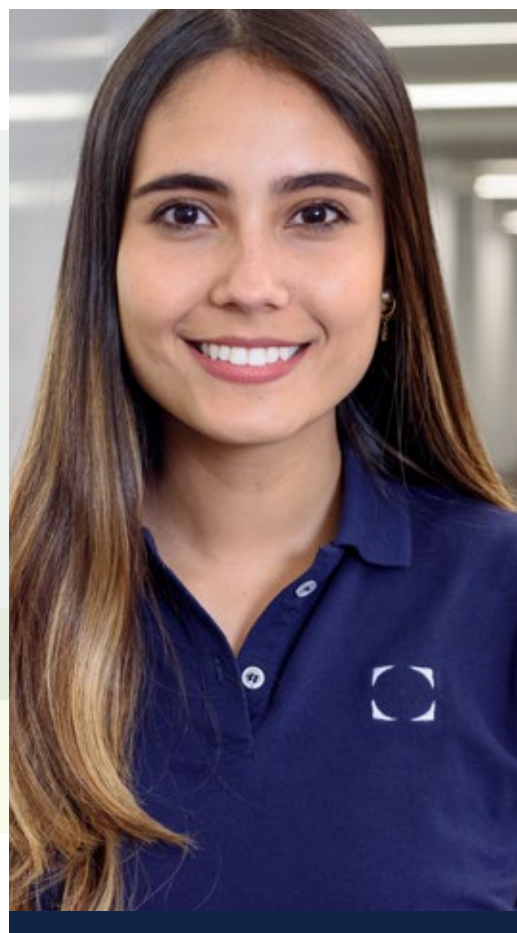


At Grupo Argos, **#OUR DIFFERENCES** **#BRING US TOGETHER**



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At Grupo Argos, our 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 created by Grupo Argos, Cementos Argos, Celsia, Odinsa and Summa are the result 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. Gathering different capabilities and visions with a common purpose, we positively transform the lives of millions of people.

1. OUR COMMITMENT: DIVERSITY AND INCLUSION POLICY

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

2.1 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 it is responsible for proposing and adjusting talent processes from a Diversity and inclusion perspective, strengthening communication mechanisms and promoting best practices within each company.

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 diversity and inclusion strategies. They have been training in inclusive leadership, which is needed for cultural change and to lead by example.
- **Guarantee that all the strategies** in gender that we currently implement, impact all the types of diversity.

Our businesses lead a strategy focus:

- a. Talent with purpose
- b. Identify me, invite me and include me
- c. Diversity that transcends
- d. Do to believe



2.2 Talent with purpose

We are looking for people willing to sum up visions, talents and willingness to fulfill dreams and positively transform the life of millions of people: Talent with purpose, diversity and multicultural.

The main objective of this strategy 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 subsidiaries have implemented gender equality management Systems, that ensure, through processes, the execution of this corporate strategy of inclusive selection.

We have job postings and recruitment channels that are not biased by any condition, and we continually train recruiters and leaders on unconscious bias to ensure inclusive selection processes.



Also, Grupo Argos, Summa and OPAIN, the Odinsa airport concession, have an agreement with the **Best Buddies Foundation**, to include people with disabilities in the workforce.

Communication

- **Valuable information:** if you want to sign up for our database of candidates and find out about the latest news from Grupo Empresarial Argos that is positively transforming the lives of millions of people, read this QR code and submit your information.



To access the official employment portal of Grupo Empresarial Argos, learn about our opportunities and participate in our selection processes:





Partnerships and Management Systems

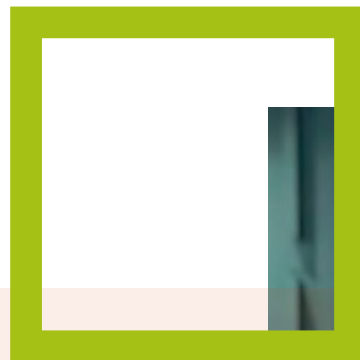
- **Women endeavor:** allied with Proantioquia, Impact Hub, Bancolombia, Transmetano, Promigas, Comfama and the Siemens Foundation, we lead this program that seeks to reduce unemployment among the female population.
50 women leaders completed the first phase of Women endeavor in 2021 with growth in sales, new strategic alliances and more than 30 new jobs. Currently 110 enterprises are receiving support from this program.
- **Job training program** and 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 intervention in processes to strengthen equity in areas such as: recruitment and selection, promotion and development, training, compensation and benefits, 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





2.3 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**

2.4 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.

