

INTEGRATED ANNUAL REPORT  
MÁS ALLÁ DEL EMPEÑO DE TODOS LOS DÍAS



2022

THE FINANCIAL INSTITUTION THAT  
**ACCOMPANIES MEXICO FOREVER.**

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REPORT  
PRESENTATION

01



## PRESIDENT OF THE BOARD OF TRUSTEES STATEMENT

This has been a challenging year for Monte and the Mexicans, but despite the ups and downs, it is an honor to be able to say that this 2022 at Nacional Monte de Piedad, we once again proudly demonstrate that, since 2015 and to date, we have been faithful to the ten principles of the United Nations Global Compact. This approach holds us accountable for our potential to become a strong and long-term partner of the UN, with the purpose of supporting and developing these principles within our sphere of influence, committed to the 2030 Agenda.

Over the years, we have made the Global Compact and its principles part of our strategy, culture, and daily actions within our Institution. Also, as part of our commitment, we have become involved in cooperative projects that contribute to the broader United Nations Development Goals, particularly the Millennium Development Goals.

The priority of Nacional Monte de Piedad is and always will be to be the ally of Mexicans, being a social assistance institution that always watches over the well-being of citizens, promoting and being a support to fulfill their dreams, goals and overcome moments of need.

Through our Integrated Annual Report, we support the transparency and accountability of this commitment, forming part of the Global Compact in which our Communication on Progress (COP) describes the efforts of our institution to implement the ten principles.

We have developed a Value Creation Model that analyzes the way in which Nacional Monte de Piedad creates value for society through its actions and interaction with its stakeholders. In it we can visualize the actions that our institution has carried out to generate a positive impact through the actions that we support towards individuals or organizations. This would not be possible without the support of Mexicans, who, through their efforts, help Monte to access our financing sources and mechanisms with unbeatable conditions, becoming part of a Virtuous Circle of Aid.

Finally, we highlight and reiterate our intentions to continue to be governed by the same values that we have professed over the years. Being an institution that does not give up in the face of adversity to continue fulfilling its objectives, being the maximum ally of Mexicans, growing together and looking for new ways to get ahead. Let's show together in the face of this 2023 that, even if the ground shakes, the Mount will always remain standing.

**Sincerely,**  
**José Antonio Palacios Pérez,**  
**Patron President Nacional Monte de Piedad I.A.P.**



## GENERAL DIRECTOR STATEMENT

2022 presented Nacional Monte de Piedad with a year of changes and challenges.

A year in which it was time to look inward, to continue transforming, modernizing, and reflecting on how we can improve and continue to be a growth ally for the families that trust us. We know that we are a helping hand for all Mexicans and that El Monte lives to fulfill its founding mandate to “help those in need.”

And serve this moment to reflect on it. Why is it so important that Nacional Monte de Piedad continues to create value through its relief efforts?

Because what’s good for you is good for Mexico, it’s good for El Monte, it’s good for everyone. Because we have learned that when we walk together with accessible, competitive and ethical financing services, as well as carrying out good labor, environmental and governance practices, we go further. Because we are clear that there is nothing more valuable than being a change agent. Because Mexican society fights, is resilient and hard-working, because it needs solid and supportive assistance institutions, for all those who do not have access today to the financial system, and also for Mexicans who, having access to said financial services, do not receive them in the best conditions.

Due to the above, we are happy today to have more than 7.7 million pawn operations, through which millions of Mexicans benefited in 2022.





# GENERAL DIRECTOR STATEMENT

AND NOW, WHAT'S NEXT FOR THIS  
YEAR? WE EVOLVE, IMPROVE,  
CONTINUE TO GET CLOSER TO  
WHOEVER NEEDS US.

An amount that translates into more than 30 thousand 901 million pesos in loans, but even more important, which becomes dreams fulfilled, goals achieved, or perhaps an important breather in a moment of difficulty.

Likewise, through our 301 branches throughout the Mexican Republic, we employ more than 4 thousand collaborators. People to whom we owe our success, and to whom we are happy to count among the essential members of the Monte family. We feel deeply grateful to them. El Monte would not be who it is today without you.

Additionally, something that we are very proud of in the Nacional Monte de Piedad family is, without a doubt, the social investment that we make year after year. And 2022 was no exception. We were allies of more than 550 Civil Society Organizations that support children, youth, women and vulnerable population for the benefit of their food security, education, health, decent work and financial inclusion, resulting in a total of 1.2 million people whose lives we try to transform and improve, through support of 322 million pesos. But the most wonderful thing about these figures is not the number itself, but where these supports come from.

When a person goes to take a pledge loan to Nacional Monte de Piedad, the remainder of that operation goes directly to these social supports. In other words, for every peso that Monte donates, there was a Mexican who decided to place his trust in us and, at the same time, help other people. We call this our Virtuous Circle of Help, our unchanging commitment to improving the Mexican social fabric. That is why we say that what is good for you, in the end, will always be good for Mexico.

And now, what's next for this year?

Evolve, improve, continue to get closer to whoever needs us. We continue with the firm mission of being an ally and friend for those who dream of opening their own business, for those who want to take their family on vacation. For you, who are going to start College.

Thank you for joining us in 2022, as these achievements would not be possible without your trust. I am sure that 2023 will be a good year because, for Mexicans, there is no challenge too big for us.

**Javier de la Calle Pardo**  
**General Director Nacional Monte de Piedad I.A.P.**

## SCOPE

THE GUIDING AXIS OF THE NARRATIVE OF THIS REPORT IS THE CREATION OF VALUE OF MONTE DE PIEDAD AND THE ACTIONS CARRIED OUT FOR THIS PURPOSE.

Herewith we present the 2022 Integrated Annual Report of Nacional Monte de Piedad I.A.P, which lists the actions carried out in the field of sustainability in 2022 by this institution, also including what was done in this regard by Financiera Monte de Piedad.

The information covers everything related to the operations of pledge loans and personal credit throughout the Mexican territory, as well as the initiatives and programs of Social Investment.

The guiding axis of the narrative of this report is the creation of value of Monte de Piedad and the actions carried out for this purpose. The value creation model linked to the 17 UN SDGs presented in 2021 continues to be applied.

To better communicate the results of the different areas, an analysis of data and concepts is presented in infographic format. There is also a

special section where the specific actions carried out by Nacional Monte de Piedad that create value for Mexican society are analyzed.

This 2022 report is the seventh to be presented to the United Nations Global Compact, and for its preparation we used as a reference the current GRI Standards in their essential option and without external verification.

These reports are published annually covering the relevant events from January 1 to December 31 of each year.

The area responsible for preparing this document is the Department of Institutional Relations (*Subdirección de Relaciones Institucionales*), supervised by the Legal, Compliance, Risk and Institutional Relations Department.

For any comments related to this report, sustainable management and value creation at Nacional Monte de Piedad, please contact:

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THE ESSENCE  
OF NACIONAL MONTE  
DE PIEDAD

02



## NACIONAL MONTE DE PIEDAD – VALUE FOR MEXICO AND THE WORLD

WE COULD ARGUE THAT WE ARE FORERUNNERS OF WHAT IS KNOWN TODAY AS A “SOCIAL ENTERPRISE”

Nacional Monte de Piedad was founded in 1775 with the mission to “Help those in need”.

We could argue that we are forerunners of what is known today as a “social enterprise”, since from the beginning in our business model we generate profitability while we attend to and solve social problems.

The visionary founder was Don Pedro Romero de Terreros (1710-1781), a relevant figure of his time and an important mining businessman in New Spain.

After these almost 250 years of existence, of course we have changed and evolved, but we have always been faithful to the essence of our founding mandate, which today we seek to fulfill through two main lines of action:

- **Financing services: pledge loan and personal credit.**

We offer strategic financing options, either with a pledge loan (known as “pawn - empeño”)\*, through Nacional Monte de Piedad, I.A.P., or with an unsecured personal loan, through our Financiera Monte de Piedad.

In 2022 with our loans, 7.7 million projects, dreams or moments of difficulty were benefited.



- **Social Investment Actions**

We allocate part of our operational surpluses to the support, professionalization and operational strengthening of Civil Society Organizations (CSO) with which we develop interventions on the subject matters of Various Social Problems, Training for Decent Work and Financial Inclusion.

In 2022 we work with a total of 563 allied institutions impacting 1,200,000 Mexican men and women.

\* We take this opportunity to explain a wordplay we use in Spanish. “Empeño” has two meanings, first “determination, effort, persistence”, and second, “pawning”. So, if it is said “Con el empeño de los mexicanos”, it can be translated both as “The efforts of Mexicans” and “the pawning of Mexicans”. Likewise, with; “Desempeño”, which means “performance”; we also use it as “des-empeño”, literally un-pawning. “Con el desempeño, el cliente beneficia a las OSC que apoyamos”. “With effort/un-pawning, the client benefits those SCOs which we support”.



# HISTORY OF NMP

## - TIMELINE

Nacional Monte de Piedad is one of the long-standing institutions in Mexico founded in times when this land was known as the Vice-royalty of New Spain. In fact, we are the first financing body in the American continent.

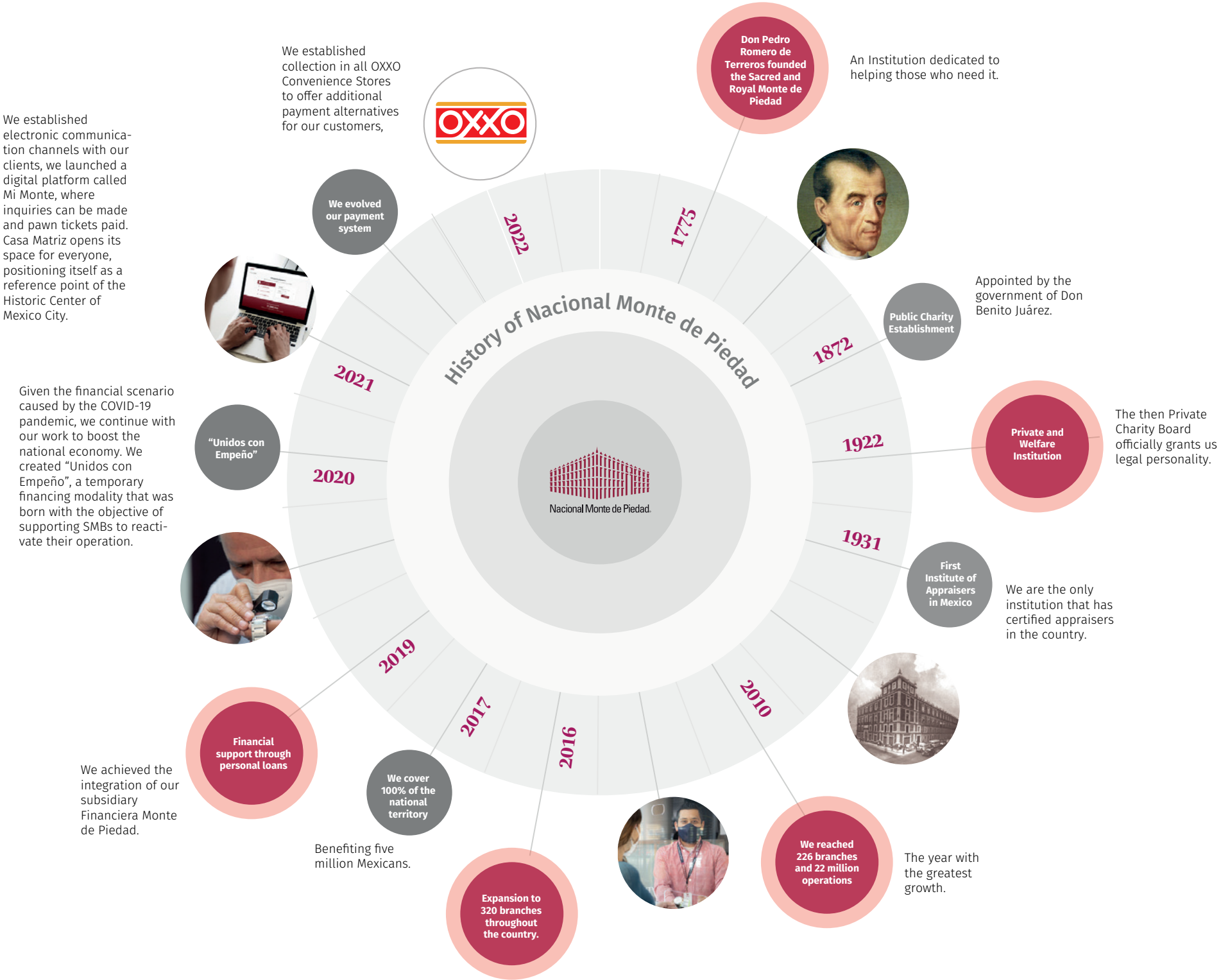
Therefore, with everything that has happened during these 247 years of existence, we have a good story to tell.

Here we present a timeline with the main events and by following the link below you will find an interactive visualization with more information:

### Nacional Monte de Piedad - Timeline

Nacional Monte de Piedad was founded in 1775 by Don Pedro Romero de Terreros, an important miner and one of the richest men in New Spain, under the name of *Sacro y Real Monte de Piedad de Ánimas* (Sacred and Royal Montepio of Souls).

From its origin, it was established that it would not pursue profit or any remuneration, its mission would be “Help Those in Need” and with a mandate of Perpetuity that has been fully complied with for 247 years.



## FOUNDING MANDATES



### 2.3.1 MANDATES

Since its creation in 1775, Monte de Piedad has been governed by three founding mandates:

1. **Help those in need through pledge loans, to achieve the Mexicans' financial inclusion.**
2. **Assist every person who has any need, without discrimination for reasons of race, sex, religion, age, or economic situation.**
3. **Fight usury and operate in perpetuity.**

To date, the three mandates have been fully fulfilled, with all the challenges and institutional transformations that this has implied. Today we are prepared to maintain the leadership that characterizes us with a vision towards the challenges of the future.

### 2.3.2 MISSION AND VISION

**Mission:** Help Those in Need, through pledge loans, financial services, and with social impact activities and investments.

**Vision:** To be the most admired Private Assistance Institution, supporting six million Mexican families by 2025.

### 2.3.3 VALUES

**Efficiency:** We perform our daily tasks with the best practices, carrying out optimal, innovative and guaranteed processes.

**Passion to Serve:** We give the best treatment with warmth, offering solutions that exceed the expectations of our clients.

**Integrity:** We act in a respectful, honest and responsible manner, managing resources in a transparent way.

**Social Awareness:** We fulfill our social responsibility, actively participating in the conservation of the environment and favoring the development of Mexico.





ACTIONS THAT  
CREATE VALUE

03

## MONTE VALUE CREATION MODEL

We believe that today the best way to fulfill the mission to “Help Those in Need” is by creating value for Mexican society, a value that fundamentally materializes in financing options with the best conditions and in actions of Social Investment.

However, we want to go even further and for this we align ourselves with the global movement in favor of sustainability, so relevant today. And to strengthen this process, we developed the “Nacional Monte de Piedad Value Creation” model, which is structured through three fundamental elements:

- The actions carried out by Monte
- The stakeholders involved
- The generated impacts, as classified in the UN SDGs and their specific goals.

This model is developed through a systemic approach that articulates and relates all the elements involved and that is represented in the following graph:



If you are interested in knowing about this model and its characteristics, in this link you will find a video where the different elements of the model are briefly and concisely explained.



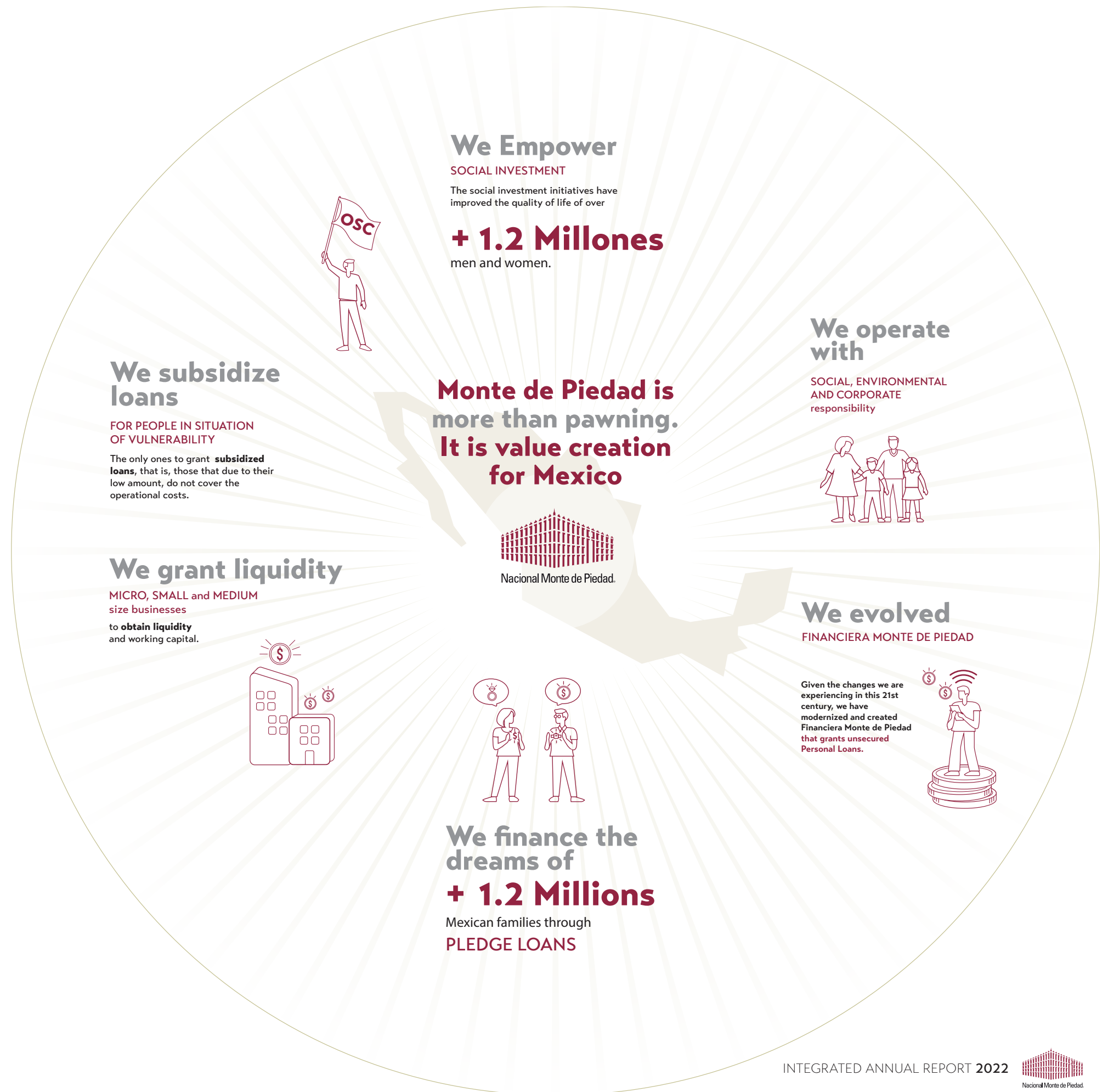
## NACIONAL MONTE DE PIEDAD: MUCH MORE THAN EFFORT/PAWNING

- We subsidize pledge loans that, due to their low amount, do not cover operating costs, but that help people in situations of vulnerability to solve pressing needs. We are the only ones to carry out this solidarity practice.
- We finance more than one million Mexican families, thus helping them meet their needs and achieve their dreams.
- We grant liquidity and working capital to micro, small and medium-sized companies so that they can carry out their productive activities and promote economic development in Mexico.
- We empower more than 1,200,000 (one million two hundred thousand) Mexicans through our social investment initiatives, thus improving their quality of life.
- We constantly evolve to integrate tradition, disruption and modernity. Given the changes experienced in this 21st century, we created Financiera Monte, an agile and efficient institution with all our values, which grants Personal Loans without collateral.
- We operate with criteria of social, environmental and corporate governance responsibility, adhering to the principles of the Global Compact and the 17 UN Sustainable Development Goals.

