

2021



Corporate Sustainability Report

A Message from Our CEO

Our business provides a powerful platform to make a difference in the lives of our customers, colleagues, communities, and shareholders, a privilege and responsibility we take very seriously.

As local and international economies began to bounce back from the effects of the COVID-19 pandemic, Popular remained steadfast in our commitment to excellence in the execution of our business strategy. 2021 was a remarkably strong year for Popular. Puerto Rico's economy continued its steady recovery, with the Puerto Rico Economic Activity index and total employment rising progressively and eventually surpassing pre-pandemic levels. These factors, combined with the approval of Puerto Rico's debt restructuring plan, reassure our plans to continue focusing on sustainable growth.

During 2021, we advanced our environmental, social and governance (ESG) strategy in important ways. A significant milestone was publishing our **first Corporate Sustainability Report** formally aligned with external sustainability reporting standards Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative (GRI). Another important step was the formalization of an **ESG Committee**, composed of members of the senior management team, charged with defining and implementing the corporation's ESG efforts. A considerable portion of the ESG committee's time and effort last year went into incorporating environmental and social considerations into our commercial credit process. ESG matters are also overseen by the Board of Directors and its Corporate Governance and Nominating Committee.

COMMUNITY

Financial inclusion and equal access to banking services closely align with the core values of our organization and is one of the key focus areas of our ESG strategy.

We are committed to improving access to financial services for members of our community that have, for numerous reasons, remained outside of the traditional banking system. We are proud that Banco Popular de Puerto Rico and Popular Bank have both been certified to offer Bank On certified accounts. This certification is granted by the national nonprofit Cities for Financial Empowerment Fund to promote financial inclusion for underbanked and unbanked consumers through standard account features that ensure low cost while offering robust transaction capabilities. Banco Popular de Puerto Rico is the only bank in Puerto Rico and the U.S. Virgin Islands currently offering a Bank On certified account.

We continue to expand access to the financial system as we leverage technology that facilitates new and innovative solutions to our existing as well as potential customers. Our **online banking platform**, Mi Banco, ended 2021 with 1.1 million active users, an increase of 3% compared to 2020 and 20% compared to 2019. We are also seeing a strong adoption of digital channels. Approximately two thirds of all deposits are currently being received via digital platforms. This trend is significantly higher than pre-pandemic levels and we expect it to continue to grow as technology evolves. With this in mind, we launched new features to streamline the credit cards application process and ensure customers in Puerto Rico can apply for loans in a more convenient way.



Our commitment to help small business owners grow and prosper is stronger than ever. In 2021, we participated in the second round of the **Small Business Administration (SBA) Paycheck Protection Program (PPP)**, funding approximately \$677 million in loans and reaching a program total of \$2.1 billion.

Our community investments in 2021 totaled \$11.4 million including corporate donations, programs to promote financial inclusion and entrepreneurship and philanthropic contributions through our corporate foundations in Puerto Rico and the mainland U.S. We are proud of our giving and especially thankful to our colleagues for making these levels of giving possible through their voluntary payroll deduction contributions. It is another way that working at Popular means making a positive difference in our communities.

ENVIRONMENT

As a financial institution with significant market presence in Puerto Rico and the U.S. and British Virgin Islands, as well as operations in Florida, New York and New Jersey, we feel it is incumbent upon us to do what is within our power to be a part of efforts to reduce the effects of climate change. As climate change continues to put our planet and our communities at risk, we are keenly aware of our responsibility to conduct our business in an environmentally aware and responsible manner.

2021 was a year of important strides in our environmental efforts. In March, we launched the implementation of a series of revisions to the corporation’s **Commercial Credit Policy** to ensure that ESG factors, including those related to the environment, are considered as a part of our credit analysis and awarding process. Our Commercial Credit Officers received training to assist them in incorporating an ESG screening step to all commercial credit applications. The screening helps determine if there are any potential environmental or social risks associated with an application.

Also, as part of our commitment to reduce the **environmental impact of our operations**, we continue to roll out our plan to upgrade branches with solar panels, electric vehicles (EV) charging stations, and more ecologically friendly and efficient equipment. Last year we completed the construction of a combined heat and power generation system in one of our main buildings, enabling us to consume less fuel and reduce our carbon dioxide emissions. To further reduce the environmental footprint of our regular banking operations, we continued encouraging clients to maximize the use of digital channels. In 2021, 67% of deposits were captured via digital channels and 1.2 million e-statements were active.

As part of our efforts to drive a more sustainable future, we further granted \$200,000 to Para La Naturaleza, a nonprofit focused on the conservation of Puerto Rico’s natural resources. This donation will make possible a substantial reforestation effort that contemplates the planting of 40,000 trees across the island throughout a two-year period, which is estimated to result in 2,500 tons of carbon dioxide sequestration annually.





OUR PEOPLE

Popular's strong performance in 2021 was possible thanks to the efforts and contribution of our employees and I am extremely proud of the work our team accomplished. In appreciation of their unwavering commitment to Popular, we rewarded eligible employees the maximum possible award under our **Profit-Sharing Plan**. We also invested \$19 million in **merit increases and market adjustments** and established a program to raise the base pay in all regions, effective January 2022. A **job leveling** tool and process was implemented to provide more transparency in growth opportunities as well as a clearer and objective job and compensation structure. Our goal is to be a workplace that inspires our team to strive for excellence, and we believe that fair pay and transparency in growth paths are important factors in ensuring our colleagues know they are valued.

We are exceptionally proud to be included for the first time this year, in **Bloomberg's Gender Equality Index** as we continue to advance gender parity at Popular. We are committed to offer a workplace that values inclusion, respect and accountability. This makes us a better employer and a stronger organization. To foster performance, among other efforts, we conduct annual compensation reviews to identify and eliminate any gender pay gap, which during 2021 resulted in \$533,000 in fair pay adjustments. Another important achievement in the area of DE&I was our recognition by **Great Place to Work®** as one of the top 15 best workplaces in the Caribbean and one of the 15 best workplaces for women in the Caribbean and Central America. All of this reflects our commitment to the women who make up two thirds of Popular's workforce and hold 63% and 30% of leadership and senior leadership positions, respectively.

Our performance-based culture leaves no space for discrimination. We want everyone who is a part of our team, and everyone we serve, to know they are accepted and embraced for who they are and for the unique qualities they bring. To serve the interests of our diverse team, while at the same time creating awareness and engagement throughout Popular, in 2021 we launched our first **Employee Resource Group (ERG) for the LGBTQ+** community and its allies.

