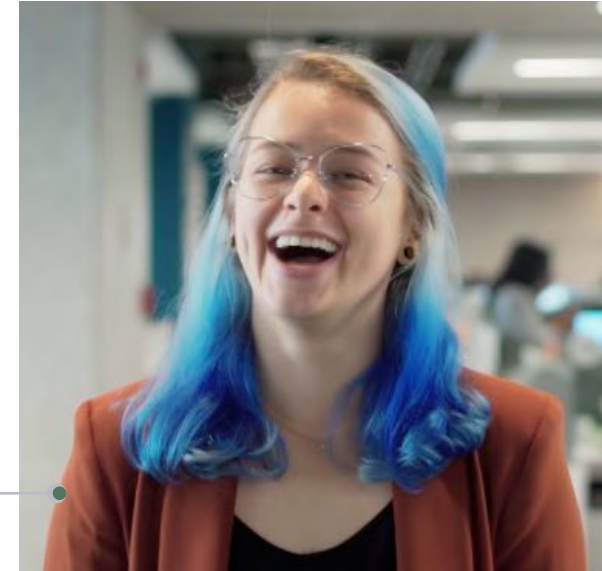
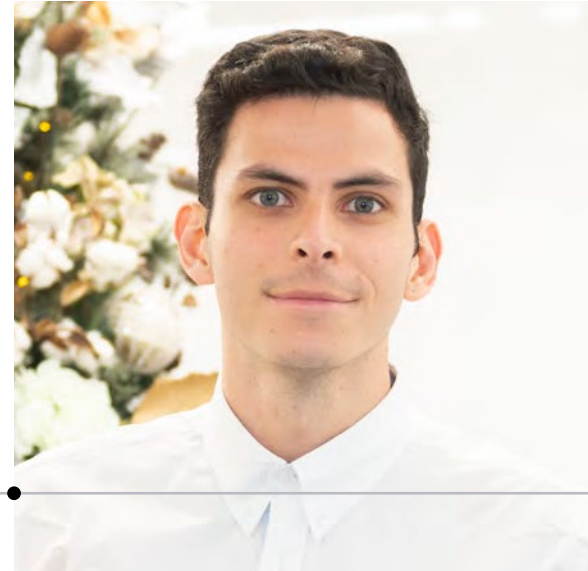
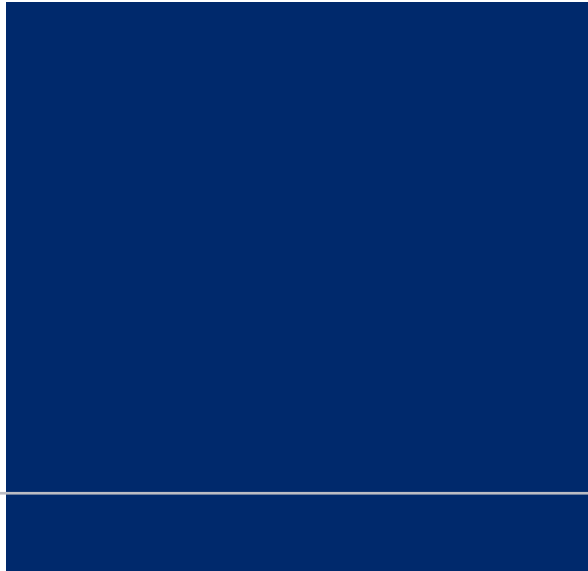




At grupo argos,
DIFFERENCES
BRING US **TOGETHER**



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At Grupo Argos, Differences Bring Us Together

Diversity includes all the ways in which we are different and inclusion allows us to learn from those differences to turn them into a source of competitive advantage.

The great transformations generated by Grupo Argos, Cementos Argos, Celsia, Odinsa and Summa are the reflection of an extraordinary, diverse and multicultural talent that makes them possible and that acts with the conviction that transcendence, inspiration, integrity, ownership and accountability guide our culture behaviors. By uniting different capabilities and visions with a common purpose, **we positively transform the lives of millions of people.**



1. OUR COMMITMENT

At Grupo Argos we promote and value **diversity, inclusion and the principle of equal opportunities** in the workplace.

We strive for an equal and transparent treatment of all our employees, recognizing that diversity allows us to learn from differences, improves the richness of analysis and decision making, and increases creativity and innovation as a competitive advantage.

