,904</b>	<b>57,150</b>	<b>69,892</b>

### Distributed economic value (R\$ million) *GRI 201-1 | SASB FN-CF-270a.1*

Distributed	2017	2018	2019	2020	2021
Added value distribution	53,532	60,994	66,904	57,150	69,892
Labor compensation	17,171	17,665	19,278	17,854	18,794
Contribution to the government	16,126	20,552	20,440	18,494	23,616
Compensation of third-party capital – rent	1,211	1,213	1,299	1,344	1,267
Interest on shareholders' equity/dividends to shareholders (paid and provisioned)	7,204	7,299	7,863	5,548	9,240
Income reinvestments	11,820	14,265	18,024	13,910	16,975



**Distributed economic value (%)** GRI 201-1 | SASB FN-CF-270a.1

Distributed	2017	2018	2019	2020	2021
Labor compensation	32.1	29.0	28.8	31.2	26.9
Contribution to the government	30.1	33.7	30.6	32.4	33.8
Compensation of third-party capital –rent	2.3	2.0	1.9	2.4	1.8
Interest on shareholders' equity/dividends to shareholders (paid and provisioned)	13.5	12.0	11.8	9.7	13.2
Income reinvestments	22.1	23.4	26.9	24.3	24.3
<b>Total</b>	<b>100.1</b>	<b>100.1</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

## Extended Operations

We concluded December 2021 with the book balance of operations, net of amortizations, at R\$33.4 billion, with the following composition: "up to date – R\$28.5 billion"; "overdue – R\$3.1 billion"; and "in a grace period – R\$1.9 billion".

### R\$33 billion

Book balance net of amortizations

### Credit profile of clients who requested an extension:

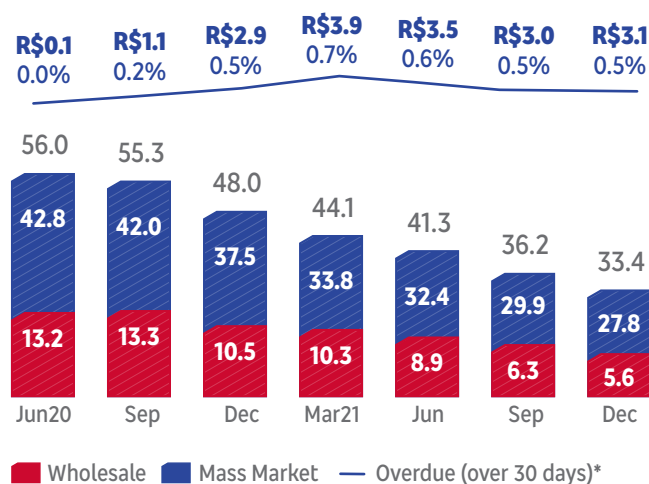
**92%** were on time and had no overdue payments over the 12 months prior to the pandemic

**91%** with rating AA to C

**68%** with a real guarantee

**13** years – average time of relationship

R\$ bilhões



\* Overdue rate over 30 days calculated based on the balance of the Central Bank of Brazil's (Bacen) Portfolio.

## Return, Income and Efficiency

The solid performance in fee and commission income and the client portion, which exceeded the guidance, reflects our diversity of solutions offered to clients.

Coupled with the improvement in economic activity, we would also like to point to our performance in the concession of credit and products, which have played a role in the strong recovery of profit in 2021 (+35% vs. 2020).

Over the year, earnings remained at high levels with a solid performance from all revenues, especially insurance operations, absorbing the

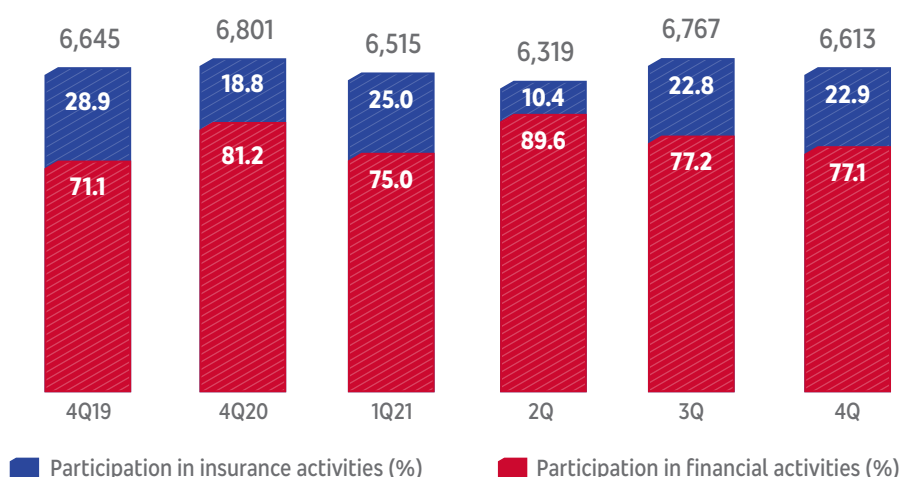
boost in operating expenses and ALL expenses stemming from the considerable growth of the loan portfolio and change in the portfolio mix – especially operations with Individuals and micro, small and medium-sized enterprises, segments that require higher provisions.

We see opportunities for future growth through the generation of consistent and sustainable revenues given the ongoing growth of the economy, transformation and modernization of business platforms, continued improvement and availability to adapt to the needs of our clients.

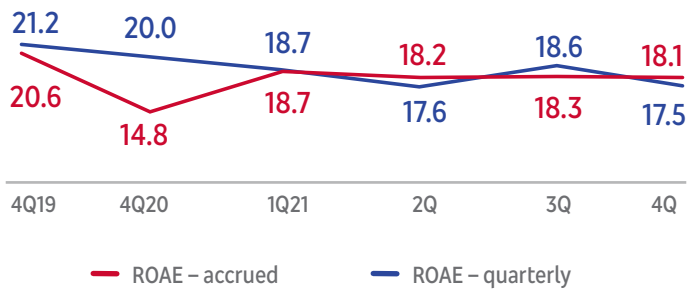
## Our accumulated profitability was above 18% throughout 2021

Consistent revenue growth benefited the ER (quarterly and accrued), which was influenced by the natural movement of operating expenses given the effect of the collective bargaining agreement and increased turnover.

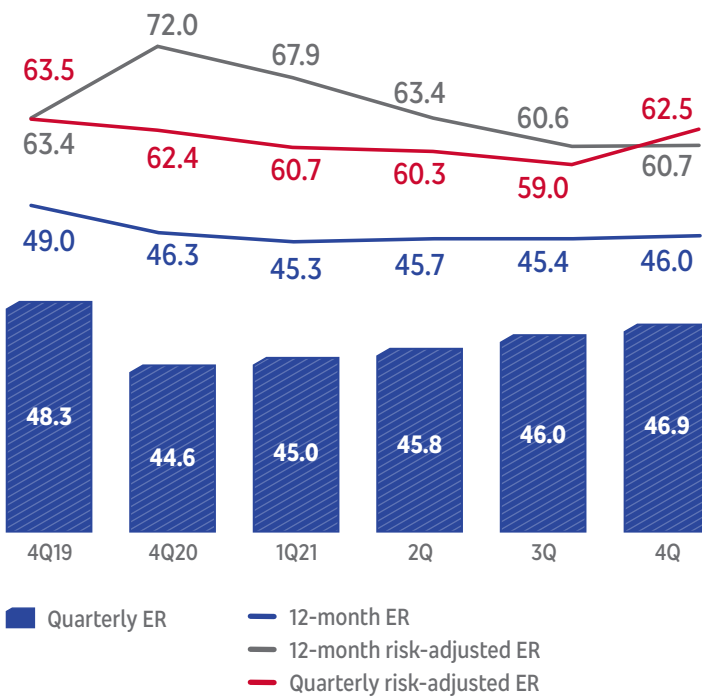
Recurring net income (in R\$ million)



ROAE accrued and quarterly (%)



Risk-adjusted ER / ER (%)



Recurring net income

**R\$26.2 billion**

**+34.7%** in 2021 (12M21 x 12M20)

ROAE accrued

**18.1%**

Improvement of

**3.3 p.p.**

in 2021 (12M21 X 12M20)

ER accrued

**46.0%**

**0.3 p.p.**

in 12 months (4Q21 X 4Q20)

*Payout* **44%**

**R\$9.2 billion** of interest on shareholders' equity/dividends (gross) in 2021 (**+67%** vs. 2020)

Total ratio | Basel

**15.8%**

Income from Insurance, Pension Plan and Capitalization bonds

**R\$11.5 billion** **-5.5%** in 12 months

Client portion

**R\$55.5 billion** **+6.5%** in 12 months

Continuous improvement of **spread**, reaching **9.1%** in the **4Q21**

Fee and commission income

**R\$34.1 billion** **+4.1%** in 12 months

Expanded ALL

**R\$15.0 billion** **-41.6%** in 12 months

Expanded loan portfolio

**R\$812.7 billion** **+18.3%** in 12 months

Loans authorized through digital channels in 2021

**R\$88 billion** **+36%** (12M21 X 12M20)

**Individuals R\$52 billion** **+59%** (12M21 X 12M20)

About **80%** through the **Mobile channel**

Expanded loan portfolio	2017	2018	2019	2020	2021
Individuals (%)	35.6	36.6	37.4	37.9	39.5
Large companies (%)	45.7	44.3	44.3	42.4	39.8
Micro, small and medium-sized enterprises (%)	18.7	19.1	18.3	19.7	20.7
<b>Total (R\$ milhões)</b>	<b>492,931</b>	<b>531,615</b>	<b>604,953</b>	<b>686,968</b>	<b>812,657</b>

SASB FN-CB-410a.1

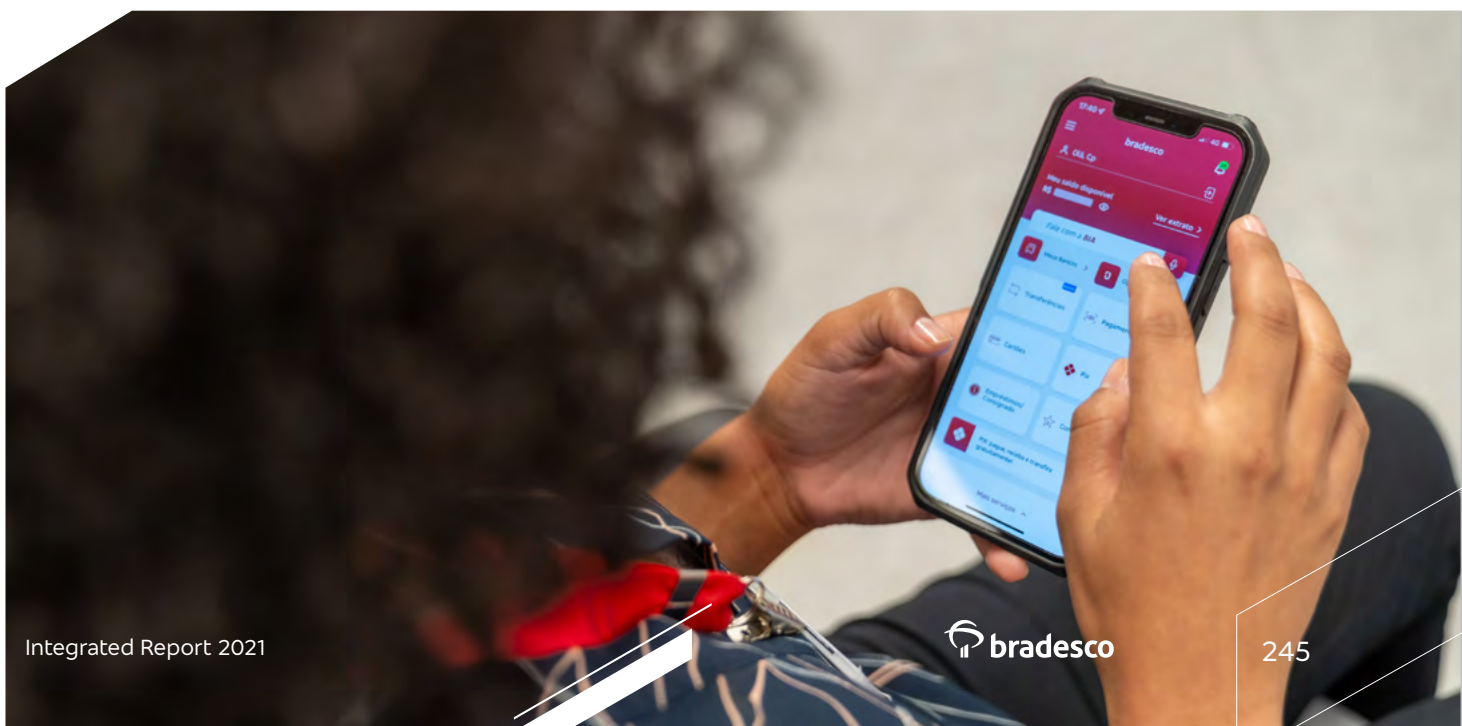
## The Bank of the Future

The use of technologies that transcend the digitization of a bank transaction has become feasible for both Individual and Corporate accounts. 98% of transactions in 2021 were done through Bradesco digital channels, particularly on the Bradesco App (Individuals and Companies), which posted a 98% growth in financial transactions compared to 2020. We also set a record for accounts opened via cell phones in December 2021 for Individuals, as well as in September 2021 for Companies.

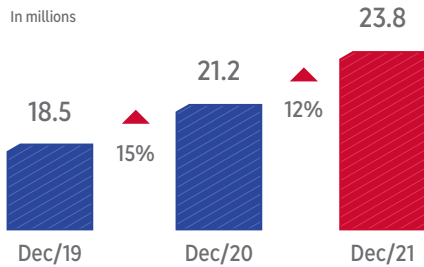
During the same period, the Digital Channels accrued a 36% increase in the production of credit products and the Internet and Mobile channels rose 46% in terms of investment, considering the amounts transacted.

Our Individual Mobile channel closed 2021 with 21.7 million active clients, a growth of 6 million clients compared to 2019. Through the Bradesco App, clients can benefit from the protection of the security key to make payments, transfers, contract loans, consortia, and other services.

The use of our digital channels has also grown among Corporate clients. The number of financial transactions carried out through the Mobile channel for corporations rose 60% compared to 2020. There was a 10% increase in clients over the year using Company-oriented digital channels, with a 96% penetration in Wholesale.