Finally, the new realities of living and working in a pandemic world has taught us that flexible work arrangements and productive output are not necessarily mutually exclusive concepts. We all need time and space to look after our wellbeing and the wellbeing of our loved ones. Colleagues need and deserve time to be able to take care of their personal responsibilities without fearing for their job security. We launched a pilot for a **hybrid work model** for which 45% of positions are eligible. Effective management of established COVID-19 protocols helped us ensure the health and safety of our colleagues, their families, and customers. We were also able to reach a **COVID-19 vaccination rate** of 96.7% after successfully implementing a vaccination mandate.

In a rapidly changing world where employees, customers and other key stakeholders are navigating important and fundamental societal issues, we strive to remain an essential force for better in the daily lives of the communities we serve.

Ignacio Alvarez

President and Chief Executive Officer
Popular, Inc.

About Popular

Popular, Inc. (NASDAQ: BPOP) is a diversified, publicly owned financial holding company. It is the leading financial institution by both assets and deposits in Puerto Rico and ranks among the top fifty U.S. bank holding companies by assets.

IN THIS SECTION

- [About this Report](#)
- [Popular's Profile](#)
- [Sound Governance](#)
- [Cybersecurity](#)
- [Responsible Sourcing](#)
- [Responsible Marketing](#)
- [Our People](#)



About this Report

Popular's vision is to provide an excellent customer experience by offering financial solutions that meet our clients' needs in a simple way. This report illustrates how we bring this vision to life through our business, corporate citizenship activities and performance. This report should be reviewed alongside the Popular, Inc. 2021 Annual Report and 2022 Proxy Statement, which provide additional facts, figures and analyses about our operations.

While this Corporate Sustainability Report contains an explanation of our approach to managing a range of environmental, social and governance topics, additional corporate information can be found on our corporate websites www.popular.com and www.popularbank.com, and on Fundación Banco Popular's website www.fundacionbancopopular.org.

This report contains information about our sustainability goals and efforts. These goals and efforts involve certain risks and uncertainties, such as changes in our business, the standards by which achievement is measured, the assumptions underlying a particular goal and our ability to accurately report particular information. Actual results could differ from our stated goals or the results we expect. Furthermore, the actual conduct of our activities, including the development, implementation or continuation of any program, policy or initiative discussed or forecasted in this report, may differ materially in the future. The standards by which sustainability efforts and related matters are measured, including standards and metrics used in preparing this report, continue to develop and evolve and in certain areas are based on assumptions believed to be reasonable at the time of the preparation of this report and should not be considered guarantees. These standards and assumptions could change over time. Certain information in this report regarding the Corporation comes from third-

party sources and operations outside of our control. In addition, statements made about the Corporation, its business or efforts may not apply to all our business units. The statements and information contained in this report speak only as of the date of this report. We assume no responsibility to update the information contained in this report or to continue to report any information.

CAUTIONARY NOTE REGARDING FORWARD-LOOKING STATEMENTS

This report contains forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 about Popular, Inc. (the "Corporation," "Popular," "we," "us," "our"), including, without limitation, statements about Popular's business, financial condition, results of operations, plans, objectives and future performance. These statements are not guarantees of future performance, are based on management's current expectations and, by their nature, involve risks, uncertainties, estimates and assumptions. Various factors, some of which are beyond the Corporation's control, could cause actual results to differ materially from those expressed in, or implied by, such forward-looking statements. All statements contained herein that are not clearly historical in nature are forward-looking, and the words "anticipate," "believe," "continues," "expect," "estimate," "intend," "project" and similar expressions and future or conditional verbs such as "will," "would," "should," "could," "might," "can," "may" or similar expressions, as well as variations or negatives of these words, are generally intended to identify forward-looking statements. You can also identify forward-looking statements by the fact that they do not relate strictly to historical or current facts. Such forward-looking statements are based on current expectations and involve inherent risks

and uncertainties, including factors that could delay, divert or change any of them, and could cause actual outcomes to differ materially from current expectations.

More information on the risks and uncertainties that could affect the Corporation's future results, financial condition, plans and objectives is included in our most recent Annual Report on Form 10-K and in subsequent Quarterly Reports on Form 10-Q filed with the Securities and Exchange Commission. Our filings are available on the Corporation's website (www.popular.com) and on the Securities and Exchange Commission website (www.sec.gov). As a result of these and other factors, we may not actually achieve the plans, intentions or expectations disclosed in our forward-looking statements, and you should not place undue reliance on our forward-looking statements. The forward-looking statements contained in this report reflect our views as of the date hereof. We do not assume any obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.



Popular's Profile

The institution's operations include:

BANCO POPULAR DE PUERTO RICO

Founded in 1893, Banco Popular de Puerto Rico (BPPR), Popular's principal subsidiary, provides retail, mortgage and commercial banking services in Puerto Rico and the U.S. and British Virgin Islands. Popular also offers in Puerto Rico auto and equipment leasing and financing, investment banking, broker-dealer and insurance services through specialized subsidiaries.

POPULAR BANK

Popular Bank, Popular's New York-chartered banking subsidiary with branches in New York, New Jersey and Florida, provides retail, mortgage and commercial banking services.

2021 Operations



208 Banking Branches
39 Non-Banking Offices
730 ATMs Owned

2021 Colleagues

8,351 Employees (full-time) equivalent



Primary Legal Entities and Business Segments

Segments Primary Legal Entity

- Popular, Inc.

Principal Subsidiaries

- Banco Popular de Puerto Rico
- Popular Bank
- Popular Insurance
- Popular Auto
- Popular Securities

Principal Business Segments

- Retail Banking
- Commercial Banking
- Individual Credit



2021 Financials

Popular, Inc.'s 2021 financial information is available in our Annual Report. Please visit the **Investor Relations** section of our website to access a copy of our [2021 Annual Report](#).



Sound Governance

Our Board of Directors believes that high standards of corporate governance are an essential component of strengthening our corporate culture and embedding our institutional values in our day-to-day business operations.

BOARD OF DIRECTORS STRUCTURE

8.92 years average tenure

61.33 average age

83.3% of board members are ethnically diverse

83.3% of the board is independent

5 new directors in the past five years

AUDIT COMMITTEE

Assists the Board in its oversight of:

- the outside auditors’ qualifications, independence and performance;
- the performance of Popular’s internal audit function;
- the integrity of Popular’s financial statements, including overseeing the accounting and financial processes, principles and policies, the effectiveness of internal controls over financial reporting and the audits of the financial statements; and
- compliance with legal and regulatory requirements.