- Training of the organization's **senior Management**
- **Train 108 employees** as Diversity Multipliers

Achievements

- Development and publication of an **inclusive communication manual** for the entire Business Group.
- **7% increase** women in shortlists, going from **29% in 2020 to 36% in 2021**, as a result of the execution of our diversity strategy.
- **12% increase** in the participation of collaborators with public education from **14% in 2020 to 26% in 2021**, as a result of the attraction actions in public universities.

- **60% increase in hours of training** in diversity and inclusion. We have **invested 2,786 hours of training in diversity and inclusion during 2021**, on topics such as: unconscious biases, new masculinities, generational diversity, gender and regional inclusion, inclusive communication, and construction of healthy environments





2.5 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 rst-hand the work to be carried out and improve their level of enlistment in the succession of critical positions.





3. OUR TALENT MANAGEMENT PRACTICES

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

Some of the aspects that stand out are:

3.1 Recruitment and selection

We adjust our processes to ensure job openings and recruitment channels that are not biased by any condition.

To move forward, has been necessary to carry out affirmative actions to change paradigms, including women in labors that historically had not played.



These are the cases of:

Cementos Argos: have operators of production and conductors of mixer trucks

Celsia: electrical engineers, linemen, and bosses work of plant

Opain: aeronautical firefighters

In the same way, we also analyze the positions historically feminized, to include men in the processes for these positions, such as secretarial work and collectors at the tolls of our road concessions.

3.2 Talent Planning

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



3.3 Training

- Since 2015, **more than 100 women from the organization** have participated in leadership programs for equity with the **University of Berkeley, the University of La Sabana and Eafit University.**
- We developed a series of podcasts on our Spotify channel: **"Conversaciones que Transforman"**. These are open talks with important actors on issues of unconscious biases. Also, constantly we invite women from different professions and visions who tell their experience in this path of equity and allows companies to share good practices.
- **OPAIN has the School of Firefighters aeronautics**, initiative through which they **doubled the participation** of women in a common role masculinized, going from 7% to 14% in 2021.

3.4 Employee's Experience

In line with **market demands**, expectations of the **new generations** and the **diversity of gender**, we offer employees a **flexible benefits plan, Beneflex**, with a complete portfolio in terms of **well-being, work-life balance and personal growth**, which is made up of general benefits, mercable and by application. This was designed taking into account **the diversity of our employees**: ethnic, gender, generational diversity, so that everyone can choose them according to their needs, moments of life and preferences.



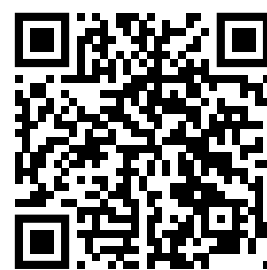


Among the benefits that drive our diversity and inclusion strategy the most, we find:

- **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 leave:** granting of paid leave of one hour a day during the month following the return from paternity leave. It applies independently if it is adoption by parents of the same gender.

- **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.

Additionally, at Grupo Argos we have **CONSCIOUS BALANCE**. A wellness program that encompasses employees as an integral being, taking into account the dimensions of life and health, benefits and quality of life. Through this program, Grupo Argos accompanies its collaborators in their moments. To learn more about this program, access the Talent Strategy.



3.5 Compliance

- **Our Internal Labor Regulations and Code of Conduct** sanction labor harassment and promote non-discrimination principles.
- Additionally, at Grupo Argos we have a **Respect Policy**.