We reject any discriminatory act and therefore, we do not make any distinction due to gender, age, origin, physical or cognitive condition, race, sexual orientation, language, religion, collective or political affiliation, marital status, social origin, economic position or any other condition or opinion and we promote diversity and inclusion in our workplaces and administrative and management bodies including the board of directors.



2. STRATEGY

Governance

Grupo Argos formed its Diversity and Inclusion Committee in 2017 to share and align best practices in Diversity and Inclusion and build a strategy to strengthen it within the organization.

This Committee has members from each of the companies of the business group and is responsible for proposing and adjusting talent processes from a Diversity and Inclusion perspective, strengthening communication mechanisms and promoting best practices within each company.

Levers Strategy 2020-2021

In order to maintain our management and achieve the ambitious goals for 2030, we have drawn up a plan with some relevant levers such as:

- **Senior Management** as sponsors of compliance with diversity and inclusion strategies, with training in unconscious bias, which is indispensable for cultural change.
- **Guarantee that all the strategies** in gender that we currently implement, impact all the types of diversity.

Our businesses lead a strategy focus

1. Talent with purpose
2. Identify me, invite me and include me
3. Diversity that transcends
4. Red100 (Net100)
5. Do to believe

Talent with Purpose

The objective is to **strengthen our employer brand** to attract and retain diverse talent.

We do this by enhancing our external and internal communications and relationships, highlighting the importance of diversity as a competitive advantage.

Our businesses have implemented gender equality management systems.



Communication

- **Internal expert** microblogs
- **Recurring content in social media:** we recognize that being different also means commemorating great achievements in equity

- **Participation in events:** if If you want to join our database and participate, read this code and enter your data at the bottom of the page



Partnerships and Management Systems

- **Job training program** in bilingualism for women and young people, within the strategy of creating social value for the business group, generating a positive impact on our stakeholders.



- **Gender equity management systems:** We have been pioneers in the country in the implementation of gender equity systems, starting with EQUIPARES, proposed by the Ministry of Labor and the Presidential Council for Women's Equity, with the technical support of the United Nations Development Program - UNDP.



These systems allow intervening processes in companies to strengthen equity in areas such as: recruitment and selection, promotion and development, training, remuneration and salary, work environment, health and quality of life, labor and sexual harassment in the workplace, non-sexist communication and inclusive language, reconciliation of personal, family and work life with co-responsibility.

Interaction with entities:

- ANDI gender equity committee
- Ministry of Labor
- Business Alliance for Gender Equity



Talent with Purpose Goals

- **Alliances:** Achieve 5 strategic alliances in gender equity.
- **Equipares seals and equity certification**
- **Diagnosis of gender gaps PAR ranking**

Identify Me, Invite Me and Include Me

This strategy seeks to strengthen the identification of diverse talent in succession planning. Conscious inclusion in the job openings and selection processes.

Updating Talent Processes

- Recruitment
- Training and interns
- Succession planning

HR training and leaders

Communication

- Invitation to cross-call between companies
- Role-charters and job opening post with inclusive wording

Goals and Results

- Increase female nominations. Today 85% of critical GA positions have women vs. 97% men
- Increase applications from women in vacancies. Today they represent 33%
- Reach 100% of key female talent in mentoring



Diversity that Transcends

Seeks to prepare employees with the capacity to influence in order to democratize the management of diversity and inclusion in the business group through the creation of a network of leaders with the necessary knowledge and empowerment to implement concrete actions. In this program, participants **recognize unconscious biases, strengthen curiosity in different aspects of diversity and inclusion, develop knowledge, flexibility, courage and leadership** to support the design and implementation of cultural strategies that can be developed from the top and from the bottom of the organization.

The goal is for participants to have enough training and time to delve into relevant issues of diversity such as gender, diverse culture, new masculinities, ethnic diversity, generations, functional diversity and sexual diversity.

The program includes **inaugural talks in each module with relevant players in inclusion and individual and collective work by participants**, with the aim of analyzing from the reality of each business how inclusion is being lived and what initiatives can be generated to strengthen it.