CORPORATE GOVERNANCE AND NOMINATING COMMITTEE

The Corporate Governance and Nominating Committee is responsible for:

- exercising general oversight with respect to the governance of the Board;
- identifying and recommending individuals qualified to become Board members and recommending director nominees and committee members to the Board;
- reviewing and reporting to the Board on matters of corporate governance and developing and recommending to the Board a set of corporate governance principles applicable to Popular;
- leading the Board and assisting its committees in the annual evaluation of the performance of the Board, its committees and the individual directors;
- recommending to the Board the form and amount of compensation for Popular’s directors; and
- overseeing the Corporation’s sustainability and social responsibility strategy, priorities and reporting practices, including environmental, social and governance (ESG) and public matters that may impact the Corporation, its shareholders, employees, customers and the communities in which the Corporation operates.

RISK MANAGEMENT COMMITTEE

Assists the Board in its oversight of:

- Popular’s enterprise-wide risk management program, practices and framework;
- the monitoring, review and approval of the policies and procedures that measure, limit and manage Popular’s main risks, including operational, liquidity, interest rate, market, legal, compliance, climate-change and credit risks;
- senior management’s activities with respect to capital management, including the development of Popular’s annual capital plan; and
- Popular’s technology, information security and cybersecurity matters, strategies and programs.



TALENT AND COMPENSATION COMMITTEE

Discharges the Board’s responsibilities, subject to review by the full Board, relating to:

- the compensation of Popular’s CEO and all other executive officers;
- the adoption of policies that govern Popular’s compensation and benefits programs;
- overseeing plans for executive officer development and succession;
- reviewing and advising management regarding the Corporation’s human capital strategies, practices and initiatives, including matters related to culture, talent development, diversity, equity (including pay equity) and inclusion;
- overseeing, in consultation with management, compliance with federal, state and local laws as they affect compensation matters;
- considering, in consultation with the Chief Risk Officer, whether the incentives and risks arising from the compensation plans for all employees are reasonably likely to have a material adverse effect on Popular and taking necessary actions to limit any risks identified as a result of the risk-related reviews; and
- reviewing and discussing with management the “Compensation Discussion and Analysis” section in Popular’s annual proxy statement in compliance with applicable law, rules and regulations.

TECHNOLOGY COMMITTEE

Discharges the Board’s responsibilities, subject to review by the full Board, relating to:

- overseeing the development and implementation of the Corporation’s technology planning, strategy and major initiatives, as well as the Corporation’s technology functions, operations and needs;
- overseeing and reviewing Popular’s major technology related transactions, acquisitions, investments, projects and architecture decisions, including the financial, customer and strategic benefits thereof;
- monitoring the risks associated with major technology vendor relationships;
- overseeing Popular’s plans and activities relevant to technology innovation; and
- reviewing Popular’s technology functions, operations, strategy and initiatives, as well as current and emerging technology trends.

Board Diversity, Experience and Skills

In August 2021, the SEC adopted Nasdaq’s proposal that requires listed companies to provide diversity statistical information about their boards of directors, in the form of the table titled “Board Diversity Matrix” in this page. The following table summarizes certain self-identified demographic characteristics of our directors, in accordance with Nasdaq Listing Rules 5605(f) and 5606. Each term used in the table has the meaning given to it in the Nasdaq Listing Rules and related instructions.



BOARD DIVERSITY MATRIX

As of March 30, 2022

Total Number of Directors: 12

Part I: Gender Identity	FEMALE	MALE	NON BINARY	DID NOT DISCLOSE GENDER
Directors	4	8		
Part II: Demographic Background				
African American or Black	1			
Alaskan Native or Native American				
Asian				
Hispanic or Latinx	2	6		
Native Hawaiian or Pacific Islander				
White	1	6		
Two or More Races or Ethnicities		4		
LGBTQ+	1			
Did Not Disclose Demographic Background				

The Corporate Governance and Nominating Committee does not have a specific diversity policy with respect to the director nomination process. Rather, the Committee considers diversity in the broader sense of how a candidate’s viewpoints, experience, skills, background, gender, race, ethnicity and other demographics could assist the Board in light of the Board’s composition at the time. The Board believes that each director contributes

to the overall diversity by providing a variety of personal and professional experiences and backgrounds. The Board is committed to considering the diversity of its members when evaluating its composition. As shown in the director’s experience, skills and diversity table (see next page), the current directors and nominees reflect a broad diversity of gender, race, ethnicity, background, skills and experiences.



CARRIÓN



ALVAREZ



BACARDÍ



BALLESTER



CARRADY



DEVITA



DIERCKSEN



FERRÉ



GOODWIN



RODRÍGUEZ



SOTO



UNANUE

DIRECTORS' EXPERIENCE AND SKILLS

International Business Experience	•		•		•	•	•	•	•	•	•	•
Technology, Information Security and/or Cybersecurity	•					•			•		•	
Business Operation Experience	•	•	•	•	•	•	•	•	•	•	•	•
Senior Management & Leadership Experience	•	•	•	•	•	•	•	•	•	•	•	•
Public Company Knowledge	•	•				•	•	•	•	•	•	
Audit and Risk Oversight Experience	•	•				•	•		•	•	•	
Financial Services, Investment and M&A	•	•				•	•		•	•		
Understanding Popular's Main Geographic Markets	•	•	•	•	•			•		•		•

GENDER DIVERSITY

Female						•		•	•		•	
Male	•	•	•	•	•		•			•		•
Non-binary												
Did not disclose												

DEMOGRAPHIC BACKGROUND

African American or Black									•			
Alaskan Native or Native American												
Asian												
Hispanic or Latinx	•	•	•	•				•		•	•	•
Native Hawaiian or Pacific Islander												
White	•		•		•	•	•			•		•
Two or More Races or Ethnicities	•		•							•		•
LGBTQ+											•	
Did not disclose												

DIRECTOR INDEPENDENCE

Popular’s Corporate Governance Guidelines provide that at least two-thirds of the Board shall consist of directors who the Board has determined have no material relationship with Popular and who are otherwise “independent” under the director independence standards of NASDAQ. The Board, with the assistance of the Corporate Governance and Nominating Committee, conducts an annual review of any relevant relationships that each director may have with Popular and whether each director meets the independence standards of NASDAQ. The Board has determined that all of its directors, except for Mr. Carrión who is our former CEO and Executive Chairman and Mr. Alvarez who is our current President & CEO, meet the independence standards of NASDAQ.

