

TALENT MANAGEMENT

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Workforce							
COLOMBIA							
Regular workforce (#)			4.012	3.812	3.733	3.746	
Temporary workforce (#)			427	419	315	379	
Regular workforce - males (#)			3.339	3.179	3.101	3.110	
Regular workforce - females (#)			673	633	632	636	
Percentage regular workforce - males (%)			83%	83%	83%	83%	
Percentage regular workforce - females (%)			17%	17%	17%	17%	
Level 1: executive (#)			9	6	6	6	
Level 2: management (#)	102-7	102-8	60	52	49	46	
Level 3: direction (#)			149	137	127	128	
Level 4: specialists (#)			919	858	860	852	
Level 5: operatives (#)			2.875	2.759	2.691	2.714	
Level 1: executive (%)			0,2%	0,2%	0,2%	0,2%	
Level 2: management (%)			1,5%	1,4%	1,3%	1,2%	
Level 3: direction (%)			3,7%	3,6%	3,4%	3,4%	
Level 4: specialists (%)			22,9%	22,5%	23,0%	22,7%	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Level 5: operatives (%)			71,7%	72,4%	72,1%	72,5%	
Level 1: executive (#) - men			8	5	5	5	
Level 2: management (#) - men			48	39	37	35	
Level 3: direction (#) - men			90	78	70	68	
Level 4: specialists (#) - men			516	483	488	482	
Level 5: operatives (#) - men			2.677	2.574	2.501	2.520	
Level 1: executive (%) - men			88,9%	83,3%	83,3%	83,3%	
Level 2: management (%) - men			80,0%	75,0%	75,5%	76,1%	
Level 3: direction (%) - men		102-7	60,4%	56,9%	55,1%	53,1%	
Level 4: specialists (%) - men		102-8	56,2%	56,3%	56,7%	56,6%	
Level 5: operatives (%) - men			93,1%	93,3%	92,9%	92,9%	
Level 1: executive (#) - women			1	1	1	1	
Level 2: management (#) - women			12	13	12	11	
Level 3: direction (#) - women			59	59	57	60	
Level 4: specialists (#) - women			403	375	372	370	
Level 5: operatives (#) - women			198	185	190	194	
Level 1: executive (%) - women			11,1%	16,7%	16,7%	16,7%	
Level 2: management (%) - women			20,0%	25,0%	24,5%	23,9%	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Level 3: direction (%) - women			39,6%	43,1%	44,9%	46,9%	
Level 4: specialists (%) - women			43,9%	43,7%	43,3%	43,4%	
Level 5: operatives (%) - women			6,9%	6,7%	7,1%	7,1%	
Younger than 30 years			387	320	271	301	
30 to 40 years			1.308	1.217	1.128	1.076	
40 to 50 years			1.247	1.182	1.163	1.169	
50 to 60 years			960	981	1.037	1.050	
Older than 60 years			108	109	131	147	
Older than 70 years						3	
Younger than 30 years (%)		102-7 102-8	9,7%	8,4%	7,3%	8,0%	
30 to 40 years (%)			32,6%	31,9%	30,2%	28,7%	
40 to 50 years (%)			31,1%	31,0%	31,2%	31,2%	
50 to 60 years (%)			23,9%	25,7%	27,8%	28,0%	
Older than 60 years (%)			2,7%	2,9%	3,5%	3,9%	
Older than 70 years (%)						0,08%	
CENTRAL AMERICA AND THE CARIBBEAN							
Regular workforce			1.113	1.021	937	940	
Temporary workforce			112	73	42	42	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Regular workforce - males			892	817	744	739	
Regular workforce - females			221	204	193	201	
Percentage regular workforce - males (%)			80%	80%	79%	79%	
Percentage regular workforce - females (%)			20%	20%	21%	21%	
Level 1: executive (#)			-	-	-	-	
Level 2: management (#)			17	17	16	13	
Level 3: direction (#)			48	50	51	50	
Level 4: specialists (#)			399	373	358	377	
Level 5: operatives (#)			649	581	512	500	
Level 1: executive (%)		102-7 102-8	0%	0%	0%	0%	
Level 2: management (%)			1,53%	1,67%	1,71%	1,38%	
Level 3: direction (%)			4,31%	4,90%	5,44%	5,32%	
Level 4: specialists (%)			35,85%	36,53%	38,21%	40,11%	
Level 5: operatives (%)			58,31%	56,90%	54,64%	53,19%	
Level 1: executive (#) - men			-	-	-	-	
Level 2: management (#) - men			16	16	15	12	
Level 3: direction (#) - men			36	39	42	38	
Level 4: specialists (#) - men			261	244	231	245	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Level 5: operatives (#) - men			579	518	456	444	
Level 1: executive (%) - men			0%	0%	0%	0%	
Level 2: management (%) - men			94,12%	94,12%	93,75%	92,31%	
Level 3: direction (%) - men			75%	78%	82,35%	76%	