Monte de Piedad is part of the history of Mexico

Monte de Piedad belongs to all Mexican men and women

Monte de Piedad is more than commitment. mount is value





## MONTE IN FIGURES

**247**

**Years**

being part of the  
history of Mexico

**301**

**Branches**

branches distributed in  
the 32 states of the  
Mexican Republic

**+23 K**

**Unsecured**

**personal loans**

provided by our Financiera  
Monte de Piedad

**563**

**Civil Society  
Organizations (OSC)**

technically and financially  
strengthened

**1,215,018**

**Clients**

who financed their  
projects or dreams  
through our pledge loan  
modality

**4,809**

**direct jobs**

generated

**1,209,656**

**People served**

by supported Civil  
Society Organizations in  
2022

**7,799,613**

**Pledge loans**

granted throughout  
the year

**8,878**

**Tons of CO<sub>2</sub>**

emitted by  
our operation



FINANCING  
SERVICES

04



## PLEDGE LOAN

Nacional Monte de Piedad is recognized for offering quality financial services with high ethical standards. They are the core element of our value creation, since they promptly resolve the financing needs of millions of Mexican families and generate the resources that will be invested in the development of Mexico.

We offer the now traditional pledge loan (pawn) and in recent years we have ventured into unsecured personal loans through Financiera Monte de Piedad.

### 4.1.1 THE PLEDGE LOAN IN NACIONAL MONTE DE PIEDAD

The pledge loan, popularly known as “pawn”, is one that is received in exchange for an object of value to be left as collateral. The resources are delivered immediately, just minutes after the valuation process of the collateral pledge by a certified expert to estimate the amount of the operation.

And after a while, when the client covers the total loan and the interest accrued with the corresponding VAT, he gets back the object left as a guarantee. This process is called “un-pawning (*des-empeño*)”.

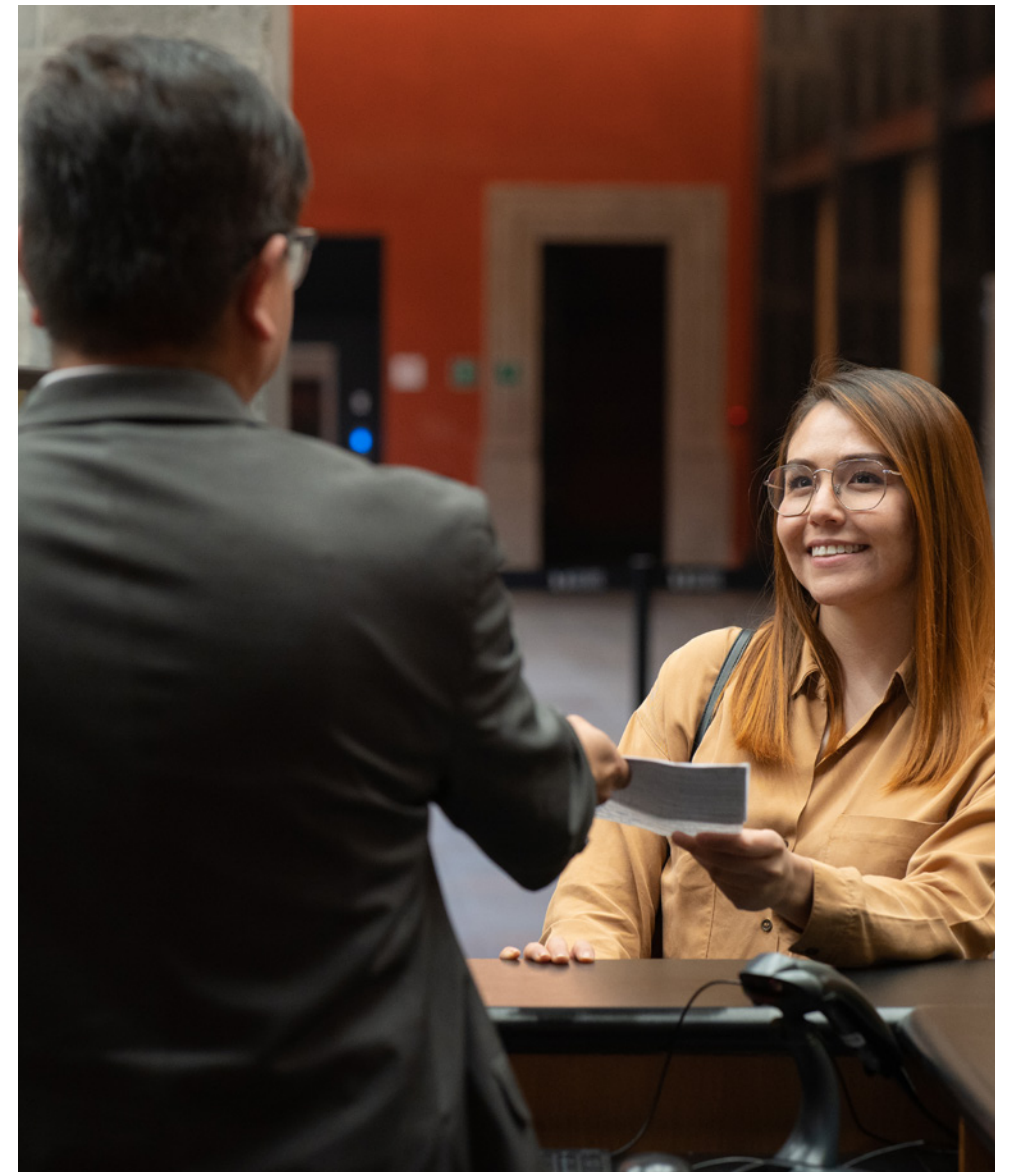
As our mission is to help clients and not to take advantage of their need, we offer options for those who cannot cover the total amount of the loan in the originally agreed term. The “countersignature” option is offered in which only the interest generated must be paid promptly for up to five months, to then settle the total. It can be countersigned up to three times in the case of unsecured jewelry and cars.

And after this last stage, the unrecovered items are sold at the Monte Store. And here an “excess” can be generated, a benefit that only Monte de Piedad offers and that occurs in the event that the object has been disposed of for a value greater than the debt and delivering that extra price to the client.

Another good practice is the reassessment of an item already pawned and that is in the warehouse or Monte Store. In this procedure, the value of the pledge is updated and it is possible to receive another loan for it. For example, if a pawned jewel is made of gold and the price of this metal rises, an additional amount of loan may be received.

If you want to know more about our pledge loan options and/or are interested in requesting one, follow this link:

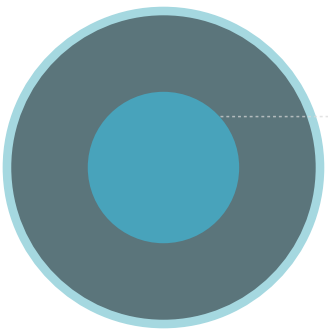
[Conoce qué empeñar | Nacional Monte de Piedad \(montepiedad.com.mx\)](https://montepiedad.com.mx)  
(Learn What to Pawn)





Stakeholders and SDGs impacted

Subsidized Loans



40%

Pledge loan operations

40% of the pledge loan operations are subsidized

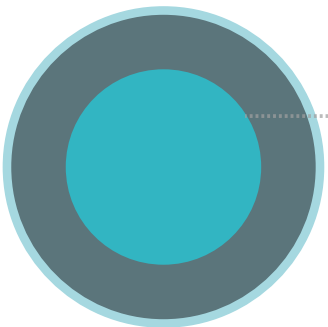


Goal 1.4

Microfinancing for vulnerable groups

The subsidized loan does not cover its operation costs and is granted from \$30 pesos up

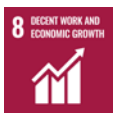
Loans to businesses



55%

clients with businesses operations

55% of the credits are for clients with businesses

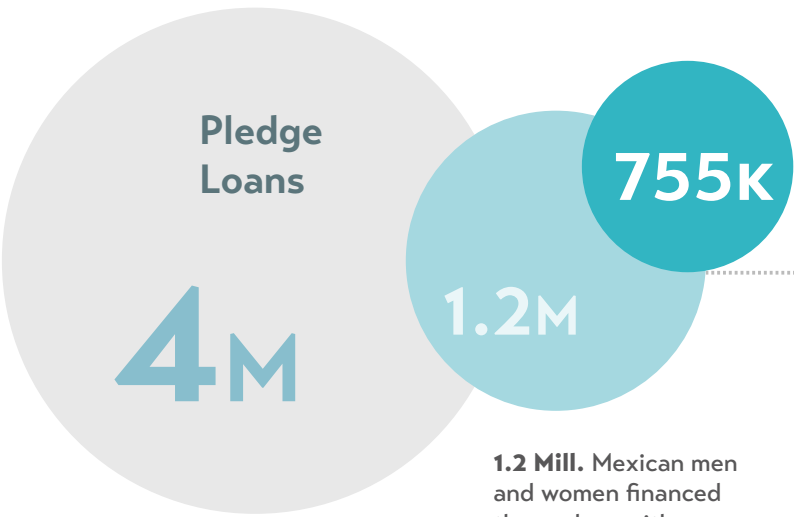


Goal 8.3

Agile and responsible financing for the micro, small and medium-size businesses

2 of every 3 pledge loans are destined to this sector

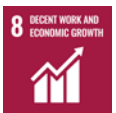
Financial Solution with no Credit Bureau validation, no opening commissions and without showing their charter



4 M. Mexican men and women were directly or indirectly benefited with Pledge Loans

1.2 Mill. Mexican men and women financed themselves with Nacional Monte de Piedad's pledge loans

755 k of these loans were granted to women



Goal 8.10



Goal 10.2

Promote and expand access to banking, financial and insurance services for all

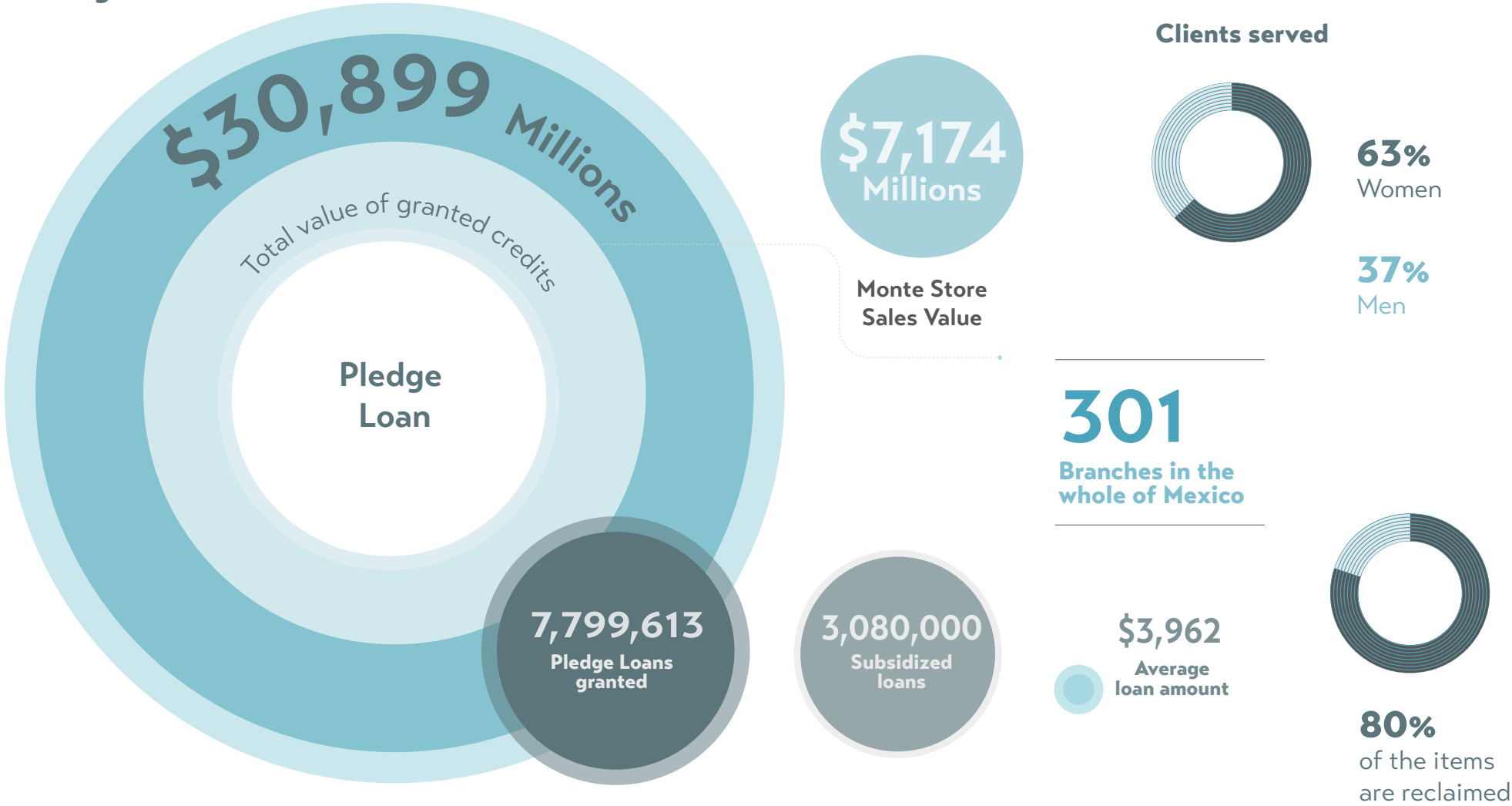
Economic inclusion of all people: Whoever needs it

The Monte de Piedad pledge loan especially benefits three interest groups:

- Families in a vulnerable situation through our subsidized loans.
- Entrepreneurs from Micro, Small and Medium-sized businesses that resort to our loans to finance their operation.
- Mexican families in general, especially those without access to the financial system, through our traditional pledge credit.

4.1.2 RELEVANT FIGURES 2021 – PLEDGE LOAN

Relevant Figures 2022  
Pledge Loan



In November 2022, the agreement with OXXO convenience stores came into force so that payments related to the pledge loan can be made in all its branches, offering an additional alternative to our customers. The applicable operations are:

- Un-pawning
- Untimely un-pawning
- Countersign
- Untimely Countersign
- Sale with cash

This link explains in detail how this alternative works:  
<https://www.montepiedad.com.mx/informacion-de-pagos/pago-en-oxxo/>

## PERSONAL CREDITS

### 4.2.1 FINANCIERA NACIONAL MONTE DE PIEDAD

Through Financiera Nacional Monte de Piedad we also grant unsecured personal loans and we do so. Our commitment is in the construction of a better future for our clients. We have comfortable terms and competitive conditions.

Our Financiera reflects the evolution and adaptation to the new times as it is a service designed for the new generations, which seeks to respond to their financing needs and resorting to digital platforms for the different paperwork and procedures.

Financiera Monte is part of our recent history: in 2016 Sociedad Financiera Popular La Paz was acquired and in 2017 authorization was obtained from the CNVB (*Comisión Nacional Bancaria y de Valores* - National Banking and Stock Commission) to operate the Unsecured Personal Loan and Sociedad Financiera Popular La Paz changed its name to **Financiera Monte de Piedad**.

#### OUR VALUES:

##### Integrity

We act in a respectful, honest and responsible manner in all the processes and activities that we carry out in our work, showing transparency and honesty.

##### Quality and Diligence

As the client is the most important figure in our activity, we are committed to providing a quality service, characterized by care and dedication in each of the operations, and accompanied by an attitude of service and kindness.

##### Market Conduct and Society

The essence of healthy competition is based on the quality and conditions of our services, respecting the competition with fair, responsible and transparent business practices. Financiera abides by the same Code of Ethics of Nacional Monte de Piedad, I.A.P., a document that outlines our transparency and service policies.

The financial services offered are:

1. Online credit
2. Renewal Credit
3. Consolidation credit
4. Credit for IMSS employees
5. TUNAVE Credit

More information regarding these services and their characteristics can be obtained through this link:

<https://financieramontedepiedad.com.mx/>





### 4.2.2 RELEVANT ACTIONS 2022 – PLEDGE LOAN

In 2022, a digital channel was developed for potential customers to request a loan 24 hours a day, seven days a week in real time and 100% remotely.

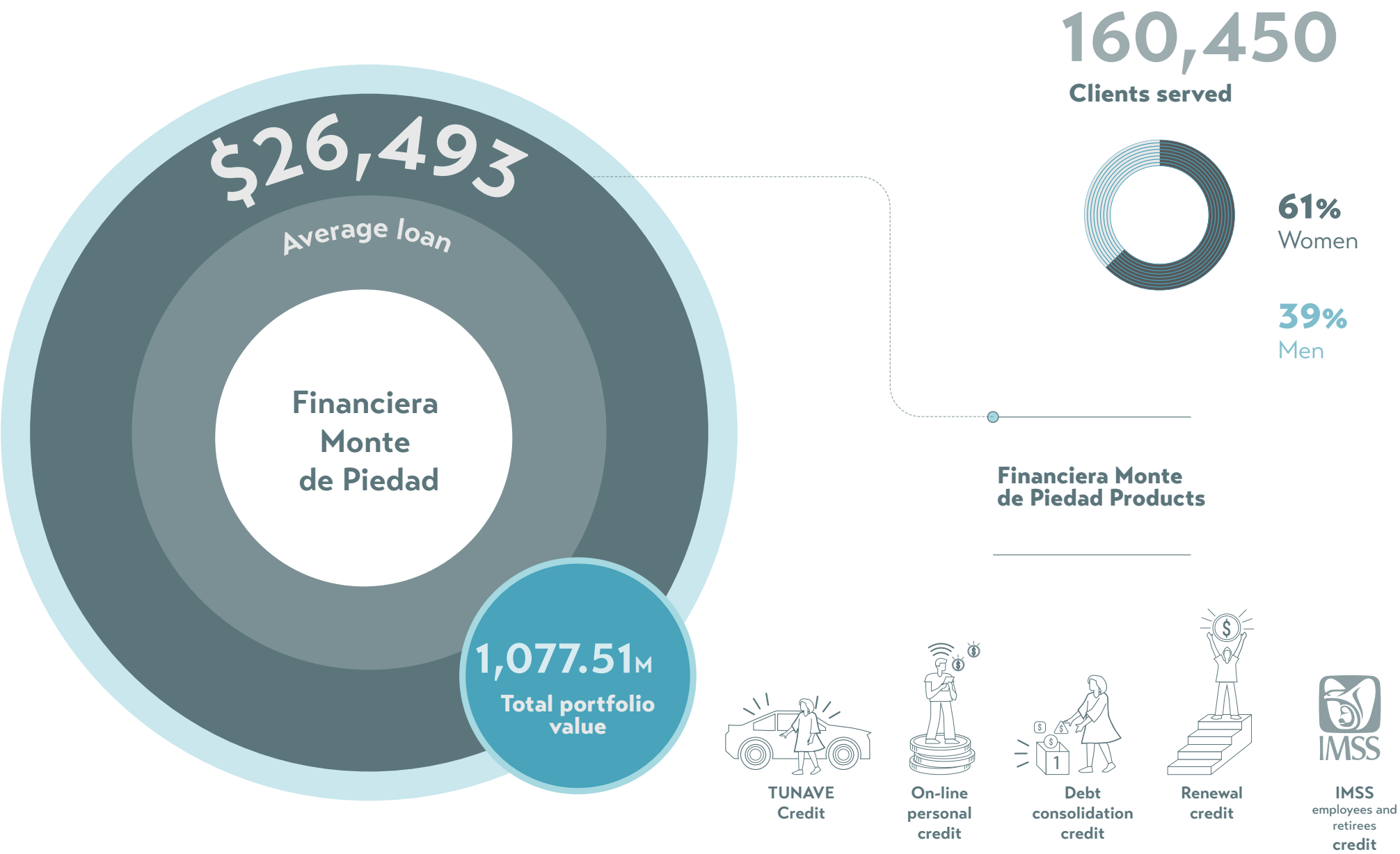
The experience begins by asking the client about their financial needs, then they are given a personalized offer that, if they like it, allows them to establish a long-term relationship so that Financiera Monte de Piedad helps them achieve their economic objectives.