2021 DIRECTOR COMPENSATION

Compensation	Amount
Equity Grant	\$ 125,000
Retainer	75,000
Additional Retainers	
Chairman Retainer	\$ 150,000
Lead Director Equity Grant	25,000
Audit and Risk Committee Chair Retainer	20,000
Talent and Compensation and Corporate Governance and Nominating Committee Chair Retainer	15,000



Cybersecurity

APPROACH TO CYBERSECURITY RISKS

Information security risks for large financial institutions such as Popular have increased significantly in recent years. This is the result of the proliferation of new technologies and channels available to employees and customers to conduct financial transactions, such as mobile banking, coupled with the increased sophistication and activities of organized crime, hackers, terrorists, nation-states, hacktivists and other parties. Popular manages its risks through the combination of governance processes, having the right people, and selecting the proper technology, while using cyber insurance as a risk transference option.

Popular is committed to keeping client personal and financial information protected and secure through responsible information collection, processing, and use practices. The **Board of Directors' Risk Management Committee (RMC)** is responsible for overseeing the development, implementation, and maintenance of Popular's cybersecurity program.

To that end, the RMC has approved a **Corporate Information Security Policy** (the "InfoSec Policy") and established a management committee and a management structure to jointly delineate the management of cybersecurity risks. The InfoSec Policy, among other things, promotes compliance with applicable cybersecurity laws, regulations, and guidelines. The **Cybersecurity Oversight Committee**, a senior management committee, is responsible for overseeing and ensuring the appropriate deployment and monitoring of cybersecurity strategies at the corporate level and across all subsidiaries of Popular. The oversight of Popular's Privacy Program is a responsibility shared

between the Chief Information Security Officer, the Chief Privacy Officer and the Compliance Division.

Our defensive approach employs people, processes, and technology to manage and maintain cybersecurity risk reduction capabilities. We also use a variety of preventative and detective tools to monitor, block and provide alerts regarding suspicious activity, as well as to identify suspected advanced persistent threats. Popular has also implemented fraud prevention and detection tools and strategies that allow us to prevent and decline high risk debit and credit card transactions before they are approved and executed. Transactions are risk scored to indicate their level of risk considering customer typical transaction patterns, fraud trends and observed tactics.

The **Cyber Security Division** ("CSD"), led by the Chief Information Security Officer, is charged with overseeing compliance with the InfoSec Policy. Furthermore, CSD implements Popular's information security strategy and objectives, assesses the effect of security threats or incidents on the financial institution and our business lines and processes, and evaluates and determines the appropriateness and effectiveness of our Information Security Program preparedness. The Corporation's Information Security Program is led and overseen by the Corporation's Corporate Security Office, through the Chief Information Security Officer and Chief Privacy Officer. The Information Security Program is presented annually to the Board of Directors for their approval, along with identified strategies and related roadmap. The CSD is also responsible for reporting on cybersecurity matters to various management committees and provides the RMC with updates on the progress, initiatives and other significant cybersecurity matters at least quarterly.

NAVIGATING A DIGITAL LANDSCAPE

Because in the ordinary course of business, we rely on electronic communications and information systems to conduct our operations and to store sensitive data, we continually evaluate and refine our security and privacy programs to remain current in an environment with new and evolving threats. We protect information by implementing information security and privacy policies and programs that delineate roles, responsibilities and measures used to identify, assess, manage, and mitigate privacy and information security risks. These also govern our remediation activities in the event of data breaches or service interruptions. Our independent **Internal Audit** function regularly conducts exams of the lines of business and risk functions to ensure compliance with information security and privacy policies, standards, and applicable legal requirements.

Popular’s information security controls are aligned to the National Institute of Standards and Technology (NIST) Framework for Improving Critical Infrastructure Cybersecurity (Cybersecurity Framework). We measure our maturity progress by utilizing the Cyber Assessment Tool (CAT). The Federal Financial Institutions Examination Council (FFIEC) developed the CAT, a tool also based on NIST standards and controls, to help banks and credit unions identify cybersecurity risks and determine their preparedness. Thus, the NIST Cybersecurity Framework has been integrated into our information security and privacy programs and these, in turn, have been designed to implement **internal risk-based frameworks** that align with NIST and the CAT. Through **monitoring and evaluation processes**, we proactively review our information security controls and their effectiveness to ensure that cyber risks are properly identified and mitigated.

As part of the continuous risk evaluation process, we assess how internal changes, new products, or technology deployments, as well as external events and the evolution of threats impact our information security controls and present the need of additional resources, technology, or processes. **System enhancements and updates** are also evaluated to minimize introduction of new risks. Furthermore, we continually scan our digital infrastructure and conduct **annual penetration tests** to ensure vulnerabilities are identified and mitigated, following a risk-based approach. Additionally, **application and vendor assessments** are conducted for new products and providers, which are updated and refreshed continuously, according to their risk level.

To address cybersecurity, fraud and privacy risks, Popular has also implemented **training and awareness campaigns** for our customers and employees, tailored to their roles, responding to and addressing threats as they continually evolve. In addition, **monthly phishing campaign trainings** occur for the entire employee base. **Table-top incident response exercises** are regularly conducted, at least annually, covering threats and events such as ransomware, customer fraud and data breaches, with the participation of key employees and service providers, to enhance and validate existing playbooks and incident response plans. Additionally, we have implemented other proactive measures to ensure business resiliency and a prompt recovery if a disruption event were to occur.





Responsible Sourcing

Popular’s procurement efforts are focused in obtaining the best value for money in compliance and alignment with its corporate policies. Popular follows a structured sourcing process that evaluates several criteria that includes quality, flexibility, reliability, fair pricing, diversity, operation size and location, as well as supplier operating practices and reputation based on their scope of services and products.

Popular’s efforts towards responsible sourcing are measured on a subset of its total spending defined as actionable spending.

Supplier diversity efforts in 2021 were significantly impacted by the limited networking and outreach that we could do due to COVID-19 restrictions. Popular’s Sourcing and Procurement team remained committed to include as many certified minority suppliers as possible in most of its sourcing events by reaching out to the Puerto Rico Minority Supplier Development Council (PRSMDC) to add supplier candidates to the qualification process. One of Popular’s key objectives is to promote the benefits of enrolling in

third-party minority organizations to obtain certifications as minority business organizations for those businesses that qualify. Popular does this by continuously informing its supplier base about the PRSMDC networking events and certification conferences.

Popular also monitors its **diversity supplier direct spending** to better understand and improve its inclusion efforts of Minority Business Enterprises (MBE) in sourcing events.