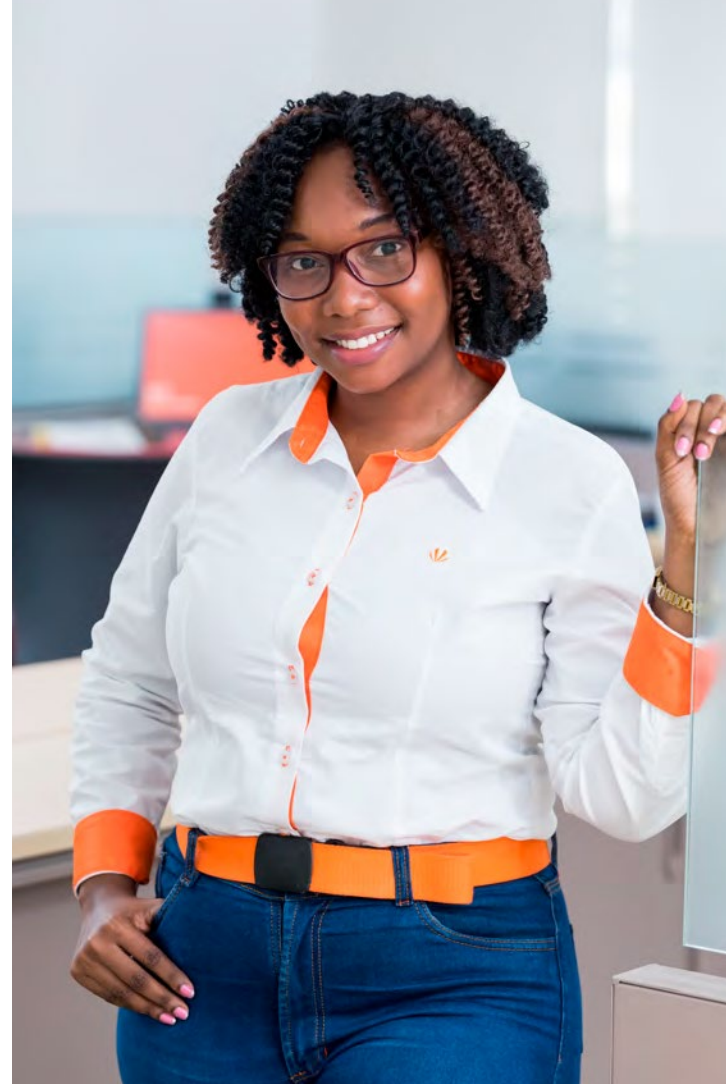
4. WHAT WE MEASURE

We have two global goals:

4.1. 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.

At 31st December of 2021, women in our Business Group represented:

- 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, that is, 195 employees are nominated for critical positions in the Business Group and today 29% are ready to assume a succession.
- 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.

4.2. 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. GOALS AND RESULTS

- Increase nominations of women in succession pipelines to critical positions in the business group. In 2021, 66% of critical positions in the Argos Business Group have women nominated as successors.
- Increase intervention, on the minority gender, in segregated positions.
- To guarantee that 100% of women key talent are receiving formal mentoring.





6. REWARDS

Ranking Par (Aequales) 2021

- Argos: 1st position
- OPAIN: 112/356 in Colombia and 333/863 in Latin America

Ranking Par (Aequales) 2020

Grupo Argos achieved the 3rd position in Colombia and 7th in LATAM between private companies with 0-200 employees.

Equipares 2021

- **Gold Seal Equipares:** Cementos Argos Colombia and Panamá.
- **Silver Seal Equipares:** Opain and Celsia

Gender Equality System Panama

- **Gold Certification:** Celsia

Merco Talent 2022

- Cementos Argos position 11
- Celsia position 35
- Grupo Argos position 45

Merco Talent 2021

- Cementos Argos position 13
- Celsia position 32
- Grupo Argos position 71

Bloomberg

- **GEI Bloomberg Recognition Seal**, recognition and historical score of 85.7 in the Bloomberg Gender Equality Index.