All the management is done online through the clients themselves, since they are the ones who upload their personal data, upload their documents while waiting for a credit evaluation and the response to their procedure; this process happens in a matter of minutes.

Similarly, in 2022 progress was made in the ease of making payments from the comfort of home through these options:

- Direct debit of payments
- Payment via SPEI
- Citibanamex Web Service
- Citibanamex Branch
- OXXO Convenience stores
- Payment link - Call Center

### 4.2.3 RELEVANT FIGURES 2022 – PLEDGE LOAN



BRANCH NETWORK

Nacional Monte de Piedad closed the year 2022 with 301 pledge loan branches.

We have a presence in each of the federal entities of the Mexican Republic.

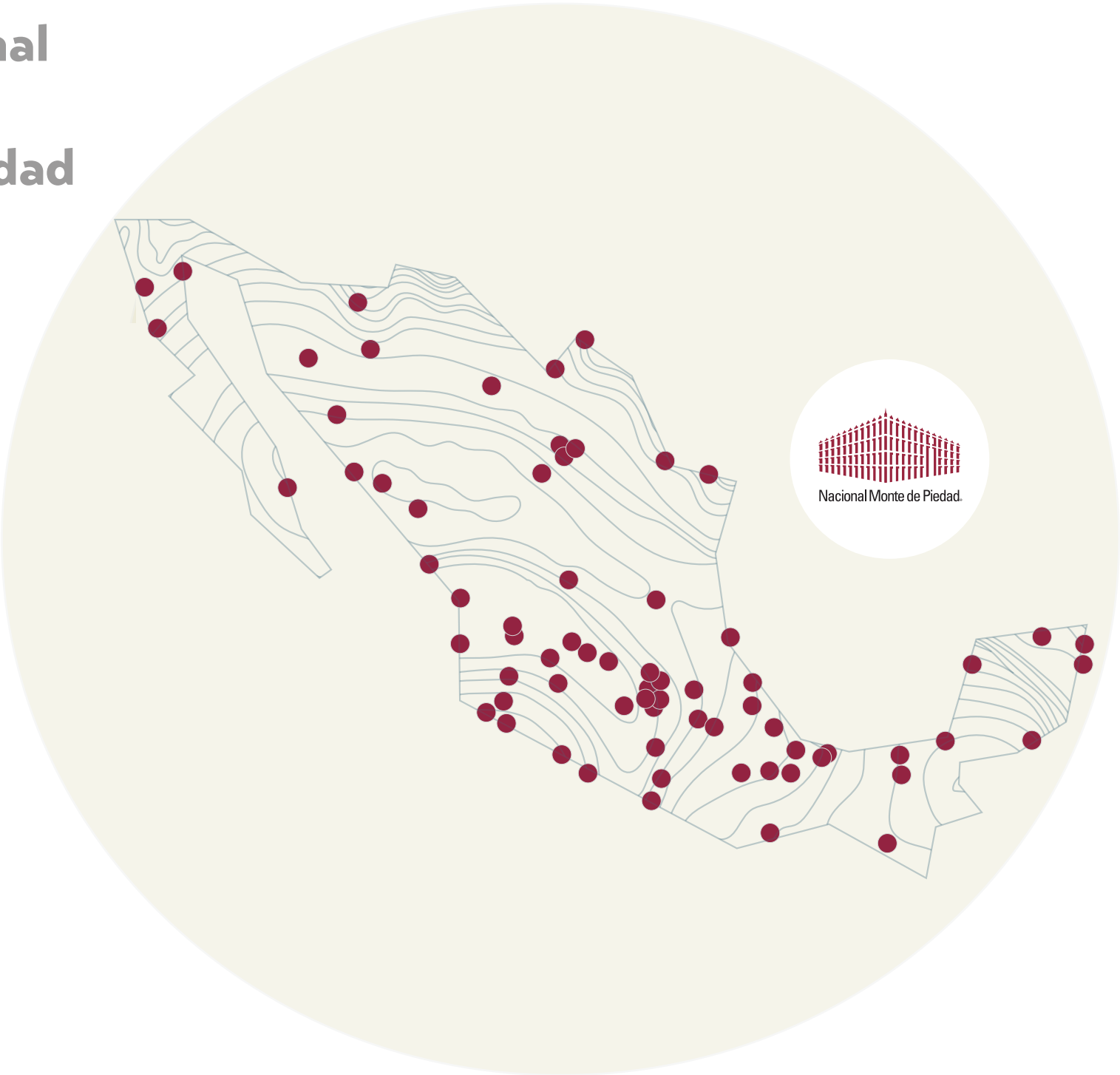
PRESENCE IN MÉXICO OF FINANCIERA MONTE DE PIEDAD

Due to its innovative model, Financiera Monte de Piedad does not operate through “traditional” branches but rather through direct and personalized customer service. The states where it operated in 2022 are:

CDMX  
EDO. DE MÉXICO  
VERACRUZ  
JALISCO  
NUEVO LEÓN  
YUCATÁN  
COAHUILA  
DURANGO  
MICHOACÁN  
GUANAJUATO

AGUASCALIENTES  
QUERÉTARO  
HIDALGO  
PUEBLA  
TLAXCALA  
MORELOS  
QUINTANA ROO  
SAN LUIS POTOSÍ  
COLIMA

We are  
Nacional  
Monte  
de Piedad







SOCIAL  
INVESTMENT

105



MONTE DE PIEDAD  
SOCIAL INVESTMENT  
MODEL

Our founding vocation to Help those in need is achieved through the Virtuous Circle of Help that begins in each one of the branches around the Mexican Republic.

Said circle not only supports those who resolve an economic emergency with a pledge loan and financial services, but also promotes economic and social development by financing businessmen and entrepreneurs in their businesses, with the lowest interest rate in the market and subsidizing those loans that do not cover their operating costs.

An important part of the remnants of the pledge operation and financial services is invested in Civil Society Organizations that have initiatives aimed at restoring the right to health, education, decent work, financial inclusion, food security, among others, joining efforts with other donors and social actors.

The Social Investment of Nacional Monte de Piedad has the objective of contributing to the sustainable development of Mexico and with this, it seeks to improve the conditions of people who live in vulnerable situations.

We return value to society through our social investment model, by accompanying and strengthening the interventions of more than 550 allied CSOs. In this way, together we build a fairer country with equal opportunities for the more than 1.2 million people with whom these organizations work.



NACIONAL MONTE DE  
PIEDAD - UN SUSTAINABLE  
DEVELOPMENT GOALS AND  
SOCIAL INVESTMENT

The central strategy of Social Investment of Nacional Monte de Piedad, in tune with the institutional value creation model, was aligned to promote the progress of the UN Sustainable Development Goals (SDGs).

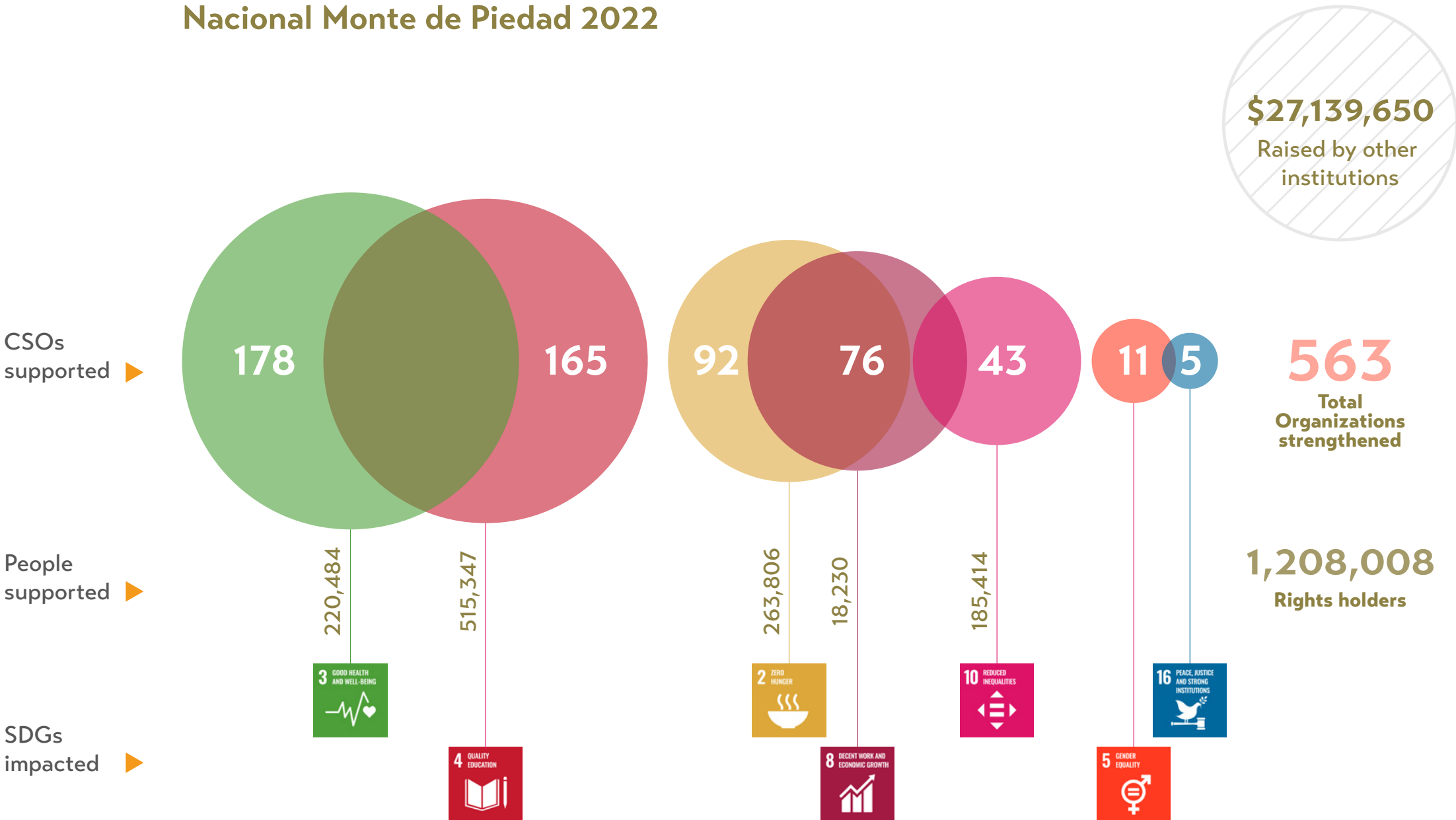
Fundamentally, we finance and support Civil Society Organizations (CSO), so that they can develop interventions with a positive impact on Mexican society and that contribute to the SDGs.

We also carry out actions and programs directly focused on SDG 16 Peace, justice and strong institutions and 17 – Alliances to achieve the objectives.

Therefore, our contribution to the SDGs will be grouped into two segments:

- Direct, generated by own programs,
- and Indirect, those which arise through the actions of the supported CSOs.

Social Investment  
Nacional Monte de Piedad 2022





DIRECT  
CONTRIBUTION  
TO THE SDGS

In 2022 we will contribute directly to SDG 16 Peace, justice and strong institutions and 17 – Alliances.



SDG 16 – PEACE, JUSTICE AND STRONG INSTITUTIONS

Here we align our efforts with Goal 16.6 of: “Create effective and transparent institutions that are accountable at all levels.” We carry out institutional strengthening actions as summarized in the following table:

TYPE OF STRENGTHENING	MECHANISM	Non- CSO	NON- PEOPLE
Managing for Development Results	Learning Community	15	27
	AliadOSC	106	202
Monitoring and Assesment	Learning Community	20	35
Organizational Strategies and Capabilities	IPADE and ICAMI scholarships	2	2
	Acciona	40	74



## SDG 17 – PARTNERSHIPS TO ACHIEVE THE GOALS

The actions were aligned with goal 17.17 of “Encourage and promote the establishment of effective alliances in the public, public-private and civil society spheres, taking advantage of the experience and strategies for obtaining alliance resources.”

The main alliances that we have promoted and strengthened with technical and financial assistance in 2022 are:

- Alliance with Fundación Coppel in the joint venture for Decent Work for youth and people with disabilities
- Alliance with Dibujando un Mañana A.C. and BOCAR A.C. Family Foundation in the joint venture “Add to Transform”
- Alliance with Citibanamex for the design of financial education programs
- Youth with Decent Work
- Global Youth Opportunity Network Alliance (GYON) Mexico City
- Social and Solidarity Economy Promotion Group
- CSO PULSE
- AliadOSC Program





INDIRECT CONTRIBUTION  
TO THE SDGS THROUGH THE  
SUPPORTED CIVIL SOCIETY  
ORGANIZATIONS (CSO)

As already mentioned before, this contribution is generated by the 563 CSOs that we supported and strengthened in 2022.  
In total, 5 SDGs are impacted, the relevant figures of which are presented below:



SDG 2 – ZERO HUNGER

Number of CSOs supported – 90  
Total number of people supported - 263,806



SDG 3 – HEALTH AND WELL-BEING

CSOs supported – 176  
People supported – 220,484

**CASE OF SUCCESS SDG 3 / MEXICAN INSTITUTE OF OPHTHALMOLOGY:** user who had access to an operation and as a result, a life change.



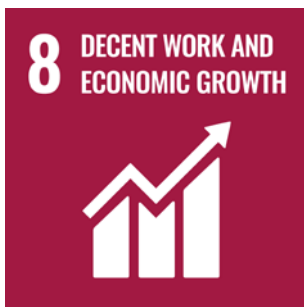
Héctor: I couldn't work because I couldn't see because of the cataract. In fact, it affected me a lot financially. I was constantly falling, I fell seven times. I could not see anything, in the street I stumbled. A friend recommended me to the Mexican Institute of Ophthalmology, I.A.P. and they gave me a helping hand. My life has changed 100%. Although I can't see in one eye, with the other eye my life is completely changed. Now I can look for a job and keep on going. It is no longer like before, it is now more tolerable. Thank God I found this institution that helped me. What I am most grateful for is that they gave me back part of my life, I am very grateful. If this hadn't happened, I'd be down, self-esteem collapses. This institution is very good, I recommend people to come and have an operation here.



#### SDG 4 – QUALITY EDUCATION

CSOs supported – 179

People supported – 521,722



#### SDG 8 – DECENT WORK AND ECONOMIC GROWTH

Number of CSOs supported – 54

Total number of people supported - 18,230

#### CASE OF SUCCESS SDG 8 / CSO LEADER TESTIMONY: PILAR IBARRA FROM IMPULSO UNIVERSITARIO

*Through the project with NMP, we designed a labor linking platform that has facilitated the linking of the offer with the talent of young people in training as well as those who have already completed the intervention with us. With this platform, we approach more than 60 companies with which we have agreements and are registered on the platform. This has helped us to establish employment relationships with the youth. It is very cool to see when the link with young people is achieved and when awareness is generated in companies of the public problem of youth employability. The benefits are invaluable. And how much we have strengthened as an institution through work with NMP. They trust in our work and are involved, not only with the donation, but in everything that it contributes to us: strengthening our strategic line and our model of intervention; links and alliances that we have been able to generate and the training that they provide us.*

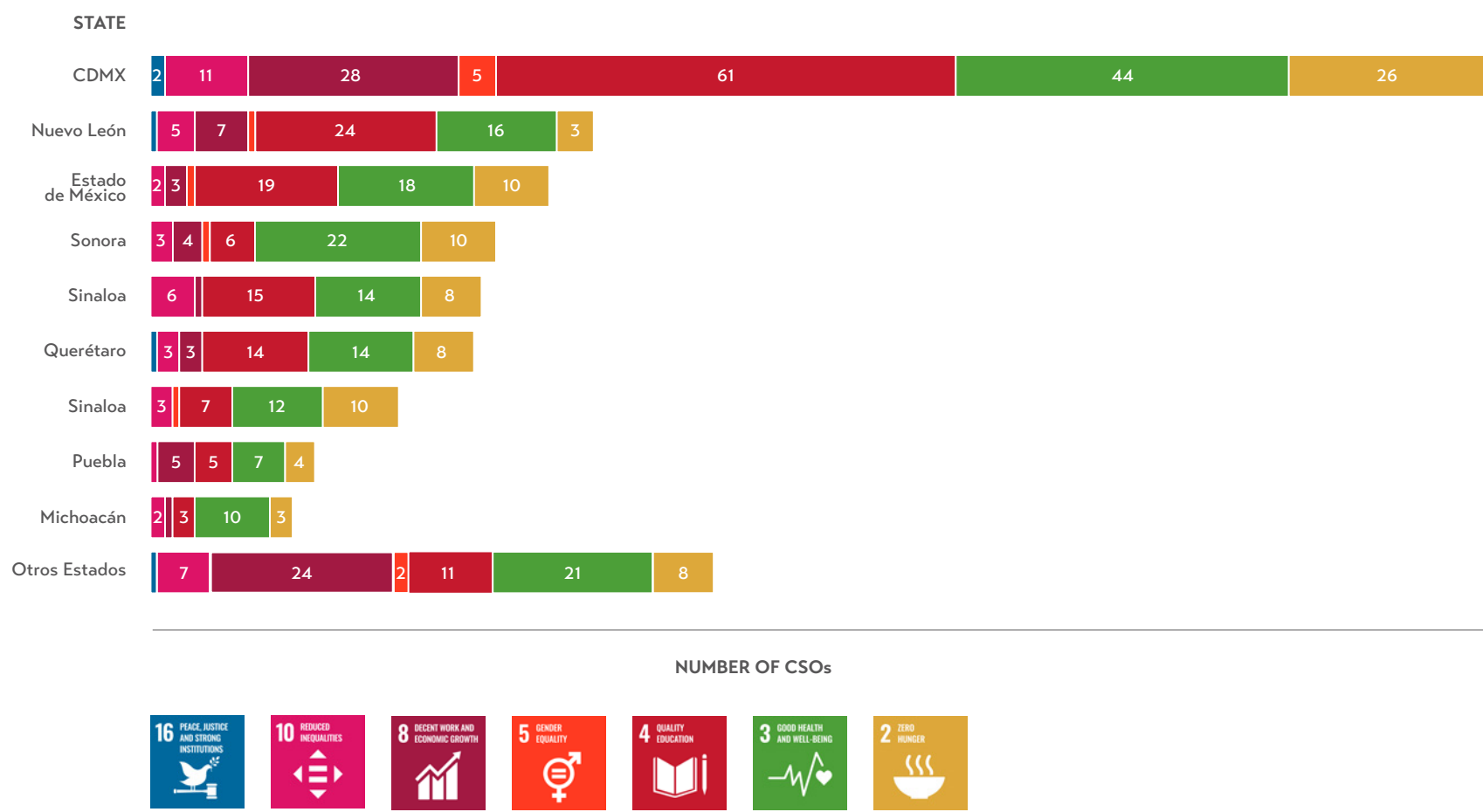




SDG 10 – REDUCTION OF INEQUALITIES

Number of CSOs supported – 72  
People who reduced their inequality - 185,414

Social investment -  
SDGs promoted by CSOs in the States in 2022



\*Otros Estados: aquí se incluyen todos los demás Estados de la República Mexicana que no aparecen de forma individual en la gráfica