Popular’s Supplier Diversity 2021 Spending Highlights

\$17.5M	in goods and services purchased from 101 women and minority owned certified suppliers
\$63.4M	in goods and services from 651 suppliers that self-identified as women and/or minority owned but are not certified as such

In addition to supporting supplier diversity initiatives, Popular understands the impact its buying power has in the economic landscape of the communities it serves, and continuously searches for **locally based suppliers** that meet its criteria whenever possible. Popular aims to support local entrepreneurship and locally based small and medium sized businesses with its procurement efforts, contributing to the development of a vibrant business community.

We adhere to the following Responsible Procurement Practices:

- Popular’s **Supplier Code of Ethics** is included as an attachment to contracts and in the supplier registration process. In 2021, our Code of Ethics was revised and mailed to active suppliers.
- **Equal Opportunity Employer** requirement for suppliers is distributed every year to every supplier in the network.
- Most services retained by Popular require the execution of a contract, with **terms and conditions**, as per our Procurement Policy.
- Procurement request for proposal templates for major sourcing events include **supplier diversity criteria**.
- Consistent with our Procurement Center Led model, Popular’s Strategic Sourcing and Procurement team continuously educates its Engagement Owners (Vendor Relationship Owners) about **procurement policies, procedures** and **supplier diversity practices**.
- Popular’s **supplier diversity yearly plan** includes outreach to suppliers to create and promote the awareness of MBE council and certification benefits.
- Popular has a very structured **vendor performance program** which includes approximately 300 strategic vendors, including 95 with local operations, as well as several minority owned businesses. One of the objectives of the vendor performance program is to be transparent and fair in the monitoring process of these service providers, always looking for ways to help them perform better.

Responsible Marketing

As part of the marketing (advertising, promotion and social media) of our products and services, we ensure that our communications comply with fair and ethical practices and do not include harmful, illegal, immoral, irresponsible or misleading content. We have processes and procedures in place designed to provide current or potential customers, including diverse communities, with information that allows them to make knowledgeable decisions and access to our content via our branches, service centers, website, traditional and digital channels, including emails and social media.

We adhere to the following Responsible Marketing Principles:

Marketing communications should be accurate, truthful, and transparent.

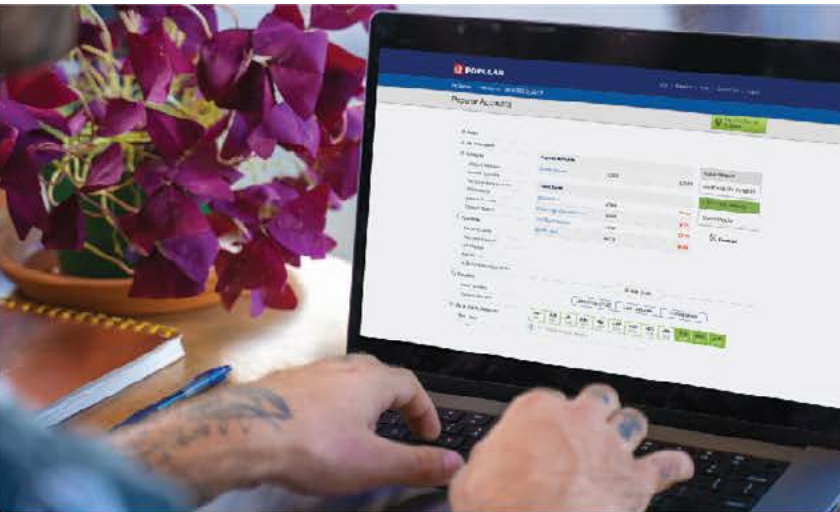
We seek to bring the highest standards and level of integrity to our marketing efforts by following laws and regulations and evaluating content to avoid biases or other discriminatory practices. We are especially careful concerning marketing and advertising to persons under the age of 18.

Practice the responsible use of data to develop efforts with relevant content via the right channel at the right time to improve customer experience.

Popular does not sell customer data. Data is only shared with affiliates for everyday business or for marketing purposes. Marketing efforts are developed based on customers' insights to ensure that messages are relevant to our customers, while following data privacy and security guidelines established by the Corporate Security Group.

Perform ongoing regulatory monitoring.

Management provides input to creative content strategies and then is revised accordingly by the Compliance and Legal Divisions, as applicable. External reviews and audits, from a regulatory standpoint, are conducted to assess existing procedures, related policies and marketing guidelines.





Our People

EMPLOYMENT

In Popular, we recognize that our ability to meet our goals of providing an excellent customer experience and propelling the economic growth and wellbeing of our customers, communities, and shareholders depends on our capacity to provide a rewarding and meaningful work experience to those who make it happen, our employees. Popular's long-term strategy entails driving a high-performance culture by attracting, developing, and retaining top talent in an environment that promotes well-being, growth, and inclusion. This is our commitment to our more than 8,300 employees and their families in Puerto Rico, the Virgin Islands and the United States mainland.

Diversity, Equity, and Inclusion

We foster a diverse, equitable, and inclusive environment. To achieve this, we maintain a multidisciplinary diversity council, headed by our Corporate Diversity Officer, to develop and implement initiatives that support our diversity, equity, and inclusion goals and strategy. For more information, please refer to Popular's [Diversity, Equity, and Inclusion Policy](#) available on our company's website.

Pay Equity

Popular is an organization committed to pay equity and conducts analyses on an annual basis with related pay adjustment strategies to address any gaps. As part of this commitment, Popular invested over **\$500,000 in closing gender pay gaps** in 2021.

Fair Employment Practices

Popular promotes an environment where everyone feels safe, valued, respected and protected. We do not tolerate unlawful discrimination or harassment by or against our employees, applicants, customers, consultants, suppliers

or visitors, as outlined in our policies. We are committed to offering equal employment opportunities and complying with the full range of fair employment practices and nondiscrimination laws.

TOTAL REWARDS

Popular focuses on nurturing our employees by addressing their physical and emotional health, financial, and career development needs. We invest in initiatives and programs that aim to improve the employee experience, paying close attention to well-being, growth, and inclusion.

Rewards and Performance

In 2021, we focused our compensation strategy on maintaining competitive rewards and providing transparency. Popular implemented a **job leveling program** to classify roles and set the foundation for internal mobility opportunities through dual career ladders. In addition, we invested more than \$19MM to award our employees with **merit increases and market-based salary adjustments**. We also announced that we would be increasing our base pay in all regions, effective January 2022.

Our Savings and Investment Plan match was reinstated to 50 cents for every dollar the employee contributes up to 8% of their salary, corresponding to an effective match of 4% of their compensation. Over 98% of Popular employees participate in the Savings and Investment Plan. Employees can also take advantage of the tools and resources, such as the online retirement platform or trainings for managing their investments, when planning for their retirement.