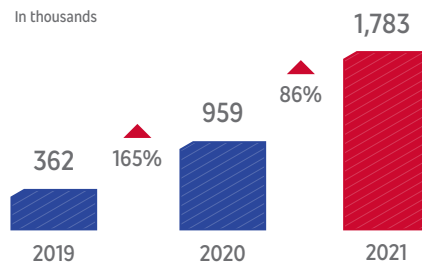
Increase of **5.3 million** in digital clients



+Autonomy

+Experience

Accounts opened via Mobile (App)



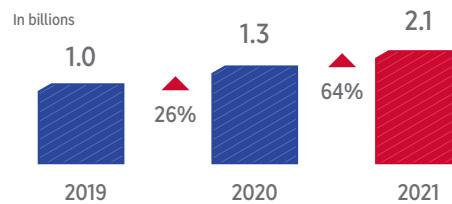
Growth **5X higher**  
2021 x 2019

**+70%**  
Opening of MEI (micro-business) accounts  
2021 x 2020

**98%** of transactions are carried out on digital channels

**91%** are concentrated in Mobile and Internet

Mobile and Internet financial transactions



Growth of **+97.8%**  
in Mobile Individual and Corporate financial transactions  
2021 x 2020

Investments (R\$)

**+46%** investment in LCI and LCA funds

Issuance of cards (Qty.)

**+5.8x** higher

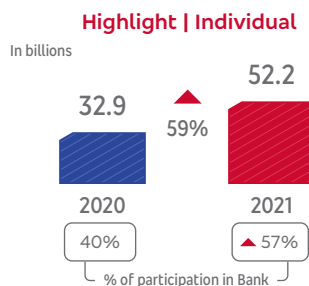
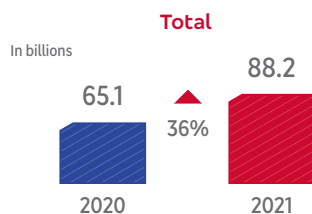
Insurance (R\$) **+81%**

Pensions (R\$) **+60%**  
Capitalization (R\$) **+114%**

Mobile and Internet | Individual and Company (2021 x 2020)

Mobile and Internet | Individual (2021 x 2020)

Loans authorized through digital channels



Highlight | Company

**+R\$3.8 billion**  
Growth of credit  
2021 x 2020

**+43%**  
Renegotiations on Individual digital channels  
2021 x 2020

+Negotiations Sustainable development



KNOWLEDGE SERVICE RIGHT PRODUCTS FOR CLIENTS

Unique ability to extend credit places us in a prime position

*GRI 103-2, 103-3: Economic Performance*

Our capital management is conducted in such a way as to provide conditions for achieving the strategic objectives and to support the risks inherent to our activities. As such, we adopted a forward-looking perspective when preparing the capital plan by anticipating the need for capital over the upcoming years, as well as establishing procedures and contingency measures to be considered during adverse circumstances. These fulfill the parameters established in the Risks Appetite Statement (RAS), the quantitative management limits determined in internal governance, as well as the regulatory limits stipulated by Bacen (Central Bank of Brazil) in regulations.

The Bacen stipulates that financial institutions need to permanently maintain capital (Reference Equity) and additional common equity (Conservation, Systemic and Countercyclical) compatible with the risks of their activities. The risks are represented by the Risk-Weighted Assets (RWA), which is calculated considering, at the minimum, the sum of the portions of Credit, Market and Operational Risks.

As such, the Organization performs capital management aligned with strategic guidelines involving the Control and Business Areas, in accordance with the guidelines of the Board of Executive Officers and the Board of Directors. The governance structure of Capital Management, the Internal Capital Adequacy Assessment Process (ICAAP) and the Recovery Plan is composed of commissions and committees and its highest body is the Board of Directors.

To measure the risks, a set of indicators was put in place that allow for the proper monitoring of risks, shifts in the economic-financial and liquidity status and the adoption of contingency and recovery strategies. These indicators are consistent with the ICAAP structure, are related to Banco Bradesco's RAS, are calculated daily by the DCIR and separated into deterioration and recovery indicators.

The Controllershship Department is tasked with fulfilling the determinations of the Central Bank of Brazil, pertinent to the capital management activities and to subsidize the Senior Management with analyzes and projections of the availability and need for capital, identifying threats and opportunities that contribute to the planning sufficiency, optimization of capital levels.

We also provide a Recovery Plan that is delivered to the Central Bank of Brazil annually and approved by the Board of Directors in accordance with CMN Resolution No. 4,502 of June 30, 2016, which establishes procedures for maintaining adequate levels of capital and liquidity in a situation involving severe stress in financial institutions regarded as important to the system.

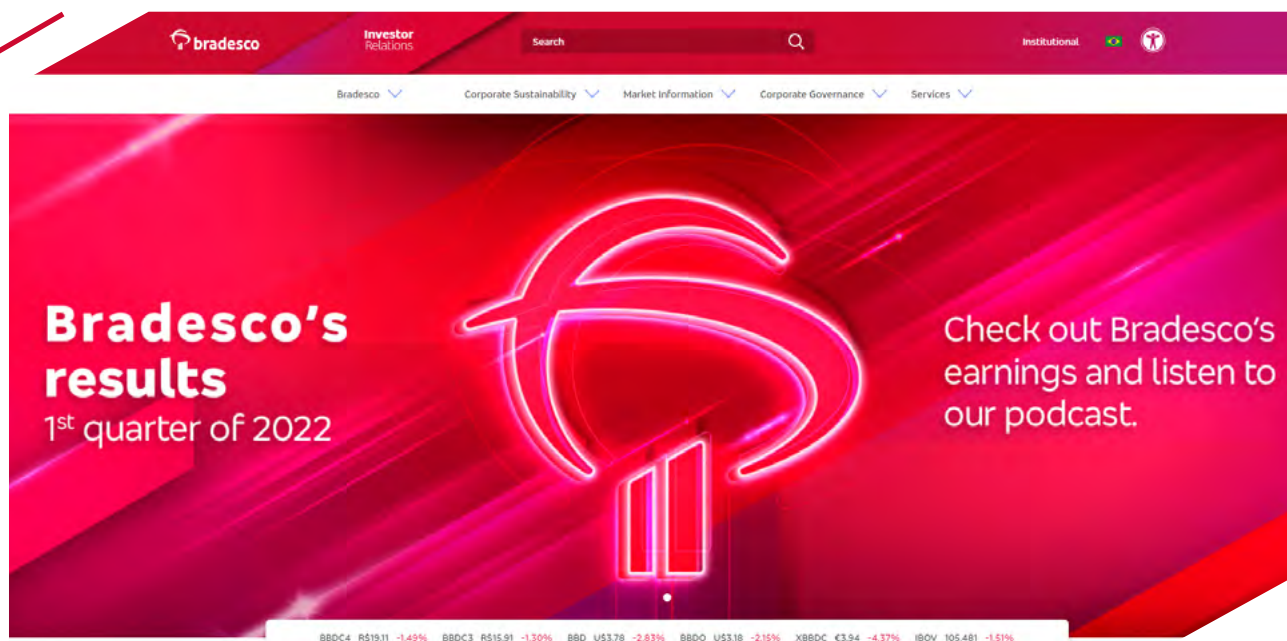
# Investor Relations

As a publicly-held company, the relationship with investors is built in a clear, complete and objective manner. Through the Market Relations Department (MRD), we are continually releasing information, perspectives, strategies and our performance, helping the financial market properly evaluate our activities. All this information is gathered on our Investor Relations website and is made available through meetings and conference calls, thereby ensuring our close contact with domestic and international investor.

Because of the covid-19 pandemic in 2021, all of these communications were effected virtually, while still respecting the release schedule. The market relations area has also been working entirely remotely and has maintained a continual dialog with the market. In 2021, we interacted with 1,743 national and international investors from 1,208 funds through conference calls. We took part in 26 national and international conferences and NDRs, totaling 217 meetings.

 **Learn more in**

*Bradesco – Investor Relations*





# Annexes



# Material Topics x GRI Indicators

GRI 102-46, 102-47, 103-1

Topics 2020	Impacts		GRI Topic	GRI Communications
	Within	Outside		
Technology and Innovation	X	X	2016 Client Privacy	418-1
Clients			Engagement of stakeholders	102-43; 102-44
			2016 Marketing and Labeling	417-1; 417-2; 417-3
		X	Product Portfolio	FS6
			Local Communities	FS14
			Labeling of Products and Services	FS16
Human Capital			Organizational profile	102-8
			Engagement of stakeholders	102-41; 102-43; 102-44
			2016 Employment	401-1; 401-2; 401-3
			2018 Occupational Health and Safety	403-1; 403-3; 403-5; 403-6
		X	2016 Training and Education	404-1; 404-2; 404-3
			2016 Diversity and Equal Opportunities	405-1; 405-2
			2016 Non-discrimination	406-1
Regulation and Compliance			2016 Freedom of Association and Collective Bargaining	407-1
	X		2016 Combating Corruption	205-1
			2016 Human Rights Assessment	412-1; 412-3
Risk Management			2016 Public Policies	415-1
	X	X	2016 Economic performance	201-2
			Public Policies	415-1
Market and Competition			Active Property	FS11
		X	2016 Unfair Competition	206-1
Efficiency			2016 Social and economic Compliance	419-1
			2016 Purchasing Practices	204-1
			2016 Materials	301-1; 301-2
			2016 Energy	302-1
			2018 Water and Effluents	303-1; 303-5
		X	2016 Emissions	305-1; 305-2; 305-3; 305-4; 305-5
			2020 Waste	306-2
			2016 Environmental Conformity	307-1
			2016 Environmental Assessment of Suppliers	308-1; 308-2
			2016 Social Assessment of Suppliers	414-1; 414-2
Social and Environmental Responsibility		X	2016 Indirect Economic Impacts	203-2
			2016 Human Rights Assessment	412-1; 412-3
Business Strategy			2016 Economic Performance	201-2
		X	Product Portfolio	FS7; FS8
			Active Ownership	FS10; FS11
			Local Communities	FS14
Management of Capital	X		Labeling of Products and Services	FS15; FS16
Corporate Governance			There is no related GRI Topic	
	X		Ethics and Integrity	102-16; 102-17
Economic Environment			Governance	102-18; 102-24; 102-28
	X		2016 Economic Performance	201-1; 201-2

# GRI Content Index

GRI 102-55

For the Content Index Service, the GRI services reviewed whether the GRI content index is clearly presented and whether the references for all included disclosures are lined up with the proper sections in the body of the report.



GRI content index					
GRI 101: Foundation 2016					
GRI 102: General disclosures 2016	Standard	Page	Omission	Global Pact	SDG
<b>Organizational profile</b>					
	102-1: Name of the organization	3			
	102-2: Activities, brands, products, and services	26 to 30			
	102-3: Location of headquarters	298			
	102-4: Location of operations	26, 29, 30			
	102-5: Ownership and legal form	36			
	102-6: Markets served	24, 25, 26, 29, 30			
	102-7: Scale of the organization	12 to 14, 16			
	102-8: Information on employees and other workers	60, 67		6	8, 10
	102-9: Supply chain	226			
	102-10: Significant changes to the organization and its supply chain	14, 226			
	102-11: Precautionary principle or approach	47			
	102-12: External initiatives	140			
	102-13: Membership of associations	43, 44			
<b>Strategy</b>					
	102-14: Statement from senior decision-maker	6 to 10			
	102-15: Key impacts, risks, and opportunities	45, 54, 56			
<b>Ethics and integrity</b>					
	102-16: Values, principles, standards, and norms of behavior	21		10	16
	102-17: Mechanisms for advice and concerns about ethics	41		10	16
<b>Governance structure</b>					
	102-18: Governance structure	33, 34			
	102-24: Nominating and selecting the highest governance body	33, 34			5
	102-25: Conflicts of interest	40			16
	102-26: Role of highest governance body in setting purpose, values, and strategy	18, 137			
	102-28: Evaluating the highest governance body's performance	35			
	102-38: Annual total compensation ratio	75			

GRI content index					
GRI 101: Foundation 2016					
GRI 102: General disclosures 2016	Standard	Page	Omission	Global Pact	SDG
<b>Stakeholder engagement</b>					
	102-40: List of stakeholder groups	18			
	102-41: Collective bargaining agreements	90		3	8
	102-42: Identifying and selecting stakeholders	18			
	102-43: Approach to stakeholder engagement	18			
	102-44: Key topics and concerns raised	18			
<b>Reporting practice</b>					
	102-45: Entities included in the consolidated financial statements				
					The Organization's consolidated financial statements include Bradesco's financial statements, its branches abroad, subsidiaries in the Country and abroad, Special Purpose Entities (SPEs) and investment funds where the Organization's companies are the principal beneficiaries or holders of the main obligations. Source: Bradesco 4Q21 – Economic and Financial Analysis Report, Explanatory Note 2, p. 97 <a href="https://www.bradesco.com.br/en/market-information/results-center/">https://www.bradesco.com.br/en/market-information/results-center/</a>
	102-46: Defining report content and topic boundaries	250			
	102-47: List of material topics	250			
	102-48: Restatements of information		There was none		
	102-49: Changes in reporting		There was none		
	102-50: Reporting period	3			
	102-51: Date of most recent report	May/2021			
	102-52: Reporting cycle	Annual			
	102-53: Contact point for questions regarding the report	298			
	102-54: Claims of reporting in accordance with the GRI Standards	3			
	102-55: GRI content index	251			
	102-56: External assurance	295			

## GRI content index

Material topics	Standard	Page	Omission	Global Pact	SDG
<b>GRI 201: Economic performance 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	54, 247		1, 8	
	103-3: Evaluation of the management approach	54, 247			
	201-1: Direct economic value generated and distributed	240, 241			8, 9
	201-2: Financial implications and other risks and opportunities due to climate change	54, 163, 175		7	13
<b>GRI 203: Indirect economic impacts 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	212		1, 8	
	103-3: Evaluation of the management approach	212			
	203-2: Significant indirect economic impacts	201, 212, 213, 215			1, 3, 8
<b>GRI 204: Procurement Practices 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	226		1, 8	
	103-3: Evaluation of the management approach	226			
	204-1: Proportion of spending on local suppliers	227			8
<b>GRI 205: Anti-corruption 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	37		1, 8	
	103-3: Evaluation of the management approach	37			
	205-1: Operations assessed for risks related to corruption	37, 38		10	16
<b>GRI 206: Anti-Competitive behavior 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	37		1, 8	
	103-3: Evaluation of the management approach	37			
	206-1: Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	37, 38, 39			16