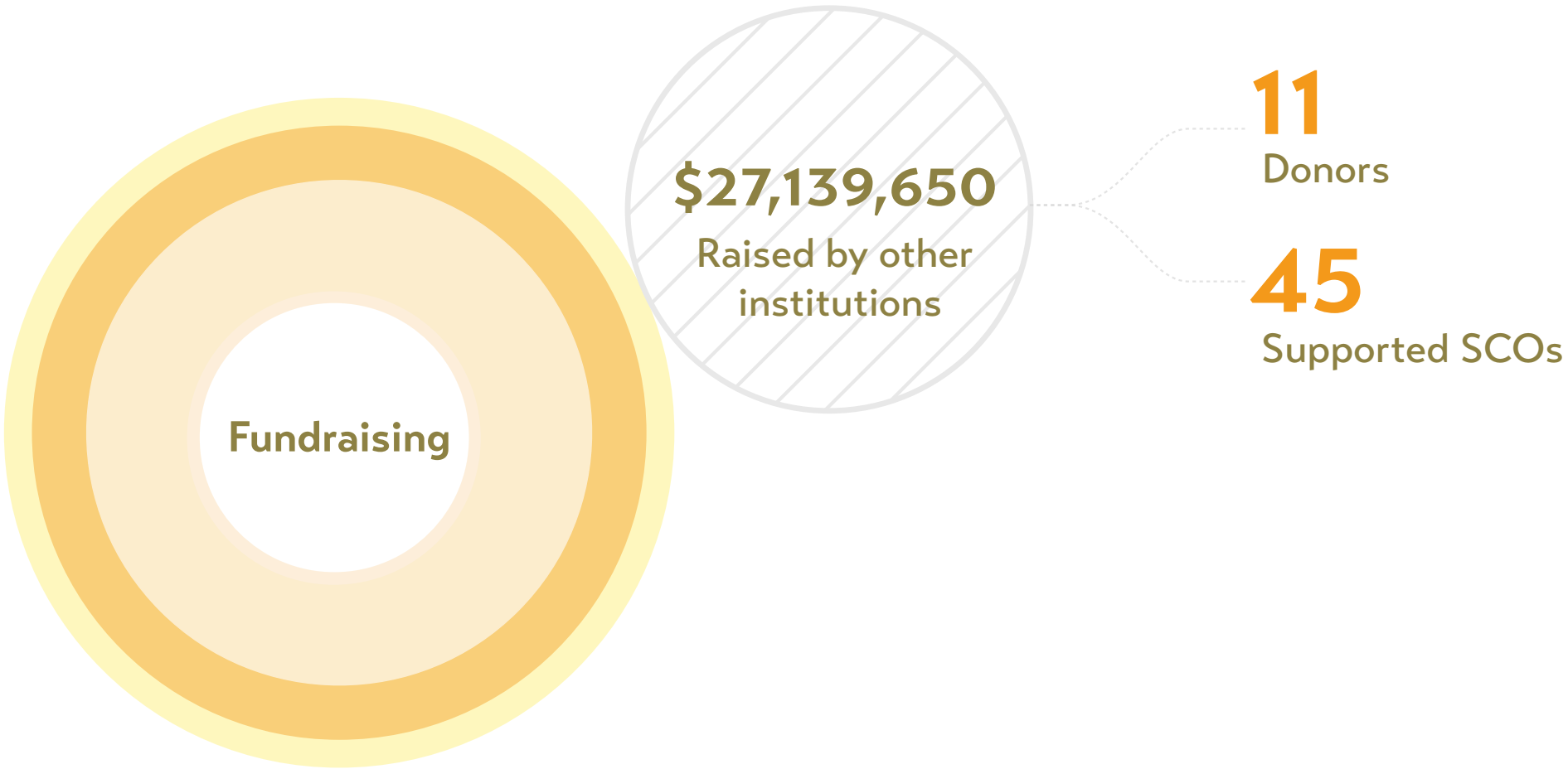
FUNDS

PROCUREMENT

We have a fundraising (procurement) strategy to invite other companies to channel their social investment through Nacional Monte de Piedad and co-invest in our portfolio of institutions, motivated by the ideal of multiplying the amount of donations available to solve public problems through a value proposition based on transparency, accountability and impact.

FUNDRAISING	
Funds raised in 2022	\$ 27,139,650
Donors	11
SCOs supported	45

Fundraising and  
Supported Programs





## OTHER RELEVANT PROJECTS AND ACTIONS IN 2022

- **Bicentennial Class Scholarships**
  - Graduate scholarship holders: **95 students in 2022**
  - Active scholarship holders: **207**

- **POSIBLE**
  - People registered in the call **30,251**
  - Completed business models **13,595**
  - People trained through training courses **3,900**

- **Participation in POSiBLE COOP**
  - Strengthened cooperatives **56**
  - Trained corporativists **132 directos, 457 indirectos**
  - Direct jobs preserved **2,195**

- **Book Publication “Generosity in Mexico III Sources, Channels and Destinations”**

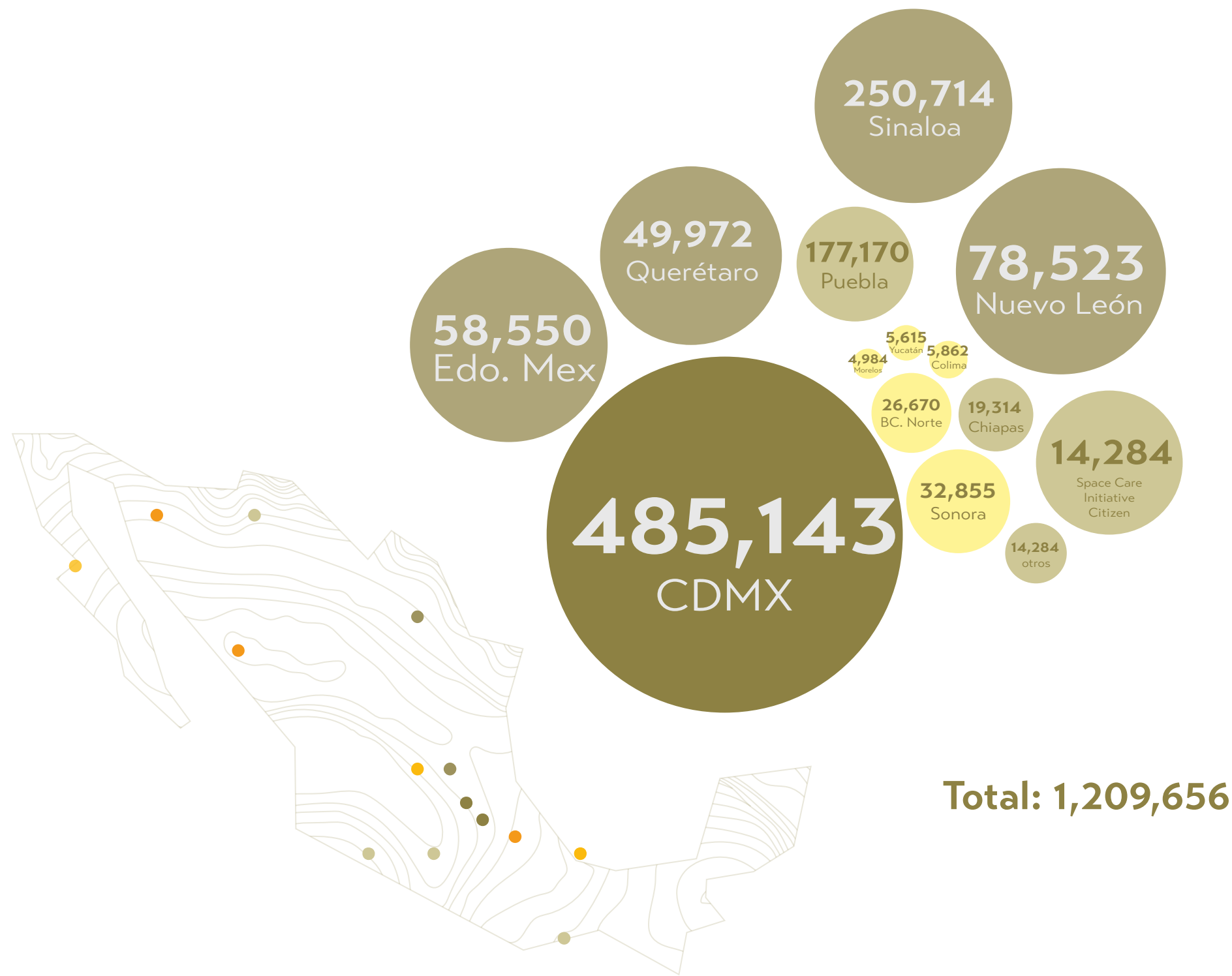
by CIDE, in which we participate as the source of research on the philanthropic and volunteer sector in Mexico. This allowed us to share support strategies and actions for the benefit of our allied organizations and vulnerable populations.

- **Participation in various spaces for dialogue to improve the social sector:**

We participated in different dialogue spaces, such as: Ensemble; Citizen Care Initiative; Routes to Strengthen; Latimpacto; CEMEFI Donors Forum; Latin American Impact Investment Forum (FLII); Alliance for Impact Investment Mexico; Alliance of Latin American private foundations that promotes the value of the elderly and their importance in society. This improves the understanding of the ecosystem variants, allows us to interact with other actors to co-create solutions, we can share effective strategies and learn about trends in other parts of the world.

**SOCIAL FOOTPRINT**  
OF NACIONAL MONTE  
DE PIEDAD

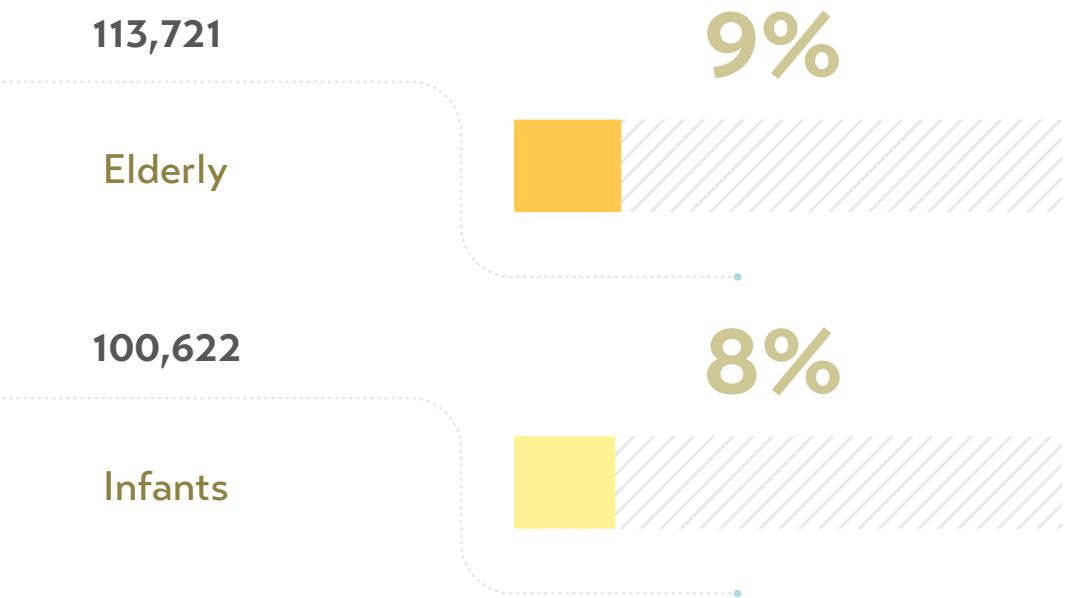
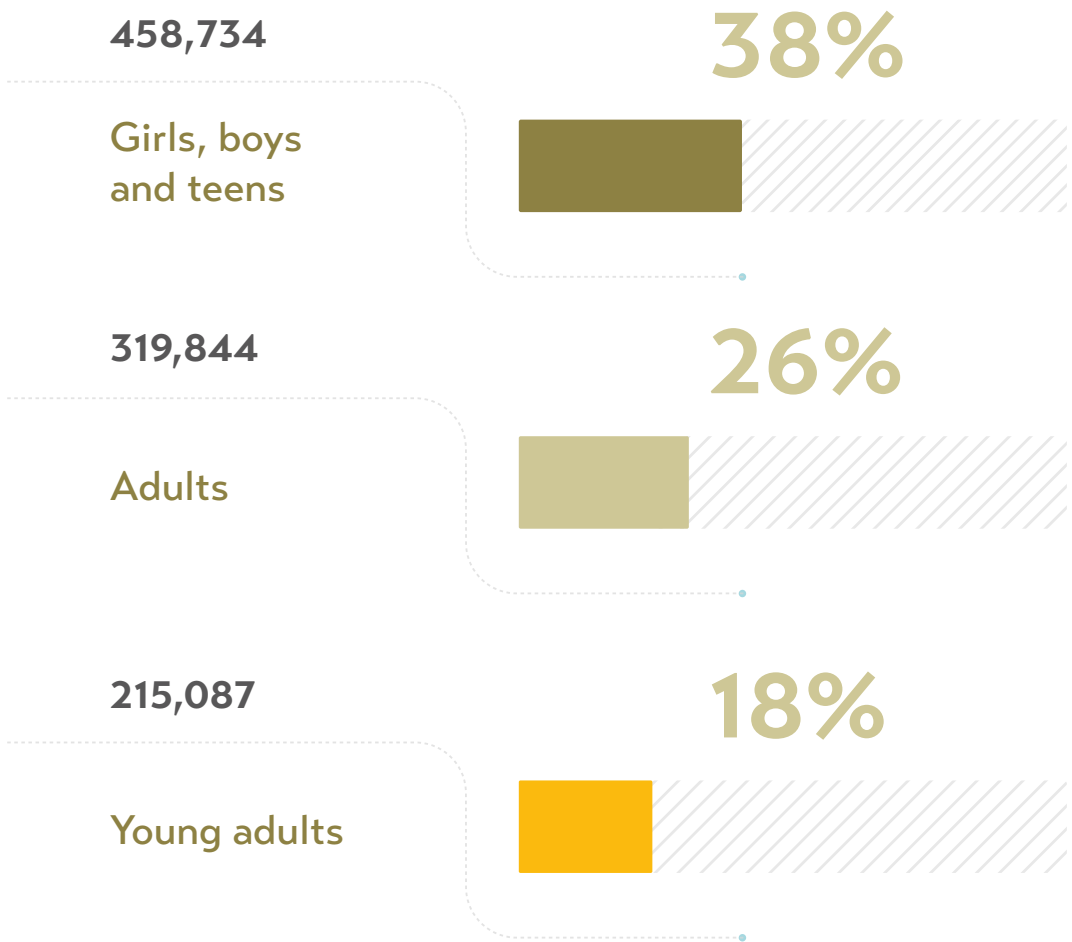
**Social Investment**  
**Rights holders (Beneficiaries)**  
**by State**



**Total: 1,209,656**

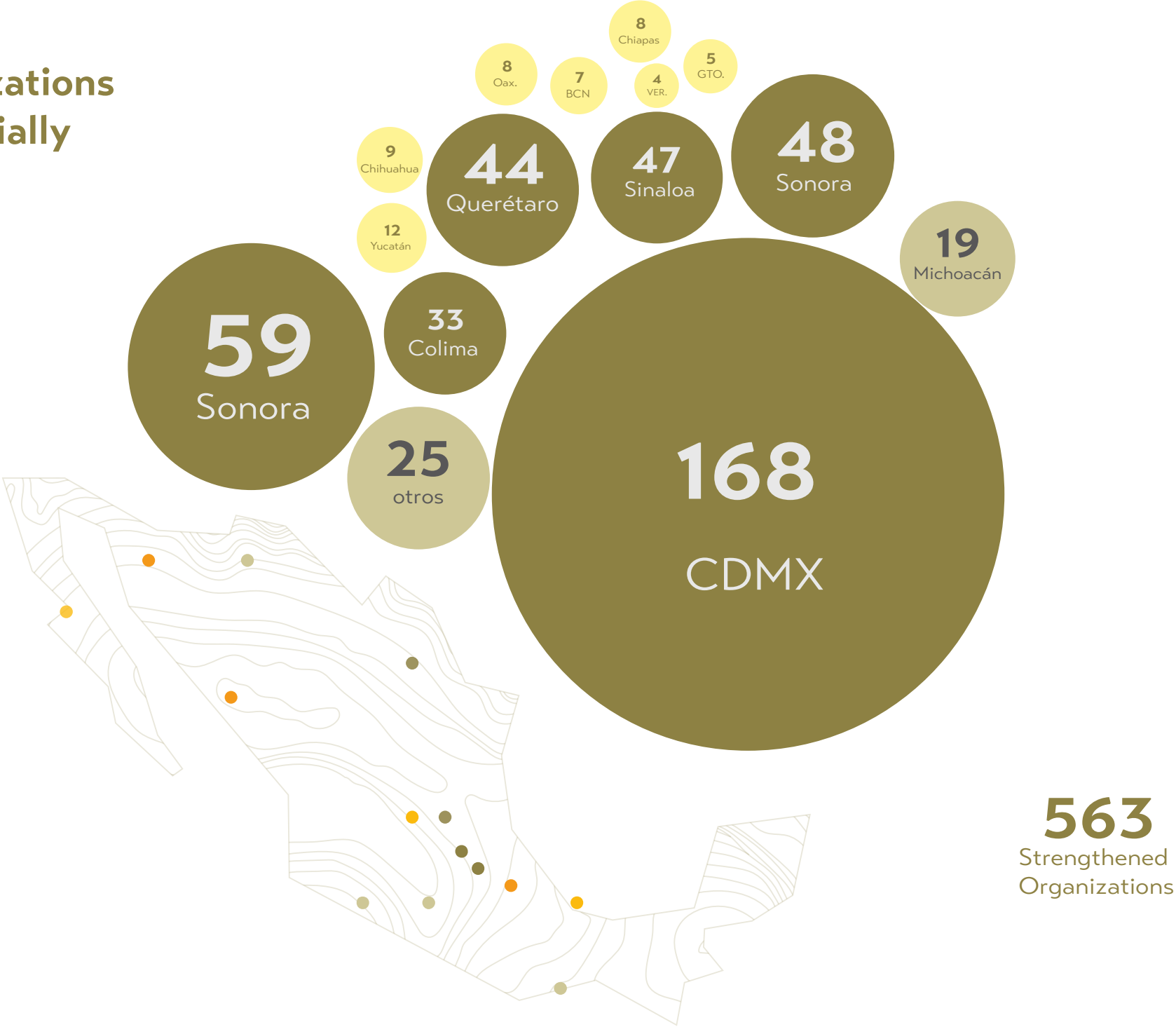


Social Investment  
Rights holders (Beneficiaries)  
by State



Total: 1,209,656

Social Investment  
Strengthened Organizations  
techincally and financially  
in 2022