Goals and Results

- Training of the organization's **senior management**
- Diversity and inclusion committee training
- **Train 100 employees** as Diversity Multipliers
- **8 action plans** that can be taken to the entire organization





Red 100 (Net100)

Strengthen women's leadership by sharing local and international success experiences from the creation of an internal collaboration network.

The connection of our female employees in an inspirational network contributes to continue lever their leadership.

According to **Aequales**, women's access to leadership positions should be boosted through the promotion of activities that encourage their leadership skills,

negotiating skills, personal brand, among others. Let us remember that women's internal barriers may include: imposter syndrome (attributing personal successes to others before themselves).

Goals and Results

- To reach at least **100 networked women**
- To achieve **1 quarterly networking event**





Do to Believe

The objective of this strategy is to get **women to connect with positions that have historically been masculinized**. To this end, they will be part of short internships in the business of the Business Group that will allow them to increase their interest in the positions and know first-hand the work to be carried out and improve their level of enlistment in the succession of critical positions.

Goals and Results

- 1 annual intern cohort
- To improve the level of readiness of women today, 29% are ready to assume a succession.



3. OUR TALENT MANAGEMENT PRACTICES



Our talent processes have evolved to provide all opportunities for women to feel in equal conditions with men.

Some of the aspects that stand out the most are:

Recruitment and Selection

We adjust our processes to ensure calls and recruitment channels not biased by gender stereotypes. To move forward, affirmative actions have been needed in which, with determination, we have changed paradigms, including women in tasks they had not historically performed.

These are the cases of Cementos Argos, where we now have female production operators and female drivers of mixer trucks and in Celsia, where female electrical engineers, linewomen, and female

plant heads work today. Similarly, men should also be included in historically feminized positions such as collectors in our concession tolls.

Talent Planning

More than 1,200 assessments of potential in the business group have allowed us to learn about our talent beyond gender to generate more effective career and succession plans. **100% of women in middle management and senior management have been evaluated** to identify their potential to assume positions of greater responsibility in specialist or generalist areas.



Training

- **More than 100 women in the organization have participated in leadership programs** for equity with the University of Berkeley, Universidad de la Sabana and Universidad Eafit since 2015.

- We developed a series of podcasts on our Spotify channel: **“Conversations That Transform”**.

These are open talks with important players on topics of unconscious biases. We also constantly invite women from different professions and visions who tell us about their experience on this path of equity and allows us to share good practices among companies.

Employee's Experience

In line with market demands, new generations' expectations and gender diversity, we offer a flexible-Beneflex benefit plan, which provides employees a **complete benefit portfolio regarding well-being, work-life balance and personal growth**, consisting of marketable benefits and by application. It was designed taking into account the great generational diversity existing in the group so that all employees can choose them according to their interests and priorities.





Among the benefits that drive our diversity and inclusion strategy the most, we find:

- **Progressive return from maternity leave:** mothers have the possibility to work part-time during the first week after the return from their leave, and from the second week, an hour is added to their working day until completing the eight hours a day progressively.
- **Extended breastfeeding:** female employees are entitled to one breastfeeding hour a day for a year.
- **Paternity:** granting of paid leave of one hour a day during the month following the return from paternity leave.

Lactation room: we have special and comfortable spaces equipped with all necessary to facilitate and promote breastfeeding.

Marriage leave: four paid business days before or after the event of the employee's choice, regardless of the spouse's gender.

Flexiwork: this benefit includes flexible schedules, short Friday, half day off for birthday, remote work one or two days a week, formal telework application more than three days a week, two days off between December and January with the possibility of remote work from the city of origin on special dates.

Compliance

- Our Internal Labor Regulations and Code of Conduct sanction labor harassment and promote non-discrimination principles.





4. WHAT WE MEASURE

We have two global goals:

1. Gender Equity: By 2030, senior management will be composed of no less than 35% women, consolidated as a business group. Baseline 2017: 21% women and 79% men.

As of December 31, women in our Business Group represent:

- 42% of the Board of Directors of Grupo Argos (three of seven) and the chairman of the board is a woman.
- 22% of our consolidated senior management, 50% of senior management at Grupo Argos, and 75% of senior management at Summa.

- 41% of our key talent, i.e. the 195 employees nominated to critical positions in the business group.
- 32% of our specialists and professionals.
- 23% of all our employees.