Level 4: specialists (%) - men			65,41%	65,42%	64,53%	64,99%	
Level 5: operatives (%) - men			89,21%	89,16%	89,06%	88,80%	
Level 1: executive (#) - women			-	-	-	-	
Level 2: management (#) - women			1	1	1	1	
Level 3: direction (#) - women		102-7	12	11	9	12	
Level 4: specialists (#) - women		102-8	138	129	127	132	
Level 5: operatives (#) - women			70	63	56	56	
Level 1: executive (%) - women			0%	0%	0%	0%	
Level 2: management (%) - women			5,88%	5,88%	6,25%	7,69%	
Level 3: direction (%) - women			25%	22%	18%	24%	
Level 4: specialists (%) - women			34,59%	34,58%	35,47%	35,01%	
Level 5: operatives (%) - women			10,79%	10,84%	10,94%	11,20%	
Younger than 30 years			130	119	96	86	
30 to 40 years			378	350	328	342	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
40 to 50 years			343	330	305	295	
50 to 60 years			209	187	184	190	
Older than 60 years			51	33	23	26	
Older than 70 years			-	-	-	1	
Younger than 30 years (%)			11,68%	11,66%	10,25%	9,15%	
30 to 40 years (%)			33,96%	34,28%	35,01%	36,38%	
40 to 50 years (%)			30,82%	32,32%	32,55%	31,38%	
50 to 60 years (%)			18,78%	18,32%	19,64%	20,21%	
Older than 60 years (%)		102-7	4,58%	3,23%	2,45%	2,77%	
Older than 70 years (%)		102-8	0%	0%	0%	0,11%	
USA							
Regular workforce			2.932	2.814	2.619	2.364	
Temporary workforce			33	26	14	18	
Regular workforce - males			2.743	2.618	2.419	2.157	
Regular workforce - females			189	196	200	207	
Percentage regular workforce - males			94%	93%	92%	91%	
Percentage regular workforce - females			6%	7%	8%	9%	
Level 1: executive (#)			1	1	1	1	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Level 2: management (#)			41	39	36	36	
Level 3: direction (#)			95	89	87	81	
Level 4: specialists (#)			728	690	675	643	
Level 5: operatives (#)			2.067	1.995	1.820	1.603	
Level 1: executive (%)			0,03%	0,04%	0,04%	0,04%	
Level 2: management (%)			1,4%	1,4%	1,4%	1,5%	
Level 3: direction (%)			3,2%	3,2%	3,3%	3,4%	
Level 4: specialists (%)			24,8%	24,5%	25,8%	27,2%	
Level 5: operatives (%)		102-7	70,5%	70,9%	69,5%	67,8%	
Level 1: executive (#) - men		102-8	1	1	1	1	
Level 2: management (#) - men			39	38	35	35	
Level 3: direction (#) - men			86	80	77	72	
Level 4: specialists (#) - men			634	591	577	534	
Level 5: operatives (#) - men			1.983	1.908	1.729	1.515	
Level 1: executive (%) - men			100%	100%	100%	100%	
Level 2: management (%) - men			95,1%	97,4%	97,2%	97,2%	
Level 3: direction (%) - men			90,5%	89,9%	88,5%	88,9%	
Level 4: specialists (%) - men			87,1%	85,7%	85,5%	83,0%	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Level 5: operatives (%) - men			95,9%	95,6%	95,0%	94,5%	
Level 1: executive (#) - women			-	-	-	-	
Level 2: management (#) - women			2	1	1	1	
Level 3: direction (#) - women			9	9	10	9	
Level 4: specialists (#) - women			94	99	98	109	
Level 5: operatives (#) - women			84	87	91	88	
Level 1: executive (%) - women			0%	0%	0%	0%	
Level 2: management (%) - women			4,9%	2,6%	2,8%	2,8%	
Level 3: direction (%) - women		102-7	9,5%	10,1%	11,5%	11,1%	
Level 4: specialists (%) - women		102-8	12,9%	14,4%	14,5%	17,0%	
Level 5: operatives (%) - women			4,1%	4,4%	5,0%	5,5%	
Younger than 30 years			213	247	208	216	
30 to 40 years			473	474	424	396	
40 to 50 years			866	784	702	594	
50 to 60 years			946	896	871	779	
Older than 60 years			412	389	388	350	
Older than 70 years			0	0	0	29	
Younger than 30 years (%)			7,3%	8,8%	7,9%	9,1%	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
30 to 40 years (%)			16,1%	16,8%	16,2%	16,8%	
40 to 50 years (%)			29,5%	27,9%	26,8%	25,1%	
50 to 60 years (%)			32,3%	31,8%	33,3%	33,0%	
Older than 60 years (%)			14,1%	13,8%	14,8%	14,8%	
Older than 70 years (%)			0%	0%	0%	1,23%	
COMPANY							
Regular workforce			8.057	7.647	7.289	7.050	
Temporary workforce			572	518	371	439	
Regular workforce - males		102-7	6.974	6.614	6.264	6.006	