GRI content index					
Material topics	Standard	Page	Omission	Global Pact	SDG
<b>GRI 301: Materials 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	187		1, 8	
	103-3: Evaluation of the management approach	187			
	301-1: Materials used by weight or volume	187		7, 8	8, 12
	301-2: Recycled input materials used	187			8, 12
<b>GRI 302: Energy 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	185		1, 8	
	103-3: Evaluation of the management approach	185			
	302-1: Energy consumption within the organization	185, 186		7, 8	7, 8, 12, 13
<b>GRI 303: Water and effluents 2018</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	188		1, 8	
	103-3: Evaluation of the management approach	188			
GRI 303: Water and effluents 2018	303-1: Interactions with water as a shared resource	188, 189		7, 8	6
	303-2: Management of water discharge-related impacts	188, 189		7, 8	7, 8, 12, 13
	303-3: Water withdrawal	188, 189		7, 8	6
	303-4: Water discharge	188, 189			6
	303-5: Water consumption	188, 189		8	6
<b>GRI 305: Emissions 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	168, 169		1, 8	
	103-3: Evaluation of the management approach	168, 169			
	305-1: Direct (Scope 1) GHG emissions	181, 182		7, 8	3, 12, 13, 14, 15
	305-2: Energy indirect (Scope 2) GHG emissions	182		7, 8	3, 12, 13, 14, 15

## GRI content index

Material topics	Standard	Page	Omission	Global Pact	SDG
	305-3: Other indirect (Scope 3) GHG emissions	183		7, 8	3, 12, 13, 14, 15
	305-4: GHG emissions intensity	184		8	13, 14, 15
	305-5: Reduction of GHG emissions	184		8, 9	13, 14, 15
<b>GRI 306: Waste 2020</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	187		1, 8	
	103-3: Evaluation of the management approach	187			
GRI 306: Management approach 2020	306-1: Waste generation and significant waste-related impacts	187			3, 6, 11, 12
	306-2: Management of significant waste-related impacts	187			3, 6, 8, 11, 12
	306-3: Waste generated	187			3, 6, 11, 12, 15
	306-4: Waste diverted from disposal	187			3, 11, 12
	306-5: Waste directed to disposal	187			3, 6, 11, 12, 15
<b>GRI 307: Environmental compliance 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	137		1, 8	
	103-3: Evaluation of the management approach	137			
	307-1: Non-compliance with environmental laws and regulations		Bradesco has not received environmental fines in the last three years	8	16
<b>GRI 308: Supplier environmental assessment 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	226		1, 8	
	103-3: Evaluation of the management approach	226			
	308-1: New suppliers that were screened using environmental criteria	226, 228		8	
	308-2: Negative environmental impacts in the supply chain and actions taken	226, 228, 230		8	

GRI content index					
Material topics	Standard	Page	Omission	Global Pact	SDG
<b>GRI 401: Employment 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	59, 82		1, 8	
	103-3: Evaluation of the management approach	59, 82			
	401-1: New employee hires and employee turnover	61, 63		6	
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	77, 78, 79			
	401-3: Parental leave	82, 83		6	5, 8
<b>GRI 403: Occupational health and safety 2018</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	85 to 87		1, 8	
	103-3: Evaluation of the management approach	85 to 87			
GRI 403: Occupational health and safety 2018	403-1: Occupational health and safety management system	85 to 87			8
	403-2: Hazard identification, risk assessment, and incident investigation	85 to 87			8
	403-3: Occupational health services	85 to 87			8
	403-4: Worker participation, consultation, and communication on occupational health and safety	85 to 87			8, 16
	403-5: Worker training on occupational health and safety	85 to 87			8
	403-6: Promotion of worker health	85 to 87			6
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	85 to 87			8
	403-8: Workers covered by an occupational health and safety management system	85 to 87			8
<b>GRI 404: Training and education 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	91		1, 8	
	103-3: Evaluation of the management approach	91			
	404-1: Average hours of training per year per employee	92		6	4, 5, 8, 10
	404-2: Programs for upgrading employee skills and transition assistance programs	91, 92			8
	404-3: Percentage of employees receiving regular performance and career development reviews	89		6	5, 8, 10



GRI content index					
Material topics	Standard	Page	Omission	Global Pact	SDG
<b>GRI 405: Diversity and equal opportunity 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	64 to 67		1, 8	
	103-3: Evaluation of the management approach	64 to 67			
	405-1: Diversity of governance bodies and employees	60, 67, 69		6	5, 8
	405-2: Ratio of basic salary and remuneration of women to men	75		6	5, 8, 10
<b>GRI 406: Non-Discrimination 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	94		1, 8	
	103-3: Evaluation of the management approach	94			
	406-1: Incidents of discrimination and corrective actions taken	96, 97		6	5, 8
<b>GRI 407: Freedom of association and collective bargaining 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	235		1, 8	
	103-3: Evaluation of the management approach	235			
	407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	235		3	8
<b>GRI 408: Child labor 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	54, 232			
	103-3: Evaluation of the management approach	54, 232			
	408-1: Operations and suppliers at significant risk for incidents of child labor	229			5, 8, 16
<b>GRI 409: Forced or compulsory labor 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	54, 232			
	103-3: Evaluation of the management approach	54, 232			
	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	229			5, 8

GRI content index					
Material topics	Standard	Page	Omission	Global Pact	SDG
<b>GRI 412: Human rights assessment 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	54, 94, 206, 235		1, 8	
	103-3: Evaluation of the management approach	54, 94, 206, 235			
	412-1: Operations that have been subject to human rights reviews or impact assessments	54, 232			1
	412-3: Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	54, 57			2
<b>GRI 414: Supplier social assessment 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	228		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	228			
	414-1: New suppliers that were screened using social criteria	229, 232			2 6, 8, 16
	414-2: Negative social impacts in the supply chain and actions taken	231			2 6, 8
<b>GRI 415: Public policy 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	42		1, 8	
	103-3: Evaluation of the management approach	42			
	415-1: Political contributions	42			10 16
<b>GRI 417: Marketing and labeling 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	50, 108, 109, 111		1, 8	
	103-3: Evaluation of the management approach	50, 108, 109, 111			12
	417-1: Requirements for product and service information and labeling	108, 109			16
	417-2: Incidents of non-compliance concerning product and service information and labeling	There was none			16
	417-3: Incidents of non-compliance concerning marketing communications	There was none			

## GRI content index

Material topics	Standard	Page	Omission	Global Pact	SDG
<b>GRI 418: Customer privacy 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	50		1, 8	
	103-3: Evaluation of the management approach	50			
	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	261, 264			16
<b>GRI 419: Socioeconomic compliance 2016</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	37		1, 8	
	103-3: Evaluation of the management approach	37			
	419-1: Non-compliance with laws and regulations in the social and economic area	40, 262			16
<b>GRI Financial Services Sector: Product Portfolio</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	137, 142			
	103-3: Evaluation of the management approach	137, 142			
	FS6: Percentage of the portfolio for business lines by specific region, size (e.g. micro/sme/large) and by sector	57, 148			
	FS7: Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	148			
	FS8: Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	148			

GRI content index					
GRI Financial Services	Standard	Page	Omission	Global Pact	SDG
<b>GRI Financial Services Sector: Product Portfolio</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	153			
	103-3: Evaluation of the management approach	153			
	FS10: Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues	57, 155			
	FS11: Percentage of assets subject to positive and negative environmental or social screening	155, 156, 263			
<b>GRI Financial Services Sector: Local Communities</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	71, 107			
	103-3: Evaluation of the management approach	71, 107			
	FS14: Initiatives to improve access to financial services for disadvantaged people	105			
<b>GRI Financial Services Sector: Product and Service Labeling</b>					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	250			
	103-2: The management approach and its components	153			
	103-3: Evaluation of the management approach	153			
	FS15: Policies for the fair design and sale of financial products and services	101, 103, 155, 171, 263			
	FS16: Initiatives to enhance financial literacy by type of beneficiary	103, 161, 263 to 265			

# Sustainability Accounting Standards Board Alliance (SASB)

In 2019, we joined the Sustainability Accounting Standards Board Alliance and began reporting information in accordance with SASB financial industry standards.

For 2021, we have followed the transparency standards for Commercial Banking, Asset Management & Custody Activities and Investment Banking & Brokerage.

The adherence of the information reported below was verified by an independent third party.

General category	Topic of disclosure	Code	GRI Correlation	Metrics	Reference in the Report	Comments
<b>Common indicators (FN-AC   FN-CB   FN-IN   FN-IB)</b>						
Information Security	Information Security	FN-CB-230a.1	GRI 418-1	Number of data breaches, percentage involving personally identifiable information, number of account holders affected. Note FN-CB-230a.1 – Disclosure should include a description of corrective actions implemented in response to data breaches.	Customer Service/ Ombudsman, p. 111	Complete. In 2021, there were no cases of client privacy violations.
		FN-CB-230a.2	GRI 103-1, 103-2, 103-3	Description of the approach to identify and correct data security risks.	Information Security and Cyber Risk, p. 50 to 53	Partial. The requested regulations are not applicable in Brazil.
Employee Engagement, Diversity & Inclusion	Diversity & Employee Inclusion	FN-AC-330a.1 FN-IB-330a.1	GRI 102-8, 405-1	Percentage of gender representation and ethnic-racial group for executive management, non-executive management, professionals and all other employees.	TABLE   Composition of the Board of Directors, p. 35  TABLE   Percentage of employees by professional category and gender, p. 67  TABLE   Percentage of employees by employee category and by race/ ethnicity, p. 69  Gender Equity, p. 73	Complete.

General category	Topic of disclosure	Code	GRI Correlation	Metrics	Reference in the Report	Comments
Business Ethics	Business Ethics	FN-AC-510a.1 FN-CB-510a.1 FN-IB-510a.1	GRI 419-1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust or anticompetitive behavior, market manipulation, malpractice or other related financial industry laws or regulations.	TABLE   Significant fines – economic and social (in R\$), p. 40	Partial. The requested regulations are not applicable in Brazil.
		FN-AC-510a.2 FN-CB-510a.2 FN-IB-510a.2	GRI 102-17, 205	Description of reporting complaints policies and procedures.	Integrity and Ethics, p. 37 to 39 Complaint Channels, p. 41	Partial. The requested regulations are not applicable in Brazil.
Systemic Risk Management	Systemic Risk Management	FN-CB-550a.1 FN-IB-550a.1	-	Global systemically important banks (G-SIB), by category. Note to FN-CB-550a.1 – The entity will describe whether the Globally Systemically Important Bank (G-SIB) score is calculated by the entity or obtained from regulatory authorities, and whether the entity is required to report the underlying data to regulators.	Risk Management, p. 45	Complete.
		FN-CB-550a.2 FN-IB-550a.2	-	Description of approach for incorporating results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy and other activities.	Risk Management, p. 45	Partial. The requested regulations are not applicable in Brazil.

General category	Topic of disclosure	Code	GRI Correlation	Metrics	Reference in the Report	Comments
<b>Asset Management &amp; Custody Activities</b>						
Product Design & Managing the Life Cycle	Incorporating Environmental, Social and Governance factors in Investment Management & Advisory	FN-AC-410a.1	GRI FS11	Amount of assets under management, by asset class, that employ the integration of environmental, social and governance (ESG) issues, investments with sustainability and screening topics.	Sustainability in Investments, p. 153 to 162 CHART   Percentage of assets under management with an ESG rating, p. 155 TABLE   What is the itemized breakdown of the total value of assets under management at the end of the reporting period in terms of: p. 156	Partial. The requested regulations are not applicable in Brazil.
		FN-AC-410a.2	GRI 103-2, 103-3	Description of the approach to incorporate environmental, social and governance factors into investment and/or wealth management processes and strategies.	Sustainability in Investments, p. 153 to 162 Topics Analyzed, p. 154	Partial. The requested regulations are not applicable in Brazil.
		FN-AC-410a.3	GRI FS15	Description of proxy voting and investee involvement policies and procedures.	Voting Rights Policy, p. 157	Complete.
Systemic Risk Management	Systemic Risk Management	FN-AC-550a.1	GRI FS16	Percentage of open-end fund assets under management by class of liquidity classification.	TABLE   Percentage of open-end fund assets under management by liquidity rating category, p. 164	Partial. The requested regulations are not applicable in Brazil.
		FN-AC-550a.2	-	Description of the approach for incorporating liquidity risk management programs into portfolio strategy and redemption risk management.	Explanation at the end of the Additional Explanations table	Partial. The requested regulations are not applicable in Brazil.
		FN-AC-550a.3	-	Total exposure to securities financing transactions.	Explanation at the end of the Additional Explanations table	Partial. The requested regulations are not applicable in Brazil.

General category	Topic of disclosure	Code	GRI Correlation	Metrics	Reference in the Report	Comments
		FN-AC-000.B	-	Total assets in custody and supervision.	Sustainability in Investments, p. 153	Complete.
<b>Commercial Banks</b>						
Information Security	Information Security	FN-CB-230a.1	GRI 418-1	Number of data breaches, percentage involving personally identifiable information, number of account holders affected.	Customer Service/Ombudsman, p. 111	Partial. The information requested is considered strategic by the Organization and, as such, is not disclosed.
		FN-CB-230a.2	GRI 103-1, 103-2, 103-3	Description of the approach to identify and correct data security risks.	Information Security and Cyber Risk, p. 50 to 53	Partial. The requested regulations are not applicable in Brazil.
Accessibility	Financial Inclusion & Capacity Development	FN-CB-240a.1	GRI 413-1	Number and amount of outstanding loans allocated to programs to promote small businesses and community development. Note to FN-CB-240a.1 – The disclosure will include a description of how the entity's results of the Community Reinvestment Act (CRA) Examinations are integrated into its financial inclusion and capacity-building strategy.	Products and Services with Social and Environmental Benefits, p. 148 Sustainable Businesses, p. 145 to 147 Financial Citizenship, p. 200 to 205	Partial. Considering that one or more laws do not apply to Brazil.
		FN-CB-240a.2	GRI 203-2, FS16	Number and amount of overdue and non-performing loans allocated to programs to promote small businesses and community development.	Extended Operations, p. 241	Partial. However, the information can be seen in the Economic and Financial Analysis Report 4Q21, in: - Renegotiated Portfolio, p. 18 - Extended Operations, p. 18 - Delinquency Ratio, p. 8 - Coverage and Provision Ratios, p. 20



General category	Topic of disclosure	Code	GRI Correlation	Metrics	Reference in the Report	Comments
		FN-CB-240a.3	GRI 413-1	Number of free retail checking accounts provided to clients who were previously unbanked or insufficiently covered by the banking system.	Bitz, p. 14 next – They were not Bradesco account holders, p. 120 Combined Channels, p. 104	Partial. In Brazil, there was no identification of clients with respect to the level of access, even if they had limited or no access to banking services.
		FN-CB-240a.4	GRI FS16	Number of participants in financial education initiatives for unbanked clients who are insufficiently covered by the banking system.	Some of our results in 2021, p. 166 Financial Citizenship, p. 200 to 205	Partial. In Brazil, there was no identification of clients with respect to the level of access, even if they had limited or no access to banking services.
Product Design & Managing the Life Cycle	Incorporating Environmental, Social and Governance factors in the Credit Analysis	FN-CB-410a.1	-	Exposure of commercial and industrial credit, by sector.	Sustainable Businesses, p. 145 to 147 Financed Emissions, p. 192	Complete. The loan portfolio by sectors of economic activity can be found in the 4Q21 Economic and Financial Analysis Report, p. 15: TABLE   Concentration of the expanded loan portfolio by sector of activity.
		FN-CB-410a.2	-	Description of the approach for incorporating environmental, social and governance criteria in credit analysis.	Risk Management Social and environmental, p. 54 to 57 Sustainable Businesses, p. 145 to 147 Structured Financial Solutions, p. 147 Financed Emissions, p. 192 to 194	Partial. Some information needed by the indicator is not publicly available.