Health & Wellness

Most of our health & wellness efforts have been aimed at protecting our employees against COVID-19 and its effects on their physical and emotional health. Despite the surge of cases in December 2021, Popular's effective management of the established COVID-19 protocols helped to ensure the health and safety of our colleagues, their families, as well as our customers. Bulletins with information on protocols, updates, and vaccination efforts were frequently sent to employees. Furthermore, we continued to offer our employees a comprehensive benefits package, including health insurance, leaves of absence, and wellness initiatives. To promote work life-balance, Popular encourages colleagues to utilize these leaves and participate in these initiatives.

TRAINING AND EDUCATION

Popular has a robust **Learning and Development framework** that provides learning opportunities to our leaders and professionals while addressing business needs. Our goal is to nurture growth mindsets and boost Popular employees with the skills and capabilities needed now and in the future. Providing opportunities for growth, whether through promotions, lateral changes or new opportunities for career development, is of significant importance to our people's experience. Therefore, promoting **internal mobility and training participation** is very important to us.

In response to the COVID-19 pandemic, instructor-led courses were quickly migrated from traditional classroom delivery to virtual delivery. In 2021, LinkedIn Learning, an online learning platform that features over 16,000 on-demand courses, was made available to all our employees.

To promote an environment of lifelong learning, our leaders and employees are expected to delineate a **development plan** during the annual goals setting process and agree on concrete actions that include training and development experiences. Thanks to the open **academy offerings** available through our human experience management (HXM) platform, employees have the power and accountability to act towards closing their technical and human skills gaps. These academies are constantly revised and updated to ensure we include the most relevant skills in the market. We are proud to be an official National Association of State Boards of Accountancy (NASBA) National Registry of Continuing Professional Education (CPE) Sponsors, an association that promotes the highest caliber of innovative continuing professional education for lifelong learning and growth mindsets. All our offerings are accredited courses to earn continuing education credits.

Investing in the Development of Technical and Human Skills

We promote a vibrant learning culture that encourages employees to maximize their professional potential. Popular provides up-to-date, relevant, and engaging **development opportunities** to strengthen knowledge and skills to support personal growth, key organizational competencies, and critical business goals. Some of the academies offered by Popular to develop technical and human skills are:

- **Professional Academy** aimed at all our employees, it provides alternatives to develop and strengthen competencies, knowledge, skills, and abilities required at the organizational and functional level. Courses on analytical excellence, productivity, and effective communication are offered.
- **Well-being Academy** supports all employees in building their self-awareness, self-confidence and self-reliance so they can use new experiences as a source of learning. In addition, we help them develop their personal tool kits to manage time, boundaries, and mental wellness to reinforce resilience.
- **English Academy** provides Spanish-speaking employees with access to English language training support on communication and writing skills, scaled to meet both personal and professional development goals and business needs. We also offer a Spanish language program for English-speakers.
- **Innovation Academy** aimed at providing employees with knowledge on key capabilities such as agile, lean, and design thinking and providing a clear understanding of how to achieve excellence and add value to the organization and its customers.
- **Analytics Academy** aimed at upskilling technical awareness and data analysis to employees who frequently (at least once a week) work with data import, transformation, and analysis.

Corporate Learning Program



215 sessions delivered*
Over 5,000 participants

* Excluding goFluent English participations

We received the **Brandon Hall Group's 2021 Excellence Award in Technology** for the Targeted English Program. For the first time, 55 employees, who were identified as having an English proficiency skills gap for their role, completed a 6-month intensive course for beginner and intermediate levels. A partnership with goFLUENT was leveraged to provide personalized training pathways.



In 2021, **LinkedIn Learning** access was expanded to all employees. After only six months of the implementation, 36% of employees activated their license, a similar rate to benchmark rates. Those who are using LinkedIn Learning in Popular are using it more than the average LinkedIn user (>1.5 hours per month).

In addition to our corporate learning academies, we offer **accelerated development programs**. Through these programs, Popular is accelerating the development of foundational capabilities, such as data analytics and data science, project and program management, and process excellence, to run and transform our organization. These programs provide technical frameworks for practitioners. A total of 64 Trainees participated in our 2021 programs, out of which 92% were existing employees, 8% new-hires, and 56% were women.

DIVERSITY, EQUITY AND INCLUSION (DEI)

At Popular, we foster a diverse, equitable, and inclusive environment. We value our differences and strive to improve the workplace experience for all. To achieve this, we maintain a multidisciplinary diversity council, headed by our Corporate Diversity Officer, to develop and implement initiatives that support our diversity, equity, and inclusion goals and strategy.

Our diversity council has established a three-year **Diversity, Equity, and Inclusion Plan** (Plan) to coordinate diversity initiatives throughout Popular. Among other things, the Plan establishes Popular's DE&I goals and allows for the continuous monitoring of compliance with The Federal Reserve Board self-assessment standards.

Important milestones achieved include:

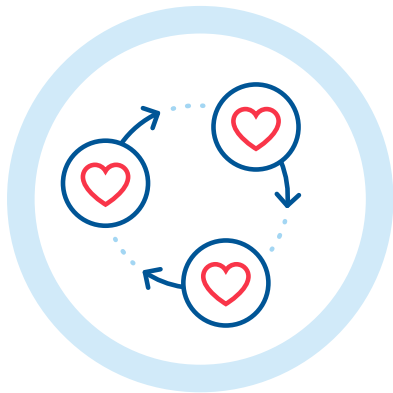
- Continued making **Fair Pay Adjustments**;
- Introduced a **domestic violence leave** for employees in Puerto Rico which grants a paid 15-day leave to handle situations related to gender violence, domestic violence or stalking;
- Established the first Employee Resource Group in Popular for the **LGBTQ+ community**;
- Strengthened **internal communications** on diversity, equity and inclusion to create more awareness amongst our employees; and
- Were listed as one of the 15 **best workplaces for women** in the Caribbean and Central America by Great Place to Work in 2021.

Our Environmental, Social, and Governance Framework

As a financial services company operating in various geographical markets, Popular manages a broad range of ESG efforts. This report focuses on those areas that we identify as most relevant to our business and of most interest to our stakeholders. Our ESG priorities help define how we deliver responsible growth and contribute to our local economies. They also reflect our values and allow us to hold ourselves accountable for our progress as we create new business opportunities and success stories with our clients and communities.

ESG VISION

Since our founding, doing what is right has been an integral part of who we are. Today, Popular continues to seek to be an active partner in the creation of a more sustainable and prosperous world for future generations – through our core service offerings and in the way we operate.