Regular workforce - females		102-8	1.083	1.033	1.025	1.044	
Percentage regular workforce - males			87%	86%	86%	85%	
Percentage regular workforce - females			13%	14%	14%	15%	
Level 1: executive (#)			10	7	7	7	
Level 2: management (#)			118	108	101	95	
Level 3: direction (#)			292	276	265	259	
Level 4: specialists (#)			2.046	1.921	1.893	1.872	
Level 5: operatives (#)			5.591	5.335	5.023	4.817	
Level 1: executive (%)			0,12%	0,09%	0,10%	0,10%	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Level 2: management (%)			1,5%	1,4%	1,4%	1,3%	
Level 3: direction (%)			3,6%	3,6%	3,6%	3,7%	
Level 4: specialists (%)			25,4%	25,1%	26,0%	26,6%	
Level 5: operatives (%)			69,4%	69,8%	68,9%	68,3%	
Level 1: executive (#) - men			9	6	6	6	
Level 2: management (#) - men			103	93	87	82	
Level 3: direction (#) - men			212	197	189	178	
Level 4: specialists (#) - men			1.411	1.318	1.296	1.261	
Level 5: operatives (#) - men		102-7	5.239	5.000	4.686	4.479	
Level 1: executive (%) - men		102-8	90%	86%	86%	86%	
Level 2: management (%) - men			87%	86%	86%	86%	
Level 3: direction (%) - men			73%	71%	71%	69%	
Level 4: specialists (%) - men			69%	69%	68%	67%	
Level 5: operatives (%) - men			94%	94%	93%	93%	
Level 1: executive (#) - women			1	1	1	1	
Level 2: management (#) - women			15	15	14	13	
Level 3: direction (#) - women			80	79	76	81	
Level 4: specialists (#) - women			635	603	597	611	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Level 5: operatives (#) - women			352	335	337	338	
Level 1: executive (%) - women			10%	14,29%	14,29%	14,29%	
Level 2: management (%) - women			12,71%	13,89%	13,86%	13,68%	
Level 3: direction (%) - women			27,40%	28,62%	28,68%	31,27%	
Level 4: specialists (%) - women			31,04%	31,39%	31,54%	32,64%	
Level 5: operatives (%) - women			6,30%	6,28%	6,71%	7,02%	
Younger than 30 years			730	686	575	603	
30 to 40 years			2.159	2.041	1.880	1.814	
40 to 50 years		102-7	2.456	2.296	2.170	2.058	
50 to 60 years		102-8	2.115	2.064	2.092	2.019	
Older than 60 years			571	531	542	523	
Older than 70 years			-	-	-	33	
Younger than 30 years (%)			9,1%	9,0%	7,9%	8,6%	
30 to 40 years (%)			26,8%	26,7%	25,8%	25,7%	
40 to 50 years (%)			30,5%	30,0%	29,8%	29,2%	
50 to 60 years (%)			26,3%	27,0%	28,7%	28,6%	
Older than 60 years (%)			7,1%	6,9%	7,4%	7,4%	
Older than 70 years (%)			0%	0%	0%	0,47%	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Employees covered by collective bargaining agreements							
COLOMBIA							
Total employees covered by collective bargaining agreements			1.589	1.632	1.629	1.742	
Percentage of employees covered by collective bargaining agreements (%)			40%	43%	44%	47%	
CENTRAL AMERICA AND THE CARIBBEAN							
Total employees covered by collective bargaining agreements			385	321	276	273	
Percentage of employees covered by collective bargaining agreements (%)	102-41		35%	31%	29%	29%	
USA							
Total employees covered by collective bargaining agreements			290	278	267	256	
Percentage of employees covered by collective bargaining agreements (%)			10%	10%	10%	11%	
COMPANY							
Total employees covered by collective bargaining agreements			2.264	2.231	2.172	2.271	
Percentage of employees covered by collective bargaining agreements (%)			28%	29%	30%	32%	
Management from the local community							
COLOMBIA							
Number of senior management hired from the local community			48	27	30	31	
Percentage senior management hired from the local community (%)	202-2		100%	100%	85,71%	96,88%	
CENTRAL AMERICA AND THE CARIBBEAN							
Number of senior management hired from the local community			0	2	2	2	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Percentage senior management hired from the local community (%)			0%	13%	10,52%	16,67%	
USA							
Number of senior management hired from the local community			5	6	1	6	
Percentage senior management hired from the local community (%)		202-2	45%	55%	10%	55%	