General category	Topic of disclosure	Code	GRI Correlation	Metrics	Reference in the Report	Comments
		FN-CB-000.A.	-	Number and amount of checking and savings accounts by segment: (a) Individuals and (b) small businesses.	next, p. 14, 29, 120 Bitz, p. 14 and 119 Growth, p. 29 New Clients, p. 29 Financial Information, p. 239	Partial. Some information required by the indicator is strategic, so it is not disclosed. We published some information in the Economic and Financial Analysis Report 1Q22, Corporate Strategy Chapter, p. 39 to 41.
		FN-CB-000.B.	-	Number and amount of loans by segment: (a) Individuals and (b) small businesses, and (c) Corporate. Note to FN-CB-000.B – Real estate financing and revolving credit shall be excluded from the scope of the disclosure.	Expanded Loan Portfolio, p. 244	Partial. Some information required by the indicator is strategic so it is not disclosed. In addition, we disclose information in the Economic and Financial Analysis Report, Loan Portfolio chapter, p. 12, 13 and 15.

## Governance, Control and Monitoring of Liquidity Risk

### Governance

The governance, control and monitoring of the liquidity risk for Bradesco's investment funds strictly follow the primary standards on the subject, with special emphasis on Resolution No. 21 and Instruction No. 555 of the Securities Commission (CVM) and Guideline No. 14 of Anbima. In addition, we observe the best international practices within the scope of UCITS.

Based on the requirements of the aforementioned standards, governance is constituted by a Risk Committee, whose purpose is to deliberate on the guidelines and limits of liquidity risk that will be followed by investment funds.

The liquidity guideline is the second level of governance establishing the assumptions, scenarios, methodology and indicators that make up the control and monitoring of liquidity risk.

### Methodology

The control and monitoring of liquidity risk are based on two main pillars.

The first is the development of a specific liquidity estimate for each type of asset, based on the intrinsic characteristics of each asset, analysis of the trading market, as well as the specific regulations to which the asset is subject that may affect its liquidity.

The second pillar is elaborated through a careful evaluation of the liabilities linked to the specific characteristics of the investment product.

### Assets

The secondary market of each asset is studied on an ongoing basis and analyzed to extract benchmarks of liquidity. In addition, specific criteria are created according to each type of asset.

### Liabilities

The estimate of the need for liquidity of the liability is prepared by joining an estimate of the redemption market (always considering each type of client), the concentration of liabilities existing in each investment fund and the characteristics of each fund.

In order to control the liquidity found in assets and liabilities, it needs to be confronted and always remain in balance.

The balance must be maintained over a number of predetermined maturities that form the liquidity curve of the investment fund. The liquidity ratio is determined for each maturity. Each of the ratios must comply with the conditions determined by the liquidity risk guideline.

Additional information – metrics FN-AC-550a.2 and FN-AC-550a.3

## Sustainable Development Goals (SDGs)

Learn about the prioritization process in the Sustainability Chapter (p. 139)

SDG	Goal	Reference in the Integrated Report
	<p><b>Goal 4.4:</b> Substantially increase the number of youths and adults who have relevant skills, including technical and vocational skills, for employment, decent work and entrepreneurship, by 2030.</p>	<p>Bradesco's work in the Amazon, p. 165 Financial Education, p. 203 Bradesco in Society, p. 212 MEI (Small Business) Platform, p. 124 Bradesco Corporate University, p. 91 Fundação Bradesco, p. 16 and 216–218</p>
	<p><b>Goal 4.5:</b> By 2030, eliminate gender disparities in education and ensure equal access to all spheres of education and vocational training for the most vulnerable populations, including people with disabilities, indigenous peoples and vulnerable children.</p>	
	<p><b>Goal 5.1:</b> End all forms of discrimination against all women and girls everywhere.</p>	<p>Voluntary Commitments, p. 140</p>
	<p><b>Goal 5.5:</b> Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p>	<p>Human Rights, p. 206 Personnel: Our Team, p. 58</p>
	<p><b>Goal 5.a:</b> Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources in accordance with national laws.</p>	<p>Diversity and Inclusion, p. 64 Gender Equity, p. 73</p>
	<p><b>Goal 5.b:</b> Increase the use of basic technologies, particularly information and communication technologies, to promote the empowerment of women.</p>	<p>Handling of Whistleblowing (Corporate Social Responsibility Management System), p. 94</p>
	<p><b>Goal 5.c:</b> Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.</p>	
	<p><b>Goal 8.3:</b> Promote development-oriented policies to support productive activities, create decent jobs, entrepreneurship, creativity and innovation, and encourage micro, small and medium-sized enterprises to establish and grow, including through access to financial services.</p>	<p>Business Model, p. 21 Voluntary Commitments, p. 140 Bradesco's work in the Amazon, p. 165 Human Rights, p. 206</p>
	<p><b>Goal 8.4:</b> Progressively improve the efficiency of global resources in consumption and production by 2030, and work towards decoupling economic growth from environmental degradation, according to the Ten-Year Plan Programs on Sustainable Production and Consumption, with developed countries taking on a leadership role.</p>	<p>Management of Social and Environmental Risks, p. 54 Supplier Management, p. 225</p>
	<p><b>Goal 8.7:</b> Take immediate and effective measures to eradicate forced labor, do away with modern slavery and human trafficking, and ensure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms.</p>	<p>Financial inclusion, p. 166 Digital Transformation, p. 116 Corporate Social Responsibility Management System (SGRSC), p. 94</p>
	<p><b>Goal 8.10:</b> Bolster the ability of domestic financial institutions to encourage the expansion of access to banking, insurance and financial services for all people.</p>	<p>Handling of Whistleblowing, p. 94</p>

SDG	Goal	Reference in the Integrated Report
	<p><b>Goal 9.3:</b> Increase access of small-scale industrial and other companies, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.</p>	<p>Materiality and Strategy, p. 17</p> <p>Digital Transformation, p. 116</p> <p>Business Model, p. 21</p>
	<p><b>Goal 9.5:</b> Intensify scientific research, improve the technological capabilities of industrial sectors in all countries, particularly developing countries, encourage innovation and substantially increase the number of research and development workers per million people and the public and private spending in research and development by 2030.</p>	<p>Amazon Plan, p. 167</p> <p>Innovation for Sustainability, p. 134</p> <p>inovabra, p. 127</p> <p>Innovation Strategy – Business Horizons, p. 131</p>
	<p><b>Goal 10.2:</b> Empower and promote social, economic and political inclusion for all by 2030, regardless of age, gender, disability, race, ethnicity, background, religion, economic status or any other circumstances.</p>	<p>Materiality and Strategy, p. 17</p> <p>Voluntary Commitments, p. 140</p>
	<p><b>Goal 10.4:</b> Adopt policies, particularly fiscal, wage and social protection, and work towards achieving greater equality.</p>	<p>Management of Social and Environmental Risks, p. 54</p>
	<p><b>Goal 10.5:</b> Improve regulations and monitoring for global financial markets and institutions and bolster the implementation of such regulations.</p>	<p>Financial inclusion, p. 166</p> <p>Diversity and Inclusion, p. 64</p> <p>Race/Ethnicity, p. 67</p>
	<p><b>Goal 13.1:</b> Build resilience and the ability to adapt to risks related to climate and natural disasters in all countries.</p>	<p>Materiality and Strategy, p. 17</p>
	<p><b>Goal 13.2:</b> Integrate climate change measures into policies, strategies and national planning.</p>	<p>Climate Change, p. 168</p> <p>Climate Strategy, p. 169</p> <p>Climate Businesses, p. 197</p>
	<p><b>Goal 13.3:</b> Improve education, raise awareness and human and institutional capacity on mitigation, adaptation, impact reduction and early warnings on climate change.</p>	<p>Measuring the Risk of Climate Change, p. 175</p>
	<p><b>Goal 13b:</b> Create mechanisms to enable planning related to climate change and effective management in lesser developed countries, including a focus on women, youth, and local and marginalized communities.</p>	<p>Management of Social and Environmental Risks, p. 54</p>

## Principles for Responsible Banking (PRB)

The Principles for Responsible Banking are a commitment based on a framework proposed by the United Nations through its environmental program aimed at financial initiatives (UNEP FI). It ensures that the strategies and practices of the signatory banks are aligned with the vision of the future that civil society has established through the Sustainable Development Goals (SDGs) and the Paris Climate Agreement.



### Principle 1: Alignment

We will align our business strategy to be consistent and contribute to the individual needs and objectives of society as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional structures.

**1.1 Describe (in a forward-looking manner) the business model of your bank, including the primary segments of clients supported, types of products and services offered, the main sectors and types of activities and (when relevant) the technologies financed in the principal geographies the bank is active in or provides their products and services.**

Answer	Reference
<p>With nearly 80 years of history, Bradesco is one of the leading Brazilian banks in the market, active in all regions throughout the Country through a physical and digital presence. Boasting over 87,000 employees, the bank supports more than 74 million clients, Individuals and Companies from various backgrounds and sectors of operation.</p> <p>Operating in an innovative way since its creation and carrying sustainability as one of the pillars of our corporate strategy, we reinforce the intention of creating opportunities for people's fulfillment and the sustainable development of companies and society. Our performance reflects the prominent role we play in raising awareness and engaging our clients in the transition to a low-carbon, greener and more inclusive economy.</p> <p>Our goal is to fully satisfy the needs of our clients with products and services that are catered to their moment in life for any product: loan portfolio, investment; real estate financing; financing, investment; foreign exchange transactions; insurance; and others.</p>	<p>Our Numbers p. 12 to 14</p> <p>Business Model p. 21</p> <p>Materiality and Strategy p. 17</p> <p>Focus on the Client p. 98</p> <p>Sustainability at Bradesco p. 135</p> <p>Sustainable Businesses p. 145</p> <p>Products and Services with Social and Environmental Benefits p. 148</p>

**1.2 Describe how your bank has aligned and/or plans to align its strategy to be compatible with and contribute to society's objectives, as expressed in the Sustainable Development Goals (SDGs), the Paris Climate Agreement and relevant national and regional structures.**

<p>We base our work on four key pillars: Sustainability, Clients, Personnel and Digital Transformation, which sustain the bank's mission to create opportunities for people to achieve their goals and for the sustainable development of companies and society as a whole. In the Sustainability pillar, we are focused on being agents of positive transformation, generating shared value with society, clients, employees, investors and partners. The Sustainability strategy includes three main pillars: Sustainable Business, Climate Change and Financial Citizenship. The pillars were structured in line with global challenges and the Sustainable Development Goals, to which we are signatories through the Global Compact.</p> <p>To enhance alignment with the Sustainability Strategy in 2019, and to leverage our commitment to generating value for our stakeholders, we have made six of the SDGs our priorities, which reinforce the commitment to align the business with the 2030 agenda, tracking the impact and contribution to society's goals and their progress in implementing the Principles for Responsible Banking (PRB).</p> <p>The prioritization process took place in 2019 and included discussions with stakeholders; a comparative study of sector benchmarking; relevance matrix; strategic pillars of the Organization; Brazilian scenario (key social and environmental issues); reporting and performance recommendations and guidelines, and more. The result and the prioritization process were checked by external consultants and given a positive assessment: ERM Brasil Ltda.</p>	<p>Materiality and Strategy p. 17</p> <p>Sustainability at Bradesco p. 135</p> <p>Voluntary Commitments p. 140</p> <p>SDG priorities p. 141</p> <p>Revision of the Sustainability Strategy p. 143</p>
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## Principle 2: Impact and goal setting

We will continue increasing our positive impacts, reducing negative impacts and managing risks to people and the environment resulting from our activities, products and services. As such, we set and publish goals where we can make the most significant impacts.

### 2.1 Impact analysis:

Show that your bank has identified the areas where it has the most significant (potential) positive and negative impact through an impact analysis that complies with the following elements:

- a) **Scope:** The bank's core business areas and the products/services in the primary regions in which the bank operates are described in 1.1. were considered in the scope of the analysis.
- b) **Exposure scale:** When identifying the areas where it wields the most significant impact, the bank looks at where its core business/main activities are located in terms of sectors, technologies and geographies.
- c) **Context and relevance:** The bank has accounted for the most relevant challenges and priorities related to sustainable development in the countries/regions in which it operates.
- d) **Scale and intensity/salience of the impact:** When identifying the areas where it has the most significant impact, the bank considered the scale and intensity/salience of the (potential) social, economic and environmental impacts resulting from the bank's activities and the provision of products and services. (Your bank needs to have engaged relevant stakeholders to help inform its analysis on the elements c) and d).)

Show that, based on this analysis, the bank:

- Identified and disclosed its most significant positive and negative impact areas (potential).
- Identified strategic business opportunities in relation to increasing positive impacts/reducing the most significant negative impacts (potential).
- Identified strategic business opportunities in relation to increasing positive impacts/reducing negative impacts.