Community

We strive to improve the social and economic wellbeing of our employees, customers, and communities.

- Practicing inclusive banking
- Leveraging technology to increase access to financial services
- Providing robust financial education
- Accelerating entrepreneurship
- Creating opportunities through youth education



Environment

We endeavor to create a more sustainable future.

- Reducing the environmental impact of our operations
- Actively promoting sustainable finance
- Bolstering the resilience of our communities and employees and aiding them when disaster strikes
- Taking ESG impacts into consideration in lending processes



Our People

We aim to be a great place to work.

- Building a performance-based culture that values diversity and inclusion
- Fostering transparency and accountability
- Investing in talent development and career advancement opportunities
- Promoting employee wellness
- Encouraging employee engagement and volunteerism

Sustainability Index

This Index reflects our report referenced with Industry Standards issued by the Sustainability Accounting Standards Board (SASB) and the Global Reporting Initiative (GRI). Our disclosures under SASB standards are based on the two industries within the financial sector that are most closely aligned with our mix of businesses: Commercial Banks (CB) and Consumer Finance (CF). Unless otherwise noted, all data and descriptions are reported for Popular, Inc. on a consolidated basis where applicable, and not just the businesses or segments

relevant to the particular industry. We do not currently disclose all metrics included in these standards but will continue to evaluate them in the future. Our commitment is to provide investors with useful, relevant and meaningful sustainability information and we may evolve our disclosures on these standards over time. All reported data is as of and for the year ended December 31, 2021, unless otherwise noted.

Topic	Standard	Industry	Code	Metric	Response
Cyber Security	SASB	CB, CF	FN-CB-230a.2 FN-CF-230a.3	Description of approach to identifying and addressing data security risks	Please refer to pages 13-14 .
Customer Privacy	SASB	CF	FN-CF-220a.2	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	For a description of the material legal proceedings of the Corporation during the fiscal year ended December 31, 2021, please refer to Note 24 of the Consolidated Financial Staments in the Corporation’s Annual Report on Form 10-K for the year ended December 31, 2021
Financial Inclusion and Capacity Building	SASB	CB	FN-CB-240a.1	Number and amount of loans outstanding qualified to programs designed to promote small business and community development	<p>BPPR:</p> <p>Small Business Outstanding balance: \$1,157 million Number of loans: 83,367</p> <p>Community Development Loans Outstanding balance: \$219.6 million Number of loans: 240</p> <p>PB:</p> <p>Small Business Outstanding balance: \$204.2 million Number of loans: 1,817</p> <p>Community Development Loans Outstanding balance: \$924.6 million Number of loans: 177</p>

Topic	Standard	Industry	Code	Metric	Response
Financial Inclusion and Capacity Building	SASB	CB	FN-CB-240a.2	Number and amount of past due and nonaccrual loans qualified to programs designed to promote small business and community development	<p>BPPR: Small Business Outstanding balance past due/nonaccrual: \$39 million Number of loans: 1,086</p> <p>Community Development Loans Outstanding balance past due/nonaccrual: \$2.8 million Number of loans: 10</p> <p>PB: Small Business Outstanding balance past due/nonaccrual: \$3.3 million Number of loans: 28</p> <p>Community Development Loans Outstanding balance past due/nonaccrual: None Number of loans: None</p>
	SASB	CB	FN-CB-240a.3	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Banco Popular and Popular Bank do not offer no-cost retail checking accounts. We do, however, offer various options of low-cost retail checking accounts and Certified Bank On accounts: Cuenta Popular in PR, Popular Checking in VI and Popular Easy Access Checking in Popular Bank. Please refer to www.popular.com for more details of the checking accounts we offer clients.
	SASB	CB	FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved communities	Puerto Rico and VI: 1,079 events with 144,182 participants (not unique)

Topic	Standard	Industry	Code	Metric	Response
Incorporation of Environmental, Social and Governance Factors in Credit Analysis	SASB	CB	FN-CB-410a.2	Description of approach to incorporation of ESG factors in credit analysis	To further integrate the consideration of ESG factors into Popular’s credit processes, the commercial credit policies of Banco Popular de Puerto Rico and Popular Bank were amended to incorporate environmental and social factors into the analysis and approval of extensions of commercial credit. These amendments are complemented with the creation of the Environmental, Social and Governance Committee (ESG), a management committee established to support the implementation of our ESG strategy. While the ESG Committee does not conduct an evaluation of creditworthiness or address credit administration matters, it seeks to complement the credit approval process with an assessment of social and environmental-related considerations. As a result of these changes, certain commercial credit applications are subject to an ESG enhanced due diligence that requires the approval of the ESG Committee.
Business Ethics	SASB	CB	FN-CB-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	For a description of the material legal proceedings of the Corporation during the fiscal year ended December 31, 2021, please refer to Note 24 of the Consolidated Financial Statements in the Corporation’s Annual Report on Form 10-K for the year ended December 31, 2021.
	SASB	CB	FN-CB-510a.2	Description of whistleblower policies and procedures	Please refer to Popular’s Code of Ethics which is reviewed annually by the Corporation’s Board of Directors.

	SASB	CB	FN-CB-550a.2	<p>Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities</p>	<p>While the Corporation is not subject to the U.S. Dodd-Frank Act’s supervisory stress testing (“DFAST”), it has established an annual capital planning process following the comprehensive and integrated capital planning governance and stress testing framework previously required to comply with DFAST for similarly sized institutions. The key objective of the capital planning and stress test process is to determine the level of capital that Popular needs to absorb the impact of a hypothetical highly-stressed business scenario while continuing to provide credit in the markets it serves. The amount of capital that the Corporation and its banking subsidiaries require to operate is a function of 1) the risk profile of the Corporation, 2) its strategic focus, 3) its operating environment and 4) other factors that could materially affect capital adequacy.</p> <p>Our Board of Directors and our management believe that our operating capital targets are appropriate and prudent after undergoing a thorough assessment of Popular’s overall risk profile and capital position. Factors considered in our analysis include the results of our stress test, the capital distribution practices of our peers and the factors listed in the Federal Reserve Board of Governors’ Supervisory Letter 09-4 (“SR 09-4”).</p>