COMPANY							
Number of senior management hired from the local community			53	35	33	39	
Percentage senior management hired from the local community (%)			77%	66%	52%	71%	
<u>New employee hires and employee turnover rate</u>							
COLOMBIA							
Employee turnover rate (%)			9,6%	9,7%	6,1%	7,2%	
Employee turnover rate - Females (%)			2,4%	1,9%	1,2%	1,4%	
Employee turnover rate - Males (%)			7,1%	7,8%	4,9%	5,8%	
Employee turnover rate - Involuntary (%)		401-1	1,1%	1,4%	1,2%	1,3%	
Employee turnover rate - Voluntary (%)			4,4%	3,2%	3,0%	2,7%	
Employee turnover rate - Mutual agreement (%)			4,1%	5,1%	1,9%	3,3%	
Terminations - Voluntary			176	120	113	100	
Terminations - Involuntary			44	54	44	47	
Terminations - Mutual agreements			163	195	72	123	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Total terminations			383	369	229	270	
Terminations - Females			98	72	46	51	
Terminations - Females (%)			26%	20%	20%	19%	
Terminations - Males			285	297	183	219	
Terminations - Males (%)			74%	80%	80%	81%	
Total new hires			160	185	152	280	
New hires females			35	34	44	54	
New hires Males			125	151	108	226	
New hires females (%)		401-1	22%	18%	29%	19%	
New hires Males (%)			78%	82%	71%	81%	
CENTRAL AMERICA AND THE CARIBBEAN							
Employee turnover rate (%)			9,7%	17,9%	14,6%	8,7%	
Employee turnover rate - Females (%)			2,1%	3,8%	2,1%	2,2%	
Employee turnover rate - Males (%)			7,6%	14,1%	12,5%	6,5%	
Employee turnover rate - Involuntary (%)			2,4%	2,9%	5,9%	1,8%	
Employee turnover rate - Voluntary (%)			3,8%	4,9%	2,3%	2,7%	
Employee turnover rate - Mutual agreement (%)			3,5%	10,1%	6,4%	4,3%	
Terminations - Voluntary			42	50	22	25	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Terminations - Involuntary			27	30	55	17	
Terminations - Mutual agreements			39	103	60	40	
Total terminations			108	183	137	82	
Terminations - Females			23	39	20	21	
Terminations - Females (%)			21%	21%	15%	26%	
Terminations - Males			85	144	117	61	
Terminations - Males (%)			79%	79%	85%	74%	
Total new hires			82	93	54	85	
New hires females		401-1	16	23	12	28	
New hires Males			66	70	42	57	
New hires females (%)			19,5%	24,7%	22,2%	32,9%	
New hires Males (%)			80,5%	75,3%	77,8%	67,1%	
USA							
Employee turnover rate (%)			36,2%	29,6,5%	26,5%	33,7%	
Employee turnover rate - Females (%)			2,0%	2,0%	1,3%	2,3%	
Employee turnover rate - Males (%)			34,2%	28,0%	25,1%	31,4%	
Employee turnover rate - Involuntary (%)			10,1%	12,3%	12,1%	13,5%	
Employee turnover rate - Voluntary (%)			16,9%	16,3%	12,9%	19,0%	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Employee turnover rate - Mutual agreement (%)			9,1%	1,4%	1,5%	1,2%	
Terminations - Voluntary			496	458	337	450	
Terminations - Involuntary			297	346	316	318	
Terminations - Mutual agreements			267	39	40	29	
Total terminations			1.060	843	693	797	
Terminations - Females			58	55	35	54	
Terminations - Females (%)			5%	7%	5,05%	6,78%	
Terminations - Males			1.002	788	658	743	
Terminations - Males (%)		401-1	95%	93%	95%	93%	
Total new hires			815	942	511	799	
New hires females			56	68	39	73	
New hires Males			759	874	472	726	
New hires females (%)			6,9%	7,2%	7,6%	9,1%	
New hires Males (%)			93,1%	92,8%	92,4%	90,9%	
COMPANY							
Employee turnover rate (%)			19,3%	18,2%	14,5%	16,3%	
Employee turnover rate - Females (%)			2,2%	2,2%	1,4%	1,8%	
Employee turnover rate - Males (%)			17,0%	16,1%	13,1%	14,5%	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Employee turnover rate - Involuntary (%)			4,6%	5,6%	5,7%	5,4%	
Employee turnover rate - Voluntary (%)			8,9%	8,2%	6,5%	8,2%	
Employee turnover rate - Mutual agreement (%)			5,8%	4,4%	2,4%	2,7%	
Terminations - Voluntary			714	628	472	575	
Terminations - Involuntary			368	430	415	382	
Terminations - Mutual agreements			469	337	172	192	
Total terminations			1.551	1.395	1.059	1.149	