We still have opportunities to continue strengthening the presence of women in positions traditionally occupied by men due to the historical composition of the organization and the sectors in which it operates. However, the dynamics of the last few years have shown a greater participation of women at all organizational levels, and with the measures we have been implementing, we demonstrate that it is possible to achieve this if there is the will to promote change and contribute to the construction of an increasingly equitable and inclusive society.



2. MERCER Inclusion Diagnosis: Maintain or improve the 83% in the diversity dimension in the consolidated MERCER work environment survey. This indicator really shows us how included women and everyone else feel in the organization.



5. RECOGNITIONS 2019-2020

Ranking Par (Aequales) 2019

Argos and Celsia rank 2 and 3, respectively, in local companies with greater commitment with diversity

Ranking Par (Aequales) 2020

Grupo Argos ranks 3 in Colombia and ranks 7 in Latam in private companies 0-200 collaborators 5th in the region among all the country companies.

Equipares 2019

- **Gold Seal Equipares:** Cementos Argos and Concretos Argos
- **Equity Certification:** Cementos Argos Panamá, Celsia Central America (Gold) and in process, Dominican Republic

Equipares 2020

- **Silver Seal Equipares:** Celsia Colombia

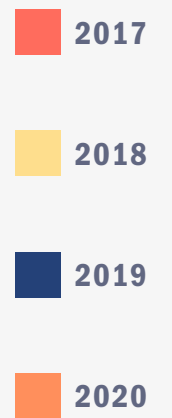
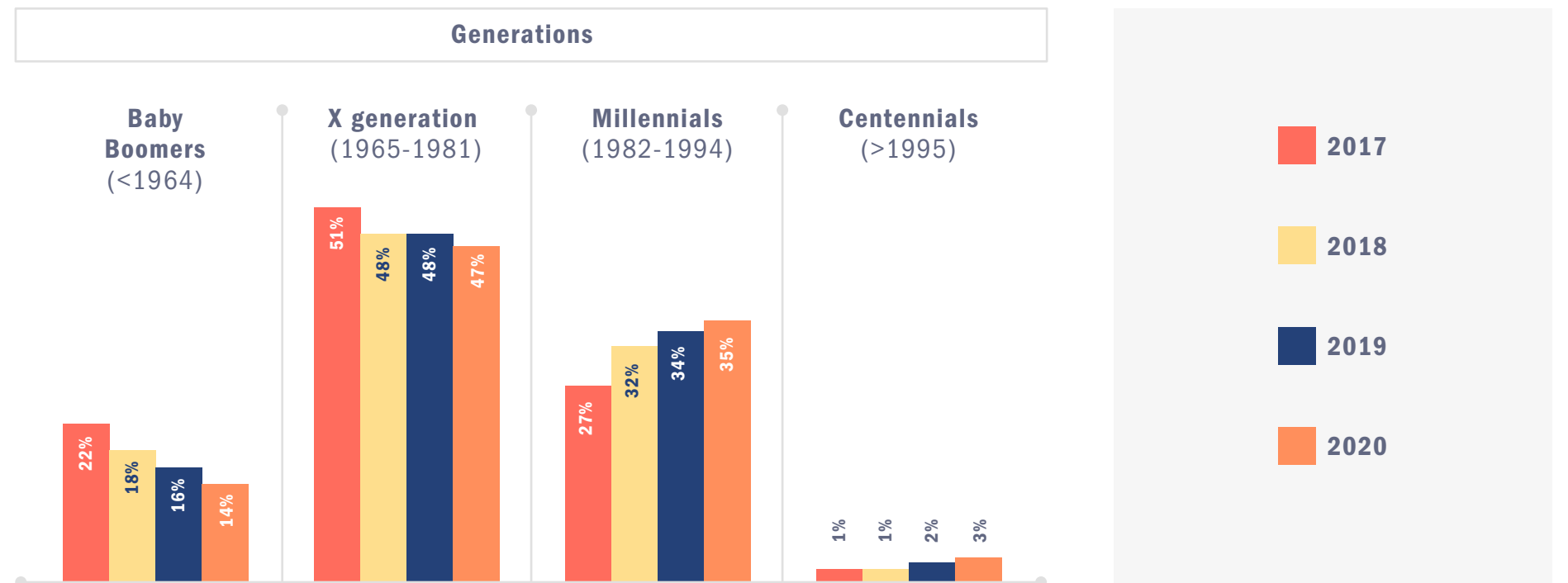
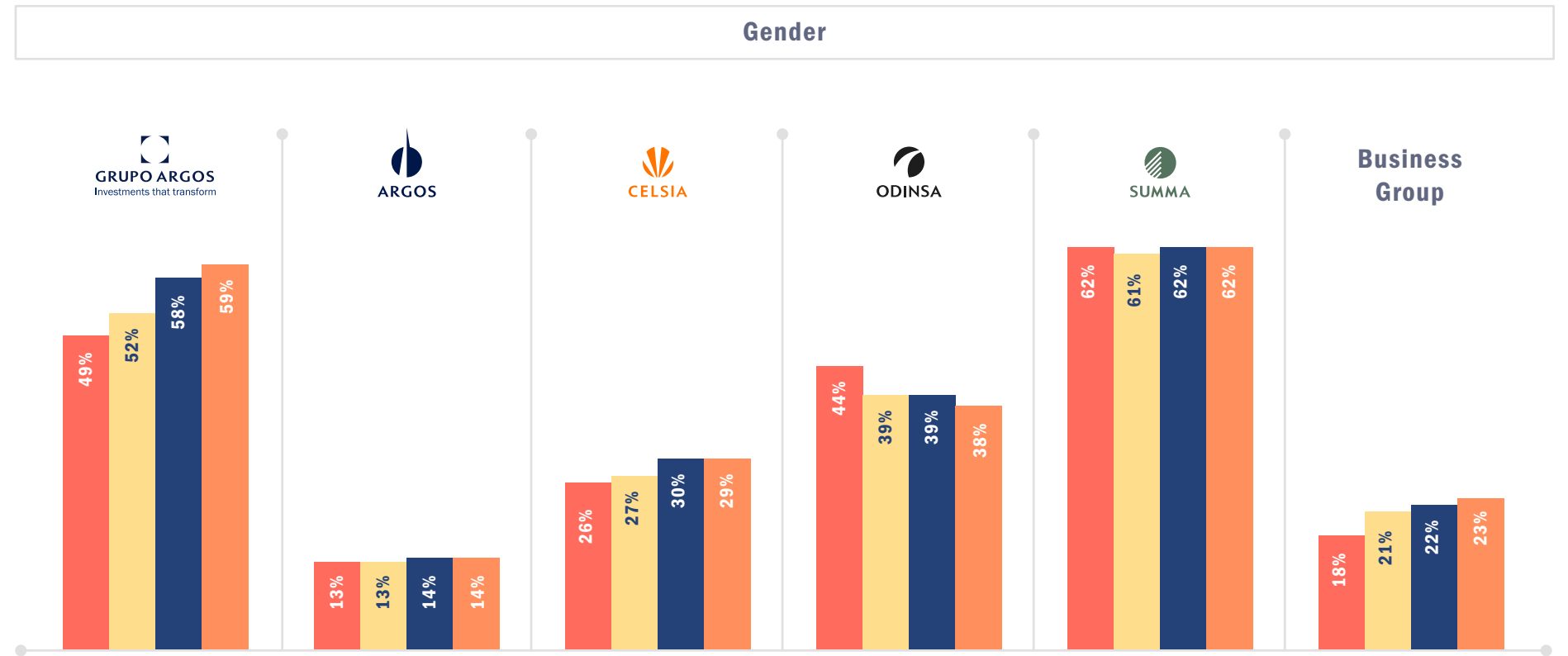
Merco Talento 2020