ETHICS AND GOVERNANCE  
ACTIONS

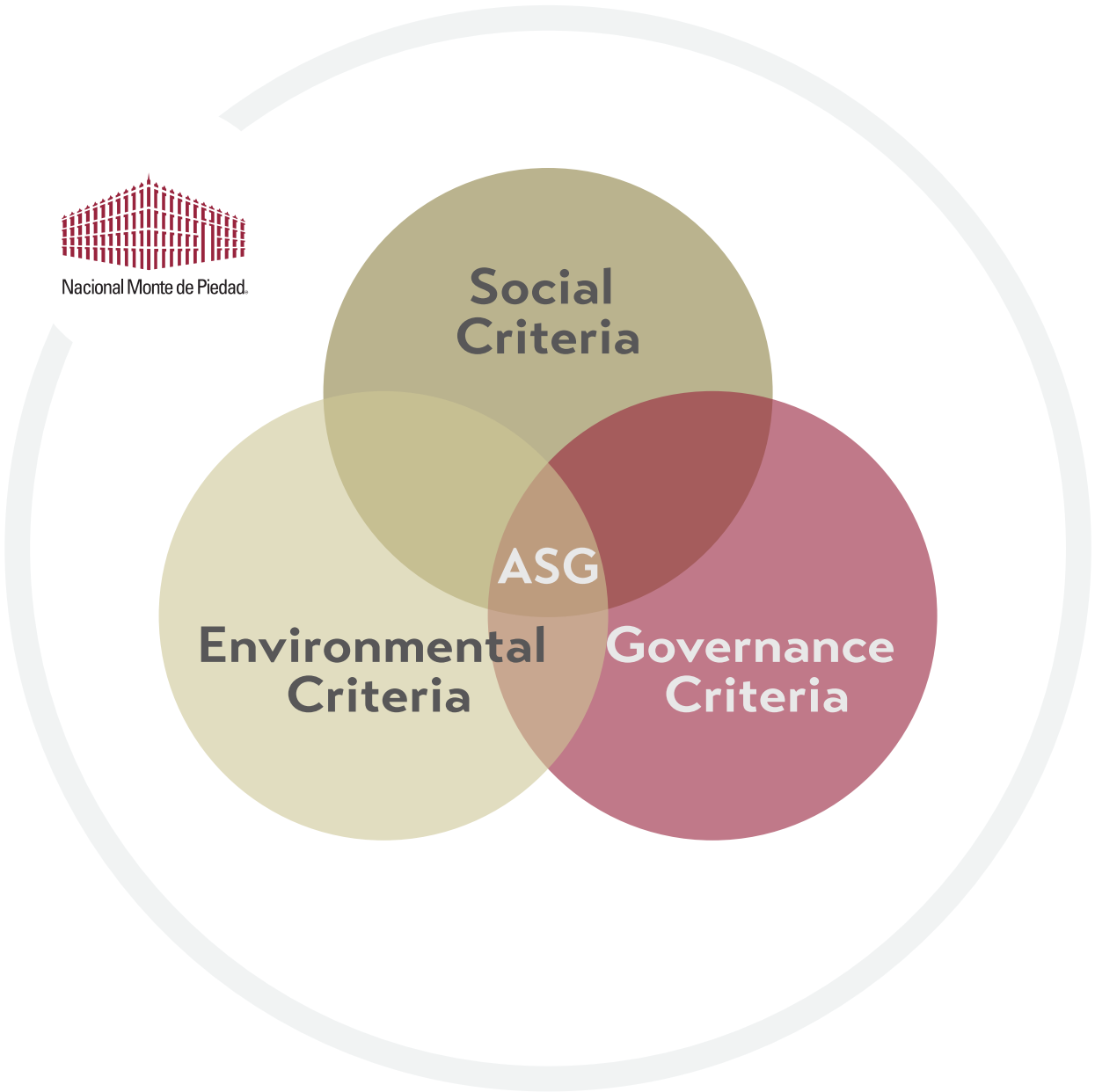
06

# INTRODUCTION

## ASG Model

A relevant element of the value creation of Nacional Monte de Piedad are good practices in ethics and governance, since they allow an orderly, viable, transparent and sustained institutional operation over time.

We are committed to complying with the laws and regulations that apply to us, as well as carrying out best practices that encourage us to improve day by day and shield the Institution from aspects that impact its reputation, stability, and permanence.





# GOVERNANCE AND OPERATIONAL STRUCTURES

Under this legal figure, the highest government body corresponds to a Board of Trustees, which is made up of seven members, outstanding and exemplary Mexican men and women, who are responsible for ensuring the interests and assets of the institution, thus seeking to fully comply with the statutory mandate of the founder to maintain the operation in perpetuity.

Regarding the operational structure, daily work is carried out through the work and dedication of the Monte team, which is grouped into ten departments and a general audit. And this team is led by a general director, a capacity that up to 2022 has been carried out by Mr Javier de la Calle Pardo.



# COMPREHENSIVE ETHICS SYSTEM

## 6.2.1 COMPREHENSIVE ETHICS SYSTEM ELEMENTS

The Comprehensive Ethics System is a key component of care and procurement in the control environment of Nacional Monte de Piedad and its related companies.

Through its various elements, it fosters an upright environment among employees, helps make decisions in the face of ethical dilemmas, and reduces risks in the operation. It combats acts that violate the dignity of people and dishonest and illegal practices, implying responsibilities of all those related to Monte de Piedad.

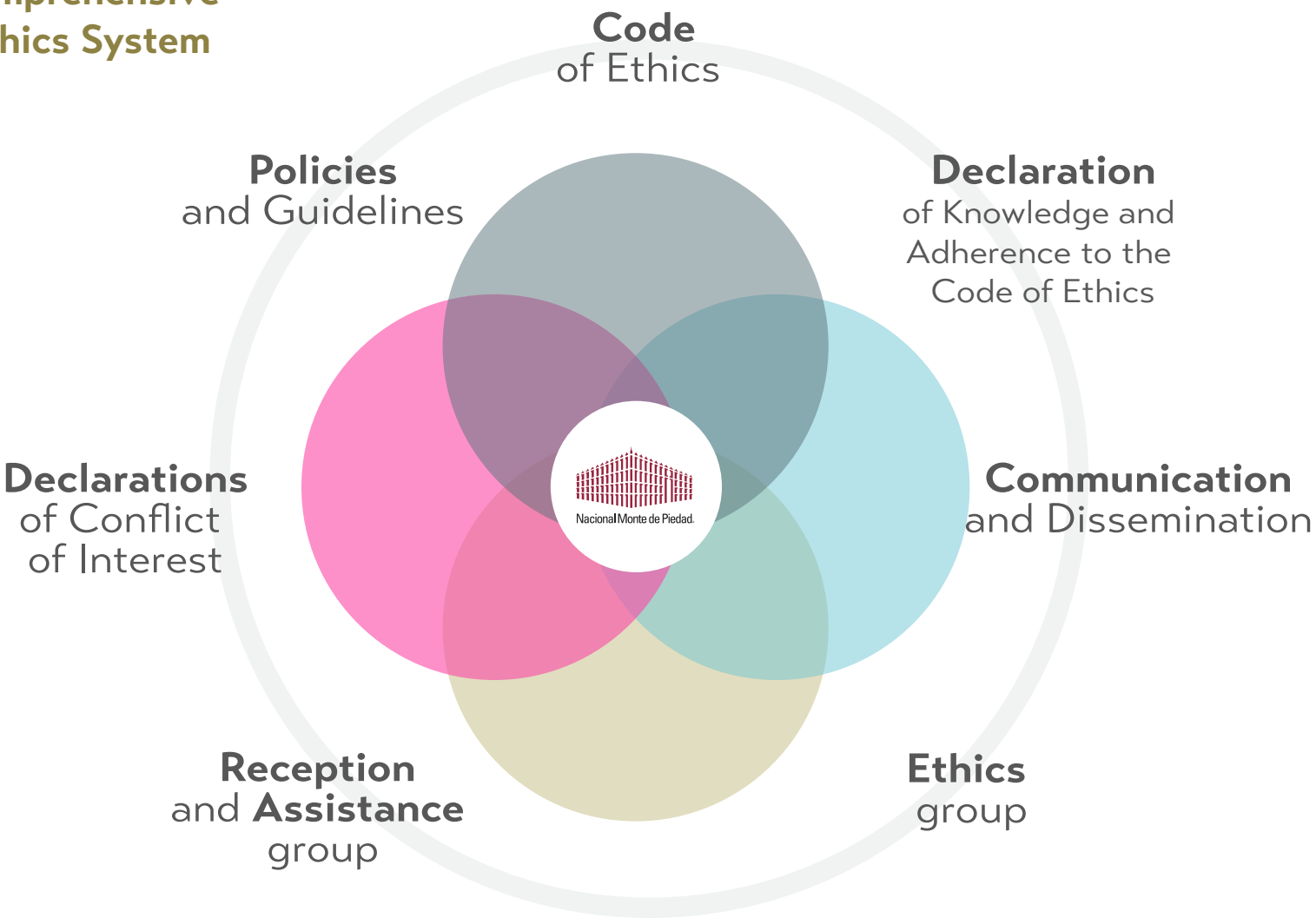
It is made up of eight elements, which are the guide to conduct ourselves under said framework of action:

- 1 Code of Ethics
- 2 Declaration of Knowledge and Adherence to the Code of Ethics
- 3 Communication and Dissemination
- 4 Ethics Group
- 5 Tu Línea Ética
- 6 Reception and Assistance Group
- 7 Declarations of Conflict of Interest
- 8 Policies and Guidelines

We are attentive to the needs of society and the various groups related to the Institution, therefore, it is continually reviewed and adapted to keep it in line with current social situations.

Regarding the Code of Ethics and its declaration, clearer and more inclusive statements and principles have been incorporated, with practical exercises applicable to the members of the Institution, which have been disseminated through communications and courses for collaborators.

## Comprehensive Ethics System





6.2.2 RELEVANT ACTIONS 2022 – COMPREHENSIVE ETHICS SYSTEM

In 2022, the policies and guidelines of this system were updated together with the various declaration exercises, thus seeking greater scope, precision and clarity to detect anomalies, deviations, risks and conflict of interest situations.

As regards good marketing and operating practices in the Institution, the controls in the management of the use of privileged information were reformulated with the aim of avoiding actions such as the section on pledges and arbitration. Thus, it is intended that the operations be carried out under public offer and open market conditions.

In 2022, the issues of “Conflict of Interest” and “Tolerance and equality” were emphasized, seeking to raise awareness among the Institution’s members of the situations under which the assets and well-being of all those related could be put at risk.

Behaviors that make a difference were encouraged to promote an adequate and healthy work environment in relations between members, clients, suppliers, grantees and the general public:

BEHAVIORS THAT MAKE A DIFFERENCE

- *Mark and enforce the limits of contact and personal approach.*
- *Have a clear and respectful statement regarding actions that are not to your liking.*
- *Maximize the use of correct and courteous language.*
- *Respect the diversity of preferences and beliefs.*
- *In the face of inappropriate treatment by an internal or external client, respond respectfully and lean on the work team or colleagues, to handle the situation in the best possible way.*

With our work team (bosses, subordinates or counterparts):

- *Seek assertive and objective communication based on achieving institutional goals and objectives, together.*
- *Be clear in establishing responsibilities and work guidelines.*

With our internal and external clients

- *Inform correctly and in a timely manner.*
- *Be transparent regarding our processes, products and their characteristics such as requirements, rates, terms, amounts, etc.*
- *Provide truthful and accurate information.*
- *Have an attitude of care, service and help.*

We also have Tu Línea Ética (Your Ethics Line), a primary channel for reporting breaches within the Institution. In 2022 we improved communication and contact with users, our levels of care for reported cases dropped and the work teams to deal with cases have become more and more multidisciplinary.

YEAR	ANNUAL LEVEL	% VAR.
2020	2.9	-
2021	2.7	7% ↓
2022	2.3	15% ↓

Line users made more varied use of the different channels available for reporting, a sign of the institutional effort to make a greater range of communication media available to them:

## 6.3

### MONEY LAUNDERING PREVENTION

In current times, the prevention of money laundering and financing of terrorism is a key aspect. Failures in this regard, in addition to the damage inflicted on society, can destroy the reputation of an institution.

Therefore, to prevent these crimes, we have established mechanisms and procedures, among which we highlight the following:

- We document our processes and policies, so that our activities and responsibilities can be internally regulated, which allows adequate management and control.
- We report to the competent authority the operations that meet the established criteria.
- We have 6 consecutive years, providing training to staff, disseminating important concepts, and measures to comply with the regulation, and avoid being part of the money laundering process.
- On an annual basis, we submit our processes to an audit review, to have an independent evaluation of the level of compliance and corresponding inherent risk.
- We have a corporate government consisting of Committees that meet regularly, and where relevant issues on the matter are reviewed.

## 6.4

### COLLABORATION AGREEMENTS WITH PROSECUTORS

We have signed collaboration agreements with prosecutors from different federal entities of the Mexican Republic.

The objectives of these agreements are:

- Make the best use of Monte's presence in 301 points in the country.
- Streamline information for investigation.
- Limit the spaces for the commercialization of objects of crime.
- Make pawning activities transparent.



6.5

ANTI-CORRUPTION  
ACTIONS WITH  
SUPPLIERS AND  
GRANTEES

We are aware of the importance of extending our anti-corruption practices to the value chain, therefore we have established procedures in this regard.

In the case of suppliers, these procedures apply:

- 1. Supplier registration: the signing of documents that imply a commitment to the good practices promoted by Monte de Piedad is required.
- 2. Evaluation of suppliers in terms of financial risk, and risk of fraud and compliance.
- 3. Validation of the information provided by the supplier

During 2022, within the mechanism “Tu Línea Ética”, we worked on the issue of grantees supported by Social Investment, an important group with which we seek to maintain healthy and long-term relationships through the dissemination of our principles and obtaining their statements in potential conflict of interest situations.

6.6

RIGHTS OF  
MONTE CLIENTS  
- INFORMATION  
SECURITY

We protect the personal data of our clients, complying with the provisions of the Federal Law on Protection of Personal Data Held by Private Parties and its regulations, we align ourselves with the best international information security practices (ISO/IEC 27001), we have robust policies and controls that allow us to guarantee the integrity and confidentiality of the personal data that they entrust to us.

To give customers greater certainty and confidence, we inform them of our privacy notice through the different channels that we make available to them to provide us with your personal data (web page, call centers, mobile applications and visible acrylics in branches) where it is clearly indicated the purposes of the processing of their data, the personal data we collect and how they can exercise their ARCO rights (Access, Rectification, Cancellation and Opposition), which allows their rights of self-determination to the processing of their personal data to be guaranteed.

These notices are found at the following links:

<https://www.montepiedad.com.mx/aviso-de-privacidad/>

<https://www.montepiedad.com.mx/portal/legales-derechos-arco.html>





GOOD LABOR  
PRACTICES

07



## BUENAS PRÁCTICAS LABORALES

Good labor practices have an important place in our value proposition. We certainly seek to be a relevant and transformative contribution to Mexican society, but above all we consider our work team, the one who gives their best every day so that we can carry out our mission.

Therefore, we are committed to offering them a quality work environment, where in addition to earning a salary and obtaining benefits that are much higher than the law, they can develop as full people, in a safe, friendly environment, without discrimination or any type of abuse.





# QUALITY WORK ENVIRONMENT WITH FULL RESPECT FOR HUMAN RIGHTS

We promote full respect for human rights in the workplace. We have mechanisms to avoid any type of discrimination, child labor, forced labor and any other reprehensible labor practice. And we also supervise the value chain to prevent any of these bad practices from occurring.

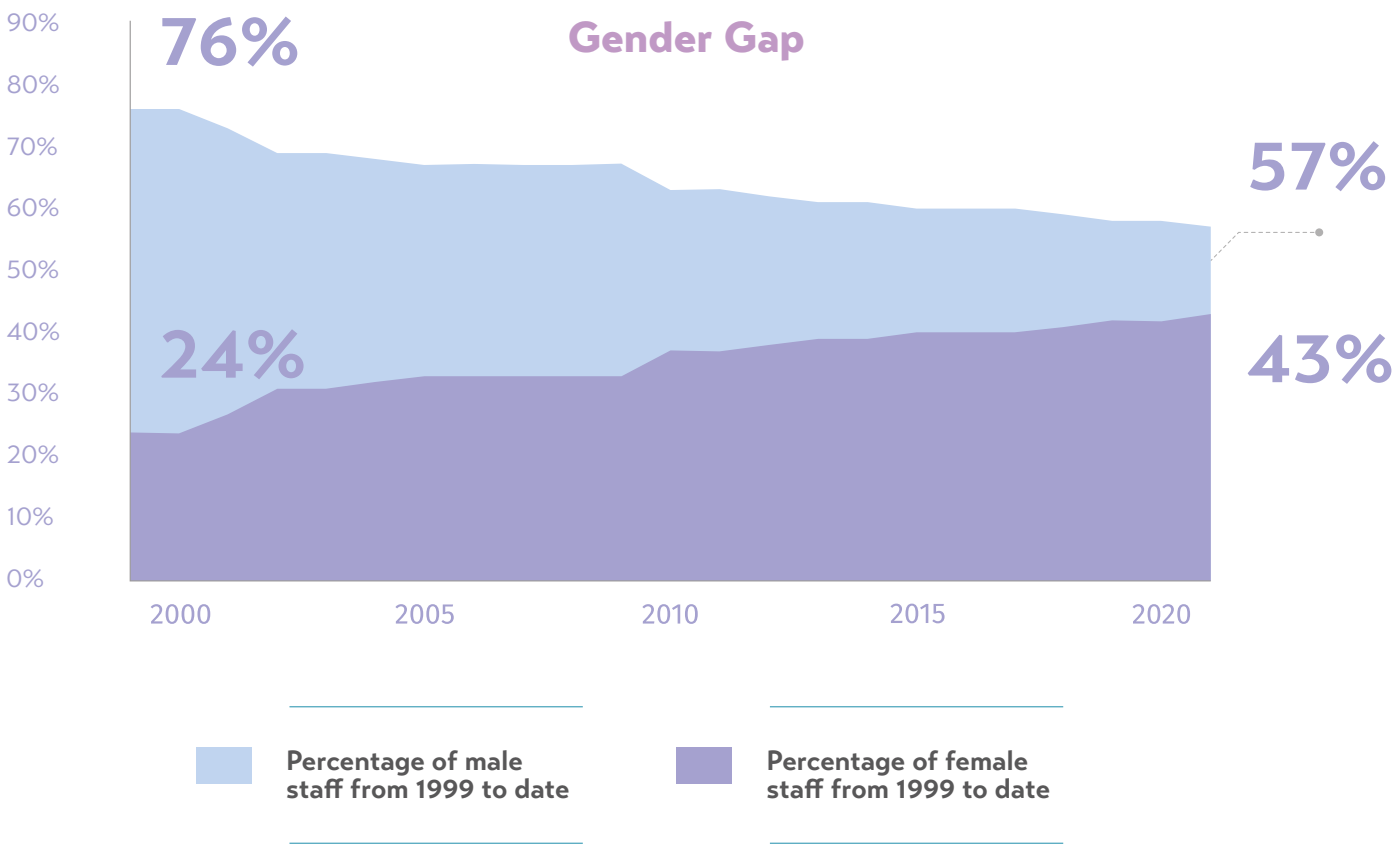
A relevant milestone in this regard is the implementation of NOM 035, with which work has been done since 2021 and progress continued in 2022. The progress made in 2022 in this area are:

- The percentage of application of questionnaires to collaborators was 26%.
- The respective published policy is available.
- A telephone line and an email were made available to the staff so that they can make their reports on aspects that they consider have an impact on the factors established by NOM-35.

## 7.1.1 GENDER EQUALITY PROMOTION

In the 1990s, and like many Mexican companies, Nacional Monte de Piedad was mostly male and of the total hired, 76% were men and only 24% women. But since the year 2000, in accordance with the new times and trends, gender equality has been promoted and the incorporation of women has been favored to reach a total of 43% in the workforce by 2022.

Today we offer equal hiring opportunities, we grant services and benefits that generate value without discrimination.