Answer	Reference
<p>Following the guidelines and methodologies recommended by UNEP FI and the Impact Analysis Tool, we improved our impact analysis in 2021, which took into account different business segments of the Bank.</p> <p>Corroborating the impact analysis of our operations, we went through a process to refine the strategic planning of sustainability to prioritize the pillars of Sustainable Business, Climate Change and Financial Citizenship, thereby converging agendas in the search for improved ESG performance in our businesses.</p> <p>We know that impact assessment is a process that must be continuously reviewed and improved given its complexity. Furthermore, constant changes stemming from external factors that can lead to portfolio fluctuations and changes in context, trends and social and environmental indicators, require constant attention from us to be aggressive in the search for minimizing negative impacts and enhancing the positive impacts of our business.</p> <p>To ensure a connection with all the factors mentioned, the impact analysis construction process has several stages, including: methodological review, participation in work groups, exchanges with our internal areas, brainstorming, data processing and analysis, actions with the external public, consultation with stakeholders and benchmarking.</p>	<p>Principles for Responsible Banking (PRB) p. 142</p> <p>Revision of the Sustainability Strategy p. 143</p> <p>Climate Change p. 168</p> <p>Financed Emissions p. 192</p> <p>Financial Citizenship p. 200</p>

Based on the analysis performed, the main areas of impact identified were: Healthy and Inclusive Economy and Climate. It is important to point out that the impact analysis conducted based on the UNEP FI tool made it possible to identify other secondary impact areas. Nevertheless, based on the criteria of proportionality and relevance of the businesses and regional and global social & economic and environmental contexts, these were the priority areas to define the impact minimization goals.

**Scope:** Among the bank's five client segments, the three most relevant based on gross revenue were prioritized in the impact analysis, highlighting the Retail segment, assisting Individuals and Companies, and the Wholesale segment, focused on client service to large companies. Together, these segments represent 93% of the Bank's gross revenue.

**Scale:** Following the guidelines of the UNEP FI impact tool, the impact analysis of the Individual retail segment took into account the income profile of clients and the loan portfolio of financing products aimed at this audience. Examples include: Financing for Automobiles, Real Estate Financing and Rural Loans.

In the analysis of the impact of the Corporate Retail and Wholesale segments, the corresponding expanded loan portfolios were evaluated, considering, respectively, the 38 and 30 most representative sectors of the portfolios (in descending order), which represent approximately 50% of the loan portfolios for these segments. The analysis respected the space limit provided in the UNEP FI impact tool for the insertion of the sectors of the economy by segment.

**Context and relevance:** Our activities are concentrated mostly in Brazil, and, as such, both the loan portfolio and the sectors of the economy financed by the bank are closely linked to the social, environmental and economic indicators of the Country. According to the Map of Needs created by UNEP FI, the most pressing issues in Brazil that can be leveraged by our actions include: income inequality and high unemployment, lack of housing or regular housing, transport and public transport deficit, poor protection of ecosystems and biodiversity, low resource efficiency and limited investment in research and development of technologies and innovation.

**Scale and intensity of impacts:**

**Healthy and inclusive economy** – A significant portion of society in Brazil lacks access to the products and services in the financial system.

For Bradesco, inclusion and financial education are essential strategic agendas for the social and economic development of Brazil. We are active throughout Brazil, bringing inclusion and financial education through our banking services and products, such as Bradesco Expresso (Bradesco Express), Portal de Educação (Education Portal), Portal MEI (Small Business Portal), Click Conta Bradesco (Bradesco Click Account), Poupa Troco (Round-up Savings), and others emphasized in the Financial Citizenship chapter of this report.

To leverage our strategic performance, we listed the topic as one of the pillars of the Sustainability Strategy – Financial Citizenship.

**Climate** – Efforts to reduce the pressure on the climate and to leverage alternatives for the transition to a low carbon economy have become essential in the search for a greener, resilient and inclusive economy. Brazil has a natural potential and a fundamental role in this agenda, and Bradesco has been assuming its responsibility and taking a leading role towards contributing to this transition.

Since 2020, Bradesco's strategic role has been supplying its operations with energy from renewable sources, and 100% of carbon emissions from operations are neutralized. In addition, we are evolving the measurement of greenhouse gases (GHG) from our loan portfolio for better management and control based on the PCAF methodology, as stipulated in the Chapter on Climate Change – Funded Emissions – of this report.

Prioritizing climate change as a strategic pillar of sustainability and the voluntary commitments assumed in this agenda, like Net-Zero, further reinforce this purpose.

With this in mind, we realize that the Bank's primary areas of impact, considering the three largest business segments, are: Healthy and Inclusive Economy and Climate. We believe that the priority for defining the two PRB goals should be to address the Individual Retail segment, which places a great amount of importance on inclusion and financial health, and the Corporate Retail segments and Wholesale, which point to the Climate agenda as a priority for an agenda of change, corroborating our strategic sustainability pillars and the public commitments that have been taken on.

Provide your bank's conclusion/summary if it has fulfilled the requirements for an impact analysis.

Based on the impact analysis of the Bank's key business segments, we have revised our Sustainability Strategy to prioritize change agendas and leverage positive impact actions and develop initiatives to minimize any negative impacts connected with business opportunities.

### 2.2 a. Setting goals

Show that the bank has set and published a minimum of two specific, measurable (qualitative or quantitative), attainable, relevant and time-specific (SMART) goals that address at least two of the "most significant impact areas" stemming from the bank's activity and the provision of products and services. Show that these goals are linked to and drive alignment and further contribute to the relevant Sustainable Development Goals, the goals of the Paris Agreement and other pertinent international, national or regional structures. The bank needs to have identified a baseline (measured against a given year) and set targets against that baseline. Show that the bank has analyzed and recognized significant (potential) negative impacts from the targets set in other dimensions of the SDG/ climate change/ goals of society and that it has defined relevant measures to mitigate those to the extent possible to maximize the net positive impact of the targets set.

Answer	Reference
<p>Considering the challenges and global trends, we have updated the Sustainability Strategy by focusing on three strategic pillars that corroborate our areas of impact and direct actions to transform the business and improve our ESG performance in line with the Sustainable Development Goals and the Paris Agreement.</p> <p>In 2021, we took on the public goal of allocating R\$250 billion by 2025 to sectors and assets with a positive social and environmental impact and reported our progress in financial reports and in the Sustainable Business item of this report.</p> <p>Also, last year, we were the first Brazilian bank to make the Net-Zero Banking Alliance commitment to UNEP FI, thus composing the first PRB goal.</p> <p>In May 2022, we announced our support to the PRB-Financial Health and Inclusion voluntary commitment, also linked to UNEP FI, once again demonstrating our prominence as the first Brazilian bank to embrace this commitment. The Bank will have up to 18 months to establish the smart goal that best suits the Bank's situation and the context in which it operates in an effort to generate the greatest possible value for the Bank, its clients and society.</p> <p>Both goals are closely linked to the Sustainable Development Goals, particularly those prioritized by the Bank. Health and Financial Inclusion are prioritized in social aspects and, as such, making a higher contribution to SDGs 4, 5, 8 and 10, and the Climate agenda, through the Net-Zero commitment, proposes actions that strongly corroborate with SDG 13.</p>	<p>Revision of the Sustainability Strategy p. 143</p> <p>Voluntary Commitments p. 140</p> <p>SDG priorities p. 141</p> <p>Sustainable Businesses p. 146</p> <p>Climate Change p. 168</p> <p>Financial Citizenship p. 200</p>



Provide your bank's conclusion/summary if it has fulfilled the requirements for setting goals.

We openly made two public commitments to UNEP FI, Net-Zero and Commitment to Health and Financial Inclusion, supporting our goals related to the most significant areas of impact in our business. In addition, these two agendas are prioritized in our strategic pillars with Sustainable Business, which connects them with other Bank businesses.

#### b. Plans for Implementing and Tracking Goals

Show that your bank has defined actions and milestones to fulfill the goals that have been set. Show that your bank has implemented the means to measure and track progress toward established goals. Definitions of key performance indicators, any changes to these definitions and any restatement of the baselines have to be transparent.

Answer	Reference
<p>Our robust governance structure includes active participation in the strategy by the Board of Directors and the CEO, including monitoring and management of sustainability performance, in addition to all commitments and goals assumed. It should be pointed out that each strategic pillar also includes a sponsor at the executive level, who is responsible for enhancing the implementation of the strategic agenda.</p>	<p>Sustainability at Bradesco p. 135</p>
<p>For each one of the goals established, we have expert teams dedicated to executing these projects that will leverage the strategic pillars and performance indicators of the projects. The progress is monitored on a bimonthly basis by the Sustainability Commission and the Sustainability and Diversity Committee. The Sustainability Area also has a strategic planning and governance team that works crosswise as a PMO for the strategic pillars, making sure that these actions adhere to the established plans.</p>	<p>Sustainability Governance p. 137</p>
	<p>Revision of the Sustainability Strategy p. 143</p>

Provide your bank's conclusion/summary if it has fulfilled the requirements for Goal Implementation and Tracking Plans.

We have a structure to implement and monitor goals that includes teams working on the execution of projects and initiatives, a PMO structure for strategic pillars, sponsors for corporate support and a governance structure, which includes the Committee and the Commission on Sustainability and Diversity. It reports to the Bank's Board of Directors for monitoring and deliberation of actions.

### c. Progress on implementing goals

For each target, separately: Show that your bank has implemented the previously defined actions to fulfill the goals that have been set. Or explain why the actions could not be implemented/needed to be changed and how your bank is adapting its plan to meet the set goal. Report your bank's progress over the last 12 months (up to 18 months in your first report after signing on) in achieving each of the goals you have set and the impact your progress has had. (Where feasible and appropriate, banks should include quantitative disclosures)

Answer	Reference
<p>We work earnestly on the plans to manage the goals and commitments assumed, with special attention paid to the technical requirements and deadlines set, while being very critical and cautious in the implementation processes.</p> <p>As announced in 2021, we set a corporate goal of allocating R\$250 billion in businesses with a positive social and environmental impact by 2025, and in less than a year, 33% of the total resources allocated had been directed. The result is the dedication of both the Sustainability and Commercial teams, demonstrating our synergy in leveraging the Sustainable Business agenda with our clients.</p> <p>We also assumed the Net-Zero commitment in 2021 as the first PRB goal and we just announced, in May 2022, the PRB – Commitment to Health and Financial Inclusion as the second goal.</p> <p>Since announcing our adhesion to Net-Zero, we defined an exclusive team to conduct all the voluntary commitments of the Climate agenda, such as TCFD, PCAF, CDP, climate requirements in the DJSI and ISE, plus the NZBA. And, more recently, we went through the same process to set up the team that will lead the Financial Citizenship agenda and will support the regulatory requirements and the requirements of the commitment.</p> <p>At the same time, as mentioned before, we revised the strategic pillars on sustainability and defined Sustainable Business, Climate Change and Financial Citizenship as change agendas that will be prioritized in our actions. In order to do this, we are managing projects and initiatives that form the strategic planning of these agendas, which are monitored and determined, respectively, by the Commission and by Bradesco's Sustainability and Diversity Committee.</p>	<p>Revision of the Sustainability Strategy p. 143</p> <p>Sustainable Businesses p. 145</p> <p>Climate Change p. 168</p> <p>Financial Citizenship p. 200</p>
<p><b>Provide your bank's conclusion/summary if it has fulfilled the requirements related to how the implementation of the goals has progressed.</b></p>	
<p>We have prioritized the most relevant areas that our business impacts in our strategic sustainability planning and took on the Net-Zero and Health and Financial Inclusion commitments to improve our performance, goals and metrics. We also exceeded our expectation of implementing a R\$250 billion goal earmarked for sustainable businesses, which also contributes to the Climate and Health and Financial Inclusion agendas.</p>	



### Principle 3: Clients

We will engage with our clients responsibly in order to encourage sustainable practices and facilitate economic activities that deliver shared prosperity for current and future generations.

**3.1 Provide an overview of the policies and practices your bank has and/or plans to implement to promote responsible relationships with its clients. This needs to include high-level information about any programs and actions that have been implemented (and/or are planned), their scale and, whenever possible, their results.**

#### Answer

We follow the Institutional Policy for User and Customer Relationship in order to guarantee the principles of ethics, responsibility, transparency and diligence in user and customer relationships and ensure that there is fair treatment among all of them. In addition to providing conformity and legitimacy of products and services, this establishes risk control and mitigation mechanisms in user and customer relationships.

We have a regulatory sustainability framework that determines guidelines for both promoting social and environmental responsibility and for ensuring that financial products and services satisfy clients' needs based on ethical and transparent conduct in all the Organization's activities, reflecting relationships of trust and loyalty with our clients.

The Social and Environmental Responsibility Standard also provides guidelines for user and customer relationships, fostering transparency and quality in service, accessibility, timely service to the demands of clients and users, while encouraging client engagement with ESG issues.

#### Reference

Sustainability at Bradesco  
p. 135

Sustainability Governance  
p. 137

Regulatory Framework  
p. 138

**3.2 Describe how your bank has been working and/or plans to work with its clients to encourage sustainable practices and facilitate sustainable economic activities. This needs to include information on the planned/implemented initiatives, products and services that have been developed and, when possible, the impacts achieved.**

Our Sustainability Strategy includes a Sustainable Business pillar designed to drive positive impact businesses that foster social and environmental development, promoting awareness and engagement of our clients for a greener and more inclusive economy.

We have a goal of R\$250 billion for sustainable business by 2025, and are actively driving this agenda. We have reached 33% as of December 2021, totaling R\$83.6 billion. The commitment to the goal also includes promoting Climate and Health and Financial Inclusion agendas.

We issued our first sustainable bond in the international market, worth US\$500 million, with the intention of encouraging sustainable practices like energy development and renewable transport, energy efficiency, sustainable crops and financial inclusion.

We also have a portfolio of more than 20 social and environmental solutions and offer advice for operations with ESG backing in loan operations and through our Investment Bank.

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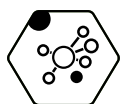
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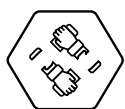


### Principle 4: Stakeholders

We will consult, engage and proactively partner and responsibly with relevant stakeholders to fulfill society's goals.

4.1 Describe which stakeholders (or groups/types of stakeholders) your bank engaged, became involved in, collaborated with or partnered with in order to implement these Principles and improve the bank's impacts. This should include a high-level overview of how your bank identified the relevant stakeholders and which issues were addressed and/or results achieved.