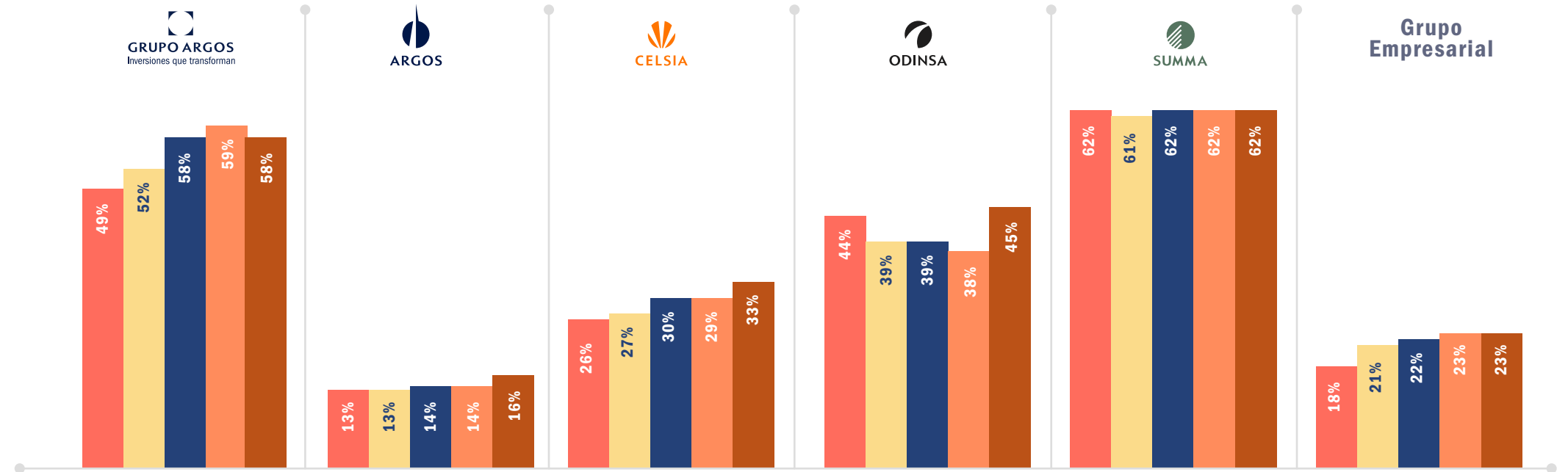




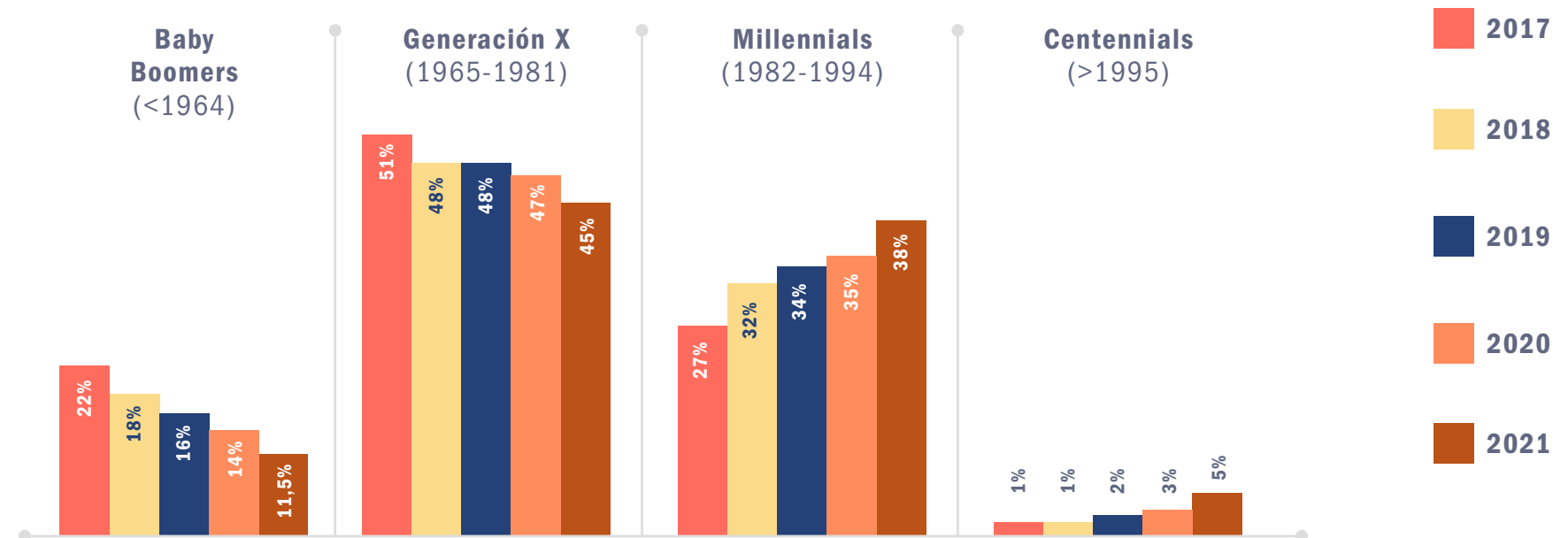
7. DIVERSITY AND INCLUSION IN ARGOS BUSINESS GROUP (AS OF DECEMBER 31st, 2021)