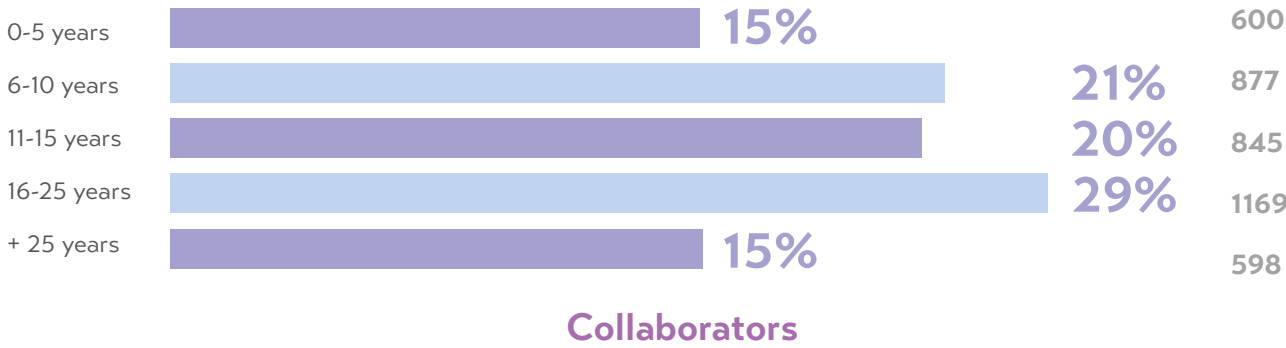


We have systematically implemented policies that promote gender equality. This allowed the gender gap to decrease in the last 20 years.

Gender gap decrease

From 26% to only 7%

## Seniority



## ORGANIZATIONAL DEVELOPMENT

We have a whole structure and a model specially designed to promote Organizational Development in the institution.

There is a commitment to attract, retain and develop people, for this reason the talent strategy focuses on promoting the performance of collaborators in an inclusive, diverse and flexible environment through training and development initiatives that contribute to work that is meaningful, promoting actions that impact their experience with a well-being approach.

### 7.2.1 RELEVANT ACTIONS 2022 - ORGANIZATIONAL DEVELOPMENT

#### FOCUS ON LEADERSHIP

Faced with leadership challenges, Monte carried out training initiatives that contributed to strengthening management capacities by providing tools to promote their growth and development in order to permeate a climate of trust and collaboration in their teams.

#### ORGANIZATIONAL CLIMATE

Listening to the voice of the collaborators is essential to identify situations that impact their experience related to the day-to-day interaction of processes, men and women colleagues, and the work environment in general.

The results were very positive, highlighting the commitment that people have with the Institution, as well as a high sense of belonging.

Undoubtedly, the entire team is proud, but there is also an awareness that there are less favorable areas in which we must focus so that together we continue to build the best place to work.

#### INDUCTION

Accompanying collaborators who join the Institution in their integration and adaptation process strengthens their commitment and identification with the work culture from the moment they enter.

**Welcome to the Monte team - 162 collaborators!**

#### REGULATORY TRAINING

Knowledge of the regulation is a practice that shows Monte's commitment to the authority's guidelines and our institutional policies; therefore, the team participates in a training program that integrates different courses on Compliance.

**Mission accomplished: 11,846 participations!**

#### RECONNECT AND TRANSFORM

One of the actions to adapt to the constant changes that the environment demands is to incorporate new skills, as well as a growth mentality to continue being an effective team, committed and willing to add tools that contribute to our development. For this, we implement the training program **"Reconnect and Transform"** in which we learn techniques to strengthen collaboration, communication and closeness in this new way of working.

We also acquire positive habits to inspire and activate our will towards

action both in personal and professional life to give our best version.

**Employees trained 1,178.**

#### OPERATIONAL TRAINING

In order to remain the best option in the pledge loan market to respond to the requirements and expectations of our clientele, training and updating courses on products and services are carried out.

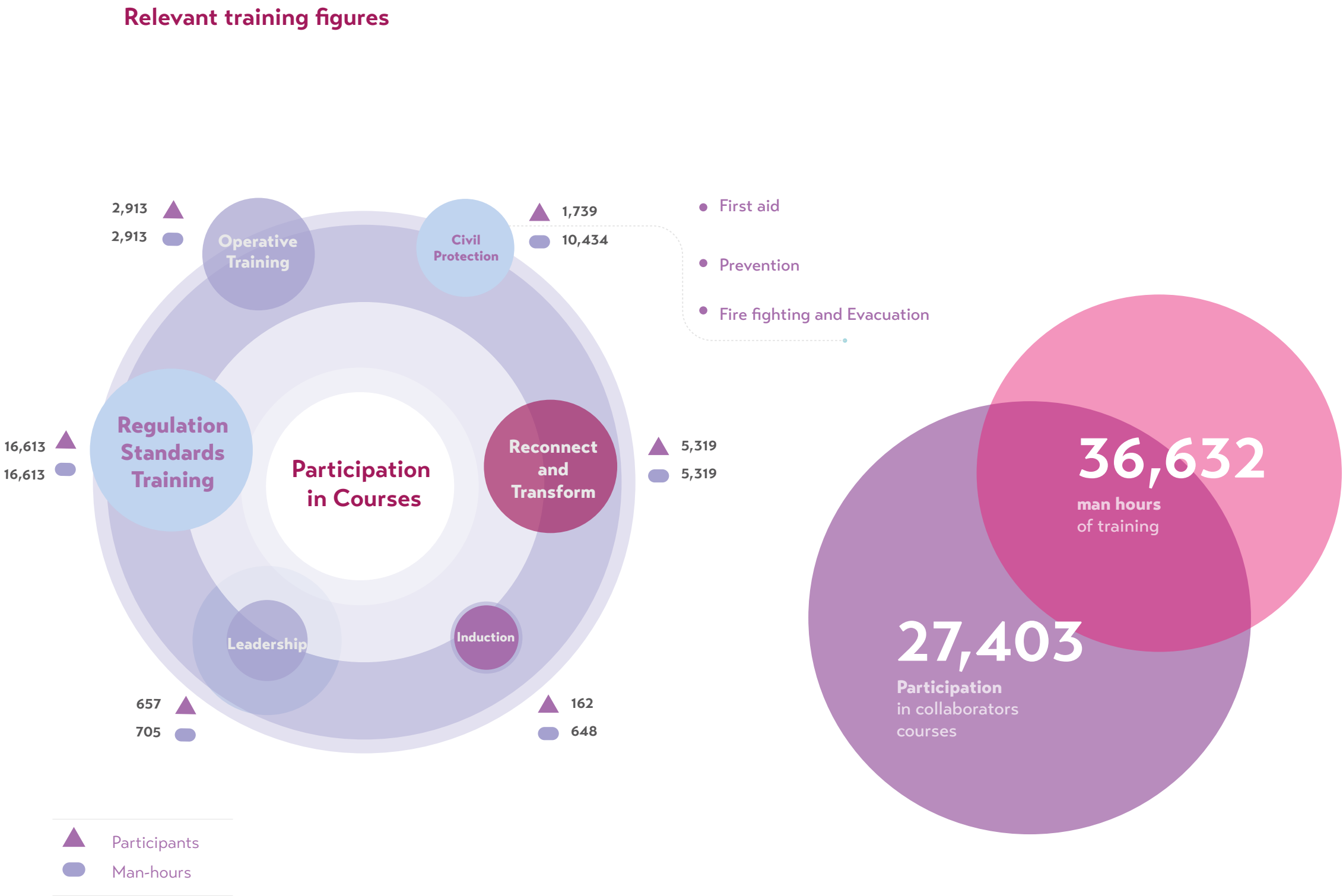
**Participations: 2,913**

#### CIVIL PROTECTION

As part of the measures established by the local and federal authorities in matters of Civil Protection and with the purpose of being prepared for any eventuality or emergency situation, Collaborators who play the role of Brigade members in Branches and in the Headquarters are trained. The topics included in the program are: First Aid, Prevention, Fire Fighting and Evacuation.

**1,739 brigade members trained**

# 7.2.2 RELEVANT FIGURES 2022 – ORGANIZATIONAL DEVELOPMENT





## NACIONAL MONTE DE PIEDAD INSTITUTE OF APPRAISERS (IVAL)

The Appraisal Experts of Nacional Monte de Piedad are certified collaborators in determining the value of the items that customers bring to our network of branches, where jewelry, technological equipment, watches, tools, cars, household appliances, among other items that can be pawned, are received.

To train our appraisers, the Institution has a specialized internal area that develops a training plan that integrates different courses to carry out the task of granting a fair value to our clients' items.

The Institute of Appraisers aims to update and reinforce the technical knowledge of Appraisers in matters of metals, precious stones, watches, miscellaneous and cars in order to provide them with tools that allow them to have the knowledge for the proper development of their daily work in window and activities related to the valuation.

In addition to the training process, the Institute generates services and continuous information such as newsletters, precious metal prices, research, as well as personalized advice to support the work of the Expert Appraiser.

The IVAL, which was founded in 1931, is therefore already part of the history of Monte.

### 7.3.1 RELEVANT ACTIONS 2022 - IVAL

#### SYNTHETIC DIAMONDS PROGRAM

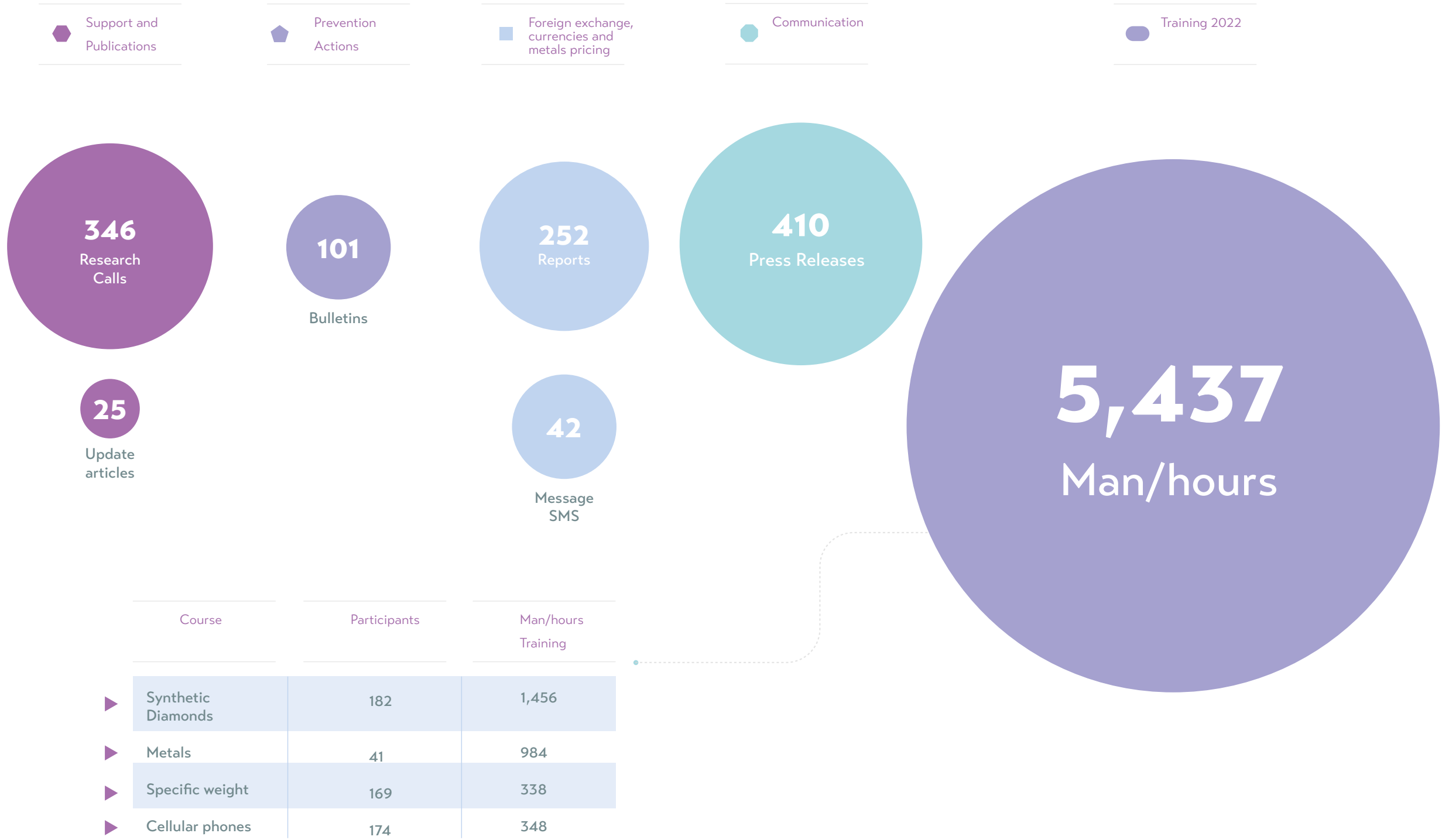
Face-to-face training started in 2021, on synthetic diamonds given by internal Appraisers previously trained by the Mllopis Gemological Laboratory of Spain, with the aim of providing the necessary tools for the identification of natural and laboratory diamonds.

#### METAL IDENTIFICATION COURSE

In order to update the knowledge of Appraisal Experts for the determination of caratage in yellow and white gold jewelry, a face-to-face training program was started providing tools with different metal analysis techniques.



Appraisal Institute (IVAL)







SUSTAINABLE MONTE

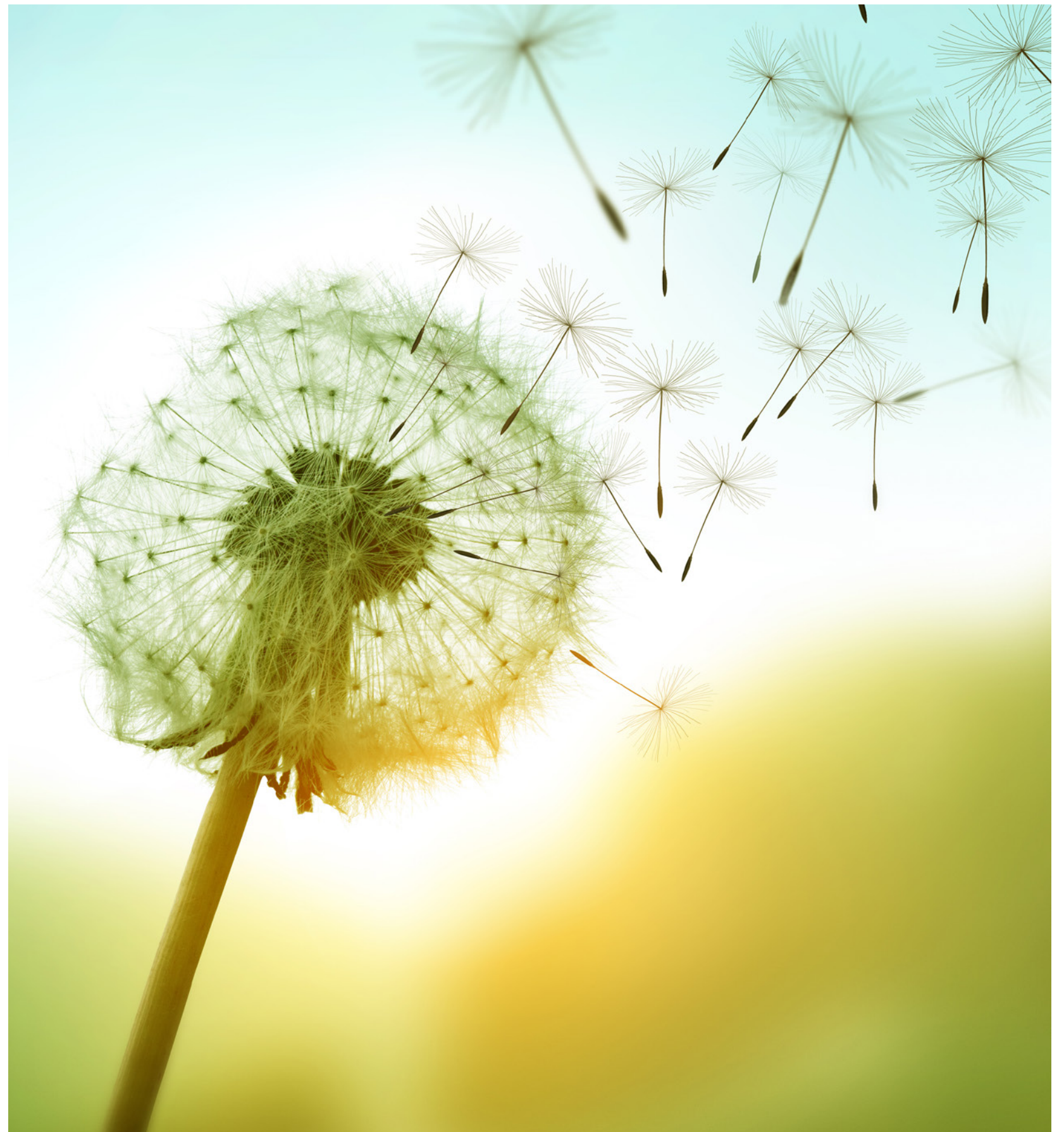
08



## INTRODUCTION

Another key element of our Value Creation model is good practices in environmental and supply chain management.

It should be noted that since its founding, Monte has been involved in social and economic issues related to the well-being of Mexican society, but until recently it had not ventured into environmental aspects. The environmental issue has positioned itself in a relevant way on the global agenda, especially in the last 10 years. Therefore, in its constant adaptation to the new times, which seeks to reconcile modernity and tradition, in 2016 Monte de Piedad adhered to the United Nations Global Compact and based on this commitment, a program of environmental and sustainable practices was established in the operation of the institution, which is reviewed in this section.



## SUSTAINABLE VALUE CHAIN

Over the last six years we have gradually and strategically carried out actions aimed at developing a sustainable value chain, with the capacity to create value for the participating businesspeople, the institution and society.

In this way, we also seek to apply our mission of “helping those in need” by supporting local and/or small and medium-sized businesses to strengthen and increase their competitiveness.

This 2022 we worked with more than 500 active suppliers who:

- we segmented into strategic, critical and operational, which allows us to identify the degree of impact and risk in each of the operations
- signed and committed to comply with the code of business conduct and the responsibility to contribute to the SDGs, thus seeking to work with suppliers that share our philosophy and commitment to the UN Global Compact

### 8.1.1 TRANSPARENCY IN THE VALUE CHAIN

Monte de Piedad’s commitment to ethics and legality is present in the management of suppliers. We operate with full transparency and honesty. The collaborators who manage the relationship with them are committed to the institutional mission, in addition to the existence of control mechanisms to avoid any type of malpractice.

And also, any supplier that wishes to be linked with us must meet several requirements and commit to carrying out good practices in order to prevent improper behavior and actions from taking place in our value chain. In 2022 we performed the following actions:

- We guaranteed clarity, transparency and fairness in formalized tenders and negotiations using contest platforms designed for this purpose.
- We resorted to the institutional media to report or declare any lack of probity in the processes, which are investigated by institutional government bodies.

### 8.1.2 SUPPLIER MANAGEMENT ORIENTED TOWARDS VALUE CREATION

By institutional mission we consider suppliers as allies and we seek to create value for them and their environment by developing socially responsible policies of which we stand out:

- Management of suppliers by categories and regions in order to prioritize local suppliers to provide development opportunities.
- We guarantee to work with Suppliers aligned with the principles of the Global Compact, through the signing of the document “Declaration of Commercial and Sustainability Principles NMP.
- We analyze and evaluate suppliers in a process prior to contracting.

- We visit strategic suppliers to ensure that, within their policies, processes, activities and organization, they fulfill their commitments in the field of sustainability.
- We promote alliances with suppliers that have social and/or environmental certifications.
- In compliance with the provisions of the Ministry of Labor and Social Welfare, we work with suppliers that comply with the Registry of Specialized Service Providers and Specialized Works (REPSE).