- Cementos Argos ranks 9
- Celsia ranks 24
- Grupo Argos ranks 68





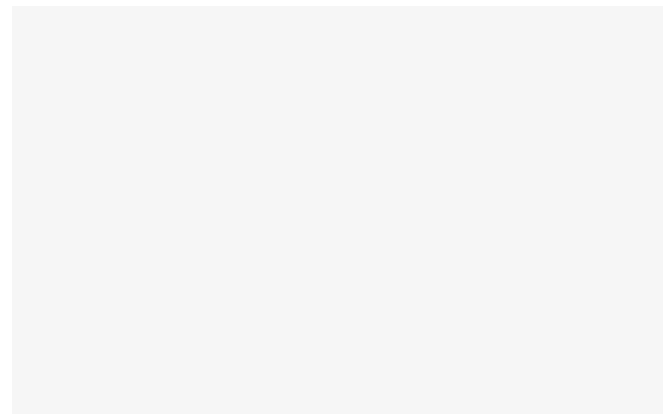
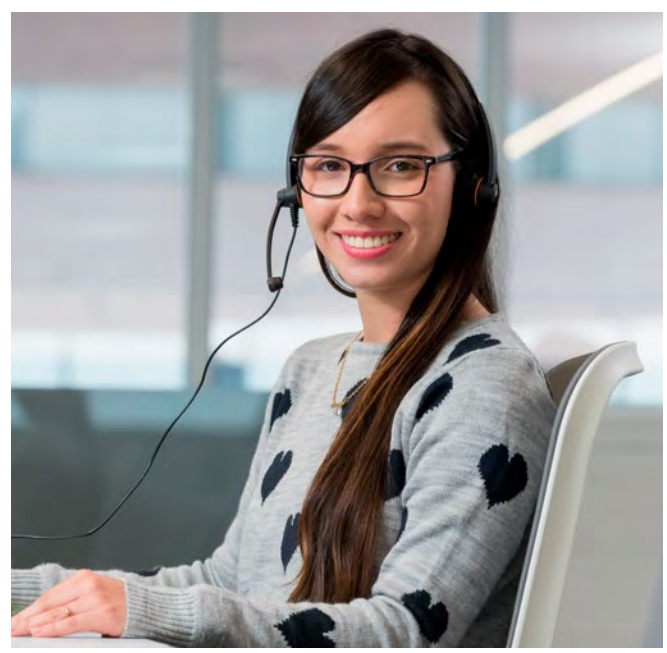
6. DIVERSITY AND INCLUSION IN ARGOS BUSINESS GROUP (AS OF DECEMBER 31st, 2020)





Origin

Argentina	1
Aruba	8
Belgium	1
Brazil	1
Canada	4
Chile	1
Colombia	3
Costa Rica	7553
Cuba	15
Dominica	3
Ecuador	14
Spain	303
United States	4
France	2699
Grenada	2
French Guiana	1
Haiti	23
Honduras	124
Jamaica	211
Mexico	2
Nicaragua	4
Panama	2
Peru	453
United Kingdom	1
Dominican Republic	1
Saint Thomas	294
Surinam	65
Venezuela	16





7. NEXT STEPS

Affirmative Gender Actions

They make it possible to overcome a social gender gap that is transferred to that is historically has been transferred to organizations. Under the premise, demonstrated through several reports and studies, that women face greater difficulties in occupying leadership positions.

We will continue working to evaluate in which areas or levels the number of women is substantially lower, in order to generate an alert and propose affirmative actions, so that, for example, in all selection processes, a woman is included in the final shortlist.



Training in New Masculinities, Parental Co-Responsibility, Men's Support for Equity

We want to continue supporting flexible work practices with workshops on new masculinities or parental co-responsibility to continue fostering a culture in which both men and women can enjoy family spaces.

Gender equity benefits both men and women, however, men must play an active role in achieving it. That is why we will also offer workshops specifically oriented to men, seeking to raise awareness of the benefits of gender equity and masculinity from a different perspective. Likewise, we must continue to communicate that the benefits of flexibility are oriented not only to mothers and women but also to fathers and men, thus contributing to the deconstruction of social gender roles.

Communications

We will continue to strengthen our communications guidelines to avoid gender bias and/or sexist references to enable us to manage communications in a consistent and detailed manner with our commitments to gender equity and equality. The challenge is to move from diversity to inclusion, from tolerating to respecting our differences.



Affinity Networks and No Barriers

Gender equity and diversity require concrete actions that allow us to develop in a society where men and women may compete in arm's length terms. It is important for us to recognize those groups that have been historically discriminated and, accordingly, not included in an equitable manner.

Thus, LGBTIQ+ community is one of the groups most vulnerable to discrimination. We will have affinity networks for minority communities by origin, sexual orientation and race, which will serve as a space for generating ideas and protocols for inclusion, and we will also achieve connections with groups beyond the organization through the supply chain, communities, foundation and teams that relate to other stakeholders.