Answer	Reference
<p>The Stakeholder Engagement Policy sets guidelines to help the Organization adopt best practices for stakeholder engagement. There, it defines any group that may exercise or be influenced by the Organization's business and operations as an interested party or stakeholder. The policy allows stakeholders to be classified as a priority or important, depending on their degree of involvement with the institution and level of relevance of influence. Some items defined as priorities include: clients and users, associates, shareholders and investors, suppliers and third parties, regular agencies and government.</p> <p>It should be pointed out that there were 400 people involved in the updating of our materiality, including upper management, investors, regulatory agencies and industry associations, suppliers, society, employees and clients, and we rely on internal and external analyses and consultations in the process to restructure our Sustainability Strategy, including the Bank's top leaders.</p> <p>At the start of 2022, we polled relevant class associations and consultancies (such as CEBDS, Febraban and Sitawi) to capture perceptions about our performance and opportunities for improvement based on the results we have posted in our ESG agenda. It is interesting to note that the vision corroborates both the theory and the practice of our actions and strategy.</p> <p>We also have recurring actions with relevant stakeholders, investors, regulators and trade associations in order to present our ESG performance and for strategic discussions in matters related to Brazil.</p> <p>In order to fulfill voluntary sustainability, transparency and diversity commitments, we are involved in a number of national and international webinars, workshops, work tracks and working groups to enrich and share information on the topics of banking responsibility, climate, financial inclusion, and others, with UNEP FI, NZBA, TCFD, and more.</p> <p>In 2021 we were selected to join the Financial Institution Net-Zero Transition Plan Task Force, one of the task forces created by GFANZ.</p> <p>As part of our strategy, we remain committed to boosting the Sustainable Business agenda with our clients.</p>	<p>Engagement Standard with Stakeholders  <a href="https://banco.bradesco/assets/classic/pdf/sustentabilidade/2020_Bradesco_Norma-de-Engajamento-com-partesinteressadas.pdf">https://banco.bradesco/assets/classic/pdf/sustentabilidade/2020_Bradesco_Norma-de-Engajamento-com-partesinteressadas.pdf</a></p> <p>Materiality and Strategy  p. 17</p>



## Principle 5: Governance and Culture

We will apply our commitment to these Principles through effective governance and a responsible banking culture.

**5.1 Describe the relevant governance structures, policies and procedures that your bank has in place or is planning to implement to manage significant positive and negative (potential) impacts and to support the effective deployment of the Principles.**

Answer	Reference
<p>The governance structures and the regulatory framework for Sustainability and Social, Environmental and Climate Risks are convergent and aligned with Bradesco's mission and strategy.</p> <p>As mentioned in the Sustainability chapter of this report, we have a very robust sustainability governance structure integrated with risk management and businesses, ranging from teams dedicated to implementing ESG agendas to the Bank's Board of Directors. This structure facilitates the implementation of the Sustainability Strategy, thereby ensuring that discussions and decisions on the subject are institutionalized in the various areas of the Organization.</p> <p>Our Corporate Sustainability Policy establishes guidelines encouraging activities that consider the impacts of the Organization's activities and contribute to the development of business and society. One of its guidelines is to ensure that the business practices that are aligned with protecting the environment and improving environmental performance are adopted, optimizing the use of natural resources and addressing environmental risks and opportunities, including climate change.</p> <p>The Social and Environmental Risk Standard is intended to control our exposure to social and environmental risks in loan operations, guarantees, and investments with suppliers. This is done by identifying, assessing, classifying, monitoring and mitigating social and environmental risks.</p> <p>In addition to the policies and standards mentioned, the volunteer commitments made by the Bank reinforce our strategic drivers and management of the risks and potential impacts of our business.</p>	<p>Sustainability Governance p. 137</p> <p>Regulatory Framework p. 138</p>
<p><b>5.2 Describe initiatives and measures your bank has implemented or plans to implement that promote a culture of bank responsibility among its employees. This may include an overview of a high level of training, involvement in compensation and performance structures of management and leadership communication, and others.</b></p> <p>We have a solid corporate culture that is spread vastly among our employees through a variety of activities, particularly through our corporate communication and education and training initiatives.</p> <p>We offer training tracks in sustainability, as well as other content, through our corporate portal, called Integra RH, which everyone is encouraged to use whenever they want. There are over 30 hours of content from the sustainability universe alone, covering topics such as: sustainability in business, circular economy, Amazon biome, and many others.</p> <p>Throughout 2021, a number of actions were implemented to engage the commercial team in our sustainability strategy and agenda.</p> <p>We produced several videos and some content to internally promote the cross cutting dissemination of the commitment implementation of the PRB within the Bank. One of these included the participation of our CEO connecting the PRB with the SDGs and the Paris Climate Agreement. We hold engagement, consultation and exchange meetings each day with both the business and support areas, thereby ensuring that principles in the management and communication of our actions are promoted, allowing us to capture opportunities for improvement and transformation.</p>	<p>Bradesco Corporate University – Unibrad p. 91</p> <p>Sustainability at Bradesco p. 135</p> <p>Principles for Responsible Banking (PRB) p. 142</p> <p>Amazon Plan p. 167</p>

**5.3 Governance Structure for Implementing Principles**

Show that your bank has established a governance structure to implement the PBR, including:

- a) a definition of goals and actions to achieve the established goals.
- b) corrective action in the event that targets or milestones are not achieved or unexpected negative impacts are detected.

<b>Answer</b>	<b>Reference</b>
<p>Bradesco boasts a solid Sustainability Governance structure that includes various levels of expertise and management. The intention is to combine corporate decision-making power with the ability to work and engage directly to monitor, promote and deliver results.</p> <p>The voluntary commitments assumed by the Bank, as well as the PRB and the commitments linked to their respective goals, are included in the Sustainability Governance. There is a detailed description of this in the Sustainability Governance chapter of this report.</p> <p>During the process to revise the strategic sustainability pillars and define priority agendas for 2025 (namely Sustainable Business, Climate Change and Financial Citizenship) the strategic planning of each pillar was also performed. The projects and key initiatives necessary to meet the requirements of the commitments linked to each of the PRB goals were defined.</p>	<p>Sustainability at Bradesco p. 135</p> <p>Sustainability Governance p. 137</p> <p>Principles for Responsible Banking (PRB) p. 142</p> <p>Revision of the Sustainability Strategy p. 143</p>

**Provide your bank's conclusion/summary if it has fulfilled the requirements for Sustainability Governance to Implement the Principles.**

We believe that the Principles for Responsible Banking provide guidance on the processes for revising and monitoring our strategy. As such, the implementation of the six principles is publicized throughout the Organization – from the revision of the Sustainability Strategy to the definition of goals and indicators linked to the various internal areas that are deliberated and monitored by the Commission and the Sustainability and Diversity Committee, respectively.



## Principle 6: Transparency and accountability

We will periodically review our individual and collective application of these Principles while remaining transparent and accountable for our positive and negative impacts and our contribution to society's objectives.

### 6.1. Progress on applying the Principles for Responsible Banking

Show that your bank has made progress in implementing the six Principles over the last 12 months (up to 18 months in your first report after becoming a signatory), as well as setting and implementing targets in at least two areas (see 2.1-2.4). Show that your bank has considered existing and emerging international and/or regional best practices that are relevant to the application of the six Principles for Responsible Banking. Priorities and ambitions were defined to align with best practices. Show that your bank has implemented or is working on implementing changes in existing practices to reflect and be in line with existing and emerging international/regional best practices and has made progress in implementing these Principles.

Answer	Reference
<p>We have made considerable progress over the past few years in implementing the Principles for Responsible Banking. We were able to see this evolution in a number of different ways, especially in the actions listed below:</p> <ul style="list-style-type: none"> <li>■ Improved alignment of the Sustainability Strategy in the Bank's business, especially with the progress made in Sustainable Businesses and our continuous effort to engage in social and environmental agendas internally and externally, especially in the strategic pillars of sustainability.</li> <li>■ Updating the strategic sustainability pillars with a focus on an agenda of change that directly impacts the Bank's business, defining these pillars as priorities and linking a PMO structure to the conduct of these agendas and the projects and initiatives that contemplate them.</li> <li>■ Evolution in the identification of the areas of impact and greater mastery of the data and tools available for the analysis. We have come to a better understanding of the data used as inputs for the analysis, including the opportunities for improvements that we have for, as an example, allocating credit to sectors with a positive impact on loan portfolios and financing lines for retail clients.</li> <li>■ Establishment of two targets linked to the identified impact areas and adherence to two commitments linked to them and linked to UNEP FI, providing more weight and focus to the implementation of its actions.</li> <li>■ Stakeholder surveys to verify the alignment of our Sustainability Strategy with the most urgent social and environmental demands of the context we operate in.</li> </ul> <p>We believe that the work does not stop here and that implementing the PRB is an ongoing process of review and improvement – all geared towards a low carbon, greener and more inclusive economy.</p>	<p>Sustainability at Bradesco p. 135</p> <p>Voluntary Commitments p. 140</p> <p>Principles for Responsible Banking (PRB) p. 142</p> <p>Revision of the Sustainability Strategy p. 143</p>

**Provide your bank's conclusion/summary if it has fulfilled the requirements related to how the implementation of the Principles for Responsible Banking have progressed.**

We have progressed considerably in implementing the Principles for Responsible Banking. The emphasis has been on: improved alignment of the Sustainability Strategy in our businesses, setting strategic sustainability pillars supported by the PMO structure, moving ahead with identifying areas of impact and capturing internal opportunities, establishing goals connected to the areas of impact with the commitments proposed by UNEP FI and engagement and consultation with stakeholders in its implementation.

## Stakeholder Capitalism – Essential Metrics

Reference: Measuring Stakeholder Capitalism Towards Common Metrics and Consistent Reporting of Sustainable Value Creation

### Governance Principles



Topic	Metrics	Source (driver)	2021 IR Reference
<b>Purpose of governance</b>	<p><b>Definition of purpose</b> The stated objective of the company, as an expression of the means by which it proposes solutions to economic, environmental and social issues. The corporate objective should create value for all stakeholders, including shareholders.</p>	The British Academy and Colin Mayer, GRI 102-26, Embankment Project for Inclusive Capitalism (Epic) and others	<p>Essential Topics, p. 18, 19 and 20</p> <p>Business Model, p. 21</p>
<b>Quality of the governing body</b>	<p><b>Composition of the Board</b> Composition of the highest governance body and its committees by: jurisdiction related to economic, environmental and social aspects, executive or non-executive; independence; term in a governance entity; number of the individual's other significant positions and commitments, and the nature of the commitments; gender; participation in underrepresented social groups; competences related to economic, environmental and social issues; representation of interested parties.</p>	GRI 102-22, 405-1a, IR 4B	<p>Corporate Governance, p. 32</p> <p>Management Bodies, p. 291</p>
<b>Stakeholder engagement</b>	<p><b>Impact of material issues on stakeholders</b> A list of topics that are material to key stakeholders and the company. How the themes were identified and how stakeholders were involved.</p>	GRI 102-21, 102-43, 102-47	Materiality and Strategy, p. 17



## Governance Principles



Topic	Metrics	Source (driver)	2021 IR Reference
Ethical behavior	<p><b>Anti-corruption</b></p> <p>1. Total percentage of members of the governance body, employees and business partners who have received training on the Organization's anti-corruption policies and procedures, broken down by region.</p> <p>a. Total number and nature of confirmed incidents of corruption over the current year, but related to previous years.</p> <p>b. Total number and nature of confirmed incidents of corruption over the current year, related to this year.</p>	GRI 205-2, 205-3	<p>Bradesco Integrity Program, p. 38</p> <p>Operação Zelotes (Operation Zealots) p. 39</p> <p>Whistleblowing Channels, p. 41</p>
	<p>2. Discussion of initiatives and stakeholder engagement to improve the operational environment and to combat corruption.</p>		
Ethical behavior	<p><b>Protected ethics boards and whistleblowing mechanisms</b></p> <p>A description of the internal and external mechanisms for:</p>	GRI 102-17	<p>Whistleblowing Channels, p. 41</p>
	<p>1. Seeking advice on ethical and legal behavior and organizational integrity; and</p> <p>2. Reporting concerns over unethical or illegal behavior and organizational integrity.</p>		<p>Integrity and Ethics, p. 37</p> <p>Bradesco Integrity Program, p. 38</p>
Supervision of risks and opportunities	<p><b>Integrating risk and opportunity into the business process</b></p> <p>Company risk factor and announcement of opportunities that clearly identify the material risks and opportunities specifically encountered by company (as opposed to generic industry risks), the company's appetite for those risks, how these risks and opportunities have changed over the time and any response to these changes. These opportunities and risks should integrate material economic, environmental and social issues, including climate change and data management.</p>	EPIC, GRI 102-15, World Economic Forum Integrated Corporate Governance, IR 4D	<p>Risk Management, p. 45</p> <p>Information Security and Cyber Risk, p. 50</p> <p>Social and Environmental Risk Management, p. 54</p> <p>Suppliers, p. 225</p> <p>Sustainable Businesses, p. 145</p> <p>Climate Change, p. 168</p> <p>Climate Risks, p. 175</p>

Planet



Topic	Metrics	Source (driver)	Reference
	<p><b>Greenhouse gas emissions (GHG)</b>                      For all relevant greenhouse gases (such as carbon dioxide, methane, nitrous oxide, fluorinated gases, etc.) report in metric tons of carbon dioxide equivalent (tCO2e) Scope 1 and Scope 2 GHG Protocol emissions. Estimate and report material emissions upstream and downstream (GHG Protocol Scope 3) when appropriate.</p>	GRI 305:1-3, TCFD, GHG Protocol	Operational Emissions, p. 180
Climate Change	<p><b>TCFD implementation</b>                      Fully implementing the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). Disclosing a schedule of no more than three years for full implementation, if needed. Disclosing whether you have set, or are committed to setting, emissions targets that are aligned with the goals of the Paris Agreement – to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming at 1.5°C – and to achieve net-zero emissions before 2050.</p>	Recommendations of the TCFD; CDSB R01, R02, R03, R04 and R06; SASB 110; Science Based Targets initiative	Adherence to TCFD Recommendations, p. 285

## People



Topic	Metrics	Source (driver)	Reference
Dignity and equality	<b>Diversity and inclusion (%)</b> Percentage of employees by functional category, age group, gender, and other diversity indicators (such as ethnicity).	GRI 405-1b	Employee Profiles, p. 59 Diversity and Inclusion, p. 64 Percentage of employees by professional category and age group (%) table, p. 60 General indicators of diversity in the workforce (%) table, p. 66 Percentage of employees by professional category and gender (%) table, p. 67 Percentage of employees by employee category and by race/ethnicity (%) table, p. 69 Percentage of people with disabilities, by functional category, gender (%) table, p. 72
	<b>Pay equality (%)</b> Ratio of base salary and pay for each employee category by significant locations of operation for priority areas of equality: women to men, minorities to large ethnic groups and other relevant areas of equality.	Adaption of GRI 405-2	Gender Equity, p. 73 Salary and compensation for women and men table, p. 75
	<b>Salary level (%)</b> 1. Ratios of lowest wage by gender compared to local minimum wage.  2. Ratio of the CEO's total annual compensation to the average of the total annual compensation of all employees, except the CEO.	GRI 202-1, Adapted from Dodd-Frank Act, US SEC Regulations	Ratio between the highest compensation and the average compensation of the Organization, p. 75
	<b>Risk of incidents of child, forced or compulsory labor</b> An explanation of operations and suppliers considered to be at significant risk of incidents of child, forced or compulsory labor. These risks may arise in relation to: a) type of operation (as in factories) and type of supplier; b) countries or geographical areas with operations and suppliers considered at risk.	GRI 408-1b, 409-1a	Suppliers – Actions performed in 2021, p. 227