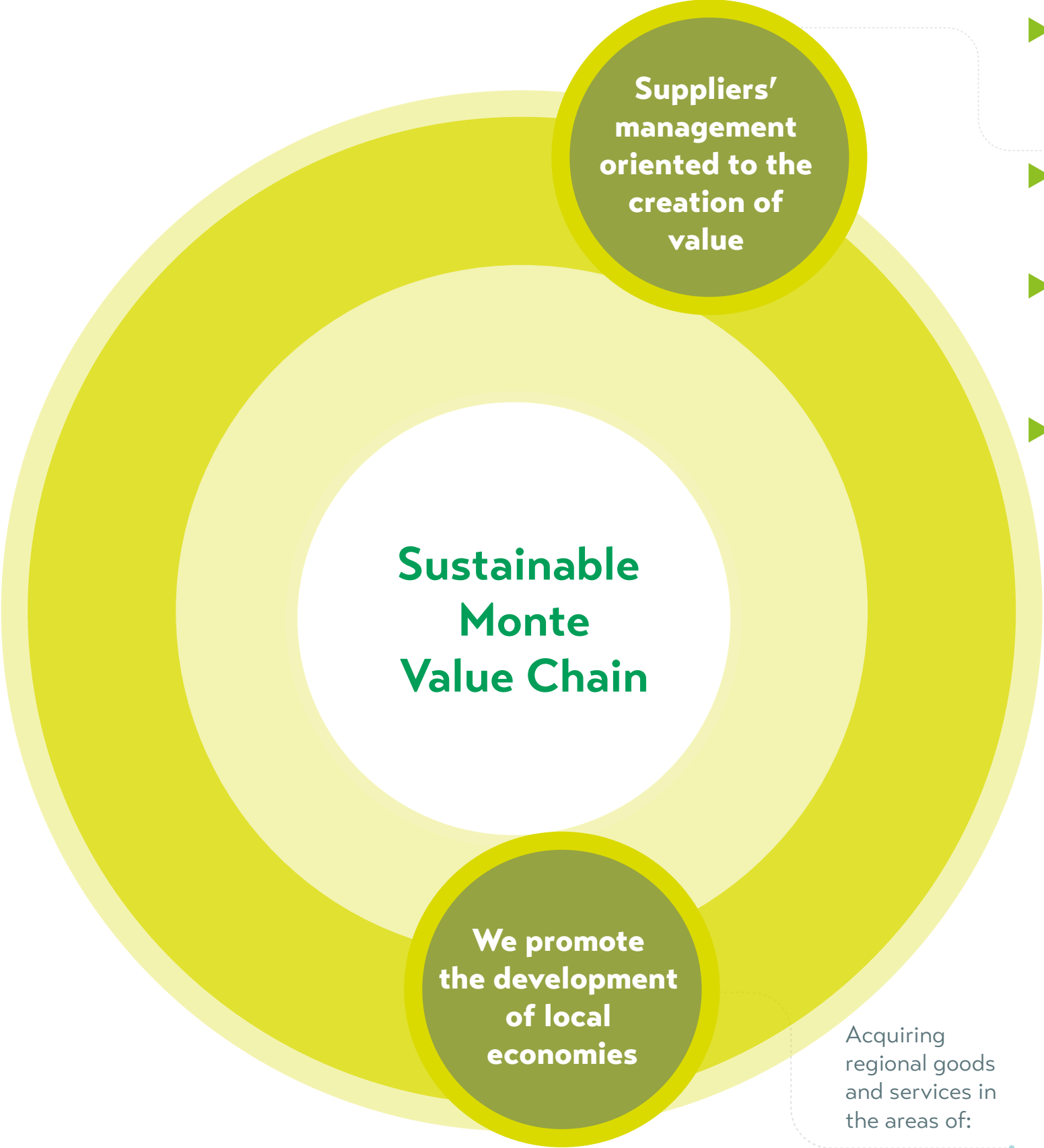
We also encourage the development of local economies by promoting the consumption of goods and services from the region in the following areas:

- o Maintenance: hiring local Suppliers to shorten response time and optimize spending, as well as contributing to the local economy.
- o Construction: materials and labor are purchased locally for the adaptation of Branches.
- o Surveillance: even though the supplier has its tax domicile in CDMX, surveillance personnel are hired for the branches locally.
- o Agencies: due to the fact that the procedures are required to be carried out in each locality, the managers, specifically the DROs, are hired locally.

# Sustainable Monte Value Chain

We seek to apply our mission of “**helping those in need**” by supporting local and/or small and medium-sized businesses to **strengthen and increase their competitiveness**.

**This 2022**  
**we worked**  
**with more than**  
**500**  
**active**  
**suppliers**



- ▶ **We classify** suppliers by categories and regions to streamline management.
- ▶ **We prioritize** working with suppliers aligned with the Global Compact and the SDGs.
- ▶ **We promote** alliances with suppliers with social and/or environmental certifications.
- ▶ **We ensure** transparency in hiring processes.

- ▶ **Maintenance**
- ▶ **Construction**
- ▶ **Surveillance**
- ▶ **Agencies**
- ▶ **Hospital services**
- ▶ **Laboratory and imaging clinics**

Acquiring regional goods and services in the areas of:



## ECO-EFFICIENCY ACTIONS

In accordance with our Value Creation model, we are committed to favorably impacting SDG 12 of “Responsible production and consumption” through the efficient use of natural resources.

To meet this goal, we carry out eco-efficiency actions aimed at managing impacts and reducing our environmental footprint.

### 8.2.1 SUSTAINABLE PURCHASES

We communicate and sensitize buyers and internal users about the materials we use in our daily operations and their main environmental attributes. Some of the sustainability criteria that we consider for the purchase of inputs are biodegradability, recyclability, lifetime and clean production.

For 2022 we highlight:

- AA equipment with catalytic purifying filter to reduce energy consumption.
- Solar panels for self-generation of clean energy.
- Assignment variable in tenders on environmental issues that suppliers incorporate.
- Zero paper, 100% recycled for printers.
- Hiring of printers with environmental certifications and reuse of cartridges and toner.

### 8.2.2 DIGITAL ELECTRONIC SIGNATURE INITIATIVE

We advance in the elaboration of contracts in digital format and electronic signature, with the operational efficiency and the lower environmental impact that this implies. We generate electronic documents with a signature log 100% in compliance with the law. In 2022, the adoption of this procedure was for 97% of the documents.

The previous process involved contracts in physical documents (generating paper consumption) and more than 34 business days for signing. Thanks to the digital procedure, we eliminated the issuance of 10 million of these contracts.

Today the average signature is 12 business days and in special cases it can be completed in up to 12 hours.

There are positive environmental impacts: less paper consumption and reduction in couriers with their respective CO2 emissions.

### 8.2.3 RESPONSIBLE WASTE MANAGEMENT

At corporate properties we have bins where organic, inorganic, paper and plastic waste is separated, which is recycled by an authorized supplier.

For the branch network, we make sure that the suppliers that handle and manage the waste comply with the requirements established by cur-

rent legislation and that they have the necessary infrastructure to carry out the transport, confinement and final use of the different materials.

### 8.2.4 NETZERO AND EMISSIONS REDUCTION

In 2022 we began the management to reach Netzero<sup>2</sup> in institutional CO2 emissions. For this initiative, the respective emissions inventory is being prepared and actions are being developed for their control and reduction, among which we highlight:

- Implementation of a teleworking model (home office) to avoid the environmental impact of personnel transportation.
- Contracting electric utility vehicles that minimize gas emissions
- Hiring a motorcycle courier service that minimizes gas emissions.
- Efficiency in the logistics of transporting supplies, consolidating shipments, reducing trips by 30%.
- Implementation of in-site hospitals that allow efficient mobility of beneficiaries.

<sup>2</sup>Net Zero or carbon neutrality consists of reducing greenhouse gas emissions to a point similar to those that are removed naturally from the atmosphere, mainly by the action of forests and oceans.

# Sustainable Monte

## Eco-efficiency Actions

By our Value Creation model, we are committed to impacting SDG 12 of "Responsible production and consumption".

To meet this goal, we carry out eco-efficiency actions aimed at managing impacts and reducing our environmental footprint.



► **In 2022** we began the management to reach **Netzero\*** in institutional CO2 emissions.

\*Netzero implies compensating the emissions generated because of our activity.

► **We began** preparing the emissions inventory and we are designing actions to control and reduce them.

ENVIRONMENTAL  
PERFORMANCE  
INDICATORS

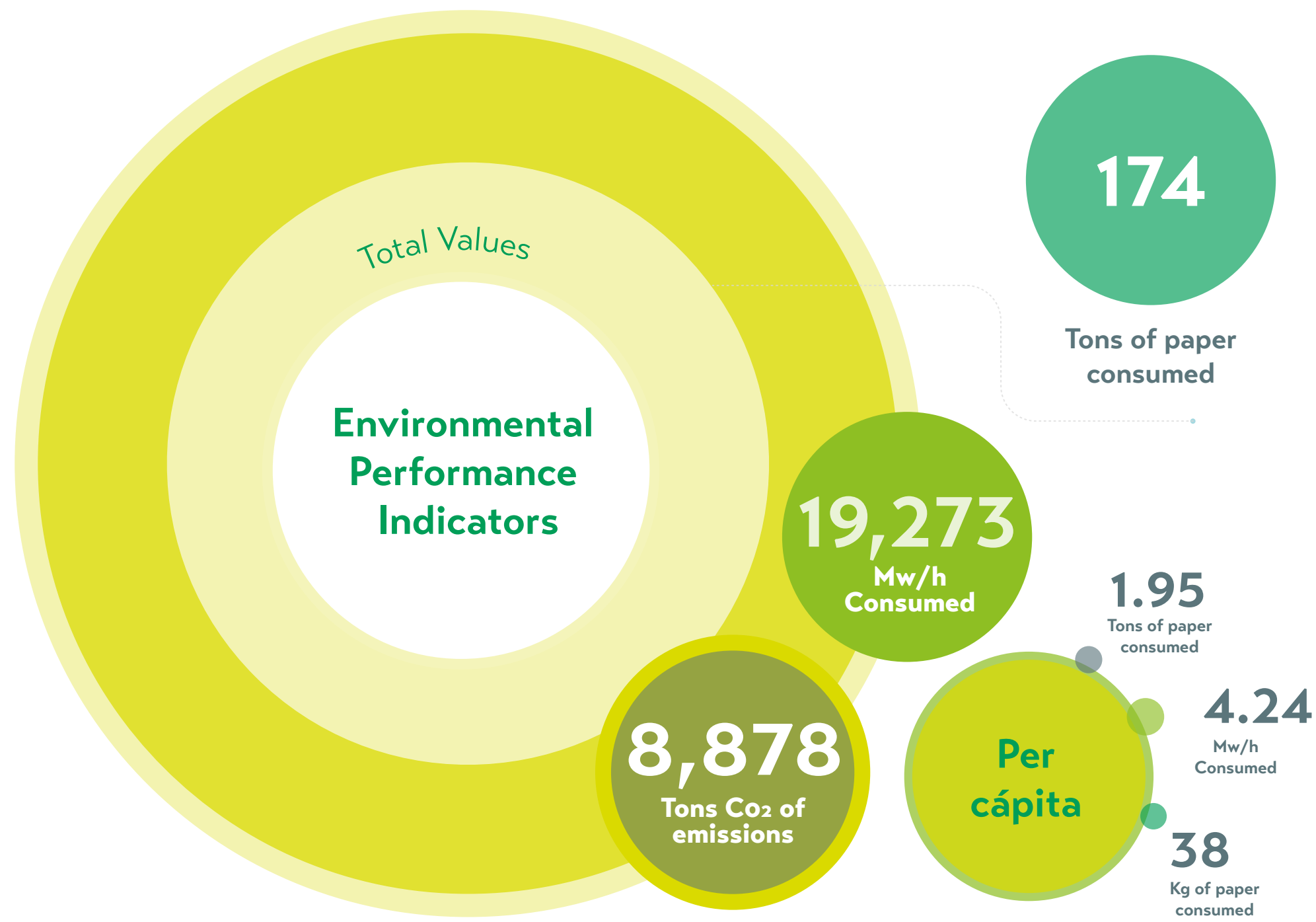


ENVIRONMENTAL INDICATORS - TOTAL	2020	2021	2022
PAPER CONSUMPTION (TON)	144	156	174
ELECTRICTY CONSUMPTION (MW/H)	19,944	19,523	19,273
CO2 EMISSIONS (TON)	9,238	9,233	8,878

ENVIRONMENTAL INDICATORS – PER CAPITA	2020	2021	2022
PAPER CONSUMPTION (TON)	0.032	0.034	0.038
ELECTRICTY CONSUMPTION (MW/H)	4.38	4.29	4.24
CO2 EMISSIONS (TON)	2.03	2.03	1.95

As for the environmental performance indicators, it is worth mentioning the reduction of CO2e emissions (Carbon Footprint) both absolute and per capita, which reflects the result of the energy efficiency strategies undertaken.







9

ANNEXES

09

GLOBAL COMPACT  
TEN PRINCIPLES  
INDEX

Global Compact Principles	Section of the Report where the principles of the Global Compact are reviewed
HUMAN RIGHTS	
<b>Principle 1</b> Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"><li>• Value for Good Practices in Labor</li><li>• Organizational Development</li><li>• Value for Good Practices in Ethics and Governance</li><li>• Value Through Our Financing Services</li></ul>
<b>Principle 2</b> Make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"><li>• Value for Good Practices in Labor</li><li>• Value for Good Practices in Ethics and Governance</li><li>• Sustainable Value Chain</li><li>• Anti-corruption actions with Suppliers and Donees</li></ul>
LABOUR	
<b>Principle 3</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"><li>• Free association</li></ul>
<b>Principle 4</b> The elimination of all forms of forced and compulsory labour.	<ul style="list-style-type: none"><li>• Value for Good Practices in Labor</li><li>• Sustainable Value Chain</li><li>• Anti-corruption actions with Suppliers and Donees</li></ul>
<b>Principio 5</b> The effective abolition of child labour.	<ul style="list-style-type: none"><li>• Value for Good Practices in Labor</li><li>• Organizational Development</li><li>• Comprehensive Ethics System</li></ul>
<b>Principio 6</b> The elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none"><li>• Value for Good Practices in Labor</li><li>• Organizational Development</li><li>• Comprehensive Ethics System</li></ul>
ENVIRONMENT	
<b>Principle 7</b> Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"><li>• Sustainable Value Chain</li><li>• Environmental Performance Indicators</li></ul>
<b>Principle 8</b> Undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"><li>• Sustainable Value Chain</li><li>• Eco-efficiency Actions</li><li>• Environmental Performance Indicators</li></ul>
<b>Principle 9</b> Encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"><li>• Sustainable Value Chain</li><li>• Eco-efficiency Actions</li></ul>
ANTI-CORRUPTION	
<b>Principle 10</b> Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"><li>• Value for Good Practices in Ethics and Governance</li><li>• Comprehensive Ethics System</li><li>• Money Laundering Prevention</li><li>• Anti-corruption actions with Suppliers and Donees</li></ul>



IMPACTED SDGS  
AND THEIR  
GOALS BY  
NACIONAL  
MONTE DE  
PIEDAD




SDG	Specific Goals
Financing Services	
	1.4 By 2030, ensure that all men and women, in particular the poor and most vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control of land and other assets, inheritance, natural resources, new technologies and economic services, including microfinance.
	8.3 Promote development-oriented policies that support productive activities, the creation of decent jobs, entrepreneurship, creativity and innovation, and the formalization and growth of micro, small and medium-sized business, including through access to financial services.  8.10 Strengthen the capacity of national financial institutions to promote and expand access to banking, financial and insurance services for all.
	10.2 By 2030, empower and promote the social, economic and political inclusion of all people, regardless of age, gender, disability, race, ethnicity, origin, religion or economic or other status.

SDG	Specific Goals
Social Investment Actions	
	16.6 Create effective and accountable transparent institutions at all levels.
	17.3 Mobilize additional financial resources from multiple sources for developing countries.  17.17 Encourage and promote effective partnerships in the public, public-private, and civil society spheres, building on the experience and resourcing strategies of partnerships.



SDG      Specific Goals

Good Governance Practices




16 PEACE, JUSTICE AND STRONG INSTITUTIONS

16.5 Substantially reduce corruption and bribery in all their forms

16.6 Create effective and accountable transparent institutions at all levels.


16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets, combat all forms of organized crime.

Good labor practices



5 GENDER EQUALITY

5.5 Ensure the full and effective participation of women and equal opportunities for leadership at all decision-making levels in political, economic and public life.




8 DECENT WORK AND ECONOMIC GROWTH

8.5 By 2030, achieve full and productive employment and work for all women and men, including youth and persons with disabilities, as well as equal pay for work of equal value.

8.8 Protect labor rights and promote a safe and secure working environment for all workers, including migrant workers, in particular women migrants and those in precarious employment.

SDG      Specific Goals

Good environmental practices



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

12.2 By 2030, achieve sustainable management and efficient use of natural resources.

12.6 Encourage companies, especially large companies and transnational corporations, to adopt sustainable practices and incorporate sustainability information into their reporting cycle.

Indirect SDGs through civil society organizations supported by Social Investment



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



11 SUSTAINABLE CITIES AND COMMUNITIES



17 PARTNERSHIPS FOR THE GOALS

GRI STANDARDS  
INDEX

GRI Standards	Section of the Report
GRI 102 General Contents	
Organizational profile	
102-1 - Name of the organization	Report Presentation <b>Nacional Monte de Piedad IAP</b> <b>Financiera Monte de Piedad, S.A. de C.V., S.F.P.</b>
102-2 - Activities, brands, products, and services	The essence of Monte de Piedad Financing Services
102-3 - Location of headquarters	Calle Monte de Piedad No. 7, Colonia Centro Histórico, Alcaldía Cuauhtémoc, C.P. 06000, Ciudad de México
102-4 - Location of operations	Branch Network Nacional Monte de Piedad operates in the 32 states of the Mexican Republic.
102-5 - Ownership and legal form	Ethics and Governance Actions <b>Nacional Monte de Piedad operates under the legal form of a Private Assistance Institution, being supervised by the Private Assistance Board of Mexico City.</b> <b>Financiera Monte de Piedad operates under the form of SA de CV, SFP, supervised by regulatory entities such as the CNBV and CONSAR.</b>
102-6 - Markets served	Financing Services Branch Network
102-7 - Scale of the organization	Scale of the organization Good labor practices
102-8 - Information on employees and other workers	Good labor practices
102-9 - Supply Chain	Sustainable Value Chain
102-11 - Precautionary Principle or approach	Sustainable Value Chain
1102-12 - External initiatives	Report Presentation



GRI Standards	Section of the Report
<b>Strategy</b>	
102-14 - Statement from senior decision-maker	Report Presentation
102-15 - Key impacts, risks, and opportunities	Materiality analysis
<b>Ethics and integrity</b>	
102-16 - Values, Principles, standards, and norm of behavior	Founding mandates Ethics and Governance Actions
102-17 - Mechanisms for advice and concerns about ethics	Ethics and Governance Actions
<b>Governance</b>	
102-18 - Governance structure	Ethics and Governance Actions
<b>Stakeholder engagement</b>	
102-40 - List of stakeholder groups	Materiality analysis
102-41 - Collective bargaining agreements	Free Association
102-42 - The basis for identifying and selecting stakeholders with whom to engage	Materiality analysis
102-43 - Approach to stakeholder engagement	Materiality analysis
102-44 - Key topics and concerns raised	Materiality analysis
<b>Reporting practice</b>	
102-45 -Entities included in the consolidated financial statements	Scope
102-46 - Defining report content and topic Boundaries	Scope
102-47 - List of material topics	Materiality analysis
102-48 - Restatements of information	Scope
102-49 - Changes in reporting	Scope
102-50 - Reporting Period	Scope
102-51 - Date of the most recent report	Scope <b>April 2022, presented to the United Nations Global Compact with information from January a December 2021.</b>