Terminations - Females		401-1	179	166	101	126	
Terminations - Females (%)			12%	12%	9,54%	10,97%	
Terminations - Males			1372	1229	958	1023	
Terminations - Males (%)			88%	88%	90,46%	89,03%	
Total new hires			1.057	1.220	717	1.164	
New hires females			107	125	95	155	
New hires Males			950	1.095	622	1.009	
New hires females (%)			10,12%	10,25%	13,25%	13,32%	
New hires Males (%)			89,88%	89,75%	86,75%	86,68%	
<u>Training per year</u>							
COLOMBIA							
Total training hours - Executive		404-1	78	51	35	92	
Total training hours - Management			2.375	3.054	1.655	1.319	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Total training hours - Direction			6.932	6.872	8.034	6.746	
Total training hours - Specialists			41.405	49.266	55.942	47.738	
Total training hours - Operatives			136.007	130.644	112.584	155.896	
Total classroom style training hours - Executive			70	-	16	31	
Total classroom style training hours - Management			2.032	-	913	485	
Total classroom style training hours - Direction			5.559	-	3.793	3.184	
Total classroom style training hours - Specialists			34.085	-	23.447	21.370	
Total classroom style training hours - Operatives			117.342	-	54.101	96.724	
Total classroom style training hours		404-1	159.089	161.357	82.270	121.795	
Hours of classroom style training by gender - FEMALE			23.097	-	11.758	14.114	
Hours of classroom style training by gender - MALE			135.992	-	70.513	107.681	
Total virtual training hours - Executive			8	-	19	61	
Total virtual training hours - Management			344	-	741	834	
Total virtual training hours - Direction			1.373	-	4.241	3.562	
Total virtual training hours - Specialists			7.319	-	32.495	26.367	
Total virtual training hours - Operatives			18.665	-	58.483	59.172	
Total virtual training hours			27.708	-	95.979	89.995	
Hours of virtual training by gender - FEMALE			6.246	-	18.542	20.333	
Hours of virtual training by gender - MALE			21.462	-	77.437	69.662	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
CENTRAL AMERICA AND THE CARIBBEAN							
Total training hours - Executive			-	-	-	-	
Total training hours - Management			505	671	776	821	
Total training hours - Direction			1.922	2.869	3.689	2.929	
Total training hours - Specialists			21.777	19.663	28.235	24.352	
Total training hours - Operatives			13.296	15.553	23.162	11.383	
Total classroom style training hours - Executive			-	-	-	-	
Total classroom style training hours - Management			422	-	303	155	
Total classroom style training hours - Direction		404-1	1.665	-	1.710	554	
Total classroom style training hours - Specialists			18.398	-	15.209	6.881	
Total classroom style training hours - Operatives			10.739	-	17.572	7.615	
Total classroom style training hours			31.224	33.993	34.794	15.204	
Hours of classroom style training by gender - FEMALE			8.454	-	3.704	3.175	
Hours of classroom style training by gender - MALE			22.770	-	31.090	12.029	
Total virtual training hours - Executive			-	-	-	-	
Total virtual training hours - Management			83	-	472	666	
Total virtual training hours - Direction			257	-	1.979	2.375	
Total virtual training hours - Specialists			3.379	-	13.025	17.472	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Total virtual training hours - Operatives			2.557	-	5.590	3.769	
Total virtual training hours			6.276	4.763	21.067	24.282	
Hours of virtual training by gender - FEMALE			1.878	-	8.052	9.569	
Hours of virtual training by gender - MALE			4.398	-	13.015	14.712	
USA							
Total training hours - Executive			1	3	2	1	
Total training hours - Management			863	596	310	330	
Total training hours - Direction			1.930	2.212	905	1.057	
Total training hours - Specialists		404-1	14.279	11.039	7.546	6.654	
Total training hours - Operatives			107.750	109.378	18.850	18.706	
Total classroom style training hours - Executive			-	-	-	-	
Total classroom style training hours - Management			804	-	184	163	