People



Topic	Metrics	Source (driver)	Reference
Health and Well-being	<p><b>Health and safety (%)</b></p> <p>1. The number and rate of fatalities as a result of work-related injuries; work accidents that have significant consequences (excluding fatalities); recordable work-related injuries; key types of work-related injuries; and the number of hours worked.</p> <p>2. An explanation of how the organization provides employees with access to non-occupational medical and health services, and the scope of access provided to employees and associates.</p>	<p>GRI:2018 403-9a&amp;b, GRI:2018 403-6a</p>	<p>Benefits, p. 77</p> <p>Focus on Health and Well-being, p. 80</p> <p>Viva Bem em Equilíbrio (in Balance), p. 80</p>
	<p><b>Training provided (#, \$)</b></p> <p>1. Average hours of training per person that employees of the Organization conducted during the reporting period, by gender and employee category (total number of training provided to employees divided by the number of employees).</p> <p>2. The average training and development costs per full-time employee (total cost of training provided to employees divided by the number of employees).</p>		<p>GRI 404-1, SASB HC 101-15</p>



## Prosperity








Topic	Metrics	Source (driver)	Reference
	<p><b>Absolute number and employment rate</b> Absolute number and employment rate. Total number and rate of new hires of employees during the reporting period, by age group, gender, other diversity indicators, and region.</p> <p>Total number and rate of employee turnover during the reporting period, by age group, gender, other diversity indicators and region.</p>	Adapted to include other diversity indicators from GRI 401-1a&b	<p>Employee Profiles, p. 59</p> <p>Total number and rate of employees hired table, p. 61</p> <p>Internal movements by gender table, p. 91</p> <p>Employee turnover rate (%) table, p. 62</p> <p>Employee turnover rate by gender (%) table, p. 62</p> <p>Total number and rate of employees who have left the company table, p. 63</p>
<b>Employment and wealth generation</b>	<p><b>Economic contribution</b> 1. Direct economic value generated and distributed (EVG &amp; D) – on an accrual basis, covering the basic components for the Organization’s global operations, preferably divided by: - revenues - operating expenses - salaries and other employee benefits - payments to capital providers - payments to the government - investments in the community</p> <p>2. Financial assistance received from the government: the total amount of government assistance received by the Organization from any government during the reporting period.</p>	GRI 201-1, 201-4	<p>Financial Income, p. 239</p> <p>Private Social Investment, p. 214</p>
	<p><b>Contribution of financial investment</b> Total capital expenses (Capex) less depreciation, supported by a narrative that describes the Organization’s investment strategy.</p> <p>Share buyback plus payment of dividends, supported by narrative to describe the company’s strategy for capital returns to shareholders.</p>	As referenced in IAS 7 and US GAAP ASC 230	<a href="#">Reference Form</a>
<b>Innovation of improved products and services</b>	<p><b>Total R&amp;D expenditures (\$)</b> Total cost related to research and development.</p>	US GAAP ASC 730	Not applicable
<b>Community and social vitality</b>	<p><b>Total tax paid</b> The overall total tax borne by the company, including corporate income tax, property tax, non-creditable VAT and other sales taxes, taxes on wages paid by the employer and other taxes that constitute costs to the company, by category of taxes.</p>	Adapted from GRI 201-1	Contributions to the government, p. 240

## Adherence to TCFD Recommendations

We have adopted the guidelines of the Task Force on Climate-Related Financial Disclosures (TCFD), whose objective is to increase transparency among market entities on the financial impacts coming from climate change, influencing decision-making in financial matters. Following its recommendations, we have sought to implement the best management practices and their consequent disclosure.


TCFD recommendation	Recommended disclosure	Status of implementation
Governance	Describe the supervision of the Board of Directors on climate risks and opportunities.	<ul style="list-style-type: none"> <li>The Sustainability and Diversity Committee is composed of Board members, including the CEO. The forum takes place on a bimonthly basis and its powers include deliberating and proposing action plans aimed at implementing initiatives and adopting measures to manage risks and opportunities related to climate change.</li> <li>In 2021, five of the six meetings addressed issues on the climate agenda. One of the agendas addressed included the Bank's performance in relation to climate and sustainable business goals. In addition to the decision of joining the Net-Zero commitment with UNEP FI (and Bradesco was the first Brazilian bank to adhere to the commitment).</li> <li>The Charter of the Board of Directors, article 9<sup>th</sup>, determines that the Board will meet ordinarily six times a year to assess the quarterly results, as well as to address budgetary and sustainability issues, which includes the climate change agenda.</li> <li>It should be noted that the current composition of the Board of Directors includes an independent member with expertise in climate change, occupying the position of vice-chair of TCFD.</li> </ul> <p> <b>Learn more in</b></p> <ul style="list-style-type: none"> <li><i>Sustainability Governance</i></li> <li><i>Bradesco IR</i></li> </ul>
	Describe the role of the Board of Executive Officers in assessing and managing climate risks and opportunities.	<ul style="list-style-type: none"> <li>The Sustainability Committee has bimonthly meetings that include executive officers, departmental officers and an exclusive sponsor for the topic, plus an executive officer. The commission, reporting to the Sustainability and Diversity Committee, is responsible for promoting the management of risks and opportunities related to climate change.</li> <li>The commission is informed about the latest trends in the subject through the dependence on Sustainability and the Social and Environmental Risk Area. It should be noted that the sponsor of the theme is notified and provides guidance on the development of the climate agenda through strategy analysis meetings, in which topics on the agenda are addressed.</li> </ul> <p> <b>Learn more in</b></p> <p><i>Sustainability Governance</i></p>

TCFD recommendation	Recommended disclosure	Status of implementation
	Describe the climate risks and opportunities identified in the short, medium and long-term.	<ul style="list-style-type: none"> <li>• We are developing approaches to incorporate analysis of scenarios and climate stress testing as a process used to identify climate risks and opportunities that are in step with temperature increase contexts limited to 1.5°C. We consider the 2030 and 2050 timeframes as medium and long-term, respectively.</li> <li>• Based on the Partnership for Carbon Accounting Financials (PCAF) methodology, we measure the climate impact of our financing and investments (BRAM) by calculating our financed emissions in various sectors of the economy.</li> </ul> <p> <b>Learn more in</b> <i>Climate Strategy</i></p>
Strategy	Describe the impact of climate risks and opportunities on business, strategy and financial planning.	<ul style="list-style-type: none"> <li>• Through climate risk sensitivity analyses, we were able to identify potential impacts in sectors of the Brazilian economy to which Bradesco has credit exposure. Among the five sectors most exposed to climate risk, we saw that more than three quarters of the companies analyzed in our portfolio would suffer a worsening in credit rating.</li> </ul> <p> <b>Learn more in</b> <i>Climate Risk</i></p> <ul style="list-style-type: none"> <li>• Analyses like these help provide guidance for the strategy review process by considering climate risks in forecasting financial impacts, which, aligned with regulatory demands, prepare the Organization for the challenges of climate change.</li> <li>• Climate impacts on our businesses are also explored through the opportunity bias with the support of our sustainable business goal, stipulated in 2020, in which we will allocate R\$250 billion to sectors and assets with a positive social and environmental impact by concession of credit, financial products and services and advising on the structuring of credit and debt solutions linked to ESG criteria.</li> </ul> <p> <b>Learn more in</b> <i>Climate Businesses</i></p> <ul style="list-style-type: none"> <li>• Potential climate impacts, especially those coming from transition risks, permeated the Organization's financial and operational planning. In 2020, we signed our climate commitments in an attempt to offset all scope of greenhouse gas (GHG) emissions and we still have 100% of our operations supplied with renewable energy, preparing Bradesco for a possible scenario of carbon taxation.</li> </ul> <p> <b>Learn more in</b> <i>Commitments to the Climate</i></p>

TCFD recommendation	Recommended disclosure	Status of implementation
	<p>Describe the resilience of the Organization's strategy considering different climate scenarios (including a scenario of 2°C or less).</p>	<ul style="list-style-type: none"> <li>• We are making efforts to select and apply strategic scenarios for opportunities, including the establishment of intermediate goals that are aligned with methodologies being prepared and trends captured within the scope of the Net-Zero Banking Alliance (NZBA).</li> <li>• Since 2019, we have taken part in sectorial initiatives with a focus on developing methodologies and tools for managing climate risk for the banking industry, aligned with the recommendations from TCFD.</li> <li>• Internationally, we took part in the UNEP FI pilot projects alongside banks from different countries; in Brazil, we are part of the Brazilian Federation of Banks (Febraban) working group related to the topic.</li> <li>• We conducted a new analysis of the portfolio's exposure to climate impacts in 2020. In 2021, we developed a pilot for climate sensitivity analysis of sectors of the economy to which Bradesco has exposure considering a set of scenarios endorsed by NGFs, such as Divergent Net-Zero and Current Policies, in the 2030 and 2050 time horizons.</li> </ul> <p> <b>Learn more in</b> <i>Climate Risks</i></p> <ul style="list-style-type: none"> <li>• Our participation in the NZBA drives our engagement with clients in sectors on a decarbonization path. Through services, products and advice, we support our clients towards the transition to a low-carbon economy.</li> </ul> <p> <b>Learn more in</b> <i>Climate Businesses</i></p>
Risk management	<p>Describe the processes for identifying and assessing climate risks.</p>	<ul style="list-style-type: none"> <li>• In the process for concession of credit, specifically for projects classified under the Equator Principles, we identify climate risks through sectoral checklists. In terms of climate risks, we consider physical (acute and chronic) and transitional (market, reputational, regulatory and technological) risks, aligned with the classifications established by the TCFD. Through a dedicated project, we continue to integrate climate risk into our overall risk management process.</li> <li>• In 2021, we conducted a loan portfolio sensitivity test covering the five economic sectors that are most exposed to climate risks and which Bradesco relates to via scenario analysis.</li> </ul> <p> <b>Learn more in</b> <i>Climate Risks</i></p> <ul style="list-style-type: none"> <li>• We follow the regulatory demands of the Central Bank of Brazil to consider climate risk, in addition to other social and environmental risks, both those related to transition and physical risks.</li> </ul>



TCFD recommendation	Recommended disclosure	Status of implementation
Risk management	Describe climate risk management processes.	<ul style="list-style-type: none"> <li>We conducted a survey of the exposure of our business lines to the sectors considered relevant. This was done from the climatic point of view by TCFD, and their representativeness in these lines.</li> <li>Focused on credit/financing, we explore sectoral exposure based on scenarios recognized by the Network for Greening the Financial System (NGFS) and IPCC, forming a heatmap that helps to visualize climate risk for the key sectors the Organization is exposed to, plus the consequent prioritization of actions. Among physical and transitional risks, we consider the following ones: acute &amp; chronic, market, reputational, regulatory and technological.</li> </ul>
	Describe how climate risk identification, assessment and management processes are integrated into the Organization's global risk management.	<ul style="list-style-type: none"> <li>In line with strategic guidelines and regulatory demands, an action plan was prepared with initiatives to enhance and adapt climate risk management practices in the Organization to TCFD recommendations. <ul style="list-style-type: none"> <li> <b>Learn more in</b> <i>Climate Risks</i></li> </ul> </li> <li>Climate risk can lead to macroeconomic risks, evaluated in a solid governance structure. <ul style="list-style-type: none"> <li> <b>Learn more in</b> <i>Social and Environmental Risk Management</i></li> </ul> </li> </ul>
Metrics and goals	Disclose the metrics used to assess climate risks and opportunities in accordance with the risk management strategy and process.	<ul style="list-style-type: none"> <li>Recent adherence to the Net-Zero commitment within the NZBA framework, which guides the establishment of climate risk and opportunity management metrics by requiring a deep knowledge of the carbon profile of portfolios and new clients.</li> <li>Our executives have part of their variable compensation influenced by their performance in market indices, particularly in the social and environmental dimensions, which include climate change.</li> <li>We continue to develop metrics that help us monitor climate risks and opportunities, primarily by measuring GHG emissions in our operations and businesses, whose metrics are presented in a historical series: <ul style="list-style-type: none"> <li>- Operational emissions of Scopes 1, 2 and 3. <ul style="list-style-type: none"> <li> <b>Learn more in</b> <i>Eco-Efficiency</i></li> </ul> </li> <li>- Emissions linked to our financing and investments. <ul style="list-style-type: none"> <li> <b>Learn more in</b> <i>Financed Emissions</i></li> </ul> </li> </ul> </li> </ul>

TCFD recommendation	Recommended disclosure	Status of implementation
		<ul style="list-style-type: none"> <li>- Metrics for carbon pricing.</li> <li>- Shadow Carbon pricing.</li> <li> <b>Learn more in</b> <i>Carbon Pricing</i></li> <li>- Metric for energy consumption</li> <li>- Energy consumption in Gigajoules (GJ) per renewable energy source</li> <li> <b>Learn more in</b> <i>Eco-Efficiency</i></li> <li>• Through our sustainable business goal, we track the targeting of resources to sectors with a positive impact.</li> <li> <b>Learn more in</b> <i>Eco-Efficiency</i></li> </ul>
Metrics and goals	Disclose Scope 1, 2 and, if appropriate, 3 GHG emissions and related risks.	<p>We have released our emissions in line with the GHG Protocol methodology in our greenhouse gas inventory since 2008 and also through this report.</p> <p> <b>Learn more in</b> <i>Eco-Efficiency</i></p> <p>We began measuring our financed emissions in 2019 and, as of 2020, we started to measure and disclose GHG emissions from financing through the PCAF methodology.</p> <p> <b>Learn more in</b> <i>Financed Emissions</i></p>
	Describe the goals used by the Organization to manage climate risks and opportunities and its performance towards these goals.	<ul style="list-style-type: none"> <li>• We have come up with new absolute emissions reduction targets linked to our business operations established in line with the 1.5°C scenario and methodology provided by the Science Based Targets Initiative (SBTi). These are goals that cover Scopes 1, 2 and 3 (categories 1 to 14) with 2019 as the reference year and 2030 as the final horizon. The actions to achieve these goals will take effect in 2022 through the Operational Eco-efficiency Master Plan.</li> <li>• By joining the NZBA, we have committed to net-zero emissions from our portfolio (financed emissions) by 2050, which includes the preparation and disclosure of sectoral emission reduction targets by January 2023 across our portfolios by 2030.</li> </ul>

Note: The report and analysis of adherence counted on the external verification of the specialized consultancy Sitawi.