7.1 Gender



7.2 Generations





7.3 Origins

Antigua y Barbuda	4
Argentina	1
Aruba	8
Bélgica	1
Bolivia	1
Brasil	4
Chile	3
Colombia	9.098
Costa Rica	17
Cuba	4
República Dominicana	346
Ecuador	277
El Salvador	1
Francia	1
Guayana Francesa	21
Grenada	1
Guatemala	12
Guyana	1
Haití	118
Honduras	223
Jamaica	1
México	4
Netherlands	2
Nicaragua	1
Panamá	403
Perú	1
Puerto Rico	67
Sint Maarten	1
España	3
Santo Domingo	7
Suriname	63
Reino Unido	2
Estados Unidos	2.369
Venezuela	21



- **Goals**
- **Rewards**
- **Diversity and Inclusion in Argos. Business Group (as of December 31st, 2021)**
- **Next challenges**





8. NEXT CHALLENGES

Afrmative 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 difculties 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 afrmative 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

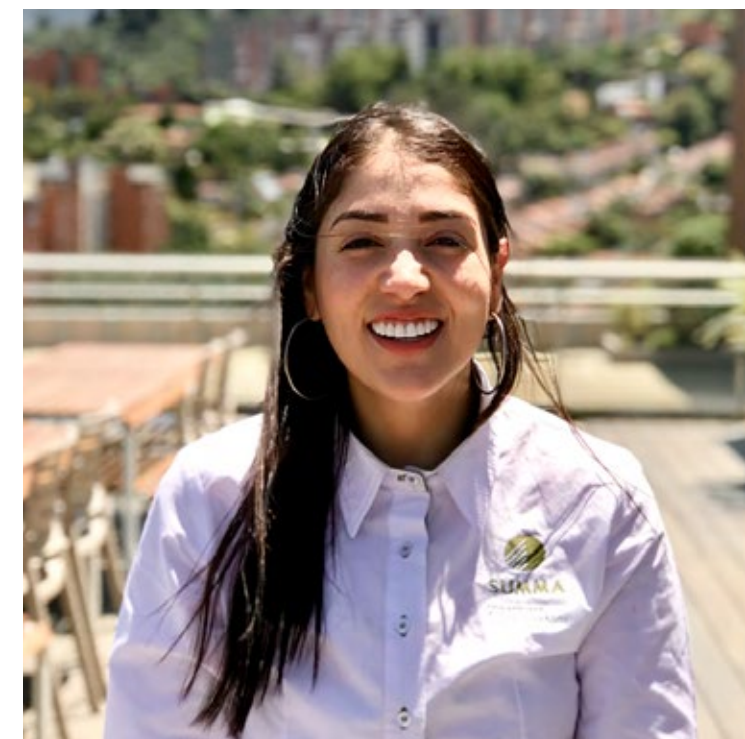
We want to continue supporting exible work practices with workshops on new masculinities or parental co-responsibility to continue fostering a culture in which both men and women can enjoy family spaces.

Gender equity benets both men and women, however, men must play an active role in achieving it. That is why we will also offer workshops specically oriented to men, seeking to raise awareness of the benets of gender equity and masculinity from a different perspective. Likewise, we must continue to communicate that the benets of exibility 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.**



Afnity 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 afnity 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.



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