Total classroom style training hours - Direction			1.761	-	533	790	
Total classroom style training hours - Specialists			12.399	-	5.125	4.586	
Total classroom style training hours - Operatives			107.507	-	16.175	18.069	
Total classroom style training hours			122.471	119.377	22.016	23.607	
Hours of classroom style training by gender - FEMALE			5.550	-	823	1.568	
Hours of classroom style training by gender - MALE			116.921	-	21.193	22.039	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Total virtual training hours - Executive			1	-	2	1	
Total virtual training hours - Management			60	-	126	167	
Total virtual training hours - Direction			169	-	372	267	
Total virtual training hours - Specialists			1.880	-	2.420	2.068	
Total virtual training hours - Operatives			243	-	2.675	636	
Total virtual training hours			2.351	3.851	5.595	3.139	
Hours of virtual training by gender - FEMALE			485	-	505	566	
Hours of virtual training by gender - MALE			1.867	-	5.090	2.574	
COMPANY							
Total training hours - Executive			79	53	36	93	
Total training hours - Management			3.743	4.321	2.740	2.469	
Total training hours - Direction			10.783	11.953	12.628	10.732	
Total training hours - Specialists			77.461	79.968	91.722	78.744	
Total training hours - Operatives			257.053	255.575	154.596	185.985	
Total training hours - Classroom-style - Executive		404-1	70	37	16	31	
Total training hours - Classroom-style - Management			3.257	3.793	1.401	803	
Total training hours - Classroom-style - Direction			8.984	10.405	6.035	4.527	
Total training hours - Classroom-style - Specialist			64.883	70.572	43.782	32.837	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
Total training hours - Classroom-style - Operatives			235.589	229.919	87.848	122.408	
Total classroom style training hours			312.784	314.726	139.081	160.606	
Hours of classroom style training by gender - FEMALE			37.102	38.886	16.286	18.856	
Hours of classroom style training by gender - MALE			275.682	275.840	122.796	141.750	
Total virtual training hours - Executive			9	17	21	62	
Total virtual training hours - Management			486	528	1.339	1.666	
Total virtual training hours - Direction			1.799	1.547	6.592	6.205	
Total virtual training hours - Specialist			12.578	9.396	47.940	45.907	
Total virtual training hours - Operatives			21.464	25.656	66.748	63.577	
Total virtual training hours			36.335	37.145	122.641	117.416	
Hours of virtual style training by gender - FEMALE			8.609	8.394	27.099	30.468	
Hours of virtual style training by gender - MALE			27.726	28.750	95.542	86.948	
Total training hours			349.119	351.870	261.721	278.022	
Performance assessment - employees receiving regular performance and career development reviews (%)							
COLOMBIA							
Level 1: Executive			100%	100%	100%	100%	
Level 2: Management			100%	100%	100%	100%	
Level 3: direction			100%	100%	100%	100%	
Level 4: specialists			100%	100%	100%	100%	
Level 5: operatives			100%	100%	100%	100%	
Total Argos			100%	100%	100%	100%	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
CENTRAL AMERICA AND THE CARIBBEAN							
Level 1: Executive		404-3	0%	0%	0%	0%	
Level 2: Management			100%	100%	100%	100%	
Level 3: direction			100%	100%	100%	98%	
Level 4: specialists			100%	99%	99%	98%	
Level 5: operatives			59%	55%	54%	49%	
Total Argos			0%	0%	88%	86%	
USA							
Level 1: Executive			100%	100%	100%	100%	
Level 2: Management			100%	100%	100%	100%	
Level 3: direction			100%	100%	100%	100%	
Level 4: specialists			100%	100%	100%	100%	
Level 5: operatives			95%	96	100%	100%	
Total Region					100%	100%	
COMPANY							
Level 1: Executive		404-3	100%	100%	100%	100%	
Level 2: Management			100%	100%	100%	100%	
Level 3: direction			100%	100%	100%	100%	
Level 4: specialists			100%	100%	100%	100%	
Level 5: operatives			93%	94%	95%	95%	
Total Region					97%	96%	