# Management Bodies

Reference date: May 23, 2022

## Board of Directors

Reelected in the Annual Shareholders' Meeting of March 10, 2022, with a term lasting until the investiture of the members to be elected in the Annual Shareholders' Meeting of 2024.

### Chairman

Luiz Carlos Trabuco Cappi – External member

### Vice-chairman

Carlos Alberto Rodrigues Guilherme – External member

### Members

Denise Aguiar Alvarez – External member

Milton Matsumoto – External member

Alexandre da Silva Glüher – External member

Maurício Machado de Minas – External member

Samuel Monteiro dos Santos Junior – Independent member

Walter Luis Bernardes Albertoni – Independent member

Paulo Roberto Simões da Cunha – Independent member

Rubens Aguiar Alvarez – External member

Denise Pauli Pavarina – Independent member – elected in the Annual Shareholders' Meeting of March 10, 2022

\* Pending approval by the Central Bank of Brazil.

## Executive officers

### Chief executive officer

Octavio de Lazari Junior

### Executive vice-presidents

Marcelo de Araújo Noronha

André Rodrigues Cano

Cassiano Ricardo Scarpelli

Eurico Ramos Fabri

Rogério Pedro Câmara

Moacir Nachbar Junior

### Executive managing officers

Walkiria Schirrmeister Marchetti

Guilherme Muller Leal

João Carlos Gomes da Silva

Bruno D'Avila Melo Boetger

Glaucimar Peticov

José Ramos Rocha Neto

Antonio José da Barbara

Edson Marcelo Moreto

José Sergio Bordin

Leandro de Miranda Araujo

Roberto de Jesus Paris

### Deputy executive officers

Edilson Wiggers

Oswaldo Tadeu Fernandes

Edilson Dias dos Reis

Klayton Tomaz dos Santos

## Management Bodies

### Department officers

Ademir Aparecido Correa Junior  
André Bernardino da Cruz Filho  
André Ferreira Gomes  
Antonio Carlos Melhado  
Antonio Daissuke Tokuriki  
Carlos Wagner Firetti  
Fernando Antônio Tenório  
Fernando Freiburger  
Fernando Honorato Barbosa  
José Augusto Ramalho Miranda  
José Gomes Fernandes  
Julio Cardoso Paixão  
Layette Lamartine Azevedo Junior  
Leandro José Diniz  
Manoel Guedes de Araujo Neto  
Marcos Aparecido Galende  
Marlos Francisco de Souza Araujo  
Paulo Eduardo Waack  
Roberto Medeiros Paula

### Regional officers

Alberto do Nascimento Lemos  
Altair Luiz Guarda  
Amadeu Emilio Suter Neto  
André Vital Simoni Wanderley  
César Cabús Berenguer Silvany  
Deborah D'Avila Pereira Campani Santana  
Delvair Fidêncio de Lima  
Edmir José Domingues  
Hebercley Magno dos Santos Lima  
José Roberto Guzela  
Marcelo Magalhães  
Marcos Alberto Willemann  
Nelson Pasche Junior  
Paulo Roberto Andrade de Aguiar  
Rogerio Huffenbaecher

### Officers

Adelmo Romero Perez Junior  
Aires Donizete Coelho  
Alessandro Zampieri  
Alexandre Cesar Pinheiro Quercia  
Alexandre Panico  
André David Marques  
André Luis Duarte de Oliveira  
Carlos Alberto Alástico  
Carlos Henrique Villela Pedras  
Carlos Leibowicz  
Carolina Salomão Fera  
Cintia Scovine Barcelos de Souza  
Clayton Neves Xavier  
Cristina Coelho de Abreu Pinna  
Francisco Armando Aranda  
Francisco José Pereira Terra  
Italívio Garcia Menezes  
Jeferson Ricardo Garcia Honorato  
Jefferson Ricardo Romon  
José Leandro Borges  
Juliano Ribeiro Marcílio  
Julio Cesar Joaquim  
Marcos Daniel Boll  
Marcos Valério Tescarolo  
Marina Claudia González Martin de Carvalho  
Mateus Pagotto Yoshida  
Nairo José Martinelli Vidal Júnior  
Nilton Pereira dos Santos Junior  
Renata Geiser Mantarro  
Roberto França  
Romero Gomes de Albuquerque  
Rubia Becker  
Ruy Celso Rosa Filho  
Telma Maria dos Santos Calura  
Vasco Azevedo

# Committees Reporting to the Board of Directors

## Audit Committee

### Coordinator

Alexandre da Silva Glüher

### Qualified member

Amaro Luiz de Oliveira Gomes

### Members

Paulo Ricardo Satyro Bianchini

José Luis Elias

## Remuneration Committee

### Coordinator

Alexandre da Silva Glüher

### Members

Mauricio Machado de Minas

Samuel Monteiro dos Santos Junior

Fabio Augusto Iwasaki – Non-manager member

## Integrity and Ethical Conduct Committee

### Coordinator

Milton Matsumoto

### Members

Carlos Alberto Rodrigues Guilherme

Alexandre da Silva Glüher

Maurício Machado de Minas

Walter Luis Bernardes Albertoni

Rubens Aguiar Alvarez

Octavio de Lazari Junior

Marcelo de Araújo Noronha

André Rodrigues Cano

Cassiano Ricardo Scarpelli

Eurico Ramos Fabri

Rogério Pedro Câmara

Moacir Nachbar Junior

Glaucimar Peticov

Clayton Neves Xavier

Ivan Luiz Gontijo Júnior

## Risk Committee

### Coordinator

Maurício Machado de Minas

### Members

Carlos Alberto Rodrigues Guilherme

Milton Matsumoto

Samuel Monteiro dos Santos Junior

Paulo Roberto Simões da Cunha

## Succession and Appointment Committee

### Coordinator

Luiz Carlos Trabuco Cappi

### Members

Carlos Alberto Rodrigues Guilherme

Milton Matsumoto

Alexandre da Silva Glüher

Mauricio Machado de Minas

Octavio de Lazari Junior

André Rodrigues Cano

Glaucimar Peticov

## Sustainability and Diversity Committee

### Coordinator

Milton Matsumoto

### Members

Luiz Carlos Trabuco Cappi

Carlos Alberto Rodrigues Guilherme

Denise Aguiar Alvarez

Alexandre da Silva Glüher

Maurício Machado de Minas

Walter Luis Bernardes Albertoni

Denise Pauli Pavarina

Octavio de Lazari Junior

Marcelo de Araújo Noronha

André Rodrigues Cano

Cassiano Ricardo Scarpelli

Eurico Ramos Fabri

Moacir Nachbar Junior

Rogério Pedro Câmara

Marcelo Sarno Pasquini

Glaucimar Peticov

Oswaldo Tadeu Fernandes

Carlos Wagner Firetti

# Management Bodies

## Composition and Compensation of the Members of the Board of Directors, Board of Executive Officers, Fiscal Council and Audit Committee

	Board of Directors	Board of Executive Officers	Fiscal Council	Audit Committee
<b>Fixed Compensation</b>	Consolidated with Fixed Compensation, represented by fixed Monthly Compensations set for the duration of their term.	Consolidated with Fixed Compensation, represented by fixed Monthly Compensations set for the duration of their term.	Established at the Shareholders' Meeting which elects them. It cannot be less than ten percent (10%) of the monthly compensation for each member in office that, on average, is allocated to each Officer.	Represented by monthly compensations that are fixed for their duration in office, with the exception of one member who only receives compensation as a member of the Board of Directors.
<b>Variable Compensation</b>	It is awarded according to the criterion of multiple Monthly Remunerations, up to the limit authorized by the Shareholders' Meeting, depending on the evaluation of goals and performance evaluation.	It is awarded according to the criterion of multiple Monthly Remunerations, up to the limit authorized by the Shareholders' Meeting, depending on the evaluation of goals and performance evaluation.		
<b>Benefits Plan</b>	Management Pension Plan (Post-Employment Benefit).	Management Pension Plan (Post-Employment Benefit).		

Uniformity when handling work areas is one of the keys to the Organization's effectiveness, which maintains a culture of collegiate (collective) management in which all relevant business or administrative decisions are made through committees mainly comprised of managers. As such, even with the establishment of goals and objectives for all areas individually, considering the Board of Directors, CEO and the Board of Executive Officers, the overall performance of the Organization prevails for compensation purposes, without distinguishing between areas, whether they are considered support or business, technical or relationship areas.

 **Learn more in**  
*Compensation Policies*

# Independent Limited Assurance Report on the process of compilation and presentation of the sustainability information contained in the Annual Integrated Report

GRI 102-56

To  
Shareholders and Board of Directors of  
Banco Bradesco S.A.  
Osasco – SP

We were engaged by Banco Bradesco S.A. (“Bradesco”) to present a report on the process of compilation and presentation of the sustainability information contained in the Bradesco Annual Integrated Report for the year ended December 31, 2021, in the form of a limited assurance conclusion if, based on our work, described in this report, nothing has come to our attention that causes us to believe that the process of compilation of the sustainability information contained in the Annual Integrated Report are not presented, in all material respects, in accordance with the information referred to in the paragraph “Criteria for preparing the sustainability information contained in the Annual Integrated Report”.

## Responsibilities of the Management of Bradesco

Management of Bradesco is responsible for the process of compilation and adequately presenting of the sustainability information contained in the Annual Integrated Report in accordance with the information referred to in the paragraph “Criteria for preparing the sustainability information contained in the Annual Integrated Report” and for other information contained in this report, as well as the design, implementation and maintenance of internal controls that management determined as

necessary to allow for such information that is free from material misstatement, whether due to fraud or error.

## Independent Auditor’s Responsibility

Our responsibility is to review the process of compilation and presentation of the sustainability information contained in the Annual Integrated Report prepared by Bradesco and to report there on in the form of a limited assurance conclusion based on the evidence obtained. We conducted our engagement in accordance with the NBC TO 3000 - Assurance Engagement Other than Audit and Review (ISAE 3000). That standard requires that we comply with ethical requirements, including independence requirements, and plan and perform our procedures to obtain a significant level of limited assurance we did not become aware of any fact that could lead us to believe that the process of compilation and presentation of the sustainability information contained in the Annual Integrated Report are not presented, in all material respects, in accordance with the information referred in the paragraph “Criteria for preparing the sustainability information contained in the Annual Integrated Report”.

## Limited Assurance Report

A limited assurance engagement conducted in accordance with the NBC TO 3000 (ISAE 3000) consists mainly of inquiries to Bradesco's Management and other Bradesco professionals who are involved in the preparation of the information contained in the Annual Integrated Report, as well as by applying other procedures to obtain evidence that allows us to conclude it in the form of limited assurance on the information taken as a whole. A limited assurance engagement also requires the performance of additional procedures, when the independent auditor becomes aware of matters that lead him to believe that the information contained in the Annual Integrated Report, taken as a whole, may present material misstatements.

The procedures selected were based on our understanding of the process of compilation and presentation of the sustainability information contained in the Annual Integrated Report, as well as other circumstances of our work and our consideration of other areas that may contain material misstatements, regardless of whether they are caused by fraud or error. However, such procedures do not include investigation or detection of fraud or error.

The limited assurance work also included adherence to the guidelines and criteria of the Global Reporting Initiative (GRI Standards) elaboration structure applicable in the elaboration of the information contained in the Annual Integrated Report.

We believe that the evidence obtained in our work is sufficient and appropriate to support our conclusion in the limited way.

## Scope and limitations

The procedures applied in a limited assurance engagement are substantially less extensive than those applied in a reasonable assurance engagement that aims to express an opinion on the information contained in the Annual Integrated Report. Consequently, they do not enable us to obtain assurance that we are aware of all matters that would be identified in a reasonable assurance engagement aimed at issuing an opinion. If we had performed an engagement with the objective of issuing an opinion, we could have identified other matters and possible misstatements that may exist in the information contained in the Annual Integrated Report. Accordingly, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, given the nature and diversity of the methods used to determine, calculate or estimate such data. Qualitative interpretations of data materiality, relevance and accuracy are subject to individual assumptions and judgments. Additionally, we did not perform any work on data reported for previous periods, nor in relation to future projections and targets.



## Criteria for preparing the sustainability information contained in the Annual Integrated Report

The sustainability information contained in the Annual Integrated Report for the year ended December 31, 2021 were compiled by Bradesco's Management based on the guidelines for Sustainability Reports of the Global Reporting Initiative (GRI-Standards), as described in the "GRI Content Index" on page nº 251 of the Annual Integrated Report.

## Conclusion

Our conclusion was based on and is limited to the matters described in this report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. In our opinion, the process of compilation and presentation of the sustainability information contained in the Annual Integrated Report is, in all material respects, in accordance with the information referred to in the paragraph "Criteria for preparing the sustainability information contained of the Annual Integrated Report".

São Paulo, June 17<sup>th</sup>, 2022



KPMG Auditores Independentes Ltda.  
CRC 2SP-014428/O-6

A handwritten signature in black ink, appearing to read 'Carlos Massao Takauthi'.

Original report in Portuguese signed by  
Carlos Massao Takauthi  
Contador CRC 1SP206103/O-4

# Corporate Information

GRI 102-3, 102-53

## Banco Bradesco S.A.

Cidade de Deus – Osasco (SP)

CEP: 06029-900

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## Assistance to market analysts, institutional investors and other stakeholders

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[banco.bradesco/html/classic/sobre/sustentabilidade/en/index.shtm](http://banco.bradesco/html/classic/sobre/sustentabilidade/en/index.shtm)

### Assistance to Shareholders

For the exercise of their rights or information on share positions, dividends and other information, Bradesco Companies' shareholders can go directly to the Bradesco Branches that hold their accounts. For all other information, please contact:

### Shares and Custody Department

Telephone: 0800 701 1616

[bradescocustodia@bradesco.com.br](mailto:bradescocustodia@bradesco.com.br)

## Credits

### General Coordination

Bradesco – Market Relations Department

### Partner Consulting Firm

(Editorial Coordination, GRI Consulting and Design)

The Media Group

### Photography

Bradesco – Marketing Department

Bradesco's photo archive

Shutterstock

### Translation

Global Translations.BR



**bradesco**