GRI Standards	Section of the Report
102-52 - Reporting cycle	Scope <b>Annual</b>
102-53 - Contact point for questions regarding the report	Scope <b>Ramón Peña</b> - rpenafr@montepiedad.com.mx <b>Karen Romero</b> - kromero@montepiedad.com.mx
102-54 - Claims of reporting in accordance with GRI Standards	Scope <b>“This report has been prepared based on the GRI standards, Essential option, without external verification”</b>
102-55 - GRI content index	GRI Standards Index
<b>GRI 103: Management Approach</b>	
103-1 - Explanation of the material topic and its Boundary	Materiality analysis
103-2 - The management approach and its components	Monte Value Creation Model
103-3 - Evaluation of the management approach	Monte Value Creation Model
<b>GRI 200: Economic</b>	
<b>GRI 201: Economic Performance</b>	
201-1 - Direct economic value generated and distributed	Financing Services Social Investment
<b>GRI 203: Indirect Economic Impacts</b>	
203-1 - Infrastructure investments and services supported	Social Investment
203-2 - Significant indirect economic impacts	Financing Services Social Investment
<b>GRI 204: Procurement Practice</b>	
204-1 - Proportion of spending on local suppliers	Sustainable Value Chain
<b>GRI 205: Anti-corruption</b>	
205-1 - Operations assessed for risks related to corruption	Ethics and Governance Actions

GRI Standards	Section of the Report
205-2 - Communication and training about anti-corruption policies and procedures	Ethics and Governance Actions
<b>GRI 300: Environmental</b>	
<b>GRI 301: Materials</b>	
301-1 -Materials used by weight or volume	Environmental Performance Indicators
<b>GRI 302: Energy</b>	
302-1 - Energy consumption within the organization	Reduction of energy consumption
302-3 - Energy intensity	Reduction of energy consumption
302-4 -Reduction of energy consumption	Eco-efficiency Actions
302-5 - Reduction of the energy requirements of products and services	Eco-efficiency Actions
<b>GRI 305: Emissions</b>	
305-1 - Direct (Scope 1) GHG emissions	Environmental Performance Indicators
305-2 - Energy indirect (Scope 2) GHG emissions	Environmental Performance Indicators
305-4 - GHG emissions intensity	Environmental Performance Indicators
305-5 - Reduction of GHG emissions	Eco-efficiency Actions
306-2 - Waste by type and disposal method	Eco-efficiency Actions
<b>GRI 308: Supplier Environmental Assessment</b>	
308-1 - New suppliers that were screened using environmental criteria	Sustainable Value Chain
308-2 - Negative environmental impacts in the Supply Chain and actions taken	Sustainable Value Chain



GRI Standards	Section of the Report
<b>GRI 400: Social</b>	
<b>GRI 401: Employment</b>	
401-1 - New employee hires and employee turnover	Good labor practices
401-2 - Benefits provided to full-time employees that are not provided to temporary or part-time employees	Good labor practices
<b>GRI 404: Training and Education</b>	
404-1 - Average hours of training per year employee	Organizational Development
404-2 - Programs for upgrading employee skills and transition assistance programs	Organizational Development
404-3 - Percentage of employees receiving regular performance and career development reviews	Organizational Development
<b>GRI 405: Diversity and Equal Opportunity</b>	
405-1 - Diversity of governance bodies and employees	Good labor practices
<b>GRI 406: No discriminaci3n</b>	
406-1 - Incidents of discrimination and corrective actions taken	Good labor practices
<b>GRI 407: Libertad de asociaci3n y negociaci3n colectiva</b>	
407-1 - Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Free association Anti-corruption actions with Suppliers and Grantees Sustainable Value Chain
<b>GRI 408: Child Labor</b>	
408-1 - Operations and suppliers at significant risk for incidents of child labor	Anti-corruption actions with Suppliers and Grantees Good labor practices Sustainable Value Chain

GRI Standards	Section of the Report
<b>GRI 409: Forced or Compulsory Labor</b>	
409-1 - Operations and suppliers at significant risk for incidents of forced or compulsory labor	Anti-corruption actions with Suppliers and Grantees Good labor practices Sustainable Value Chain
<b>GRI 413: Local Communities</b>	
413-1 - Operations with local community engagement, impact assessments, and development programs	Social Investment
<b>GRI 414: Supplier Social Assessment</b>	
414-1 - New suppliers that were screened using social criteria	Anti-corruption actions with Suppliers and Grantees Sustainable Value Chain
414-2 - Negative social impacts in the supply chain and actions taken	Anti-corruption actions with Suppliers and Grantees Sustainable Value Chain
<b>GRI 418: Customer Privacy</b>	
418-1 - Substantiated complaints concerning breaches of customer privacy and losses of customer data	Rights of Monte Clients - Information Security
<b>GRI 419: Socioeconomic Compliance</b>	
419-1 - Non-compliance with laws and regulations in the social and economic area	Ethics and Governance Actions

INDICATORS

FINANCING  
SERVICES  
STATISTICS

Information  
pledge  
loan

	2020	2021	2022
Number of branches	321	322	301

Pledge Loan	2020	2021	2022
Number of operations	7,843,269	7,600,000	7,799, 613
Awarded Amount	28,191,847,667	27,957,000,000	30,899,497,805
Average monthly amount	3,594	3,671	3,962
Subsidized loans	3,157,147	3,080,000	3,174,038
Percentage subsidized loans	40.3%	40.5%	40.7%
Unique customers served	1,251,631	1,216,845	1,215,018
% women clients	62%	63%	63%

Garment Recovery	2020	2021	2022
Capital	77.8%	78.0%	80.0%

Monte Financial	2020	2021	2022
Portfolio	877,305,000	932,200,000	107,751,295
Annual Average Credit	23,478	22,440	26,493
Contracts at closing	46,960	47,256	48,519

Social Investment	2020	2021	2022
Remnants for IS	357,078,755	310,195,379	322,386,105
People supported	1,606,196	1,378,039	1,208,008
Supported Institutions	602	577	563

SOCIAL  
INVESTMENT  
INDICATORS



LABOR  
INDICATORS

Distribution by gender and  
employment category

The gender gap changes  
by 1% with respect to what  
is reported in the body of  
the report because retired  
personnel are included here

Collaborators	2020	2021	2022
Active unionized employees	2,644	2,595	2,428
Trust employees	1,305	1,242	1,229
Appraisers	463	442	432
Active	4,412	4,279	4,089
Retirees	1,295	1,303	1,330
Total	5,707	5,582	5,419

Gender distribution	2020	2021	2022
Men	57%	57%	57%
Women	43%	43%	43%








Age distribution	2020	2021	2022
0 a 5	18%	16%	15%
6 a 10	36%	27%	21%
11 a 15	9%	17%	20%
16 a 25	24%	26%	29%
26 o más	13%	14%	15%

ENVIRONMENTAL  
PERFORMANCE  
INDICATORS

Environmental Indicators - Total	2020	2021	2022
Paper consumption (Ton)	144	156	174
Electricity consumption (Mw/h)	19,944	19,523	19,273
CO2 emissions (Tons)	9,238	9,233	8,878

Environmental Indicators - Per Capita	2020	2021	2022
Paper consumption (Ton)	0.032	0.034	0.038
Electricity consumption (Mw/h)	4.38	4.29	4.24
CO2 emissions (Tons)	2.03	2.03	1.95

SOCIAL  
FOOTPRINT  
MONTE 2022

STATE	Investment total financial	Supported organizations	Total population	Fellows Generación Bicentenarios	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH 	10 REDUCED INEQUALITIES 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 
Aguascalientes	\$2,632,050	3	836	5	2	2					
Baja California Norte	\$6,087,165	7	26,670	12		4	1		1		
Baja California Sur	\$331,053	1	100	-						1	
Campeche	\$312,900	2	290	6	1	1					
Chiapas	\$6,358,992	8	19,314	9	1		1		5	1	
Chihuahua	\$5,017,250	9	1,637	7	1	3	2		1	1	1
CDMX	\$134,088,397	168	485,143	14	26	44	61	5	28	11	2
Coahuila	\$ -	0	0	3							
Colima	\$4,232,250	33	5,862	4	10	12	7	1		3	
Durango	\$205,000	1	976	3		1					
Edo. de México	\$43,528,515	51	58,550	11	10	18	19	1	3	2	
Guanajuato	\$5,236,136	5	1,644	3	1		1	1	2		
Guerrero	\$10,170,558	3	1,786	4		2					
Hidalgo	\$1,115,115	3	940	7		1			2		
Jalisco	\$765,259	3	1,114	13		1	1		1		
Michoacán	\$2,877,900	19	1,576	3	3	10	3		1	2	
Morelos	\$3,832,600	3	4,984	6		1	1			1	
Nayarit	\$283,263	1	145	3					1		
Nuevo León	\$31,292,985	59	78,523	6	5	16	24	1	7	5	1
Oaxaca	\$5,293,095	8	1,168	6				1	4	1	
Puebla	\$9,863,165	21	177,170	10	4	7	5		5	1	
Querétaro	\$14,184,433	44	49,972	7	8	14	14		3	3	1
Quintana Roo	\$1,362,00	2	335	6			2				
San Luis Potosi	\$1,200,000	2	400	5					2		
Sinaloa	\$13,299,243	47	250,714	7	8	14	15		1	6	
Sonora	\$9,450,350	48	32,855	8	10	22	6	1	4	3	
Tabasco	\$2,366,667	1	450	3					1		
Tamaulipas	\$ -	0	0	6							
Tlaxcala	\$ -	0	0	8							
Veracruz	\$2,555,700	4	887	12		2	1		1		
Yucatán	\$4,444,065	12	5,615	6	2	3	1		3	2	
Zacatecas	\$ -	0	0	4							
<b>TOTAL</b>	<b>\$322,386,104.78</b>	<b>563</b>	<b>1,209,656</b>	<b>207</b>	<b>91</b>	<b>176</b>	<b>164</b>	<b>11</b>	<b>73</b>	<b>43</b>	<b>6</b>



ENVIRONMENTAL  
INDICATORS BY  
STATE OF THE  
REPUBLIC

STATE	Total Emissions CO2/Ton	Paper Consumption by Zone in Ton	%	Consumption Corporate prorated paper	Total Paper Consumption in Tons
Aguascalientes	101.37	2.58	1.74%	0.06	2.64
Baja California Norte	119.08	1.40	0.94%	0.03	1.43
Baja California Sur	16.46	0.28	0.19%	0.01	0.28
Campeche	131.90	1.61	1.09%	0.04	1.65
Chiapas	108.64	2.11	1.42%	0.05	2.16
Chihuahua	250.24	2.84	1.92%	0.07	2.91
CDMX	2,363.10	30.91	20.82%	0.73	31.64
Coahuila	208.76	3.23	2.18%	0.08	3.31
Colima	148.19	2.39	1.61%	0.06	2.45
Durango	120.46	1.82	1.23%	0.04	1.87
Edo. de México	752.41	20.48	13.79%	0.48	20.96
Guanajuato	243.28	4.39	2.96%	0.10	4.50
Guerrero	182.61	2.52	1.70%	0.06	2.58
Hidalgo	40.61	1.02	0.69%	0.02	1.05
Jalisco	603.17	10.81	7.28%	0.25	11.07
Michoacán	202.91	3.96	2.67%	0.09	4.05
Morelos	83.84	1.41	0.95%	0.03	1.44
Nayarit	83.45	1.48	0.99%	0.03	1.51
Nuevo León	744.29	11.39	7.67%	0.27	11.65
Oaxaca	58.57	1.36	0.91%	0.03	1.39
Puebla	113.47	2.34	1.57%	0.05	2.39
Querétaro	136.64	3.37	2.27%	0.08	3.45
Quintana Roo	214.05	3.45	3.32%	0.08	3.53
San Luis Potosi	114.88	2.40	1.61%	0.06	2.45
Sinaloa	168.25	1.53	1.03%	0.04	1.57
Sonora	93.69	0.86	0.58%	0.02	0.88
Tabasco	100.35	0.79	0.53%	0.02	0.81
Tamaulipas	126.67	2.70	1.82%	0.06	2.76
Tlaxcala	10.63	0.28	0.19%	0.01	0.29
Veracruz	876.49	15.30	10.31%	0.36	15.66
Yucatán	346.28	7.15	4.82%	0.17	7.32
Zacatecas	13.28	0.30	0.20%	0.01	0.30
TOTAL	8,878	148.46	100%	3.48	151.95

MATERIALITY  
ANALYSIS

METHODOLOGY In order to identify the key issues for Monte de Piedad in economic, social and environmental aspects, required for the preparation of this report, in 2019 our first Materiality study was carried out.

Being a first, non-exhaustive exercise, it was an exploratory and preliminary study. In the internal interest groups, we worked with collaborators representing the different Monte areas involved in sustainable management processes, who participated in interviews and validation exercises.

Based on the information provided by these collaborators, the different interest groups related to the operation of Nacional Monte de Piedad in its different areas were identified, as well as the relevant aspects that affect the operation.

Clients were included in the external interest groups, using information prepared by Market Intelligence, who periodically conduct interviews and focus groups to find out their perception of the Institution and the services it provides.

STAKEHOLDERS The stakeholders of Nacional Monte de Piedad that were considered for the preparation of this analysis are:

- Board of Trustees
- Collaborators
- Customers
- Suppliers
- Donees

## RELEVANT ASPECTS IDENTIFICATION

The most relevant aspect of Monte de Piedad, identified by the participating stakeholders, **is the granting of pledge loans**. Clients and collaborators coincide in mentioning that it is “the best option in the market”, with significant advantages and strengths compared to the offer of other institutions.

Clients also incorporate a positive emotional charge in their mentions of pledge credit: “My ally, my safe deposit box, my hope.” And two things stand out:

- **Monte is Inclusive in the granted credit:** it is accessible to all types of people and We “not judge you”.
- **The Tradition of Monte.** Customers highlight the tradition of the Institution, both in services and values, as a relevant element for their choice and loyalty.

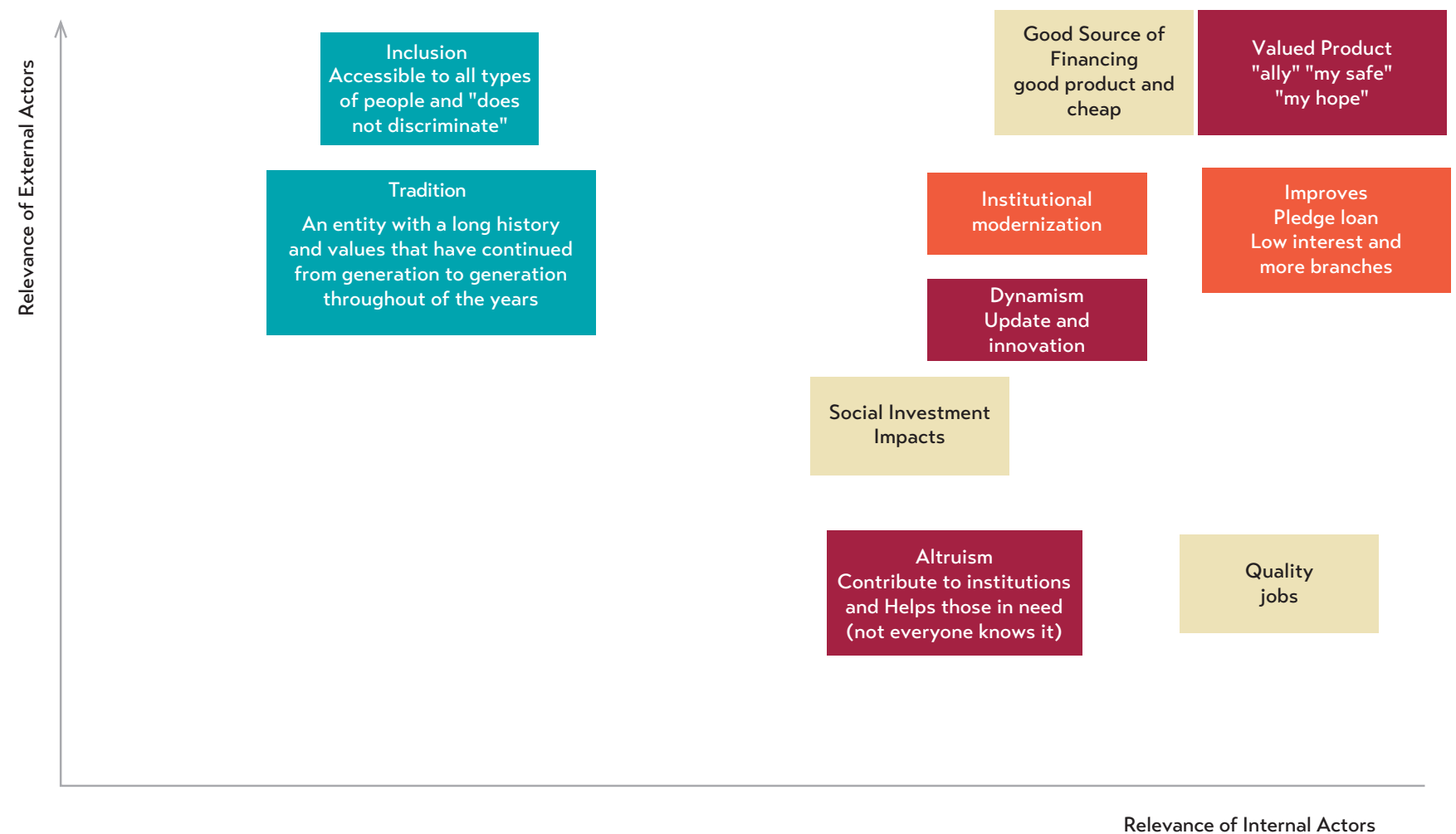
Both clients and collaborators agree that Monte de Piedad is a dynamic Institution, which not only relies on its long history and tradition, but

is also in a constant process of improvement and modernization results are visible and relevant.

The positive impacts generated by Social Investment actions are known and valued by practically all employees.

On the other hand, only a minority of clients are clear that Monte is an altruistic Institution and that “Helps those who need it”.

Monte’s collaborators highlight the good working conditions that Monte offers them, they are clear that they work in an Institution that offers above-average working conditions.





NACIONAL MONTE  
DE PIEDAD  
SUSTAINABILITY  
TEAM

1. **Francisco Javier De la Calle Pardo**, General Management.

2. **Carlos Rodolfo Castellón Flores**, Legal, Compliance, Risk and Institutional Relations Department.

3. **Ramón Peña Franco**, Legal, Compliance, Risk and Institutional Relations Department.

4. **Karen Romero Mayoral**, Legal, Compliance, Risk and Institutional Relations Department.

5. **Dafne García Chávez**, Legal, Compliance, Risk and Institutional Relations Department.

6. **Karla Marcela Rodríguez Hernández**, Legal, Compliance, Risk and Institutional Relations Department.

7. **Ignacio Adalberto Álvarez Allier**, General Services Department.

8. **Oscar Antonio Ruíz Sandoval Frade**, General Services Department.

9. **Emilia Soto Noriega**, General Services Department.

10. **Ana Karen Figueroa Velázquez**, General Services Department.
11. **Isaac Acosta León**, General Services Department.

12. **Miguel Sánchez Escobedo**, General Services Department.

13. **José Fausto Centeno Quintanar**, General Services Department.

14. **Samuel Herrera Flores**, General Services Department.

15. **Saúl Hernández Campos**, General Services Department.

16. **Juana Alejandra Contreras Hernández**, General Services Department.

17. **Claudia Rodríguez Manzo**, Human Capital and Labor Relations Department.

18. **Antonio Villegas Aguilar**, Human Capital and Labor Relations Department.

19. **José Luis Ortega Barriga**, Human Capital and Labor Relations Department.

20. **Daniela Estrella Gamboa**, Human Capital and Labor Relations Department.

21. **Edgar García Hidalgo**, Human Capital and Labor Relations Department.
22. **María de Jesús Alvarado Santiago**, Human Capital and Labor Relations Department.

23. **Armando Laguna Lezama**, Pledge Operation Department.

24. **Jorge Mejía Ibarra**, Credit and Risk Department.

25. **Ana Luisa Almada Pérez**, Social Investment Department.



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