Board of directors broken down by

COMPANY

Younger than 30 years		-	-	-	-	
30 to 40 years	405-1	-	-	-	-	
40 to 50 years		3	3	3	2	
50 to 60 years		2	2	2	2	
Older than 60 years		2	2	2	2	
Older than 70 years		-	-	-	1	
Total of women (%)	405-1	14%	14%	14%	14%	
Total of men (%)		86%	86%	86%	86%	

Ratio of basic salary and remuneration of women to men

COLOMBIA

Level 2: Management		0,89	0,86	0,88	0,81	
Level 3: Direction		0,91	0,92	0,91	0,92	
Level 4: Specialists		0,93	0,92	0,91	0,92	
Level 5: Operatives		0,94	0,92	0,91	0,93	

CENTRAL AMERICA AND THE CARIBBEAN

Level 2: Management	405-2	0,42	0,68	0,67	0,67	
Level 3: Direction		0,63	0,88	0,96	0,78	
Level 4: Specialists		1	1,02	1,04	1,01	
Level 5: Operatives		0,91	0,97	0,98	0,94	

	ARGOS	GRI	2018	2019	2020	2021	META 2030
USA							
Level 2: Management			0,88	0,93	0,89	0,89	
Level 3: Direction			0,98	0,97	0,98	0,99	
Level 4: Specialists			0,97	0,94	0,94	0,94	
Level 5: Operatives			1,04	0,99	0,97	0,97	
COMPANY							
Level 2: Management			0,73	0,85	0,83	0,81	
Level 3: Direction		405-2	0,86	0,93	0,96	0,91	
Level 4: Specialists			0,97	0,95	0,95	0,95	
Level 5: Operatives			1	0,97	0,96	0,96	
<u>Mobility</u>							
Colombia (VP)			7,1%	7,4%	4,4%	8,5%	
Central America and the Caribbean (VP)			9,3%	6,6%	6,8%	7,3%	
USA		A-TM1	13,1%	9,6%	10,0%	10,0%	
Design and service areas consolidated			20,8%	18,7%	6,3%	13,0%	
Company			11,0%	8,7%	6,9%	9,2%	
<u>Leadership positions</u>							
COMPANY							
		A-TM4					
Leadership positions held by women (%)			29,60	30,00%	29,30%	30,30%	35%

Succession

COMPANY

	A-TM3					
Succession success rate		-	45%	50%	70%	

Key talent

Colombia (VP)			95%	97%	94%	
Central America and the Caribbean (VP)			92%	96%	93%	
USA	A-TM2		97%	90%	85%	
Design and service areas consolidated			93%	93%	94%	
Company			93%	95%	93%	