Topic	Standard	Industry	Code	Metric	Response
SASB Commercial Banks Activity Metrics	SASB	CB	FN-CB-000.A	Number and value of checking and savings accounts by segment: (a) personal and (b) small business	PR/VI Personal Checking Number of accounts: 1,542,865 Amount: \$11,599 million Personal Saving Number of accounts: 792,192 Amount: \$6,217 million Small Business Checking Number of accounts: 115,426 Amount: \$4,780 million Small Business Saving Number of accounts: 7,782 Amount: \$520 million US Personal Checking Number of accounts: 75,581 Amount: \$712 million Personal Savings Number of accounts: 49,207 Amount: \$1,288 million Small Business Checking Number of accounts: 9,904 Amount: \$878 million Small Business Savings Number of accounts: 3 Amount: \$23.7 million
	SASB	CB	FN-CB-000.B	Number and value of loans by segment: (a) personal, (b) small business, and (c) corporate	Commercial \$14,449 million Individual Mortgage: \$7,486 million Consumer: \$7,364 million

Topic	Standard	Industry	Code	Metric	Response
Sales Practices	SASB	CF	FN-CF-270a.4	(1) Number of complaints filed with the Consumer Financial Protection bureau (CFPB), (2) percentage with monetary or non-monetary relief (3) percentage disputed by consumer, and (4) percentage that resulted in investigation by the CFPB	<p>According to the CFPB website, Popular received the following number of complaints:</p> <p>1a. BPPR 163 complaints</p> <p>1b. PB 44 complaints</p> <p>2a. BPPR 123 complaints resolved with explanation; 39 complaints with monetary relief; and 1 complaint with nonmonetary relief.</p> <p>2b. PB 39 complaints resolved with explanation; 3 complaints with monetary relief; and 2 complaints with nonmonetary relief.</p> <p>3. None</p> <p>4. BPPR No CFPB investigations have been notified to BPPR as of December 2021</p>
	SASB	CF	FN-CF-270a.5	Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	For a description of the material legal proceedings of the Corporation during the fiscal year ended December 31, 2021, please refer to Note 24 of the Consolidated Financial Statements in the Corporation's Annual Report on Form 10-K for the year ended December 31, 2021.
SASB Consumer Finance Activity Metrics	SASB	CF	FN-CF-000.A	Number of unique consumers with an active (1) credit card account and (2) pre-paid debit card account	<p>(1) Number of unique consumers with an active credit card account: 303,522</p> <p>Popular, Inc. does not offer pre-paid debit card products.</p>
	SASB	CF	FN-CF-000.B	Number of (1) credit card accounts and (2) pre-paid debit card accounts	<p>(1) Number of credit card accounts: 553,198</p> <p>Popular, Inc. does not offer pre-paid debit card products.</p>

GLOBAL REPORTING INITIATIVE (GRI) METRICS INDEX

Topic	Metric	Code	Response
Procurement Practices	Management approach	GRI 103	Please refer to page 15 of this report.
	Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation	GRI 204-1a	Puerto Rico and Virgin Islands: 79% United States mainland: 24%
Energy	Management approach	GRI 103	For Popular, being environmentally sustainable, requires doing our part to reduce the environmental impact of our operations in the markets where we are present. Our Corporate Real Estate Division is tasked with limiting the environmental impact of our facilities and improving the energy efficiency of their operations. To that end, we continuously explore and consider new alternatives and technologies to help us further limit our environmental impact as we work towards the steady improvement of the environmental footprint of our operations.
	Total fuel consumption from non-renewable sources	GRI 302-1a	Puerto Rico Operations: 51.9 MM KWH
	Total fuel consumption from renewable sources	GRI 302-1b	Puerto Rico and VI Operations: 2.75 MM KWH Note: Production is approximate 80% of capacity.
	Total electricity consumption	GRI 302-1c-i	Puerto Rico Operations: 51.9 MM KWH
	Total energy consumption	GRI 302-1e	Puerto Rico Operations: 54.65 MM KWH
	Standards, methodologies, assumptions, and/or calculation tools used	GRI 302-1f	ANSI, Energy STAR, Local and international codes, among others.
	Source of the conversion factors used	GRI 302-1g	ANSI, Energy STAR, Local and international codes, among others.
Water and Effluents	Total water consumption	GRI 303-5a	Puerto Rico Operations: 233,506 cubic meters

Topic	Metric	Code	Response
Employment	Management approach	GRI 103	Please refer to page 17 of this report.
	Total number and rate of employee turnover during the reporting period by age group, gender and region	GRI 401-1b	Annualized Turnover Rate by Region: PR: 11.08% US: 20.2% VI: 24.4% Turnover by Gender: Female: 11.9% Male: 14.1% Turnover by Age Group: Younger than 25: 38.6% 25-34: 22.7% 35-44: 8.3% 45-54: 4.5% 55-64: 6.7% 65 or older: 26%
	Total number of employees that were entitled to parental leave, by gender	GRI 401-3a	Male: 2,912 Female: 5,684
	Total number of employees that took parental leave, by gender	GRI 401-3b	Male: 73 Female: 174
	Total number of employees who returned to work in the reporting period after parental leave ended, by gender	GRI 401-3c	Male: 63 Female: 150
	Total number of employees who returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	GRI 401-3d	Male: 63 Female: 150
	Return to work and retention rates of employees that took parental leave, by gender	GRI 401-3d	Male: 86.3% Female: 86.2%

Topic	Metric	Code	Response
Training and Education	Management Approach	GRI 103	Please refer to page 18 of this report.
	Average hours of training undertaken by employees, by gender and by employee category	GRI 404-1a	Male: 15.9 hours Female: 16.4 hours Strategy Leadership: 10.9 Management: 18.3 Individual Contributor: 14.6 Sales & Service: 16.6
	Type and scope of programs implemented and assistance provided to upgrade employee skills	GRI 404-2a	Please refer to page 18 of this report.
	Percentage of total employees by gender and employee category who received a regular performance and career development review	GRI 404-3a	Overall: 95.8% By Gender: Male: 95.8% Female: 95.7% By Employee Category (Job Group): Management: 95.0% Individual Contributor: 98.6% Sales & Service: 94.8%
Diversity and Equal Opportunity	Management approach	GRI 103	Please refer to page 19 of this report.
	Percentage of individuals within the organization's governance bodies by gender	GRI 405-1a-i	Male: 66.7% Female: 33.3%
	Percentage of employees per employee category by gender and age group	GRI 405-1b	Workforce Breakdown by Age Group: Younger than 25: 3.5% 25-34 28.5% 35-44 29.4% 45-54 23.6% 55-64 13.7% 65 or older 1.3%
Supplier Social Assessment	Management approach	GRI 103	Please refer to page 15 of this report.
Marketing and Labeling	Management approach	GRI 103	Please refer to page 16 of this report.
Customer Privacy	Management approach	GRI 103	Please refer to pages 13-14 of this report.



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